



University of Salford
A Greater Manchester University

Seizing regional opportunities to diversify funding: a case study



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The Presentation

A Case Study

- Strategy
- Organisational Structure
- Implementation

- For establishing Strategic Partnerships

- In the context of comprehensive organisational and cultural change



Salford's History

- Origins in 1830s (industrial revolution)
- 1896: Royal Technical Institute, Salford
- 1967: University of Salford
- 1982: dramatic funding reduction
- 1996: merger with University College and Northern College of Music
- 1997: Restructure from 8 Faculties and 38 Schools to 4 Faculties and 12 Schools
- 21,000 students (17000 ug, 4000 pg)
- £200M turnover



Recent History

- University has declined in performance
 - academically
 - operationally
- 2003 - 'Rethinking the University'
"driving with the brakes on"
- 2005 - 'Deciding the Future'
- 2006 - Registrar and Secretary - 'Realising our Vision'



Transformation Agenda

- Governance
- Leadership and Management
- Performance
 - Academic Performance
 - Teaching (4 to 1)
 - Research (2 to 1)
 - Third Stream activities (3 to 1)
 - Business Performance
 - Business Planning
 - Cost containment
 - Efficiency and effectiveness
 - Growth and Diversification of Revenue
- Culture



Culture

- New Leadership
- New Values
 - Service
 - Collaboration
 - Innovation
 - Excellence
 - Outputs focussed
- New Ways of Working (Modernisation)
 - Technology enablement
 - Cross-functional collaboration
 - Benchmarking
 - Performance management
 - Resource management



Strategies, Policies, Procedures

- New Strategic Plan
- New Academic Plan
- New Financial Plan
- New Master Plan
- New IT Plan
- New HR Policies
 - Redundancy
 - Discipline
 - Grievance
 - Organisational development strategy
 - Performance and Development Review
 - Pay and Reward Scheme
- New Academic Policies
- New Financial Regulations



Transforming the Core Business

From

- 'Teaching'
- 'Research'
- 'Enterprise'

To

- 'Learning and Teaching'
- 'Research and Innovation'
- 'Strategic Partnerships'
- Internationalisation



Towards 'Strategic Partnerships'

From:

- Few Partnerships none 'KEY'
- Poorly Stewarded
- Balkanised
- Low value
- Low 'Impact'
- Slight Reputational Benefit



Towards 'Strategic Partnerships'

Strategy To:

- Create a culture which actively seeks and maintains strategically developed partnerships
- Ubiquity - but focus on selected high profile, high value, business, govt agencies, local Govt, community
- Drive and Diversify 'Third Stream Income'
- But Synergistic across L&T, R&I
- High 'Impact'
- High Reputational Benefit

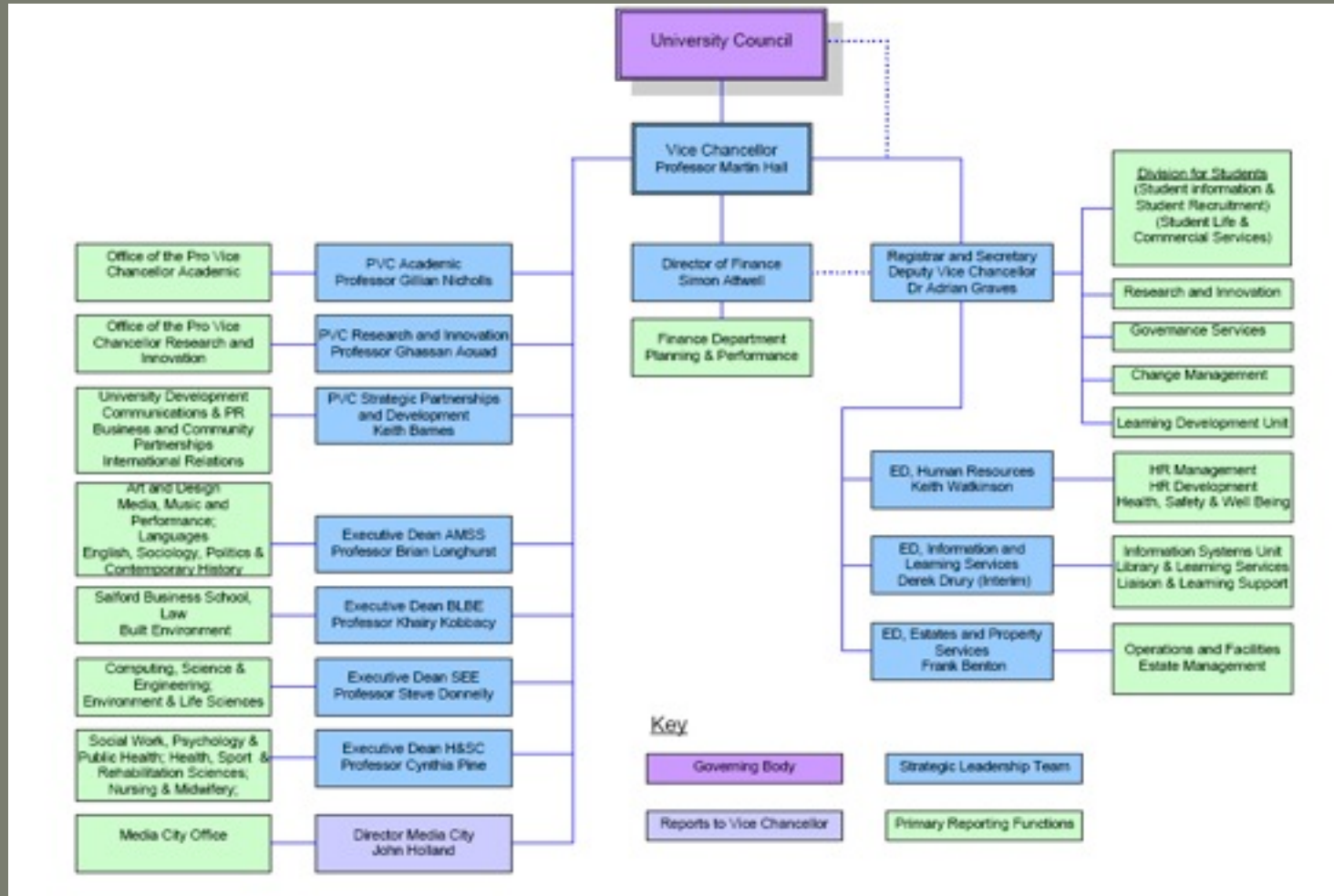


Steps to Achieve

- Develop an Effective Organisational Structure
- Recruit Leadership
- Develop and Promote Strategy
- Drive Implementation from the Top through the Leadership Structure
- Culture change through incentives and disincentives



Organogram





Strategic Partnerships

'Division for Advancement'

- New PVC [Keith Barnes]
- University Development [Fund Raising, Alumni, Stakeholder cultivation]
- Marketing and Communications [Rebranding and reputation management]
- Business and Community Development
- International Partnerships
- Media City Project

Plus

- Wider Context of Governance and Management Reforms



A Scholl



Foot Care – Health and Well-being products (Durex)

- £3m over three years
 - Research and Development [India and China]
 - Foot-bed and Foot-ware design
 - Planning for the Diabetes epidemic
 - Training and Development in India
 - High Impact Effect



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MediaCity:UK





MediaCity:UK



- BBC, Peel Media (Others)
- Opportunities:
 - BBC (Training and R&D)
 - FIRM (Research and innovation)
 - Enterprise Centre (Training and CPD)
 - Other projects with Strategic Health Authorities, international blue chip companies (Nokia and BT)
 - increasing PGT, PGR and CPD numbers
- Major Investment [£35M]
- Involved all Faculties
- Cross University Infrastructure to drive



MediaCityUK

Benefits

- Research and Innovation Partnerships (Industry, Universities, Government)
- Training and Education Partnerships
- Diversification of revenue streams
- Closer relationships with Government and Industry
- Reputational and branding benefits - national and international

Best of all !!!!!

- Agent of Culture Change



Questions

1. What are the range of development opportunities for your University in your region? (List by T&L, R&I, Strategic Partnerships)
2. How do you identify and facilitate partnership arrangements?
3. Are your institutional values, management and governance structures aligned for optimizing regional opportunities?