

SUMS Consulting Annual Conference 2019

The Growth Paradox in Higher Education

Friday 29 November 2019, 10am - 4pm, Registration from 9am

Hallam Conference Centre, 44 Hallam Street, London, W1W 6JJ

AGENDA

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| 09.00 - 09:55 | <p>Arrival, Registration and Exhibition <i>Enjoy refreshments and meet SUMS Conference exhibitors: prior to the day's kick-off session</i></p> |
| 10.00 | <p>Welcome, Introduction to the Day and SUMS Update Bernarde Hyde, CEO, SUMS Consulting</p> |
| 10.20 - 11:00 | <p>Keynote - Leading in Darkness: Why the Culture of HE Leadership Needs to Change Professor Shearer West, Vice-Chancellor and President, University of Nottingham</p> <p><i>It has become a cliché to talk about the VUCA (volatile, uncertain, complex and ambiguous) world we live in and the challenges of the Fourth Industrial Revolution. The volume and speed of change in higher education alone is unprecedented. As institutions, we are marketised, but heavily regulated; public and private; global and civic; subject to endless media scrutiny and vulnerable to be utilised by political parties to win votes. In such a climate, the approach to both strategy and leadership needs to adapt. This talk will investigate these dilemmas, drawing on leadership experience of higher education internationally.</i></p> |
| 11.00 - 11:30 | <p>Refreshments and Exhibition</p> |
| 11.30 - 12:20 | <p>The Lean, Mean, Delivery Machine: Being Efficient Across your University SUMS Consulting Team: Joel Arber, Managing Consultant and Head of Business Development; David Becker, Principal Consultant; Fola Ikpehai, Principal Consultant; Nick Skelton, Associate Consultant; Felicity Gasparro, Associate Consultant</p> <p><i>It feels like a really challenging time for universities right now. Even institutions that are doing well know they need to be efficient to ensure long-term sustainability. For those that are struggling with fewer students and increased costs, quick action is vital. This session explores how SUMS can help deliver time and cost savings across the institution. We will highlight examples of SUMS' and wider sector work in digital transformation, change management and professional development - and the unique role that each of these three areas can play in helping you deliver more. We look at how targeted action can deliver more impact than a broad-stroke approach. Attendees will leave with ideas to explore and options to consider.</i></p> |
| 12:20 - 12:30 | <p>Presentation from Headline Sponsor: Clarity</p> |
| 12.30 - 13:30 | <p>Lunch and Exhibition</p> |

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| <p>13.30 - 14:10</p> | <p>Session 2: A Culture of Compassion During Periods of Uncertainty and Complexity Professor Mike Thomas, HE Consultant and Former Vice-Chancellor at the University of Central Lancashire</p> <p><i>A positive organisational culture is key to successful change. In this ongoing period of uncertainty and complexity in the higher education sector, it is all too easy for staff to become mired in negativity – particularly during cost-cutting and efficiency drives. This pessimism about the impact of any possible responses by the organisation to uncertainty can spread across departments and hinder not only progress, but university operations. Efficiency savings may be a reality and a necessity for some institutions to weather the storm however, maintaining a working culture where strong emphasis is placed on teamwork, kindness, respect and compassion can help turn the negatives into positives. A culture that fosters an organisational tolerance of new ideas, innovation and diversification can provide a counterbalance to cuts and ultimately, create university operating models that are a better fit for future success. This session explores the role of compassion and kindness in organisational culture as positive attributes to genuinely engage staff and bring them with you on the difficult path to change.</i></p> |
| <p>14:10 - 14:20</p> | <p>SUMS Insight Session: Creating Positive Activity through Coaching at your Institution Fola Ikpehai, Principal Consultant and Susannah Randall, Associate Consultant, SUMS Consulting</p> <p><i>A snappy and succinct introduction to the importance of coaching, coaching cultures and their prioritisation within the HE sector. Susannah and Fola will highlight how SUMS can support individuals and teams in this area through 1:1 and group coaching.</i></p> |
| <p>14:20 - 14:30</p> | <p>Exhibitor Lightning Talks (2 minutes each) Clyde and Co; Kinetic Software; Stephen Austin & Sons Ltd; Step Ahead and SMRS</p> |
| <p>14.30 - 15:00 Refreshments and Exhibition</p> | |
| <p>15.00 - 15:40</p> | <p>Sharing Views, Shaping the Future – A Discussion Panel on Growth and Consolidation Panelists: Jeannette Strachan, Chair of SUMS Board & Registrar and Secretary, University of Hull; Professor Shearer West, Vice-Chancellor and President, University of Nottingham; Dr Ghazwa Alwani-Starr, Pro Vice-Chancellor Strategy, Planning and Partnerships and Director of Property, University of London; Chris Hale, Director of Policy, Universities UK; Debbie McVitty, Editor, Wonkhe; John Worne, Chief Operating Officer, Royal College of Art</p> <p>Moderator: Joel Arber, Managing Consultant and Head of Business Development</p> <p><i>This year’s conference will culminate in a discussion panel exploring views on priority areas for growth and for consolidation from senior leaders sitting across the higher education sector. Taking into account the recommendations of the Augar Review along with the wider opportunities and challenges facing universities, this interactive session will explore key strategic themes for the future such as student recruitment, changing student expectations and demands, the potential for cost-effective global growth, and the prospect of institutional mergers. The moderated panel aims to stimulate dialogue and ideas through a lively and diverse discourse. The panel will be moderated by our Managing Consultant and Head of Business Development Joel Arber.</i></p> |
| <p>15.40 - 16:00</p> | <p>Wrap-up and Close</p> |

Meet our Speakers

Keynote: *Leading in Darkness: Why the Culture of HE Leadership Needs to Change*

Professor Shearer West is Vice-Chancellor and President at the University of Nottingham. She is also a Professor of Art and has held a number of significant leadership roles in universities and higher education. A Fellow of the Royal Society of Arts, the Higher Education Academy and the Royal Historical Society, she also has a number of international roles, most recently acting as main panel chair for the national research assessment exercise for Humanities in Norway and serving on the steering group to introduce impact into the Excellence in Research exercise in Australia.



Professor Mike Thomas is a HE Consultant and Former Vice-Chancellor for the University of Central Lancashire. He has worked in the higher education sector for nearly thirty years and held a number of senior positions including Vice-Chancellor, Deputy Vice-Chancellor and Pro-Vice-Chancellor. Mike is active in a number of international roles focusing on his academic interests. He researches organisational and behavioural issues that negatively impact on leadership tolerance and kindness and provides support and advice to organisations in the areas of cultural change, good governance and arbitration. In 2018 he was named as one of the top fifty global leaders for his work on developing organisations.

Jeannette Strachan is University Registrar and Secretary at the University of Hull and Chair of the SUMS Board. She has worked in education for over 25 years, including positions at City University London, UCL and St George's, University of London. Whilst at the University of Hull Jeannette was a member of the University Air Squadron, and after graduation served as an officer in the RAF. Jeannette's portfolio includes Governance and Compliance, Legal Services, Health and Safety and Student Services.

Dr Ghazwa Alwani-Starr is Pro Vice-Chancellor Strategy, Planning and Partnerships and Director of Property at the University of London. A chartered civil and structural engineer with 31 years' experience in the private, public and not-for-profit sectors, she has held Project Directorship roles at BAA, the Prince's Foundation and the NHS. Ghazwa joined the HE Sector as Director of Estates and Campus Services at the University of Roehampton in 2008, where she implemented the University's extensive capital programme. She was also a member of the Oversight Panel for the UUK's Diamond II review of efficiency and effectiveness in HE and the lead for the work stream focusing on space efficiency in UK HE.

Chris Hale is Director of Policy at Universities UK, leading on the development and delivery of UUK's policy work. Previous to taking up the Director role, Chris was Assistant Director at UUK and led on a number of areas of work including efficiency and effectiveness and the regulation of higher education. He has significant expertise in research policy, working as a policy advisor on this issue for UUK for a number of years. Prior to working at UUK, Chris worked at the General Medical Council. He is also a Governor of the Eliot Bank and Gordanbrock Schools Federation in South East London.

Debbie McVitty is Editor at Wonkhe and has oversight of Wonkhe's daily insight, debate and analysis of higher education policy. Debbie has previously worked in policy and communications roles at Universities UK, the University of Bedfordshire, and the National Union of Students. She holds a DPhil in English literature from the University of Oxford and a Masters in research in higher education policy, evaluation and enhancement from Lancaster University. Debbie is interested in bringing to light new and less-represented perspectives to inform policy and practice in higher education.

John Worne is Chief Operating Officer at the Royal College of Art (RCA). John joined the RCA from King's College London where he has been the COO for Arts and Sciences since 2015. In this role, John notably oversaw a major £100 million transformation of the iconic Bush House complex and major redevelopment of the main King's Strand Campus. Prior to working at King's, Worne was Director of Strategy & Corporate HQ for the British Council, where he was responsible for strategy, governance and the core Government funding of the UK's international cultural organisation. He has also held significant roles at the UK Government Cabinet Office and Department of Health.

Meet our Team



Bernarde Hyde CEO

Bernarde has over 20 years' experience working in partnership with universities to help them make meaningful and impactful changes. Understanding the complexities and challenges of higher education is at the core of what Bernarde does – she thrives when identifying the areas where change will have the most impact. She specialises in business models and benefit realisation and has worked extensively across all areas supporting the student journey. Her HE sector knowledge overlays expert consulting skills and commercial awareness gained from working in the retail sector with Debenhams plc and in manufacturing.



Joel Arber Managing Consultant and Group Head of Business Development

Joel brings expertise in business engagement and client services, along with an extensive background in marketing and communications, to help members raise their local, national and international profiles. Joel brings more than a decade of higher education senior management experience to the role with a portfolio including brand, PR, communications, B2B marketing and student recruitment through Director of Marketing and Communications and Pro Vice-Chancellor roles.



Simon Donoghue, Managing Consultant

Simon's expertise lies in leading transformational change to deliver performance improvement for universities. He concentrates on the delivery of complex large assignments with an innovation and impact focus. Simon has supported over 25 different universities with large strategy, development and transformational change projects. Simon has over 25 years' higher education leadership, management, consultancy and academic experience.



Helen Baird, Principal Consultant

Helen specialises in strategy development and review at sector, organisation, functional and departmental levels. She has over 20 years' experience garnered from a diverse range of consultancies, most recently Advance HE and Capita. Helen has worked closely with universities and other HE bodies including the Office for Students, Universities UK and QAA. Her work has contributed to national policy development. Her recommendations and advice have helped secure strategic change at organisational, functional and programme levels.



David Becker, Principal Consultant

David specialises in university transformation, combining his expertise in cost efficiency, business design and process improvement with culture change and staff development to encourage modern, effective and value for money professional services. Previously Director of Operations at one of the UK's largest universities, he led a directorate of 200 staff across the areas of campus administration, strategic projects and change.



Fola Ikpehai, Principal Consultant

Fola specialises in process improvement, organisational and business change, training development and delivery, programme and project management, and leadership. She combines her expertise as a coach and mentor with strong analytical skills and a practical understanding of the challenges of implementing benefits-led change in complex organisations. She brings expertise from a varied career in academics and research, local government, management consultancy and transformational change.



Claire Taylor, Principal Consultant

With expertise in stakeholder engagement, participative process review, quantitative and qualitative benchmarking and activity analysis, Claire translates multifaceted problems into achievable work plans. She has worked in the HE sector for 12 years and has experience across the breadth of professional and administrative activity within UK universities.

**Carol Burns, Associate Consultant**

Carol's previous experience saw her at the University of Brighton as Registrar and Secretary, and at Royal Holloway, University of London in the College Secretarial function. Carol has worked with governing bodies across HE, the public and not-for-profit sectors. Her early career was spent in the private sector, working with the likes of KPMG and the Financial Times. She has conducted effectiveness reviews for Governing Bodies and supported new governors and chairs in understanding the role.

**Andrea Buttle, Associate Consultant**

Andrea joined SUMS Consulting in 2000. She specialises in Timetabling, assisting Members with the challenges of timetabling their teaching activities effectively, and is developing our Space Management work. Andrea uses her Programme Management experience and skills to help universities take a holistic approach to the challenges they are facing.

**Jon Darch, Associate Consultant**

Jon is a Senior Digital Consultant with over 15 years' experience in digital marketing, e-commerce and HE, working across client-side and agency roles. Jon specialises in digital transformation and works with SUMS members to develop their digital strategy, as well as offering analytics and insight skills. Jon is a natural problem solver and his expansive experience within digital allows him to deliver creative solutions for SUMS members and clients, often using the latest digital tools and techniques.

**Felicity Gasparro, Associate Consultant**

A senior and highly regarded people, marketing and communications leader, with a backbone of experience in engagement working across commercial, public and third sectors. Felicity has a breadth of experience leading large multi-disciplinary and specialist teams, and coaching stakeholders successfully through transformational change. She is skilled at promoting continuous improvement and striving for financial return on efficient activities.

**Sameer Lakhani, Associate Consultant**

Sameer brings with him over 18 years of experience in marketing, corporate communications and education management and nearly 12 years of this has been within the higher education sector, predominantly at universities in the UK. He has developed and delivered integrated marketing campaigns, supporting effective student recruitment from home and overseas, promoting research and developing an effective communications strategy.

**Claire Nuttall, Associate Consultant**

Claire joined SUMS in 2016 as an Associate Consultant and supports members' portfolio and project offices through mentoring activities and by acting as a critical friend. Claire developed SUMS' Competition and Markets Authority (CMA) compliance framework approach and undertakes reviews through comprehensive workshops. She also undertakes post-implementation reviews for SUMS clients to assess the effectiveness of projects against original objectives.

**Susannah Randall, Associate Consultant**

Susannah is a former Head of Communications for the Wellcome Trust, one of the world's leading medical research funders. Since 2008, Susannah has worked as an independent consultant advising government, universities, NHS organisations and think tanks on their communications and marketing activity. She specialises in conducting strategic reviews of marketing and communications divisions in the higher education, research and health sectors.

**Nick Skelton, Associate Consultant**

Nick brings expertise in using digital technology to transform ways of working and studying. Through his work, he delivers flexibility for staff and students while achieving efficiencies for institutions. Nick has a strong understanding of change management within HE and is passionate about equality and diversity. Nick joined SUMS as an associate in 2019 after 20 years in the HE sector.