

Building the  
**agile** university  
Innovation and Improvement  
for a Better Student Experience



2012 Higher Education  
S E M I N A R

Thursday 15th March 2012



elementa  
leadership

At St Hugh's College, University of Oxford

# 2012 Higher Education S E M I N A R



England's Higher Education (HE) sector is going through its most turbulent period for more than fifty years. The Government is proposing a more open market in HE provision with resources following the student. This will be accompanied by a greater emphasis on student centred metrics and the provision of key information to inform student decision making.

These changes are profound. Universities, more than ever before, will have to identify a differentiated strategic positioning based on their unique strengths which make them attractive to both students and their parents.

The potential responses to the challenges facing the sector are by no means pre-determined. Despite the funding and policy constraints there is still room for constructive management choice in shaping the future of individual institutions.

Our Seminar brings together leading thinkers and practitioners to discuss and present ideas on **Building The Agile University – Innovation and Improvement for a Better Student Experience.**

[www.elementaleadership.co.uk](http://www.elementaleadership.co.uk)

This Seminar will focus on:

How to successfully effect strategic change in an academic institution

*(including a specific focus on the academic/administrative interface)*

How to increase the value and performance of student centred university processes

Providing Student Services that positively enhance the student experience

## Our Speakers will include:

**William Balzer**, Ph.D., Professor of Industrial-Organizational Psychology at Bowling Green State University, Ohio (Author of *Lean Higher Education: Increasing the Value and Performance of University Processes*)

**Tom Ellett**, Senior Associate Vice President, Student Affairs, New York University.

**Richard Sharpe**, Director, Elementa Leadership

## Seminar Format

The Seminar aims to provide time and opportunity for worthwhile interaction and dialogue with the presenters.

The morning session will involve presentations from each speaker in plenary with the afternoon offering delegates the choice of participating in an in depth focus on either Lean HE or Student Services. When booking delegates will be invited to indicate their choice of afternoon session.

The two afternoon 'breakout' sessions will be led by the appropriate speaker from the morning session and an Elementa Leadership facilitator. These sessions will be informal and based upon delegate questions and dialogue.

The Seminar is for those in senior positions in universities, such as Deputy Vice-Chancellors, Pro-Vice Chancellors, Chief Operating Officers, Registrars, University Heads of Student Services, HR Directors, Deans and Heads of Faculty.

The event will start at 10am (with registration from 9.30am) and end at 4.15pm.

**Venue:** St Hugh's College, University of Oxford. St Hugh's College is within easy reach of the M40, A34 and other major routes, as well as being in close proximity to Oxford City Centre. The event will be held in the Maplethorpe Building.

**Cost:** £175.00 per person plus VAT. This includes all refreshments. There will be morning coffee, lunch and afternoon tea.

## How to book:

To request a booking form please visit our website [www.elementaleadership.co.uk](http://www.elementaleadership.co.uk) or email [janet@elementaleadership.co.uk](mailto:janet@elementaleadership.co.uk)



## William K. Balzer, Ph.D.

For the past seven years, Professor Balzer has been involved in promoting and applying lean principles and practices in higher education. His research interests include

the psychology of lean systems, performance appraisal, job attitudes, and applied decision making. He has consulted with international organisations including Procter and Gamble and Pepsico.

### About Bowling Green State University

Bowling Green State University is a public institution that was founded in 1910. It has a total undergraduate enrolment of 14,807, its setting is rural, and the campus size is 1,338 acres. Bowling Green State University (BGSU) is located in northern Ohio, about 85 miles south of Detroit and 115 miles west of Cleveland. Undergraduates at Bowling Green can choose from more than 200 degrees, and master's students can choose from about 50 graduate programmes, including in the fields of business, education and health.

### About Lean Higher Education (LHE)

LHE can help higher education strengthen its contributions to society in the current (and future) environment of limited resources, changing stakeholder and customer expectations, and increased accountability.

Lean Higher Education (LHE), the extension of lean principles and practices to higher education, helps colleges and universities achieve academic and operational excellence through an intentional and disciplined focus on continuous improvement that builds on the expertise and

commitment of all staff. Professor Balzer will present empirical evidence that highlights successful application of lean concepts at major US universities and focus on proven methods for uncovering and eliminating activities that overburden staff yet contribute little or no added value to stakeholders. Its aim is to produce higher quality education, at reduced costs, with efficient processes that instil pride, maximise value and respect the long term interests of students and all staff.



## Tom Ellett

Tom currently serves as the Associate Vice President for Student Affairs at New York University. Prior to NYU, Tom served as the Director of Residence Life at Syracuse University for five years. His main focus at SU was assessment, creation of learning communities

and organizational restructuring. Previous to working at Syracuse University, Tom served in four residence life positions at Catholic University of America in Washington, D.C. Tom received his Ph.D. from Fordham University in Education, Leadership, Administration and Policy program.

He also holds an M.F.A. from The Catholic University of America in Directing of Theatre and a B.A. in English from Fordham University.

### About NYU

Founded in 1831, New York University is now one of the largest private universities in the United States. It serves some 40,000 students attending 18 schools and colleges at five major centres in Manhattan and in sites in Africa, Asia, Europe, and South America.

Over the most recent 25 years of its history, NYU's ascendancy has been remarkable – moving it from near bankruptcy in 1975 (when it was largely a regional institution with several strong

professional schools and institutes) to a position of prominence among the great universities of the world. Much of the University's success from 1981 to date has been driven by a spirit of entrepreneurship, of opportunities identified and seized and of an asset which President John Sexton refers to as "our attitudinal endowment".

### About NYU Student Affairs

The Division of Student Affairs consists of a variety of offices and departments that offer a wealth of programming, services, and resources to NYU students.

The mission of the NYU Division of Student Affairs is twofold:

- to complement and support the University's academic mission as an international center of scholarship, teaching, and research, and
- to enhance the quality of life for students both in and outside of the classroom.

It is guided by a set of core principles anchored around five hallmarks: to provide students with a superior learning experience, in an environment that fosters community, welcomes diversity in all its forms, promotes overall well-being, and exemplifies quality service.



## Richard Sharpe

Richard is Director of Elementa Leadership an organisation development consultancy that partners with its clients to build greater strategic agility. He has twenty years of consultancy experience working across sectors with clients such as The

University of Southampton, The University of York, University of the West of England,

University of Manchester, University of East Anglia, Sheffield Hallam University, Nestle, Glaxo Smithkline, Sainsbury's, Transport for London, IATA, Cabinet Office and Shell/Exxon. He has undertaken leadership and strategic change assignments throughout the UK and Europe working predominantly at executive level. Richard held the position of Associate Director, Leadership, with The Work Foundation. He is a Fellow of the Chartered

Institute of Personnel and Development, Fellow of the RSA and has an MSc Organisational Behaviour through Birkbeck College, University of London.

### About Elementa Leadership

Elementa Leadership is an organisation development consultancy that works in partnership with its clients to help them

achieve greater strategic agility. Elementa Leadership is committed to the future of UK higher education as central to the development of both a better society and better economy. We work across the higher education sector and are proud of our significant and ongoing relationships with a fast growing number of UK HEI's covering all mission groups.

Disclaimer: Elementa Leadership reserves the right to make changes to the programme at any time.

Elementa Leadership is an organisation which contracts with St Hugh's College for the use of the facilities but has no formal connection with the University of Oxford

www.elementaleadership.co.uk



elementa  
leadership

For further information about our services and approach  
please contact **Richard Sharpe** on 07957 136558  
or email [richard@elementaleadership.co.uk](mailto:richard@elementaleadership.co.uk)  
Please visit our website [www.elementaleadership.co.uk](http://www.elementaleadership.co.uk)