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## **SEMINAR**

**Università degli Studi del Piemonte Orientale 'Amedeo Avogadro', Vercelli**  
**Friday 18<sup>th</sup> to Saturday 19<sup>th</sup> September 2009**

### ***Change Management***

## **Abstracts**

The theme for the Seminar is Change Management:

- Managing change required as a **reaction** to external factors such as economics, government interventions, or crisis cases such as student or staff situations
- Managing change **proactively** to re-direct strategy, re-organise teams and finances for new plans and ideas

The words "Change" and "Management", as separate concepts, are very simple, easy to understand and with only one unambiguous meaning. However, when we put these words together we open a wide field of meaning and implications. Apart from the changes in our own professional experience, we have to challenge many other fields, i.e. financial resources, human resources, new governance, re-organisation, new stakeholders, new technologies. In many cases the necessity of changing comes from external factors and we have to manage it in the best possible way, according to the resources and the know-how available. Change Management could be, therefore, a consequence or a necessity arising from the events: in these cases for each change we can choose the right solution. But, Change Management could also be a tool: in these cases when it is necessary for a proactive approach, in the sense of "preparing the ground", of "opening the minds" and, if possible, of "helping the start of the change".

There are many examples of Change Management among European Universities; the Seminar gives the opportunity to share the experiences both with the presentations and with working groups.

#### **Change Management in the University of Piemonte Orientale "Amedeo Avogadro": administrative services as a support of the change management.**

*Marisa Arcisto, Head of Faculty Administration - Faculty of Economics and Elisabetta Zemignani, Head of the Central Financial Office - Università degli Studi del Piemonte Orientale 'Amedeo Avogadro' (IT)*

In this joint presentations the speakers will show two examples of the recent changes in UPO management.

- Elisabetta Zemignani, the head of the Central Financial Office, will talk about the budget processing as a tool of the change management;
- Marisa Arcisto, the head of Faculty of Economics Administration, will present the Faculty services reorganization.

Both the presentations will analyze the motivations that lead to change, the critical situations, the constraints, the solution chosen and how the change is running. Elisabetta, will show the use of the Executive Management Plan, a new tool introduced to support the budget process. Marisa will explain the recent Faculty services reorganization, focusing on the changing relations with central offices, and underlining the difficulties on starting this new role.

### **Change management during the merger process: a case study from the Universität Karlsruhe**

*Dietmar Ertmann, Former Kanzler, Universität Karlsruhe (DE)*

As some of you will know the University of Karlsruhe and the Karlsruhe Research Centre are merging. The official date of the merger is October 1st, 2009. My presentation will explain how the new law that was necessary to found the new institution KIT (Karlsruhe Institute of Technology) tried to bridge the gap between the research centre culture and the university culture. The research centre has in the past been run as a federal institution on politically defined research programmes with a strong centralization. The management board has an accepted hierarchical function. The university on the contrary has been a highly decentralized organisation, loosely coupled, cherishing full academic freedom and independence. The administrations in both institutions have supported each the relevant philosophy of their institutions. Furthermore the legal position of both institutions has been quite different, the statute of employment was more favourable in the research centre and the number of administrative staff outnumbered that of the university. The merger is the first of its kind in Germany and is closely observed in the whole academic community. It is seen as a possible example of bridging the gap between independent research organizations such as Max-Planck-, Fraunhofer-, Leibnitz- and Helmholtz-Institutes and the universities.

Dr. Dietmar Ertmann, a founding member of HUMANE, was Kanzler of the University of Karlsruhe until 2008, is presently administrative member of the board of the consortium to found the German-Vietnamese University.

### **The new Autonomy Law: an obligation or an opportunity to change the University of Lisbon?**

*Luísa Cerdeira, Administrator, and Tomás Patrocínio, Head of External Relations, Universidade de Lisboa (PT)*

Change management in the framework of the University of Lisbon (UL) comes both from university initiative and from new legislation (RJIES, 2007).

At the UL the dynamics of change have been defined in a background of debate and participation with teachers, students and staff. Over 2007 and 2008, from the Convention of the University in June 2007 onwards, UL has undertaken a profound reflection about its future and has created new Statutes. The Statutes are concise and generic. This process is not limited to a formal adaptation to the demands of the Higher Education Institutions Legal Regime.

Broadly discussed in the heart of the University, a Strategic Programme was defined, giving rise to the programmed guidelines in the Statutes.

As well as the changes in the government of the University, to a large extent brought about by the law, there are five aspects that must be highlighted in the new Statutes:

- The organisation of strategic areas, of a multidisciplinary nature, bringing together broad areas of knowledge, above all with regard to research and post-graduate studies.

- The creation of devices to open up to society (transfer of knowledge, alumni, "new sections of the public", Lisbon university network, internationalisation, etc.).
- The setting up of a Senate as the monitoring and university community participation body, made up from the structure of the institutional entities.
- The launch of three new Institutes (Geography and Land Planning, Education, Interdisciplinary Research) in areas of innovation and reference for public policies.
- The definition of management modernisation processes, namely through a Common Resources and Shared Services Centre.

So, within the UL everyone has been, is and will be facing new challenges to re-organise or to build new bodies and services.

### **Arts et Metiers ParisTech, a French example : Change Management as a Revolution**

*Arnaud Le Gouanvic, Cabinet Chief, Ecole Nationale Supérieure d'Arts et Métiers (FR)*

According to Winston Churchill's famous quotation, "To improve is to change. To be perfect is to change often". From a certain point of view, we could say that, in fact, things don't really change because we only change our way of looking things. In that sense, things never change ; WE CHANGE.

But, change happens. Change is the law of life. Change is a natural and inevitable process and we must change in order to survive. Since a long time, we all know that those who look only the past or present are certain to miss the future...

As internationalization is becoming increasingly important in today's higher Education, Change is, more than ever, an absolute necessity. What is more, if there is nothing we can do to change the past, everything we do changes the future.

Like a paradox, Change is, nowadays, constant. Maybe for the first time in worldwide history, we live in a moment where Change is so speeded up that we begin to see the present only when it is already disappearing.

Therefore, in order to reach the stake, which is to refuse the common belief that "the more things change, the more they are the same", a strategy of Management is required to guide and lead the Change, which makes Progress possible.

Niccolò Machiavelli said that "There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order to things". At the same time, we must admit that there is nothing more certain and unchanging than uncertainty and Change, which needs leaders to be successful.

Arts et Metiers ParisTech, the first School of engineering in the French higher Education system since its new organization as a network in 1990 can give an example of how to succeed in Change Management by joining forces in Education and Research through a process comparable to an internal Revolution. From separate and quite isolated entities to a strong network built as a unique structure source of synergy, the new institution created could become truly efficient in reaching its goals only through a new Change Management strategy, able to offset the lack of government's means and tools, and to federate, at the same time, all its agents and staff inside one Community.

## **Change Management at The University of Salford, a case study.**

*Adrian Graves, Registrar, The University of Salford (UK)*

This paper will address the comprehensive programme of change which has been undertaken at the University of Salford since September 2006. The change programme purposely to dramatically improve the performance of the University in all areas. The reforms have been root and branch, embracing governance, strategic management, academic management and reform of professional and corporate services of the University. Overlaying these structural changes, the development of a new culture of managing and working in both the academic and professional areas has been key.

Dr Adrian Graves is Registrar and Secretary at the University of Salford. In that role he is Chief Operating Officer and Deputy Vice-Chancellor.

A graduate of the Universities of Adelaide and Oxford, Dr Graves held academic posts at the Universities of Edinburgh, Adelaide and New South Wales between 1979 and 1989. He taught international economic history and achieved an international reputation for his research on the political economy of the international sugar economy.

He joined the University of Adelaide in May 1989 as Head of Admissions, Access and Student Services, subsequently taking up the posts of Academic Registrar, Director of Strategic Planning and Policy and General Manager of New Business Development. Between 1996 and 1998, he was Director of Development of Ngapartji Cooperative Multimedia Centre, an innovative and highly successful collaboration of the private sector, Government and the Universities of South Australia.

He returned to Scotland in June 2000 as University Secretary at the Robert Gordon University, leading a comprehensive programme of change in the delivery of professional and administrative services and the governance of the University. He holds positions on a number of national committees, trusts and boards, including the Scottish Traditional Skills Training Centre, of which he is a founding Director; the AUA; and the Executive of the AHUA.

## **CHANGE MANAGEMENT: Innovation in administrative and teaching processes of Catholic University**

*Mario Gatti, Director of Administration, Università Cattolica del Sacro Cuore (IT)*

The radical change and the consequent legal and organizational transition of the Italian University system has reached, in recent years, an unprecedented size and depth, as universities needed to behave like business organizations, in order to manage the increased autonomy at their disposal.

Since 2004 the Catholic University of Sacred Heart has begun to rethink its operation model for improving the effectiveness and operational efficiency, and compete in the Italian university system.

The Strategic Plan for Change, developed along three parallel lines of action (revenues, operating performance and organization), has allowed to analyze and innovate the key processes of administration and education, in order to offer to its stakeholders high quality support and services.

This path of change has been implemented under a strong governance structured on different levels, a solid organization and integration of team work, a strong involvement of the key resources of all university services which, instead of being considered as the target, became the principal actors of the change in act. A change which is still evolving and constantly innovated.