



University of Bologna  
Department of Statistical Sciences - Via Belle Arti 41

9<sup>th</sup> HUMANE Winter School Alumni Network  
Seminar 30 September - 1 October 2011

## **Developing professional skills for the university services of the future**

1. Programme of the seminar
2. List of participants
3. Introduction by the Host University: Giuseppe Colpani, as Head of Administration
4. Impressions by the WSAN Chair, Liduine Bremer
5. Evaluation feedbacks
6. Collection of two presentations
7. Working Groups (on the Admin, the Students Affairs and the Research Support profiles) as documents of work for future reasoning
8. Official Report of the seminar: figures and final budget
9. Piece of writing by some of the participants: Susi Poli's "Post seminar impressions"

9<sup>th</sup> HUMANE Winter School Alumni Network Seminar

30 September - 1 October 2011

University of Bologna

Location: Department of Statistical Sciences - Via Belle Arti 41

## **Developing professional skills for the university services of the future**

The seminar will focus on the skills needed to deal with academics, to deal with developments in specific service areas, to deal with the concept of services, and to deal with the transition from administration to services.

### ***THE FINAL PROGRAMME***

#### ***Friday***

*MORNING: "Meetings on Demand" (to be scheduled according to interest/profiles of attendants)*

12 00 Welcome and lunch

14 00 Welcome by Giuseppe Colpani - Bologna University, Head of Administration

14 15 Welcome by Angela Montanari - Faculty of Statistical Sciences, Dean

14 30 Celia Whitchurch (Institute of Education University of London): The Rise of the Blended Professional - Implications for Working Lives

15 30 Service Design: Kati Kettunen, Tina Kosunen and Pauli Assinen (Helsinki University) complemented with interactive work

16 30 Working Group

17 30 Coffee break

18 00 Ken Sloan: Managing commercial relationships and skills needed to effectively deal with the business sector

19 00 Discussion

20 00 Dinner

#### ***Saturday***

9 00 Margarida Mano (Coimbra University): Developing professional university services

# WSAN Seminar - Bologna 2011

Title	Forename	Surname	Position	Institution
Dr.	Thomas	Achen	Head of Administration, Faculty of Law	Lund University
Mr.	Pauli	Assinen	Head of Digital Services	University of Helsinki
Ms.	Verdiana	Bandini	Head of Research Development Unit & Project Management	Bologna University
Mr.	Marc	Bracke	Director Student Services Department	Ghent University
Ms.	Lidune	Bremer	Director Faculty of Humanities	Universiteit van Amsterdam
Ms.	Paola	Cassone	Head of Administrative, Finance, Promotional Affairs Unit	Bologna University
Dr.	Margreet	de Lange	Program Director Education	Utrecht University
Mrs.	Karin	Ekborg-Persson	Head of Administrative Development and Support	Lund University
Mr.	Thomas	Estermann	Head of Unit Governance, Autonomy and Funding	European University Association (EUA)
Mr.	Veli-Pekka	Heiskanen	Head of Faculty Administration	Palamania Centre for Continuing Education - University of Helsinki
Dr.	Sue	Hybart	Director of Planning, Planning Division	Cardiff University
Ms.	Kati	Kettunen	Director of Education Services	University of Helsinki
Ms.	Tiina	Kosunen	Head of Development - International Affairs	University of Helsinki
Dr.	Walter	Kühme	Hauptberuflicher Vizepräsident	Jade Hochschule Wilhelmshaven Oldenburg Elsfleth
Ms.	Päivi	Pakkanen	Director of Academic Affairs	University of Helsinki
Ms.	Susi	Poli	Research Manager	Bologna University
Dr.	Nadia	Pollini	Head of Graduate Admissions	University of Oxford
Mr.	Vassilis	Protopapas	Director, Service for Academic Affairs and Student Welfare	Cyprus University of Technology
Mr.	Kurt	Sendldorfer	Stellvert. Kanzler	Technische Universität Kaiserslautern
Dr.	Jane	Sherwood	Director of Graduate Admissions and Funding	University of Oxford
Mr.	Michael	Sibly	Secretary of Faculties and Academic Registrar	University of Oxford
Ms.	Fatima	Terol	International Coordinator	Universidad Carlos III de Madrid
Ms.	Tatiana	Usenich	Administrative Office - Research and International Affairs	Scuola Internazionale Superiore di Studi Avanzati
Mr.	Petr	Velecky	Secretary of Faculty of Science	Palacky University, Olomouc
dr.	Plen	Versteegh	Managing Director	Universiteit van Tilburg
Ms.	Alessandra	Villa	Department Manager - DIES	Bologna University
Dr.	Andrew	West	Director of Student Services	University of Sheffield

Giuseppe Colpani – Head of Administration at the University of Bologna

Greeting Winter school annual seminar

Two main problems arising.

First, The deep crisis that is affecting all the developed economies and - the other side of the coin - the positive impact and influence that universities can play with regard to the economies and to the economic development.

the role of our institution it's very important and should move in the direction of answering to the emerging questions:

- how to support innovation and business connected with research
- how to educate and train people to provide new “up to date” professional skills
- how to offer new implemented services to students and society

The second emerging problem is the decrease of public funds for universities. The universities of many countries, not all the countries, are facing the strong decrease of public funding.

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To cope with these new challenges and problems our institutions need to be managed, not only administrated.

We should rapidly move from the administration to management. In Italy the new Gelmini act has changed the role of the head of the administration: we are moving to the new position of director general.

Administration means I have enough money and enough personnel with the right skills. Following the current regulations I need to share the money within my organization and to assign people in the right place (that's not an easy task, anyway).

Management means I must:

- find the money,
- hire the best skilled people and/or reshape the skills of my staff
- reshuffle my organization in the direction of a new student- oriented model
- attract the best students
- offer state of the art teaching
- support student to find the most fitting job, keeping in mind their education and attitudes
- and so on

New services and, over all, a new mentality.

We can agree it's not an easy task to do.

## **Impressions of 9th WSAAN seminar in Bologna 29-30 September 2011**

Liduíne Bremer, WSAAN chair, University of Amsterdam

### **Content**

#### *Overview*

The presentations and interactive sessions centered round the theme of *developing professional skills for the university services of the future*.

A number of concepts turned out to be central during the seminar. The concept of the *blended professional* was discussed both as an intermediate category between academic and administrative staff, and as a zone between the university and non-university sector.

There was some talk about exercising *authority* based on skills and behaviours rather than power based on a position in a hierarchy. *Partnership* was agreed upon as being essential for bridging gaps between *experts and non-experts* in improving service delivery (again, both within the university and with external partners). Indeed the *service design* approach, centred on the user or customer, was a central theme. And finally skills were analysed in various breakdowns, such as technical, social and strategic skills, and the next step was taken to *behaviours as demonstrations of skills*.

These concepts were not only discussed academically but in the context of several case studies, of both methodology development and practical implementation projects.

Although national context differ in details, on the whole all European universities face the same need to increase external income, strengthen external orientation, improve management, and professionalise services.

#### *Brief summaries of presentations*

Giuseppe Colpani, Head of Administration of Bologna, in his welcoming address stressed the need to move from administration to real management.

Angela Montanari, Dean of the Faculty of Statistical Sciences and local host, stated herself to be an example of the blended professional: the academic manager.

Celia Whitchurch of the Institute of Education, U of London, elaborated on the concept of the blended professional or the third space, reviewing aspects such as authority, organization forms and language, and presented consequences for the individual and the institution.

Kati Kettunen, Tiina Kosunen and Pauli Assinen (U Helsinki) presented examples of service design (related to Helsinki Design Capital 2012) with a focus on the customer, discussing both good and bad practice. They then facilitated group work on areas and means to work with the service design approach, which led to animated discussions and interesting outcomes: important professional skills being soft skills such as negotiation skills, patience and persistence..

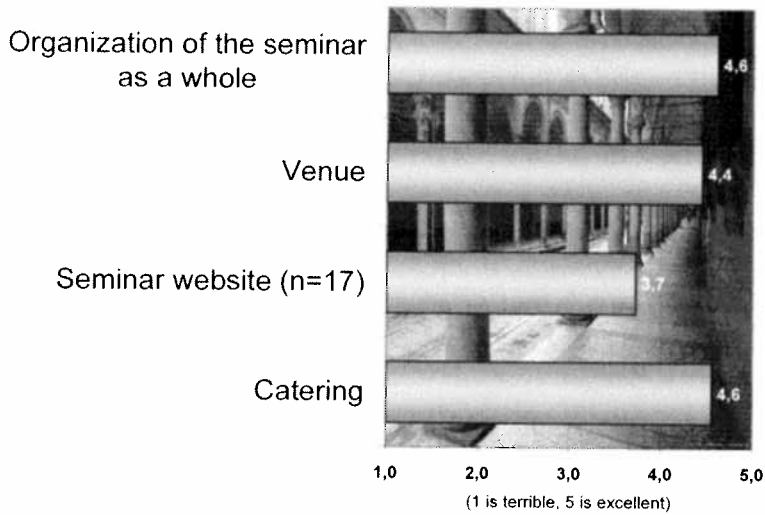
Ken Sloan, Warwick alumnus now at Serco, challenged participants to consider what services could be delivered not by a university just for itself, but for others, or with others, or by others, and provided some useful thought frameworks for thinking about service delivery.

Margarida Mano, Vice-Rector at U of Coimbra and HUMANE member, presented the recently implemented ambitious project of reviewing all administrative staff at Coimbra which includes a self- assessment and line manager assessment of their professional skills

# Evaluation WSAN Seminar Bologna 2011

## Organization

N=18

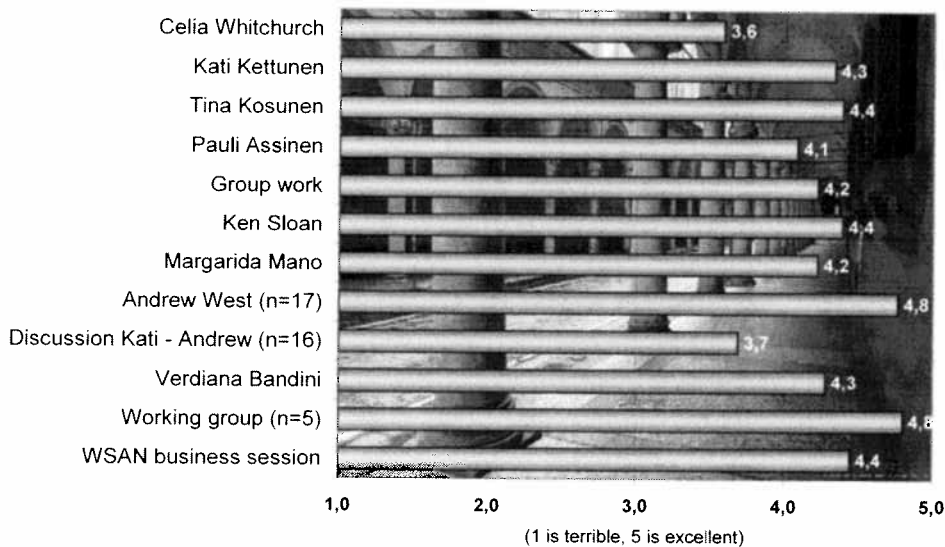


### Comments:

- IT projector too small, needs proper screen
- Food was excellent.

## Presentations

N=18



### Comments:

- re. Tina Kosunen: '10'
- re. Ken Sloan: 'Refreshing'

### Any suggestions for future seminars?

- It's good to listen to peers! It was more informative than the Winter school
- Still keeping the HIGH standard.

### Any other comments?

- Thank you!
- A really excellent seminar.
- Beautiful city.

## WSAN SEMINAR - WORKING GROUPS

### DEALING WITH THE ADMIN PROFILE

#### SOME POINTS OF REFLECTION AND FURTHER DISCUSSION

#### SELECT THE ONES YOU ARE MORE INTERESTED IN

First and foremost, briefly describe your profile, job and related main tasks, for homogeneous understanding and further reasoning:

1. **List what you consider the challenging tasks in your profile and make an overall map**
2. **List what you consider the challenging skills in your profile and make a map of them (with links to tasks)**
3. List some extremely high and low profile (and often time-consuming) tasks in your Admin position
4. How to assess Professionalism in Admin? Report your own experience of assessment (such as procedures of assessment met along the career to take into account improvements, affecting your profile, derived by further experience, formal courses, participation to working groups, so on)
5. Dealing with the Business: cases of collaboration and/or overlapping
6. Comment the following sentence: "The private sector is now embedded in the heart of state education services at all levels ... Privatization is now embedded in the heart and sinews of state education institutions as performativity, competition, choice, enterprise and budget-maximizing behaviors insinuate themselves into everyday practice (Ball, 2007, in *Privatizing education, privatizing education policy, privatizing educational research: network governance and the "competition" state*)"



**WSAN SEMINAR - WORKING GROUPS**

**DEALING WITH THE RESEARCH SUPPORT PROFILE**

**SOME POINTS OF REFLECTION AND FURTHER DISCUSSION**

**SELECT THE ONES YOU ARE MORE INTERESTED IN**

1. List what you consider the challenging tasks in your profile and make an overall map
2. List what you consider the challenging skills in your profile and make a map of them (with links to tasks)
3. Take into consideration some "special" profiles, such as Research Facilitator, Research Portfolio Development Officer, and EU Funding Portfolio Advisor: add other examples and "play the game" of guessing main differences and contents of each profile
4. Such profiles seem to be shaped or according to the University Research Framework (and related support services) or, more probably, to needs and expectations of the community of researchers: can you clearly derive the link between the main professional profile and the research university framework in your University? So, professional profiles in research support can be said as derived directly from the Uni Research Framework or shaped independently?
5. Why other university services don't seem to have the same wide spectrum of profiles/names for their professionals? (f.e. Director of Student Services)

<b>Professional Profiles applied to Research Support</b>	<b>Tasks <i>What we have</i></b>	<b>Skills <i>What we have</i></b>	<b>Tasks <i>What we need/aspire</i></b>	<b>Skills <i>What we need/aspire</i></b>	<b>Actions to bridge the skills gap</b>
Research Grants/Funding Manager/Advisor					
Research Facilitator					
Research Portfolio Development Manager/Advisor					
Funding Portfolio Manager/Advisor					
Research Development Advisor					

INCOME		EXPENSES	
<i>DESCRIPTION</i>		<i>DESCRIPTION OF THE SERVICE/GOOD</i>	
Participants n. 27	375,00	Gifts for speakers	187,55
1 guest	65,00	Dinner first evening Restaurant Belle Arti 30 Sept. 2011	511,50
		Dinner second evening Restaurant Da Fabio 1st October 2011	1.000,00
		Dinner of the first day *	300,00
		Speaker and invited guest travel reimbursement - Dr. Celia Whitchurch	540,00
		Social programme - City guide across the centre	115,00
		Social programme - City guide across the centre	1.561,52
		Coffee breaks and catering service by Concerta	160,00
		Consumables	338,80
		Porters in the Library	713,00
		Margarida Mano's reimbursement of travel expenses	100,00
		Printable docs	100,00
		Surplus	4.287,63
Total Fees paid	9.815,00	Total Expenses	5.527,37

**WSAN SEMINAR AT BOLOGNA UNIVERSITY**  
**MY POST-SEMINAR IMPRESSIONS**  
**Susi Poli – Bologna University**

First of all the explanation of the reason of this piece of writing entitled to “Post-seminar impressions”: the reason, early said, is to write impressions not immediately at the end of the seminar, or only take into account comments and impressions collected along the 2-days. The seminar was as daunting as full of contents and points of reflection: reason why not all could have been said or written just at the end; only some weeks later, one or two probably better, could have allowed that deep reflection and combination of contents, emerged from the seminar, and professional experience, as brought to the topic from all the participants.

Secondly: this seminar, its title and main contents, should be seen, in my view, as a kind of Starting Point or Starting Discussion on the Topic of Professional Development in Higher Education (HE), that’s skills needed for HE professionals, services that deserve or require to be shaped by Universities to handle changes and crisis times in the proper way. This the reason why I suggest that the seminar should be the Starting Point of some long pathway all inspired to issues of Professionalism and Professional Development in Higher Education.

My suggestions, in this sense, would aim to promote an appointed Working Group (WG), within the WSAN network, to stay regularly in touch with developments of the topic and new contributions emerging from the landscape of HE (so theory and practice from the whole sector): such WG should update colleagues on the evolution of the topic on a regular basis during Annual seminars. The topic could be seen in the light of all the other topics, annually chosen as topics of discussion in annual seminars, and be, in some way, related to them, in consideration of the evolution of new contributions.

Professional Development is one of the aims clearly stated in the WSAN Proceeding Guidelines to tend to and achieved in some way. In this way, the WG could be set up as a stable network, and the whole WSAN network could rely on a group of selected people engaged with main evolution/contributions to the topic. Moreover, the WG could be in touch with other members willing to share experiences and suggestions on the topic; alternatively, we could launch a call for suggestions on the topic on a regular basis, just a couple of months before the annual seminar.

Last reason to set up such a WG lies in the consideration that the topic is really a fashionable one in today’s HE, as frequently quoted and raised up. I’ve met a great deal of WGs across the sector that are raising the topic and working on it. In my mind, the WG could be made up of 3-4 colleagues at least, and probably we could ask for contribution, or supervision, to Celia Whitchurch, Margarida Mano or both.

This would seem to me a good way to keep discussing on the topic and not to give up or let the topic, just discussed in the last WSAN seminar, hidden somewhere. And colleagues, just because the topic matters to all, could perceive it as the reason to stay more involved in the network and bring their contribution to further discussion.

Just, let’s try!