

# The Transformation Paradox

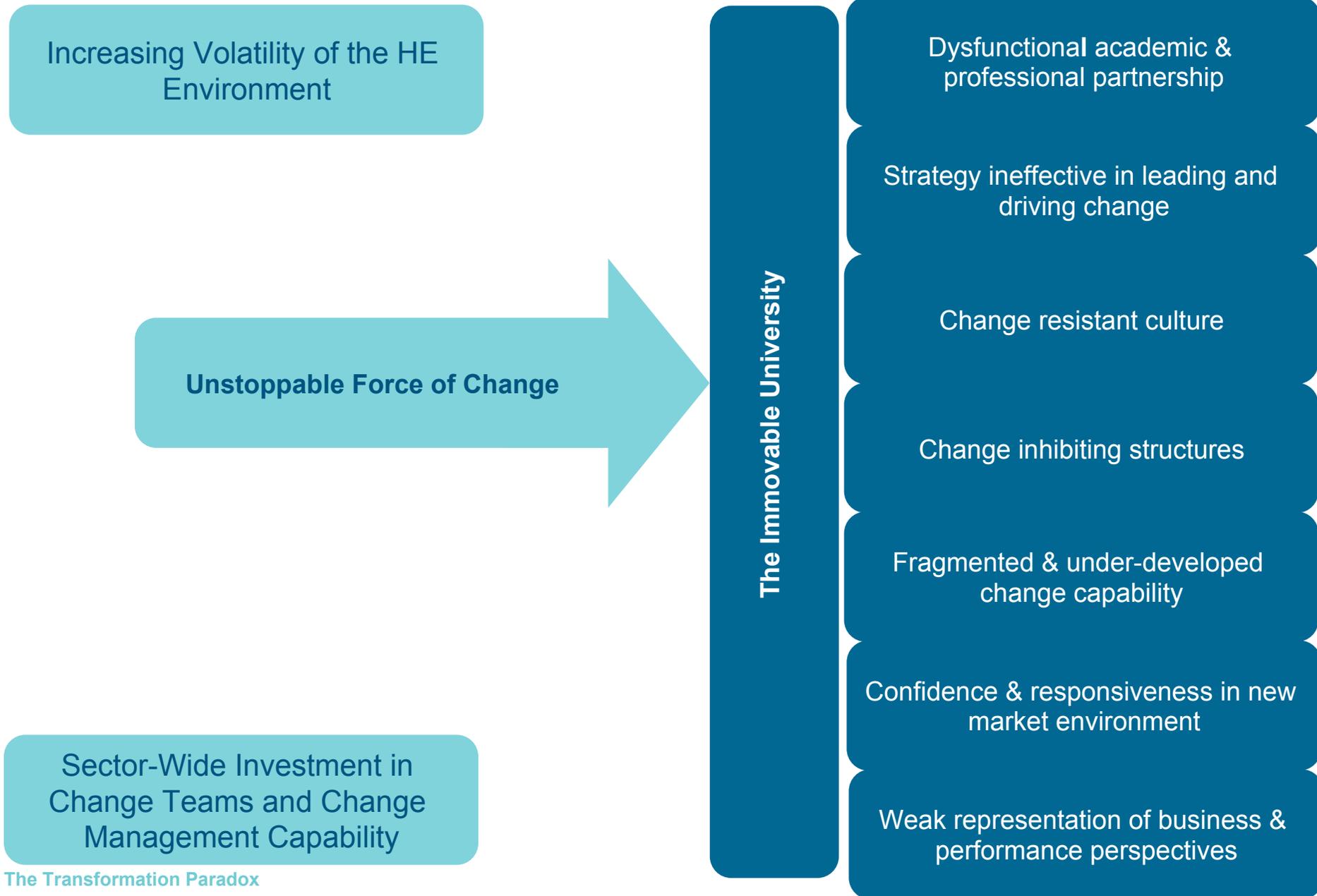
*How the unstoppable force of change can move the immovable university*

**AUA Conference 2017**

**Simon Donoghue & David Becker**

**Monday 10 April 15.30-16.45**

# Unstoppable Force of Change Vs Immovable University

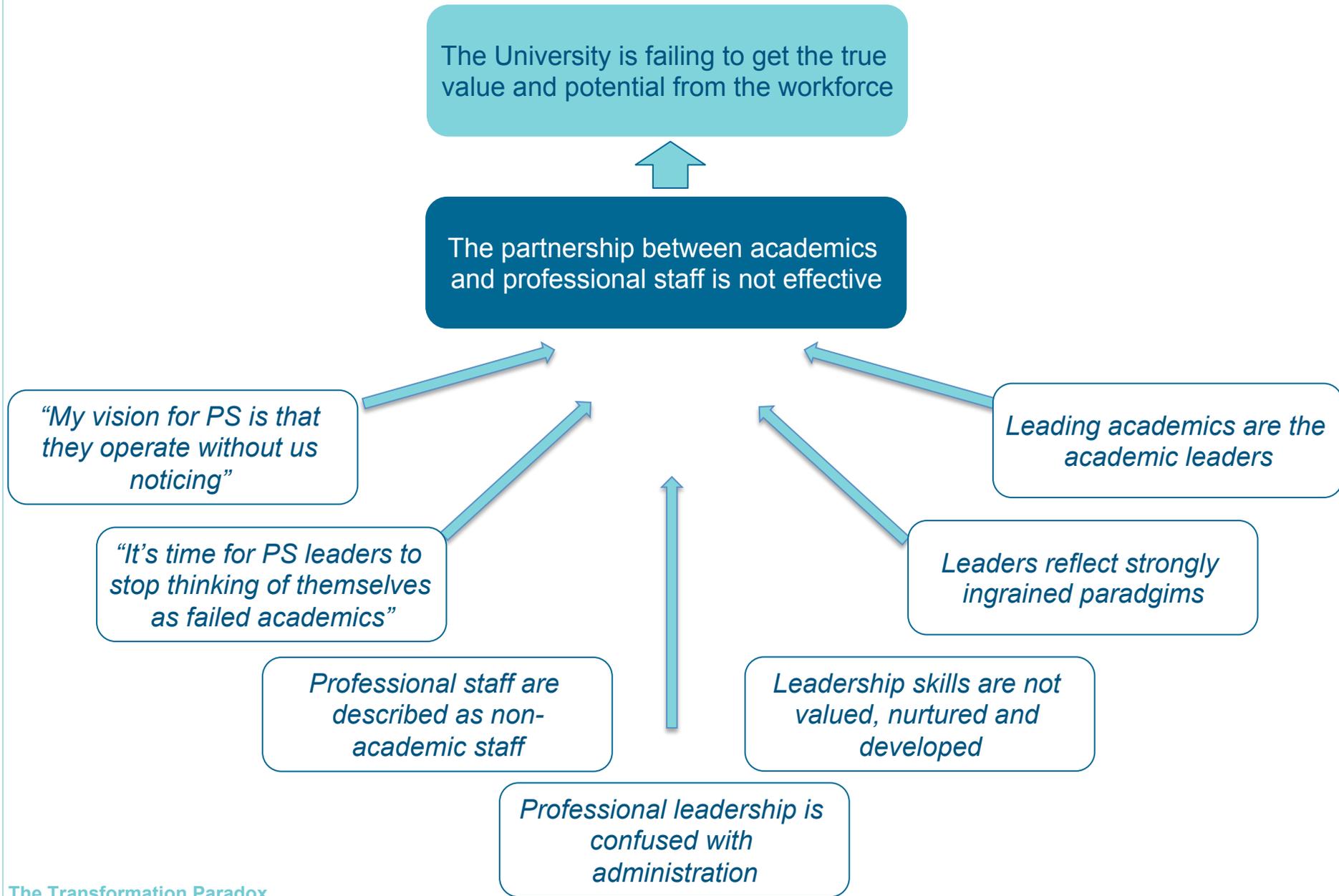


# The 7 Deadly Sins

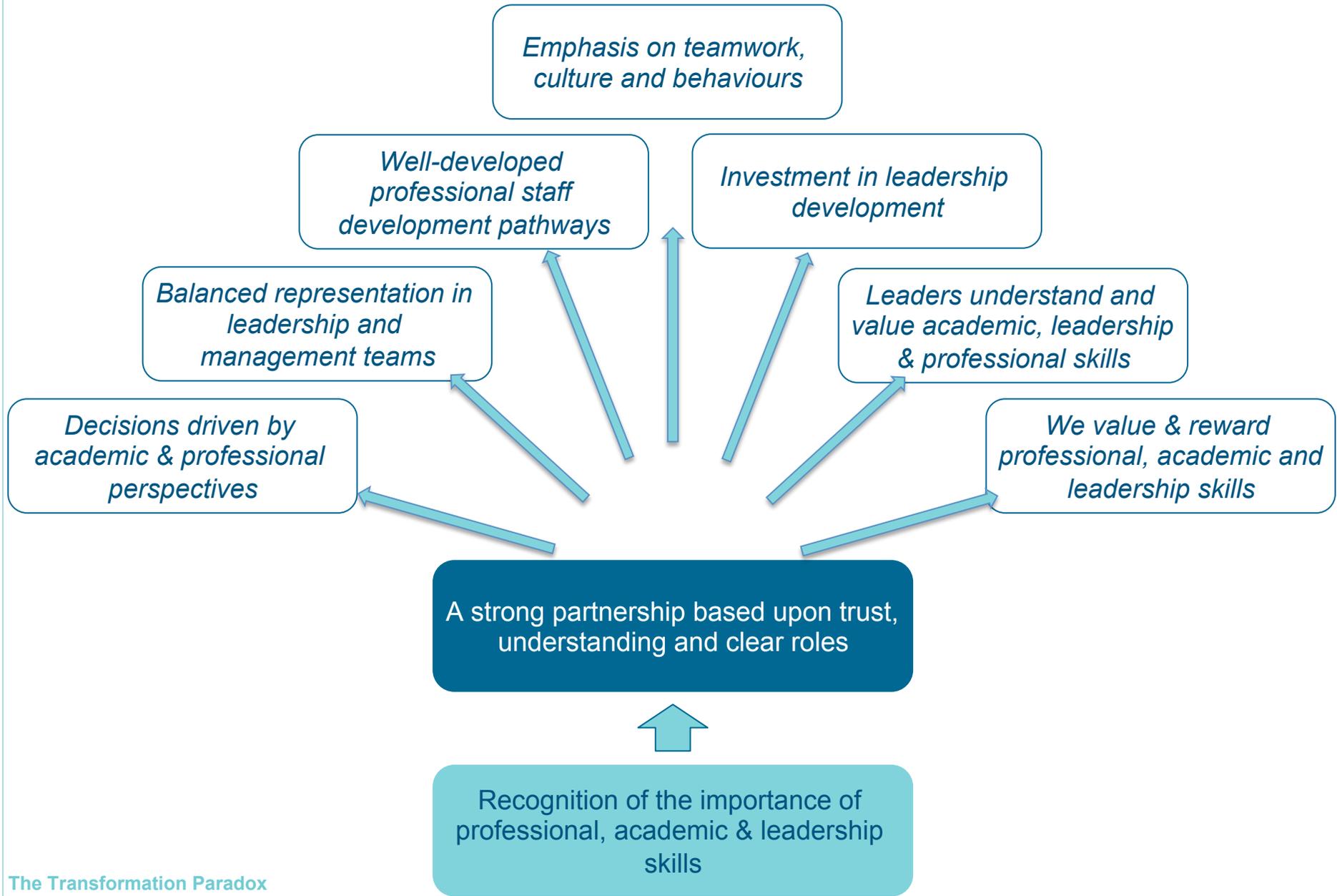


# Academic & Professional Partnership

# Dysfunctional Academic & Professional Partnership



# Academic & Professional Partnership



Our vision. Our strategy.

**Executive summary**  
This Strategic Plan captures the collective ambition and imagination of our staff, our students and the wider Bristol family including our alumni, supporters, partners and benefactors. It provides a roadmap for the next phase of our University's development.



'Our vision is to sustain and improve upon our world-leading reputation for research, and embrace educational innovation that will nurture skilled, adaptable and resilient graduates.'

Professor Hugh Brady  
Vice-Chancellor and President

Our ambition is to be globally renowned both for the quality of our teaching and learning environment and for the excellence and breadth of our research and scholarship – as well as for the strength of partnerships that underpin them.

For over a century, we at the University of Bristol have inspired generations of students, pushed the frontiers of human knowledge and served the nation with distinction.

Today, our University is ranked among the top universities in the world and in the UK's top five research. We are also one of the top five UK's leading employers of graduates. C

# Strategy

## RESEARCH & INNOVATION

### Leeds Institute for Data Analytics (LIDA)

The Leeds Institute for Data Analytics (LIDA) is the home of two major programmes for data-intensive research – the MRC Centre for Medical Bioinformatics and the ESRC Consumer Data Research Centre. LIDA is bringing together applied research groups alongside data scientists in mathematics and computer science to open up unparalleled opportunities to understand health and human behaviour which will have clear patient benefits, high social and economic impact and real international reach.

LIDA has been established over the past twelve months and is growing, with investments from the UK Research Councils and the University itself, and with strong support from a diverse network of partners.

Professor Mark Birkin of the School of Geography, who is leading the ESRC project, said: "The University of Leeds has embraced the data analytics agenda very actively, based on very specific and distinctive local strengths. We have made remarkable progress in a relatively short period of time. The investments from the MRC and ESRC provide an excellent platform for the future."

University of Oxford

Strategic Plan 2013-

# Enabling strategies

62 Staff and students require the best facilities for their work. To support our academic communities with appropriate libraries and museums, seminar rooms, laboratories, IT systems and research equipment, significant capital investment is required. To ensure that facilities can be sustained responsibly into the future, long-term strategic planning is necessary, underpinned by coherent strategies for Finance, Estates, Information Technology, and Development. The University therefore aims to achieve an operational surplus (calculated as earnings before interest, tax, depreciation and amortisation) of at least 5% taking into account the increasing cost of replacing assets through inflation or rising expectations of functional suitability.

## FINANCE, CAPITAL, AND VALUE FOR MONEY

### Enabling Strategy 1

To generate a sufficient recurrent surplus to sustain the University's infrastructure, collections and academic activities.

63 We will implement a more coherent setting and monitoring services, looking to reduce costs and promote a more proactive approach to money and shared services. We will also review administrative services under review including

through benchmarking activities against similar organisations.

64 The University will maximise revenues including through increased research funding, philanthropy, and licensing of intellectual property.

### Enabling Strategy 2

To ensure that our income to reflect the collegiate University's strategic priorities and

65 We will review our resource allocation, cost mechanisms and use of unrestricted income, including HEFCE grant, fee income

and long-term loan capital to ensure effective support of the University's strategic priorities and commitments.

# Strategy ineffective in driving change



# Transformational change aligned with strategy





Lancaster University

# Our People Strategy 2020

'We will attract, develop and retain the best staff'

# DISCOVERY-ENABLING CULTURE

## OUR COMMITMENTS

WE EXPECT EXCELLENCE. WE WILL FOSTER A CULTURE THAT ACTIVELY SUPPORTS ALL OF OUR STAFF IN FULFILLING THEIR POTENTIAL, SHARING THEIR IDEAS AND EXPERIENCES AND LEARNING THROUGH LEADING. WE KNOW THAT A CULTURE THAT HELPS US FLOURISH WILL ALSO MAKE THE VERY BEST PEOPLE WANT TO COME AND JOIN US.

- We value ambition, creativity and imagination, and we will trust ourselves to experiment and be bold. We will allow each other to take reasonable risks, acknowledge and learn from mistakes and support each other in the challenge of achievement.
- We will recognise the benefit we gain from the UK's most multicultural city and our staff and students who live in it. We will encourage all staff to bring their own experiences, cultural perspectives and talents to the University.
- Across our institution we will encourage all staff to bring their own experiences, cultural perspectives and talents to the University.

# Culture



The University of Sheffield.

## The Power of People

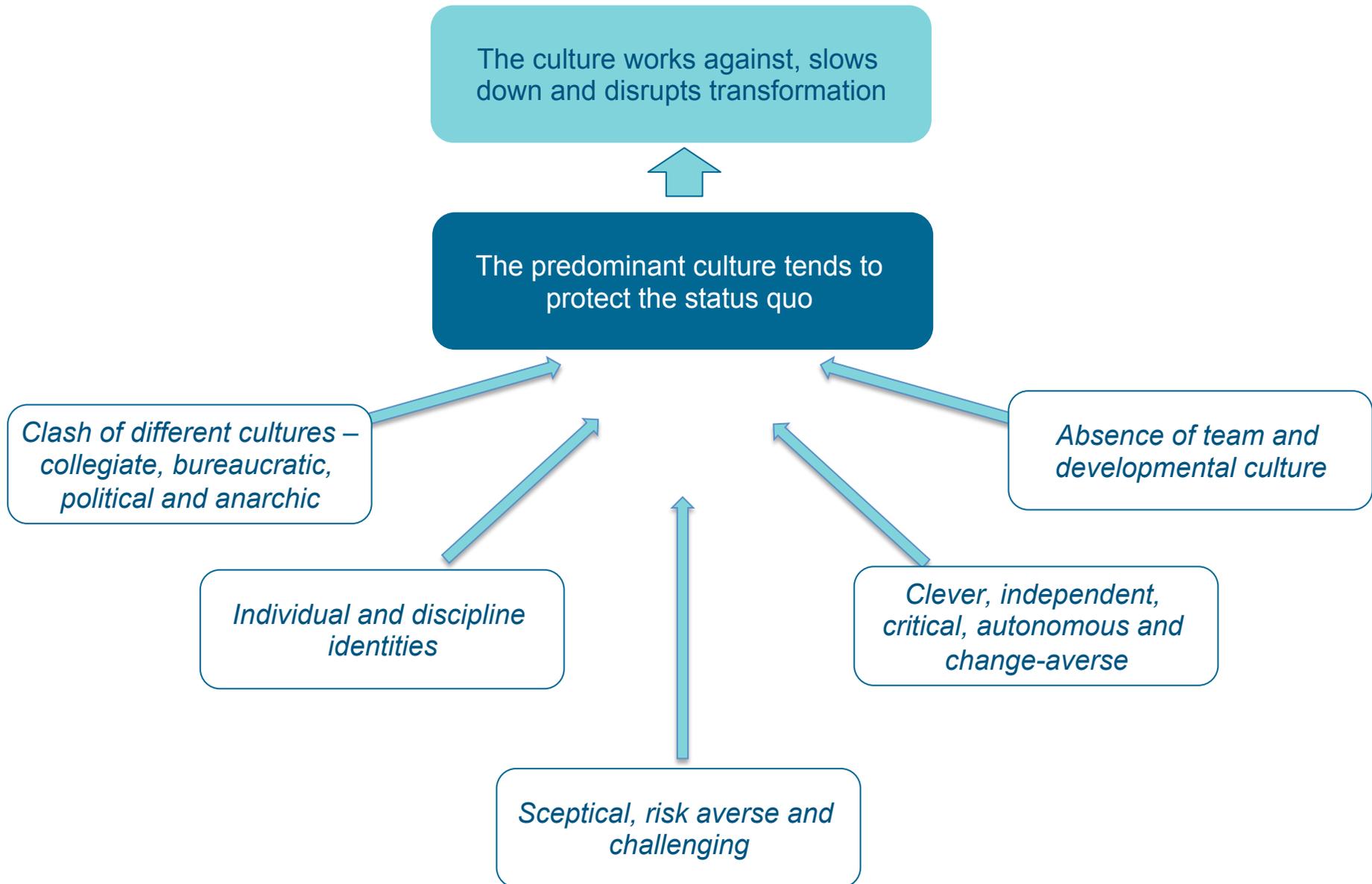
Our University  
Our Future  
Our People  
2016-2021



THE UNIVERSITY of EDINBURGH

People Strategy  
2012 - 2016

# Change resistant culture



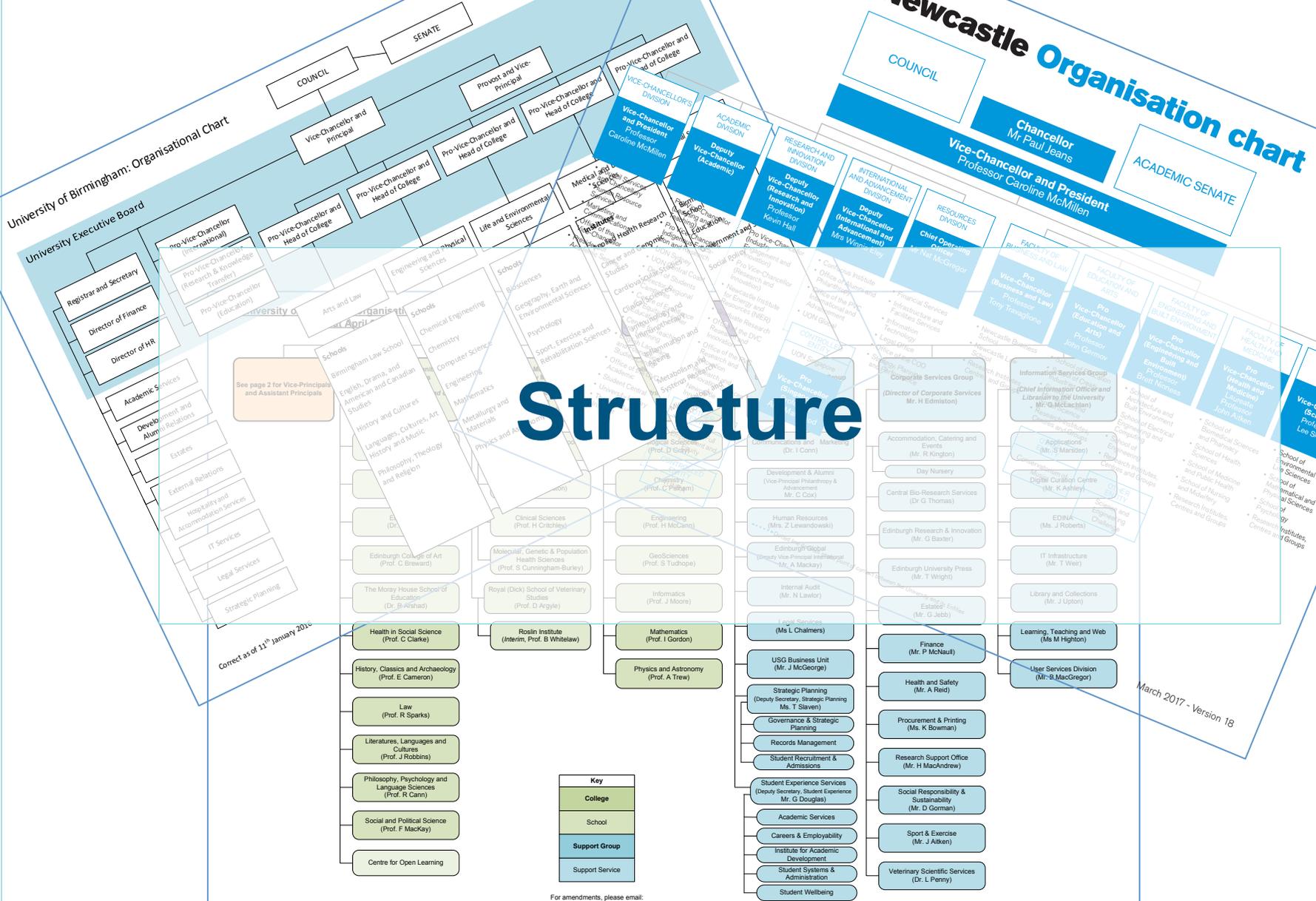
# A positive developmental culture



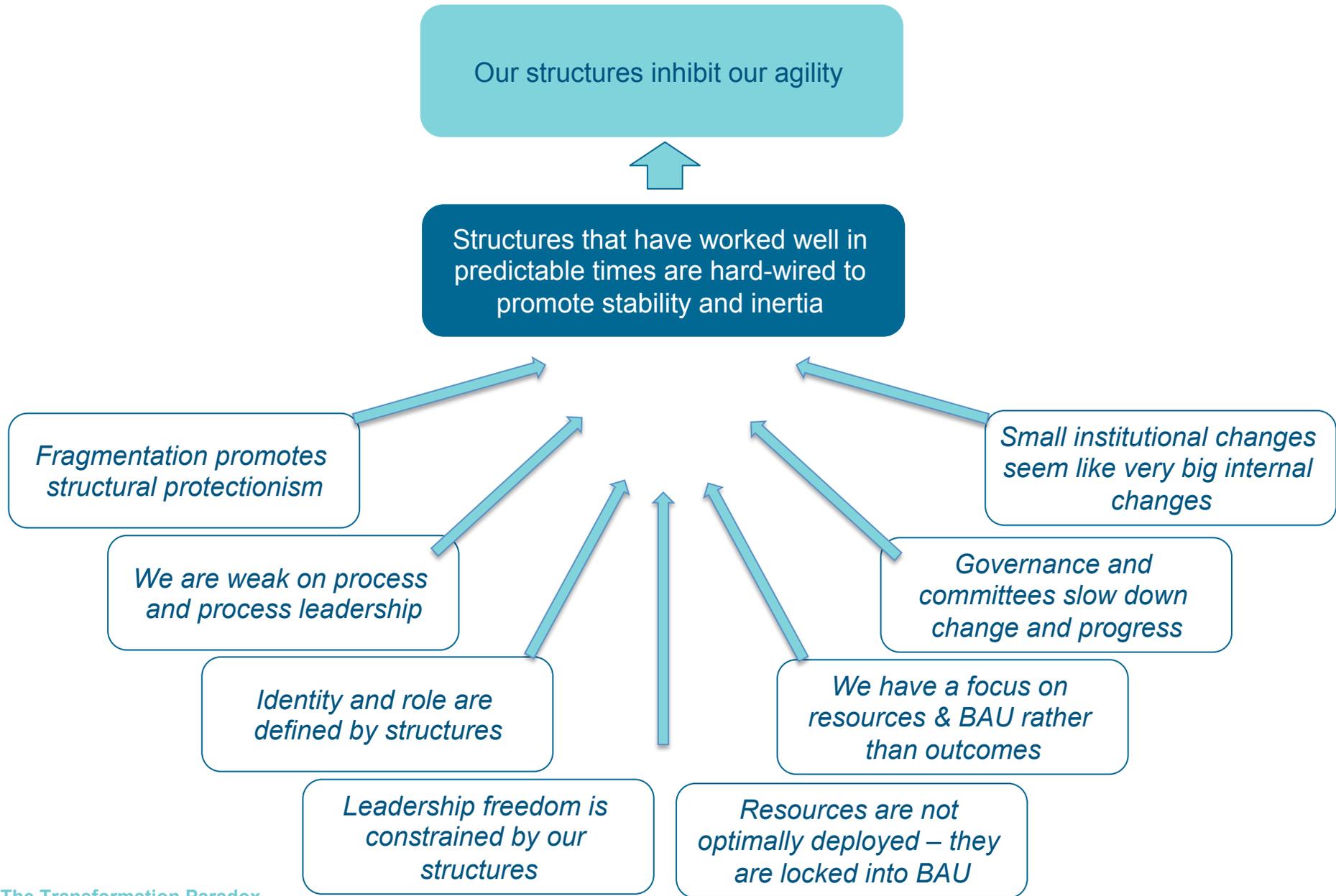
# University of Newcastle Organisation chart



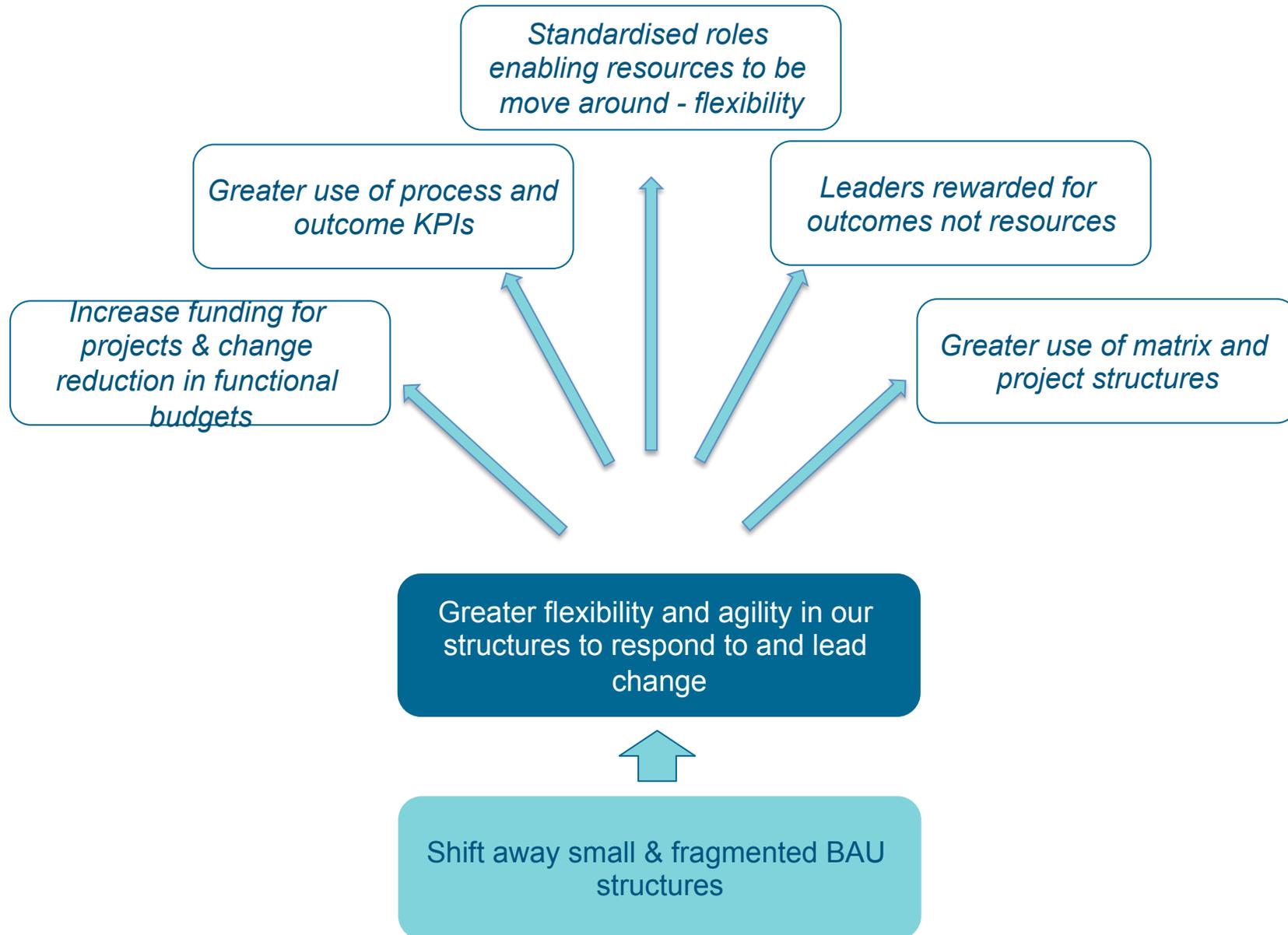
# Structure



# Change inhibiting structures



# Structures that enable change



# Reconfiguring for Change

## Our Strategic Plan is founded on our identity and enduring values as a global institution.

At the same time, by acknowledging the resourcing and other challenges we will face about how we do what we do, we will need to transform and research review these strengths to rethink what education for the 21st century. We embrace this opportunity to offer and reinvent higher education for the 21st century. We are ready to act as an economic and cultural engine within the great city that founded us, working with industry and communities to fuel economic power and growth at a time when global students search globally for the best education. As this Strategic Plan shows, our identity and heritage are fundamental to our success and inform our important role in the world. We must inspire us to new endeavours and make us fearless of change. Alongside our institutional resilience and agility, we will advocate the case for the critical role of the University of Sheffield in the city of Sheffield, to the Yorkshire region and to the UK's future, in order to build public support for the University and the work we do.

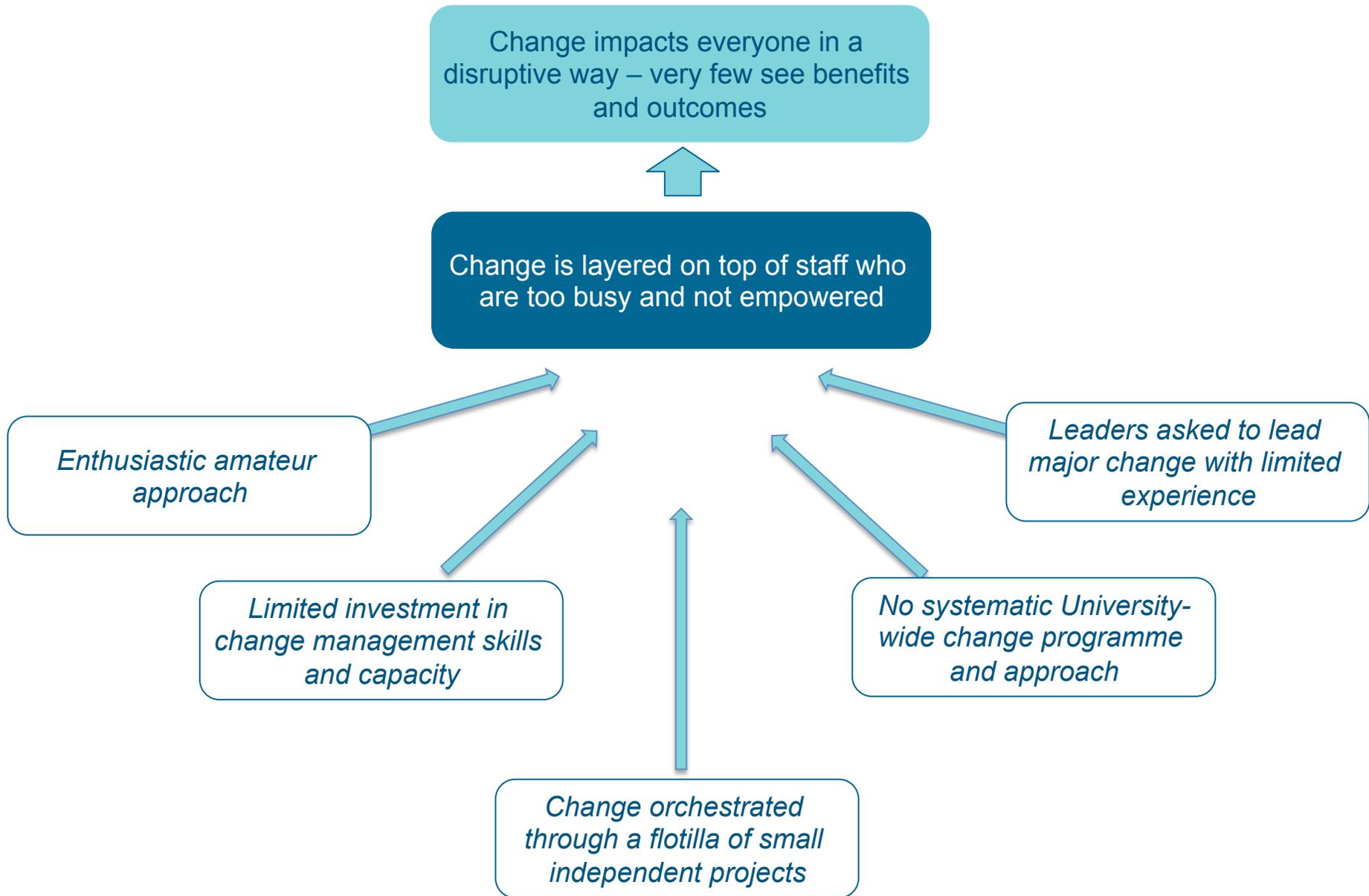
# Change Management Capability

## TRANSFORMATIVE INITIATIVES

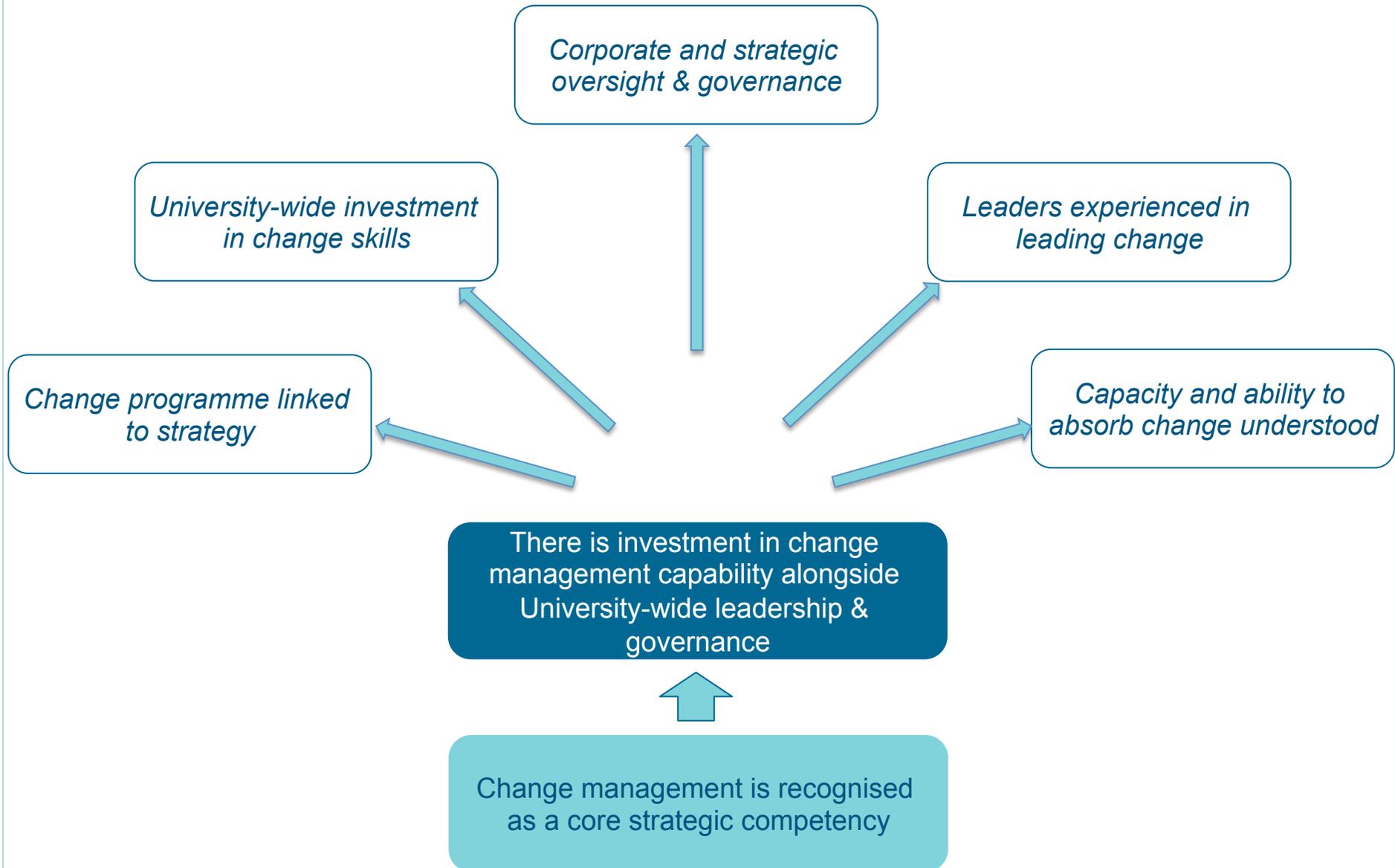
To demonstrate our commitment to our Strategic Plan, we have identified a number of transformative initiatives which are currently being implemented for delivery over the next five years.



# Fragmented & under-developed change capability



# A positive developmental culture



Our future

Over the next five years, we will build on this rich heritage of invention, enterprise and international engagement to:

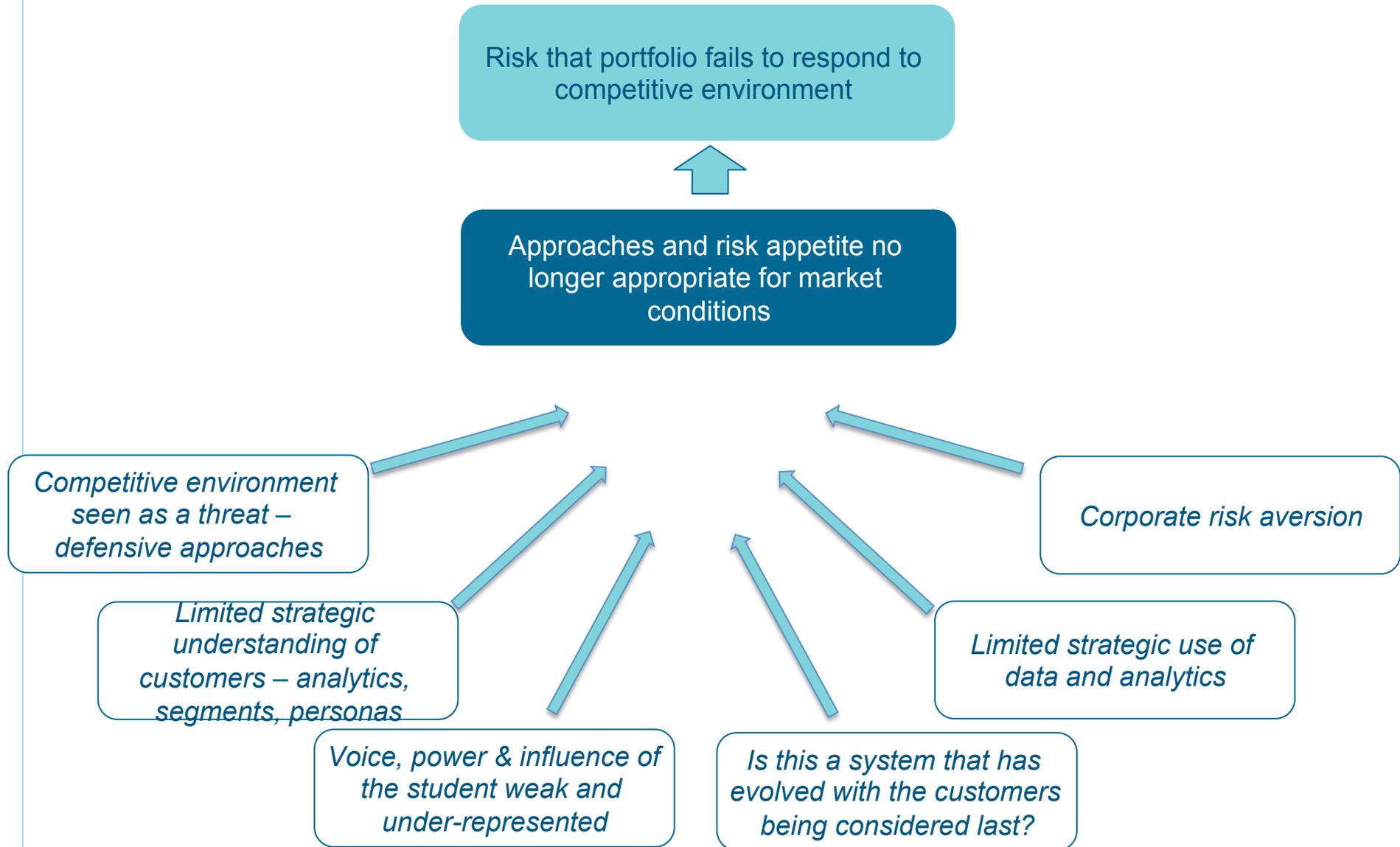
- extend our research power by recruiting dynamic researchers, nurturing their talent and leading their ambitions;
- affirm our international influence through worldwide partnerships which offer creative responses to research and educational opportunities;
- become an international leader in graduate education, attracting increasing numbers of postgraduates from across the world and global centres of delivery;
- enrich the postgraduate and undergraduate experience by engaging purposefully with our staff, student, employer, partner and alumni communities;
- expand our capacity and capability by investing in new infrastructure, facilities and technologies.

In so doing, we will also enhance the distinctive characteristics of our research and teaching excellence.

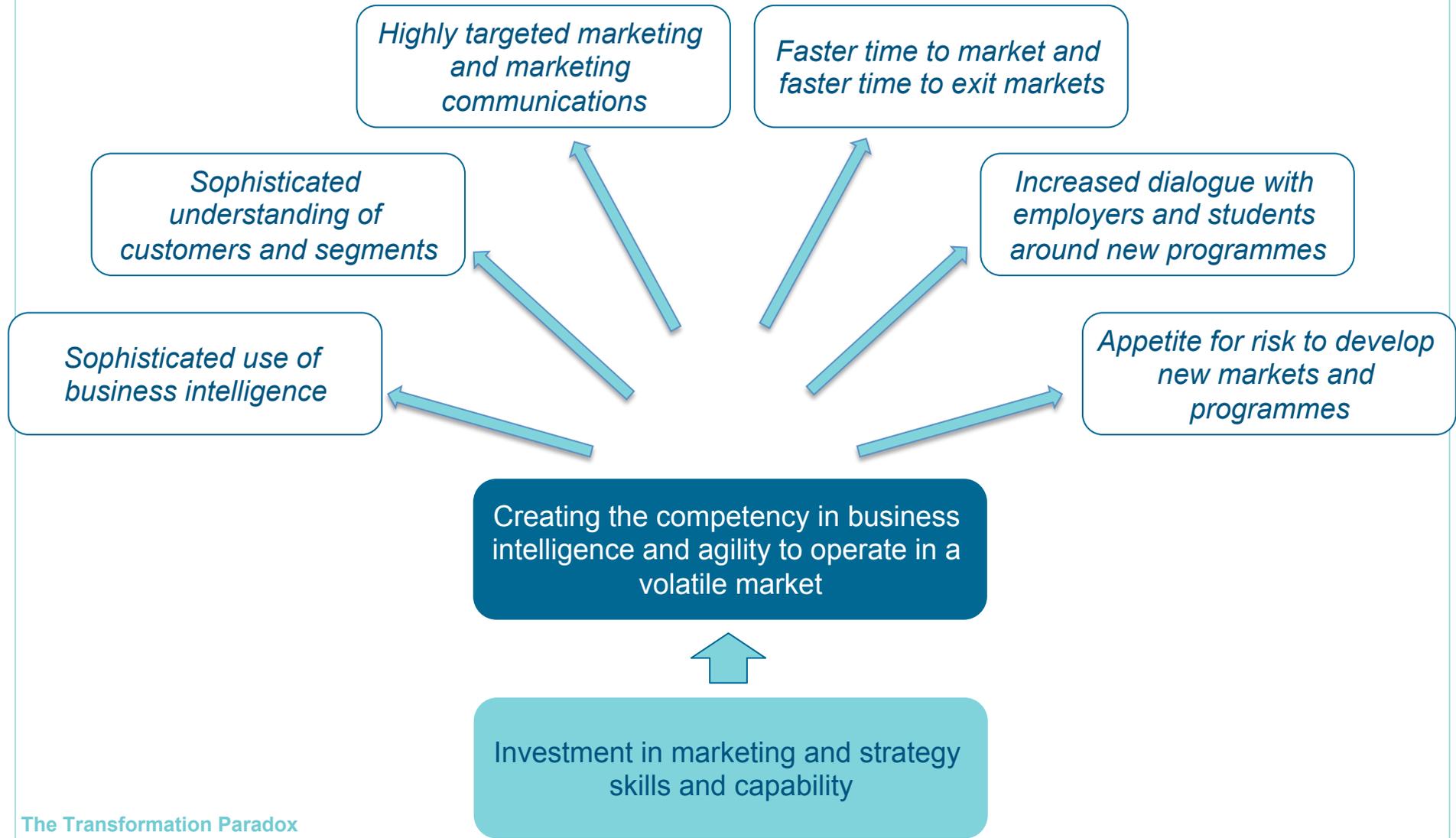
Our University  
Our Future  
Our Plan.

# Confidence & responsiveness in new market environment

# Confidence & responsiveness in new market environment



# Confidence & responsiveness in new market environment



# Performance & Business Perspectives

WE WILL KNOW WE ARE SUCCEEDING WHEN...

ground-breaking  
£1.94m. Over  
10 donors  
with global  
ties.

ing campaign  
the course of  
of funding  
to-date  
governance bodies to  
supporters,  
including  
The University's  
investigations  
fundraising practice.

The primary responsibility for fundraising at the University  
is held by the Development and Alumni Relations Office

WE CONTRIBUTE  
**£600**  
ALUMNI POINTS

NO3

**21,273**  
STUDENTS  
FROM 130 COUNTRIES

PROFESSOR MYRA NIMMO  
APPOINTED CHAIR OF  
ENGLAND ATHLETICS

CURRENT AND FORMER  
STUDENTS WON MEDALS AT  
THE RIO OLYMPICS AND  
PARALYMPICS IN 2016

RE-OPENING OF THE  
LAPWORTH MUSEUM OF  
GEOLOGY AFTER **£2.7M**  
REFURBISHMENT

PROVIDED ACCESS TO RESEARCH  
LABS AND CLINICAL TRIALS  
IN OTHER COUNTRIES

BIRMINGHAM STUDENTS  
DELIVERED CPR TRAINING TO MEMBERS  
OF THE PUBLIC AS PART OF #VSHOCKS  
PROJECT AT V FESTIVAL

RUNNING A BUSINESS CLUB FOR OVER  
**671 MEMBERS** FROM 520 COMPANIES

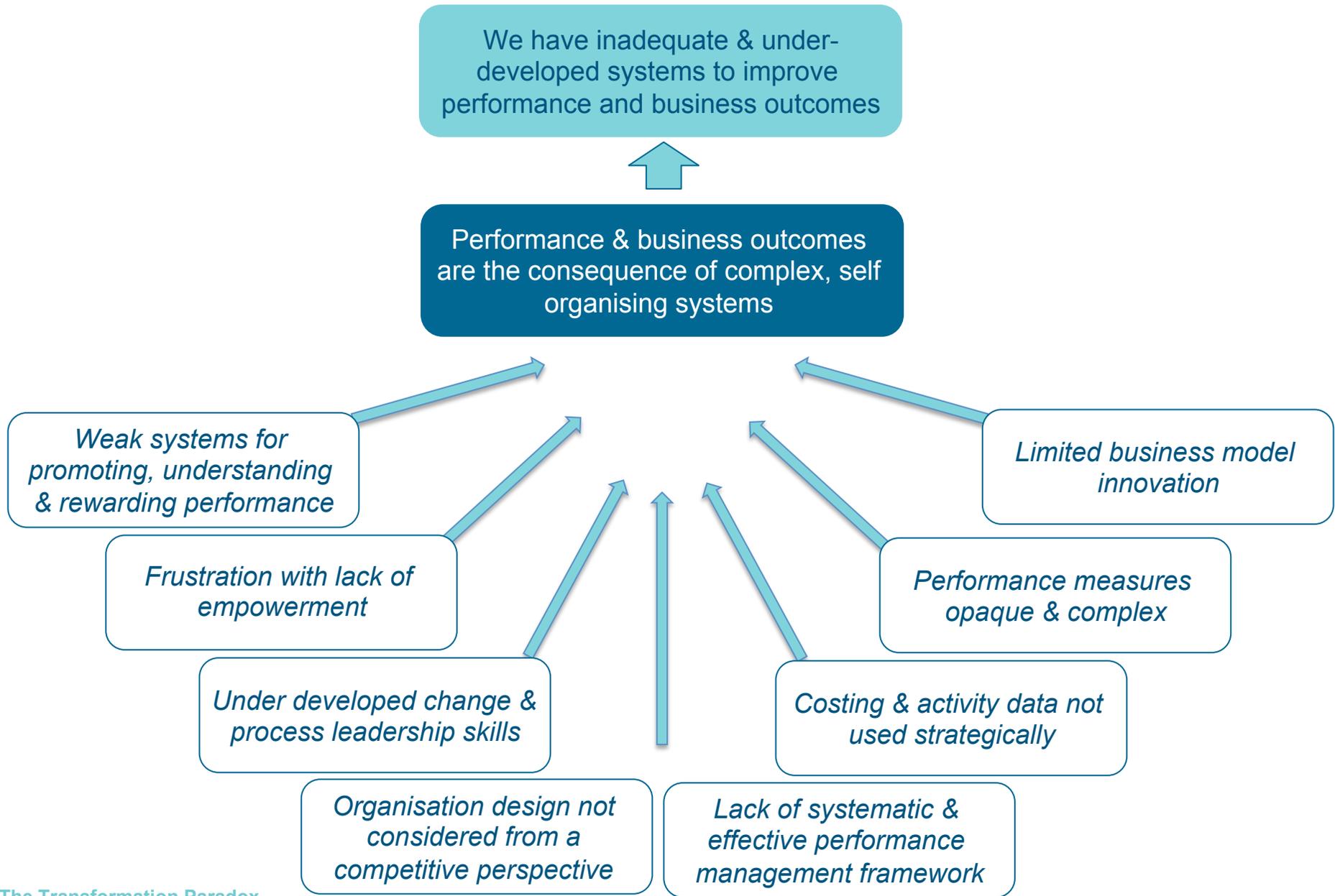
BIZZ INN INCUBATOR HAS HELPED  
**1001 ENTREPRENEURS**  
AND STUDENTS CREATE 35  
COMPANIES AND 60 JOBS

**77 ACTIVE**  
CLINICAL TRIALS  
RUN IN YEAR

DELIVERED  
ACADEMIC TALKS  
TO THE HAY FESTIVAL

HOSTED 6  
ON CAMPUS  
RE...

# Weak representation of business & performance perspectives



# Business and performance focussed university

