

Case Study

Supporting University Consolidation Processes

Who We Worked With

Three universities - Gdańsk University of Technology, University of Gdańsk and Medical University of Gdańsk – who are planning to consolidate under the title of Fahrenheit University.

The Situation

The universities were planning to consolidate, with the objectives of co-location, enhanced research impact and increased international visibility. They had already identified expert indicators of visibility, including collaboration output, awards volume and research pertaining to the UN's Sustainable Development Goals. Their next step was to explore strategic options for change that added value and efficiency to their current operating model. They looked for a partner who understood the critical success factors associated with mergers in a higher education context.

What Happened

Drawing on our knowledge of international Higher Education, SUMS consultants developed and facilitated a series of workshops with key stakeholders, including the rectors of the three institutions, senior academic leaders and professional services leaders. These sessions focussed on:

- > Exploring merger case studies
- > Planning for possible merger scenarios
- > Synergies that could be achieved in relation to the expert indicators that the universities had already identified.

These sessions enabled individuals to have their views heard and supported the ongoing process of engagement and buy-in to change.

Following on from the discussions at these workshops, the consultants produced a high-quality roadmap for

change covering:

- > An appraisal of options for strategic collaboration
- > Proposed implementation actions
- > Predicted impact
- > Potential risks and mitigation

The Difference It Made

The SUMS consultants were able to operate within this politically complex environment and work sensitively with multiple independent stakeholders. They understood that leaders would not want to take their organisations through significant, painful change, without an objective evidence-base underpinning it. The roadmap provided the leaders of the three universities with impartial evidence to move forward, based on widespread consultation and engagement.



“We knew that there was potential for significant positive impact on our institutions and our region but we also understood that consolidation is a sensitive subject. Working with a partner like SUMS meant that we could be confident in their expertise to engage appropriately with our leaders and their previous experience of merger activity and learning.”

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