



**University of Salford**  
A Greater Manchester University

# Change Management at the University of Salford

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Registrar and Secretary, Deputy Vice-Chancellor

Date or reference

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# History

- Origins in 1830s (industrial revolution)
- 1896: Institute of Technology (royal charter)
- 1967: University status (“civic”)
- 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 (17,000 UG 4000 PG)
- £200M turnover



# Result

- University declined in performance (as measured by quality measures in league tables)
- 2003 – ‘Rethinking the University’  
“driving with the brakes on”
- 2005 - ‘Deciding the Future’
- June 2006: Registrar and Secretary – ‘Realising our Vision’



# Reconsideration

- Governance
- Leadership and Management
- Culture
- Performance



# Realising our Vision

## Four domains of change:

- Governance
  - Strategic Management
  - Academic Management
  - Professional and Corporate Services
- 
- Overlaid by a programme of culture change



# Governance and Management

**‘Governance’** describes the processes of decision making which define expectations, grant authority or verify performance.

**‘Management’** is the process of directing and controlling an entity for the purpose of coordinating and harmonizing the organization towards accomplishing a goal, deploying and directing human, financial, technological, and natural resources to that end.

**‘Leadership’** is the capacity to affect human behaviour so as to accomplish a designated goal and is integral to strategic management.



# Old Governance

## Old system:

- 95 committees
- Council of 57 members, 50/50 academic and lay
- Senate of 72 members
- Confusion between responsibilities and accountabilities of Governance and Management



# New Governance

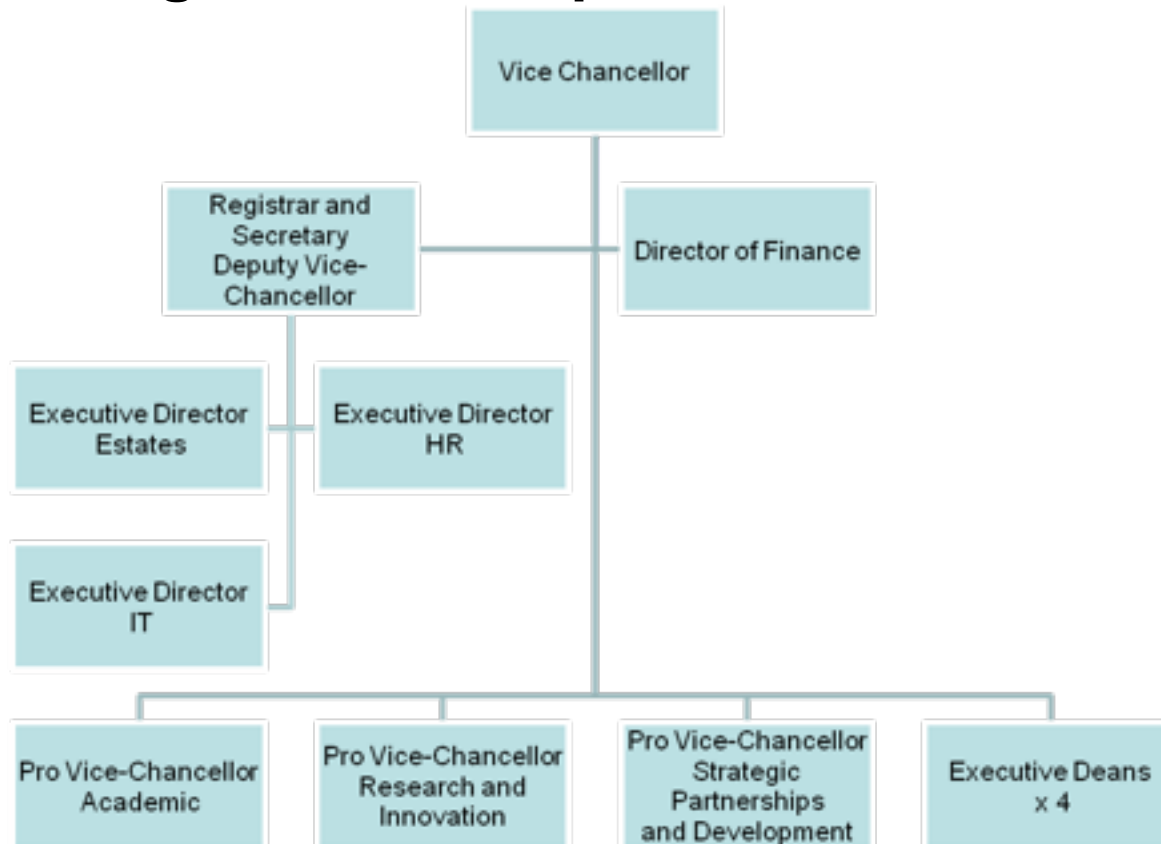
## New system:

- Reform of University's constitution
- Council of 21 members (15 lay), 3 sub-committees
- Senate of 32 members, 4 sub-committees
- Based on principles of Corporate Governance



# Strategic Management

## Strategic Leadership Team





# Academic Management

- 4 Faculties, led by Executive Deans
  - Arts, Media and Social Sciences
  - Business, Law and Built Environment
  - Health and Social Care
  - Science, Engineering and Environment
- 12 Schools, led by permanent Heads of School
- All appointed through international competition – on performance contracts



# Professional and Corporate Services

- Professional Services restructured from 13 departments to 5 divisions:
    - Estates and Property Services
    - Finance and Planning
    - Human Resources
    - Information Technology
    - Registrar's Division
- Governance and Compliance  
Division for Students  
Research and Innovation  
Knowledge and Learning Services  
Change Management



# Management of Change

Change Management Unit leading on:

- Cultural change
- Business process changes
- Articulation between schools, faculties and centre
- Advising units across University on change in their areas
- Values and behaviours within the organisation



# Culture

New Leadership

New Values

Service

Collaboration

Innovation

Commitment to Excellence

Outputs focused

New Ways of working (Modernisation)

Technology enablement

Cross functional projects

Benchmarking

Performance management

Resource management



# Strategies, Policies, Procedures

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



# Finance

- Financial Planning Model
- Surplus of 5-7 percent
- Savings Exercise (£12.5M)
- Outsourcing
- Master Plan
  - Asset Acquisitions
  - Asset Disposals
  - Loans
- Investment strategy
  - People
  - Programs
  - Places
  - IT Infrastructure



# Green Shoots?

- Media City UK
- Research and Innovation Income Up
- Student Satisfaction Up
- League Tables Up
- Staff Morale
- New Strategic Partnerships
  
- The Pain of Change
  
- Much more to do!!!!



Thank you