Postcards from Campus

Successes and Future Opportunities Across Institutions

LIVERPOOL HOPE UNIVERSITY
1844

Dr Penny Haughan

Deputy Vice-Chancellor and Provost, Liverpool Hope University

- In 2023 Liverpool Hope **appointed a new Vice-Chancellor.** Since her arrival we have developed a **new strategic plan** and a set of clear KPIs. We are now working on the operational plans to achieve our new goals.

- In 2024 we will **open our new Learning and Teaching Building** (The I3 Building: Imagine, Inspire, Innovate).

- **The founding colleges of Liverpool Hope date back 180 years to 1844**, when it was one of only four higher education institutions in the country open to women. Our Chancellor, Vice-Chancellor and Deputy Vice-Chancellor are currently all women.

- Hope is the **top modern university in the North West for academic support** (NSS 2023).

- Hope is the UK's **No. 1 university for student satisfaction in drama, dance and cinematics** (Complete University Guide 2024).

- We are spending 2024 **reviewing, refreshing and augmenting our full portfolio of courses**, in terms of subjects, delivery patterns and partnership arrangements.

Levi Gårseth-Nesbakk, Pro-Rector for Education

Accomplishment from the Past Year

- Nord University **entered into the European University Alliance – the SEA-EU**-at the final stage of the second application period (Jan-March 2022). Funding secured and start-up early 2023. Nord Uni. has already gained a reputation in the alliance for being amongst the most eager, hard-working and forward-pushing of the university partners – despite being a somewhat newcomer in the alliance.

- Drivers: Advocated by the leadership group. Broad and repetitive sessions of engagement and internal advocacy. Mobility funds++

Noteworthy Datapoint

Academic high-profile plagiarism-witch-hunts by the press

- Last weekend national media published a plethora of articles on claimed instances of plagiarism amongst the Minister of Higher Education and Research (HER) and the Minister of Health and Care Services (HCS). 2 hours later, the Minister of HER resigned. The minister of HCS is a graduate from Nord university. She has not resigned, but is, together with Nord university in the midst of a massive media storm where half the country expresses strong viewpoints of all sorts. Nord has initiated an investigation of academic misconduct.

Looking into the Crystal Ball:

- **Plagiarism** will require a lot of attention going forward due to the witch-hunting by the press as well as Generative AI (chatbots)

- **Streamlining** the university´s **study portfolio** due to prudent budgeting/tougher times ahead (higher inflation, higher military expenses etc.)

University of Groningen

December 2023 in the Italian newspaper La Repubblica:
For studying Groningen is heaven, like Berkeley without the sun, but at a fraction of the price

- Completion of a 66,000 m2 new Research Building for Science & Engineering in 2023
- Confront new national laws on the use language in our Bachelor & Master programmes in 2024
- Celebrate 410 years of University of Groningen at our 85th lustrum in 2024

University of Sheffield

Rob Sykes, Chief Operating Officer

Accomplishment from the Past Year

- Won Times Higher Education *Outstanding Marketing Team of the Year award* for campaign on Sheffield as a destination student city

Noteworthy Datapoint

- Per pound of research income we have as many spin outs per year as Oxford (number of new companies// non-commercial research income)
- Between 2018-21 we used a Connected Capability Fund award (with Leeds and Manchester) to establish Northern Gritstone, which has now raised £312M to invest in spin outs and fast growth companies in Northern England

Looking into the Crystal Ball:

- Schools restructure ~ in summer 2022 we had 44 Departments/academic units, and by summer 2025 we will have 21 Schools

Academic Portfolio and Structures

What changes have you made to people, processes, or structure in the last year to better manage your institution's academic portfolio?

What allies or motivations have you found to be surprisingly effective in enabling these changes?

Eric Pass, General Administrator

We moved into our 'new' Rectorate-building

Our future development in the center of Hasselt

Accomplishment from the Past Year

- We celebrated our 50th anniversary in 2023
- We took a head start with our participation in the European University network "EurecaPro"
- We successfully launched 5 new major educational programs

Noteworthy Datapoint

- In 2023 we had a record high no. of student registrations
  of 7.500 *(quite an achievement for our young university)*

Looking into the Crystal Ball:

- Digital transformation (incl. cybersecurity)
- Structural re-organization of our LifeLong Learning activities
- Further development of our 2-campus model in close co-operation with regional Government

Esa Hamalainen, registrar

Accomplishment from the Past Year

• 325 m euro external & competed funding

• 12.665 international applicants to masters programmes

• 13,5% ROI of carbon free portfolio (since 2019 11,5% p.a.)

Noteworthy Datapoint

• Finland targeting RDI 3% target – annual increases by 280 million euro / year

– In 2024 new 3 years PhD programmes w additional 1000 new grad students in 2024

Looking into the Crystal Ball:

• Campus vision 2040

• Digitalisation transforming R&E and services

• Smart scaling up measures

Lund university

Karin Ekborg-Persson, dep Head of Administration
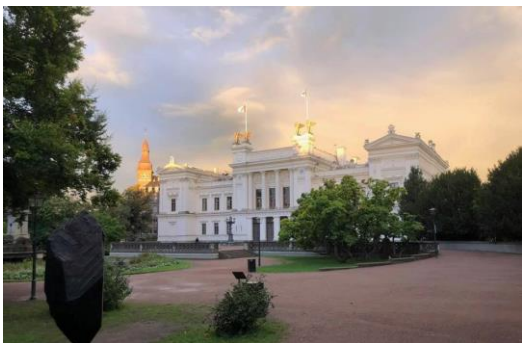
Accomplishment from the Past Year

- Anne L´Huiller (and LU) received the Nobel Prize in Physics!
- Horizon Europe: 9th place in Europe, best in Sweden

(159 projects, 66 coordinated by Lund, 107 million EUROs)

- Still a good demand among students (Education)
- QS Sustainability 8th place in the world
- The most international University in Sweden!

Noteworthy Datapoint

- The University management … has moved into the King´s house (Kungshuset). The house was built in 1580 and was the main seat for the university during 1700-1882 – back to the roots!

Looking into the Crystal Ball:

- Digitalisation – how to use and develop it within education, research and support
- Savings/priorities within the Central administration and the University – the national budget situation.
- The Culture (to meet the organisations needs of support) – we see a gap between support and core business, between the levels of support and also between the different parts in the central administration. Challenge: Professionalisation contra the understanding of the organization.

Accomplishment
Launched support@City enabling students to submit and track queries to full range of support services through online portal
Started construction of 'Student Gateway'

Noteworthy Datapoint
3rd in England in annual LSBU Higher Education Social Mobility Index (HEPI, 2023)
2nd in London in FT European Business Schools ranking

Looking into the Crystal Ball
Implementation of ERP
Merger with St George's University of London

The University of business, practice and the professions.

www.city.ac.uk

Digitalisation and Technology

What's been a digital transformation win from the past year?

How has the conversation changed in the wake of AI? (Has yesterday's fad already been forgotten?)

Professor Nazira Karodia,

Deputy Vice Chancellor and Vice Principal of Learning & Teaching

Accomplishment from the Past Year

- Environmental Sustainability progress

Noteworthy Datapoint

- >21,000 students from 140 countries
- 42% international, 56% mature students

Looking into the Crystal Ball:

- Project Vision – planning our estates & infrastructure Masterplan

...through the lens of optimising student experience/engagement, space utilisation/timetabling & driving pedagogical change

MUST BE NAPIER

BUILD CAREERS Create Opportunities

GROW NETWORKS Connect Communities

ADVANCE KNOWLEDGE Deliver Impact

While being committed to **GROWING SUSTAINABLY**

Joss Ivory, Chief Operating Officer

Accomplishment from the Past Year

• Delivery of significant savings (staffing through voluntary approaches) and other operating costs by really understanding what drives professional services costs, how they are intrinsically linked with the academic endeavour.

Noteworthy Datapoint

• Size/shape of professional services/support staff as a proportion of academic staffing.

Looking into the Crystal Ball:

• Estates rationalization: hybrid working; what 'campus and community' really means as a staff engagement approach; cost and sustainability impact of a better, more modern estate and increased utilization of facilities.

• Modelling the impact of digital solutions replacing transactional activities: positive and negatives; future proofing and protecting what's important. Are digital solutions really 'savings' – or with software as a service, simply shift the costs from 'human' to 'digital'? Discuss!

University of Hull

Accomplishments in 2023

Up in KEF, up in REF and Gold in TEF

Noteworthy datapoint

Hull and East Yorkshire Mayoral Combined Authority (MCA) + directly elected mayor. £13 million investment funding each year.

Crystal Ball

Student recruitment (UCAS, home)

London Study centre

People

Partnership

Place

UNIVERSITY OF HULL   Strategy 2030

Space Utilisation

Space utilisation questions continue to come up frequently – what's stalling resolution of the hybrid working debates of recent years?

What investments in learning and teaching spaces have yielded positive results?

Accomplishment from the Past Year

Lead role in managing the fallout from the announcement of a significant financial deficit and the need to make savings of £35m (rising to £45m). No compulsory redundancies.

Noteworthy Datapoint

Re-roomed 700 students with no complaints and several compliments (in three days)

Looking into the Crystal Ball

Implementation of UEA Strategy – especially the Business Operating Model and Professional Services Operating Model.

UEA
University of East Anglia

www.uea.ac.uk

Accomplishment from the Past Year

- Becoming the first UK university to achieve Athena Gold – a really big deal for us.

Noteworthy Datapoint

- We have over 37,000 trees on our UK campuses

Looking into the Crystal Ball:

- We are going to spend a great deal of time and effort on developing and implementing a new operating model for the University

Rachel Brealey Chief Operating Officer, University of Leeds

Accomplishment from the Past Year

• Successful migration of our student records system Banner into the cloud. We adopted more agile way of working for this project, with a core group of senior leaders meeting daily to make decisions and progress the project at speed. The migration was extremely successful, as was a new tested way of working.

Noteworthy Datapoint

• 4481 staff working within PS at the University, around 85% of them in the COO areas

• Actor Chris Pine, perhaps best known as Captain James T Kirk n the Star Trek movies was a student at the University of Leeds (2000), as was Sir Keir Starmer

Looking into the Crystal Ball:

• Throughout 2024 we will be taking the time to adjust the balance of resource and efforts on our transformation portfolio versus key business-as-usual activity. Our primary focus is to enable greater certainty and confidence in delivery of our change portfolio, ensuring we have the capacity to deliver and embed change successfully across the organization and fully derive the benefits.

Professor Stephanie Marshall – Vice-Principal Education

Accomplishment from the Past Year

- As part of our Active Curriculum for Excellence (ACE) pedagogic approach. One of the 5 components in peer-learning. To date our Peer-Lead Team Learning (PLTL) programme has trained over 100 peer leaders who facilitate workshop discussions with students and over 1000 students have taken part in these workshops since 2021 in Biology and Chemistry

Noteworthy Datapoint

- By the end of the semester 30% more felt PLTL helped them engage more with the module and 40% more felt PLTL improved their confidence.
- In 2021/22, students who engaged in PLTL workshops outperformed their peers in chemistry by almost 20%

Looking into the Crystal Ball:

- Having consistent policies and processes to demonstrate 'what works' in terms of new initiatives.

EAB – Executive Roundtable – Feb 2024

Royal Holloway University of London

Julie Sanders, Vice-Chancellor and Principal

& Professor of English Literature and Drama

- **Accomplishment from 2023 –** RHUL became National Laboratory for Co-STAR (AHRC's largest ever single grant for Creative Industries, £51m)

- **Noteworthy Datapoint –** we now have a majority Black and Global Majority student community in our first year programmes

- **Looking into the Crystal Ball** - RH2030s strategy build and delivery – future direction, sense of purpose, investment & sustainability

- **University of Social Purpose/For What Matters**

Edge Hill University

Liam Owens, Pro Vice-Chancellor (Marketing, Student Recruitment and Student Administration)

Accomplishment from the Past Year
35th out of 122 providers in the Guardian League Table
Achieving TEF Gold for the Edge Hill Student Experience

Noteworthy Datapoint
77% of our student body have at least one Widening Participation characteristic

Looking into the Crystal Ball
Strengthening our brand, reputation and recruitment

Strategic Goals

University strategies are notoriously broad and poorly defined – what have you done to:

1) Focus its direction and aims (bonus points for deploying previous roundtables' lessons on differentiation!)

2) Overcome resistance to bigger bets?

University of Salford

Professor Sam Grogan, Pro Vice-Chancellor Education and Student Experience

Accomplishment from the Past Year:
Consistent YOY improvement across key student quality metrics:

- Progression – 4.1% improvement
- NSS - YOY improvement in all but one area
- Employability 3.4% YOY improvement

Noteworthy Datapoint:
University of Salford is ranked 12th in UK in HEPI 2023 social mobility index

Looking into the Crystal Ball:
Managing, scaffolding and communicating significant internal redevelopment and change against a turbulent sector backdrop: The meta (sector?) question is, how do we orientate ourselves as institutions and our business models to be resilient, agile and relevant, whilst retaining that which makes us particular?

York St John University
Rob Hickey, Chief Operating Officer

Accomplishments from the Past Year

➢ THE Estates Team 2023.

Noteworthy datapoint (s)

➢ Total students doubled since 2016.
➢ Student retention improved 4pp between 21/22 and 22/23.

Looking into the Crystal Ball

➢ Financial stability and sustainable growth.

POSTCARD FROM SHEFFIELD HALLAM

ACCOMPLISHMENT FROM THE PAST YEAR

- Unique sector collaboration between Sheffield Hallam University, University of Sheffield and Sheffield City Council to celebrate Sheffield as a great student city. Led to win in the Outstanding Marketing/Communications Team of the Year category at the THE Awards for their joint campaign Sheffield. Your University City.
- Sheffield was been named as one of the top three best student cities in the UK, according to a new ranking by StudentCrowd. South Yorkshire was named as the first region in the country to benefit from a Government Investment Zone

NOTEWORTHY DATAPOINT

- Welcomed new Vice-Chancellor, Professor Liz Mossop, in January 2024
- Sheffield Hallam is the second largest provider of Higher and Degree Apprenticeships in the UK, working with nearly 600 employers. Almost half of the University's apprentices are from the most disadvantaged neighborhoods.

LOOKING INTO THE CRYSTAL BALL

- Opening of new Howard Street campus in Autumn 2024
- Financial sustainability
- Launch of new undergraduate curriculum

Richard Taylor, Chief Operating Officer

Accomplishment:

We marked every student piece of work and graduated every student eligible in summer 2023

Data Point:

At the European swimming championships in December, Loughborough athletes won more golds than TeamGB and would have topped the medal table had they been a country. At the 2022 Commonwealth Games, Loughborough would have sixth on the medal table, just ahead of Scotland and South Africa.

Challenge:

Financial sustainability at a time of tightening markets, growing competition and increasing compliance burden.

Financial Sustainability

How have you successfully convinced others on campus of the necessity of difficult decisions in the context of a more constrained financial environment?

What options are on the table or that are currently being deliberated that weren't a year ago?