



HUMANE Seminar
University of Rome Tor Vergata
Friday 7th to Saturday 8th April 2017

The leadership & management of people, knowledge and change: the contribution of 'the administration' to institutional sustainability

Abstracts

As higher education institutions seek to adapt during turbulent times, the narrative surrounding the contribution the so called 'administration' makes to institutional sustainability has undergone dramatic change

Whereas once the focus was a one-dimensional lens on cost and value-for-money, institutions increasingly adopt a multi-dimensional focus on customer or client satisfaction, quality of outcomes, effectiveness and true economic efficiency, in shaping the future focus of their student, teaching and research support operations.

Nor are these new approaches to HE administrative support and institutional sustainability solely underpinned by purely technical interventions, important as process re-engineering, organizational structuring and technology are; contemporary approaches to leadership, talent development and acquisition, and cross-functional team work are now central features of many institutions' administrative reform agendas.

Our seminar brings together an impressive array of speakers with first hand experience of leading and managing change in their institutions to affect this seismic shift from passive, reactive support services to future focused, pro-active, well led professional services, actively contributing to their institutions' future sustainability as vibrant intellectual communities of students and staff.





Prof. Michele Bugliesi

Rector, Ca' Foscari University of Venice (IT)

Internationalisation strategy and institutional sustainability: choices and challenges at Ca' Foscari University of Venice

A brief general reflection on the driving challenges of long-term sustainability for universities in Europe, and an overview of Ca' Foscari's strategy towards meeting those challenges, by promoting effective and accountable administrative and management practices and policies, excellence in teaching and research, and leveraging internationalisation as a key for future development, as well as academic and financial sustainability.

Prof. Bugliesi has been Rector of Ca 'Foscari University of Venice since October 2014. He was born in Udine in 1962. Degree in Computer Science at the University of Pisa (1987). After three years as research scientist at the ENI group, he was Fulbright Fellow at Purdue University where he received a Master in Computer Science (1992). He received his PhD in Computer Science at the Université Denis Diderot - Paris VII (2003).

He has been a Professor of Computer Science at Ca 'Foscari University of Venice since 2006. Previously Associate Professor at Ca' Foscari (2001-2006), Assistant Professor at Ca 'Foscari (1998-2000) and at the University of Padua (1992-1998). He has been a Visiting Professor at Boston University (1999), ENS Paris (2000), and visiting scientist at various universities in Europe. During his time at Ca 'Foscari University of Venice , Prof. Bugliesi has been Head of the Department of Environmental Science Informatics and Statistics (2011-2014), Head of the Department of Computer Science (2009 - 2010), Member of the Council of the Faculty of Sciences (2006 - 2010) and Member of the Academic Senate (2006 - 2009, 2013-2014).

His research has always centred on the analysis and formal verification of software, currently with specific focus on security and protection of information and data privacy in distributed systems. He has been the author of over 100 publications in top international journals and refereed conference proceedings



ing. Enrico Lodolo

Director of IT, University of Bologna (IT)

The digital revolution comes to Europe's oldest university: digitisation strategy and sustainability at the University of Bologna

The “Gelmini Law”, approved in December 2010, forced a deep change in the organization of Italian universities which, in the same period, were facing a constant reduction of human and financial resources. This scenario posed a big challenge for short and long term sustainability of the whole Italian university system and this was particularly true for a large and complex institution such as the University of Bologna.

One of the keys which allowed us to successfully face this challenge was the choice to use information systems as a powerful tool to leverage change and to move towards a 'leaner and meaner' organization. The presentation will discuss the principles and focus which have driven the design and implementation of our information systems in the last years, allowing us to achieve the intended objective, with a particular focus on the creation of a totally new platform for Student Services based on innovative thinking. The contribution will end with a reflection on the successes, on the things that have not gone so well and on what we learned in the process of pursuing such a large scale change.

Enrico Lodolo has been Director of IT at the University of Bologna since 2011. In this role he is responsible for the IT infrastructure and for the digitisation and dematerialisation strategies. Previously he worked as CIO and a consultant for several private companies and has gained extensive experience in software engineering, distributed systems and information systems architectures.



drs. Dries Berendsen

Director Real Estates and Campus, Utrecht University (NL)

Leadership and change in achieving space efficiency at Utrecht University: a case study in sciences and geosciences

Utrecht University has a long history in sciences and geosciences. From 1850 on these disciplines evolved into a wide range of separate institutes, eventually organised in seven faculties, located in about 10 to 15 different buildings. Growth of bachelor and master programmes was boosted from 1996 onwards. Around 2004 the existing faculties were merged into two larger faculties: Sciences and Geosciences.

During the last decade it became necessary and urgent to replace most of their buildings, mainly due to severe asbestos and other safety problems. We created a window of opportunity to concentrate all sciences and geosciences bachelor programmes in one real estate cluster, using two existing buildings in combination with a large, new-build.

Our objectives were:

- to create a genuine interdisciplinary environment, an inspiring atmosphere for a wide range of students;
- to realise excellent scores in sustainability of the building, efficiency in space use and future flexibility.

University and faculty management had to convince individual departments to accept that:

- the bachelor environment was separated from the research and master environment; and
- some loss of identity was the price for an increase in efficiency and flexibility and becoming part of a larger community.

In my contribution I will focus on the role of 'the principal' manager, and switching between 'pilot', 'steersman' and 'captain' during the building project.

Dries Berendsen graduated in 1986 in Biology at Utrecht University. He worked some 12 years in the field of research and education policy, of which 4 years on the national level (Association of Universities in the Netherlands).

Since 1999 Dries has been working in the field of estates and campus management. He gradually expanded his expertise and received step by step a larger mandate between 2002 and 2010. At present Dries is responsible for the Estates and Campus department (100 fte, annual budget M€ 80). The department is responsible for:

- advising the Executive Board and the faculties on the development of estates and campus,
- financial planning and control of capital investments and running costs;
- principal of building projects, providing of project management;
- urban planning of the Utrecht Science Park, land lease contracts;
- sustainability, energy production and distribution;
- advising on and maintaining of safety and environmental regulations.

As lead discussant for this session:



Ove Botnevik

Director of Estates and Facilities Management, University of Bergen (NO)

Ove Botnevik is Head of Space and Estate Management, University of Bergen. Born in 1964 he has a Master in Political Science from the University of Bergen in 1993. He has ten years of administrative leadership and experience in planning laboratory buildings at the Faculty of Medicine, UoB. For the last seven years he has been part of the administrative leadership at the Estate and Facilities Management Division, UoB. Ove is currently writing an Estates Master Plan for the University of Bergen

Panelists for the session: Lessons learned from leading change for institutional sustainability



Stephan van Galen

Secretary General, University of Groningen (NL)

Stephan van Galen has been the Secretary-General of the University of Groningen since September 2015. Previous to that he worked as a senior policy officer at the Association of Universities in the Netherlands (VSNU), and later he became General Secretary of the Accreditation Organisation of the Netherlands and Flanders (NVAO).

Stephan has a BA in Imperial History from King's College London and continued his studies in Leiden (Master diplomas in History and in Dutch Law) and London, resulting in a MA in South Asian history. The topic of his Leiden PhD thesis (defended in 2008) was "Arakan and Bengal. The rise and decline of the Mrauk U kingdom (Burma) between 1500-1700".



Tiia Tuomi

HR Director, Aalto University (FI)

Tiia Tuomi, M.Sc. (Econ.) has worked at Aalto University in varied tasks in HR management from 2004. Since 2013 she has worked as HR Director.



Katarina Bjelke

University Director, University of Uppsala (SE)

Dr Katarina Bjelke is present University Director at the University of Uppsala. With a background as DDS and a PhD in Neuroscience from Karolinska Institutet (KI) in Sweden, she has worked as a Director for Research and Postgrad. Education at KI, with a focus on Financing, International Affairs and Recruitment.

During the last seven years she was Director of Research Policies for the Government of Sweden. At the Ministry of Education her main responsibility was the fourth-yearly Research Policy for Sweden. She was also responsible for 12 research agencies, including the main governmental research foundation in Sweden. 2009-2016 she was the Chair of the Audit Committee of the Nobel Foundation. She is today a member of the Board of the Swedish Space Agency, Young Academy of Sweden and Uppsala University Holding.



Joachim Ninaus

Director Central Services, University of Music and Performing Arts, Graz (AT)

Sustainable actions through the Alliance of Sustainable Universities in Austria and at the University of Music and Performing Arts Graz

The Alliance of Sustainable Universities in Austria was founded in 2012 as an informal network that aims at promoting sustainability issues in Austrian universities and thus to contribute to a more sustainable society. Currently 10 Austrian universities are members of the network.

Through its common appearance, the Alliance strengthens sustainability issues generally and also provides added motivation to its members to integrate sustainability at their institutions and adds support to their efforts.

The main objectives of the alliance are to exchange good and best practice-experiences and to start joint activities in the fields of research, education, operations, society/knowledge transfer and identity.

In different working groups such as “CO₂-neutral Universities”, “European Eco-Management and Audit Scheme”, “Sustainability Entrepreneurship”, “Sustainable Mobility”, “Sustainable Procurement”, “Education for Sustainable Development (ESD)” or “Finance Management” measures to reach the aims are developed.

A main success of the Alliance was that each participating university committed itself to developing a sustainability strategy. This aim was defined in the performance agreements that each university negotiates with the Austrian ministry for science. These strategies must include specific objectives and measures to promote sustainability within research, education and operations. Also a handbook for the development of sustainability concepts at universities was elaborated.

Practical actions are shown on the example of the University of Music and Performing Arts Graz.

Joachim Ninaus has been Director of the Central Service Facilities of the University of Music and Performing Arts Graz since 2015. Responsible for the areas of personnel department, financial accounting, stage technique, event-management, computer applications and systems, facility management and law. Prior to that, he had seven years as CEO of a regional management company with the goal of climate protection and awareness raising. From 2000 – 2007 Assistant of the management body (university council, rector, vice-rector for study, senate) at the University of Graz.

University training:

- Environmental System Sciences (Main focus: Remote Sensing, Climatology, Soil Sciences)
- International Project Management
- Sustainable Energy Systems



Prof. Stefano Cordiner,

Director of Energy Management, University of Rome Tor Vergata (IT)

Leadership and change for energy efficiency at the University of Rome Tor Vergata: how a university community may be driven to love a sustainable environment policy

Sustainability is a keyword for institutions seeking large scale improvements in universities' Campuses Life in the 21st century. This certainly the case and the University of Rome “Tor Vergata” which has placed the theme of sustainability at the centre of its Mission and Vision. Following the principles of UN Sustainable Development Goals (SDGs), the multidimensional characteristics of sustainability are at the center of the development of new management and development strategies for the University. Energy efficiency is one of the key elements of this sustainability planning and a very interesting field as far as the multidimensional characteristics are concerned. Energy Efficiency is a clear goal for the University's managers and effective leadership together with management actions supporting this goal are instrumental to this aim. However, they have a larger interest: and that is, influencing all the activities at the University of Tor Vergata, from Education to Research, from Management to External Outreach.

In this presentation a wide description of different actions ongoing at the Università “Tor Vergata” Campus will be discussed. Besides their concrete results, the potential role of these activities as an example to increase the awareness of the academic community toward environmental sustainability issues will be highlighted. The discussion will then be focused on how these services may also lead the change in the wider university.

Stefano Cordiner graduated in Mechanical Engineering from the University of Rome “Tor Vergata”, Italy in 1989 and received a Doctorate in Mechanical Engineering in 1993. He is Professor in Fluid Machinery and Energy Conversion with the University of Rome “Tor Vergata”. His research activities are focused on innovative energy conversion technologies and their interactions with the environment. Stefano Cordiner has authored or co-authored over 150 publications in this fields including refereed journal articles, peer-reviewed proceedings and proceedings. He teaches basic courses on energy conversion and post graduate course in Energy Conversion form conventional and renewable sources. He is the Energy Manager of the University Tor Vergata, and in this role participates and coordinates actions aimed at improving the sustainability of the activities of the Campus.

Stefano Cordiner is involved in different international collaboration projects with important institutions around the World (EU, USA, Canada, Brazil). He is responsible for different research and technological development projects with private and public research institution and industrial companies funded by International entities on the basis of competitive tenders (European Commission, US-DOE, etc.)



John Worne

Chief Operating Officer, Arts and Sciences Faculties, King's College London (UK)

World Café - Seizing the future: small changes; big ideas

Most universities have many change initiatives in progress. Many of these will be important and urgent; but the risk is trying to do too many things at once.

Our challenge, as university managers and leaders, is to connect ‘efficiency’ and ‘effectiveness’ to the core ‘academic purpose’ of our universities: excellent teaching and research. What we want is aligned, strategic improvement; and this means structuring, prioritising and organising improvement in policies, processes and through projects to bring real and lasting change and transformation.

This ‘World Café’ will be a participative session to share both ‘big ideas’; and ‘small changes’ we can make quickly, which have been triggered by the presentations on days one and two. By moving through five tables on the themes of: ‘Students & Stakeholders’, ‘People & Performance’, ‘Economics and Money’, ‘Spaces & Places’ and ‘Systems & Processes’. All delegates will have the opportunity to contribute through active participation on all five themes. A plenary feedback session from five ‘table owners’ will summarise and share our collective thinking - to help us all seize the future with new ideas and practical small changes when we return home.

John Worne is Chief Operating Officer for Arts and Sciences at King's College London, one of the world’s best universities. John leads, manages and delivers large-scale strategy, people, estates and technology-based change; and has done so in international businesses, UK Government, public bodies and Higher Education.

John is currently working on major growth, change, investment and an estates transformation at King's. With top management experience from the private, public, not for profit and Higher Education sectors he has also lived and worked in different cultures across Europe and around the world. John is a graduate of Oxford University where he studied Philosophy, Politics and Economics.

Panelists for the concluding session: Key themes and practical actions to take forward from the seminar



Cécile Chicoye

Directeur Général des Services, Université Toulouse 1 Capitole (FR)

Cécile Chicoye is currently head of administration of Toulouse 1 Capitole : well known as the host of the Toulouse School of Economics one of the top 10 teams in economics research , Toulouse 1 Capitole with 20 000 students is also the seat of the second faculty of law in France and of a very performing public school of management: IAE Toulouse .

Her career is quite unusual in French higher education: trained in the “Ecole Nationale d’administration”, she has spent part of her career in ministries in Paris dealing most of the time with the European dimension of public policies : she has been in charge of regional policy and structural funds for France and head of European affairs directorate in the ministry of industry .

Life led her to Toulouse in the south west of France well known for its rugby team, aeronautics industry ,and the weight in the local economy of R&D and higher education (more than 100 000 students in Toulouse and 10 000 researchers) where after 5 years as deputy director general of the regional council, in charge among other topics of research and innovation policies she served in the “prefecture” (office of the central government representative in the region) and was in charge of all the projects dealing with the development of research and higher education infrastructures .

Six years ago she was hired by Toulouse 1 Capitole as head of administration and as such has to lead the modernization of university management resulting from the 2007 law on higher education called the “law on the autonomy of universities” which initiated a deep reform in the French higher education world. She is also an actor in the current reform that led to the creation of the “federal university of Toulouse Midi Pyrenees and an expert in the systems of governance and strategic planning of higher education institutions

Be it in her previous capacities as an expert on regional policies and on industrial issues or in her present job as head of management of Toulouse Capitole , she has always acted in a European or international framework : today she is an active member of HUMANE . Cécile is the Chair of the HUMANE Round Table, and also a member of the steering committee of the HUMANE-EFMD Winter School .



Chris Cobb

Pro Vice-Chancellor, University of London (UK)

Chris Cobb is Pro Vice-Chancellor at the University of London. He was previously Pro Vice-Chancellor at Roehampton University and prior to that was at the London School of Economics where he was Director of Business Systems and Services.

Chris is a former member of the AHUA Executive (2014-2016) and is a member of UK HE Financial Sustainability Steering Group and is also a member of the HESA Data Futures Programme Board.

Chris has sat on a number of national working groups relating to IT in Higher Education. Chris is a member of Oracle EMEA HE Advisory Group and a member of Ovum's Future EdTech Advisory Board. Previously he has been a member of the HEFCE Shared Services working group. He has undertaken JISC funded research in the use of enterprise architecture within a university context with the specific aim of developing a services oriented architecture to enable shared services.

Chris has also taught University IT Management at the HUMANE Winter School and is a member of the HUMANE Round Table.

Chris is a judge on the Times Higher Education Awards and the Times Higher Education Leadership and Management Awards, and is also a Governor of Goodenough College and a Freeman of the Worshipful Company of Information Technologists and the City of London.