Strategic Change in Global Higher Education

Thursday 12th October 2017 University of Strathclyde, Glasgow
An Invitation

I am pleased to invite you to our third global higher education seminar which will take place in Glasgow at the University of Strathclyde.

As a result of our ongoing programme of research, international study visits and our consultancy work we have developed a global network of higher education leaders.

I am delighted that five leaders and change agents from this network, representing globally leading universities from the US, the Netherlands and the UK, are able to share their personal accounts of implementing strategic change.

The seminar will involve a practical focus on the development and implementation of strategy and related organisational change. It will provide the details of what was done, why it was done and what ultimately happened together with the reflections of those involved in leading these changes.

This seminar is important for anyone involved in the development and implementation of strategy within a global higher education context and our aim is to simulate a vibrant dialogue from which we can all learn.

I look forward to welcoming you to the seminar.

Richard Sharpe
Managing Director

www.elementaleadership.co.uk
Bill Reichle, Director Operational Excellence and New Revenue Initiatives, UC Berkeley

UC Berkeley has experienced a 50% reduction in state funding in the past decade. In the face of these budget cuts, Berkeley has embarked on an ambitious programme to re-think and reshape one of the world’s premier public research institutions.

This case study will focus on how UC Berkeley has gone about achieving ‘operational excellence’ in the context of significant financial, political and cultural challenges. It will chart the successes (and lessons learned) of implementing Operational Excellence since its launch in 2009 and highlight specific initiatives which have contributed to both sustaining the world-class academic mission of the institution whilst providing significant cumulative financial savings and improving the quality of service.

Bill Reichle is Co-Director of the Operational Excellence Program Office at UC Berkeley and directs UC Berkeley’s New Revenue Initiatives. In this role, he partners with faculty, staff, students and alumni to identify and develop entrepreneurial opportunities to create new, sustainable, revenue-generating programs for the University.
The Shared Services Solution at UC Berkeley

Peggy Huston, Chief Operating Officer of Campus Shared Services, UC Berkeley

Campus Shared Services began as a part of UC Berkeley’s Operational Excellence effort. Faced with highly dispersed administrative functions, inefficient or redundant processes and fragmented control over quality, Berkeley made the strategic choice to pursue a shared services model.

This case study will focus on how Berkeley has set about developing a shared services capability that enables the institution to direct more resources toward teaching, research and public service mission – by generating significant savings for the campus. In particular it will focus on the challenges faced as the CSS project was implemented and the learning that has emerged from this process.

Peggy Huston currently serves as CSS Chief Operating Officer. In 2010 she was named Director of the Operational Excellence Program Office for UC Berkeley. In this role, Peggy developed the strategy to achieve the program objectives and goals, and facilitated the governance process in alignment with that strategy. She has engaged with global higher education audiences around the UC Berkeley long term approach to shared services and has recently received a Leaders of Change award from the US Network for Change and Continuous Innovation in HE.
Strategic Renewal at UC Riverside
Professor Kelechi Kalu, Vice Provost of International Affairs, UC Riverside

UC Riverside is increasingly becoming a globally distinctive public research intensive university. A new leadership team is embarking on a mission “to do something bold” and grow what is already one of the most ethnically and economically diverse universities in the world.

This case study will focus on how a culture of revitalisation and renewal has been fostered and championed by a unified leadership team and manifest through a new strategy: UCR 2020. It will focus on a particularly unique conceptualisation of excellence, encompassing aspiration, access and societal need, delivering a new and distinctive strategic direction.

Kelechi A. Kalu is Vice Provost of International Affairs and Professor of Political Science at University of California, Riverside. Kelechi is responsible for setting the vision for UC Riverside’s internationalisation efforts. He collaborates with colleagues from across the campus and around the world to implement UCR’s exciting global engagement strategies.
TU Delft is the largest and oldest public technological university in the Netherlands. As a distinctive technology university with a leading global reputation, TU Delft has developed a strong capability and culture around collaboration and partnership working.

This case study will explore how TU Delft has developed and implemented a focused strategy with a collaborative and distinctive agenda at its heart and examine how the institution has fostered a culture that has enabled this strategy to flourish. The case study will highlight the successes (and lessons learned) from TU Delft’s strategic partnerships and alliances. This will include a focus on TU Delft’s tripartite strategic alliance with Leiden University and Erasmus University Rotterdam as well as what helps its industrial and international partnerships work effectively.

Krista joined TU Delft in October 2014 as the senior advisor to the Executive Board on the portfolio of International Strategic Partnerships. She is responsible for strategy and policy development in the field of internationalisation and global strategic alliances. Prior to joining TU Delft, Krista worked as the Senior Strategic Advisor (Asia) at Maastricht University.
The University of Glasgow was recently recognised at the 2016 Times Higher Education Leadership and Management Awards, winning the Outstanding Strategic Planning Team award for the development of a new strategy – ‘Inspiring People, Changing the World’. This strategy was designed to empower people at every level.

This case study will focus on an award winning approach to the development of a new strategic plan. It will cover the key challenges encountered and the lessons learned during the strategy engagement process, which included scenario planning exercises and a range of consultation events. It will also focus on the central importance of campus-wide dialogue involving members of the academic and professional services community and senior leadership in developing a well thought through and widely legitimised strategic plan.

Neal was appointed to the position of Senior Vice-Principal and Deputy Vice Chancellor in July 2013. Neal led the development and implementation of the University of Glasgow’s strategic plan which was launched in July 2015.
Seminar Details

We are pleased to provide you with the key information about the 2017 HE Seminar and look forward to meeting you.

Cost: £375.00 per person to include lunch and refreshments (plus VAT)

Venue: Technology and Innovation Centre, University of Strathclyde, Glasgow, G1 1RD

Timings: 09:30 – 16:30 (registration from 09:00)

Format: The seminar will involve the five speakers delivering a strategic change case study each followed by an interactive question and answer session. The day will conclude with a panel discussion with the floor open to seminar delegates.

To book your place go to our online booking form

For further details please contact Janet Sharpe by email janet@elementaleadership.co.uk or call 01793 750157
About Elementa Leadership

Elementa Leadership is a UK-based specialist leadership and organisation development consultancy with cross-sectoral international experience, focused on global higher education.

Our consultancy services focus on developing the ‘Agile University’ through the alignment and integration of strategy, leadership and culture.

Our higher education clients include the University of Aberdeen, the University of Adelaide, UWE Bristol, the University of Glasgow, the University of Kent, Lancaster University, Sheffield Hallam University, the University of Southampton and the University of York.

We have an ongoing programme of research focused upon the effective development and implementation of strategy in global higher education. This has been facilitated by the development of a growing number of relationships with leading universities in the UK, US, Australia and Europe.
Services from Elementa Leadership:

- Top Team Development
- Bridge-Building Leadership
- Engaged Strategic Planning
- Scenario Planning
- Executive Coaching
- Research and Analysis

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