WARWICK LEADERS' FORUM

1 December 2021

Panorama Suite, Rootes Building

WARWICK
THE UNIVERSITY OF WARWICK

WELCOME

Professor Stuart Croft, Vice Chancellor and President

WARWICK
THE UNIVERSITY OF WARWICK

RACE IN HIGHER EDUCATION

Priority Issues for Warwick

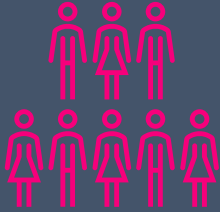**Professor Mike Shipman, Pro-Vice Chancellor (International)**
Professor Binna Kandola, Senior Partner, Pearn Kandola
Kulbir Shergill, Director of Social Inclusion
Dr Anil Awesti, Assistant Professor, Chair Race Equality Taskforce

WARWICK

Priority Areas Highlighted

Increasing staff diversity in higher grades, particularly among senior management and leadership.

Eliminating the attainment gap.

Reducing incidences of racial harassment and discrimination in our community, alongside increasing staff and student confidence in the reporting system.

Lack of ethnic diversity in higher grades (staff voices)

"If you don't see people of the same background in high positions or in academic posts you feel as if there is less chance you will be successful in applying for this post"

"There are many, many countless incidents of micro-aggressions, that are daily telling me I don't belong here" **Minority ethnic academic staff member, REC 2020 survey.**

"Working is a space that's predominantly white and male … I have to code switch at work, so I feel like me being at home" **BAME staff member, focus group.**

Eliminating the awarding gap (student voices)

"A common feeling as you step up the ladder, as you feel more connected with the University, this feeling increases of being the only one in the room … I want the University to be my place and it doesn't feel like that" **BAME PGR student, focus group.**

"I challenged a problematic remark but the tutor remained silent or immediately changed the topic afterwards without addressing my concerns as though it was taboo, and this made me feel unsupported and embarrassed for even bringing up my concerns in the first place" **Asian student, REC 2020 survey.**

"Sometimes when I'm in a seminar and there aren't a lot of minorities it automatically becomes a bit more tense for me when I mention something on minorities but I end up sharing anyway because I care more about participating to the discussion than potential backlash" **Asian student, REC 2020 survey.**

Racial harassment and discrimination (student voices)

"When I reported this racial discrimination to the University, this problem was solved quickly. So, I really admire your efforts" **Chinese female.**

"I think Warwick has done well in dealing with those issues, compulsory enrolment programs as Sexual abuse and Dignity this year are great. After all, you cannot force someone to not think in a radical way" **Minority Ethnic male.**

"I have been the victim of racism over times and filled out a mitigating circumstances form for one as it affected by ability to work temporarily. They asked for proof which I did not have except for an eye-witness. It was dismissed. Was I supposed to film myself having racist slurs yelled at me (both on and off campus)?" **Asian male.**

KPIs Relating to This Area

Attainment Gap

To eliminate the attainment (degree outcomes) gap between Black and White students to

0%

by 2025.

BAME Professors

To reach

25%

Black, Asian and Minority Ethnic (BAME) Professors, with 5% to be Black, by 2030.

BAME PS at FA9

To reach

25%

Black, Asian and Minority Ethnic (BAME) Professional Services staff at FA9, with 5% to be Black, by 2030.
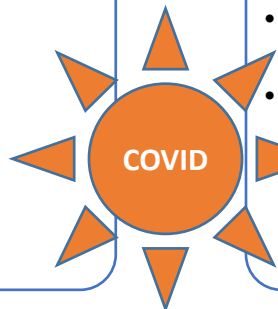
PSSR UPDATE

Rachel Sandby-Thomas, Registrar

WARWICK
THE UNIVERSITY OF WARWICK

CONSULTATION

2019
- Professional Services Quality Survey
- Consolidation within central services

From 2020
PSSR initiation:-

Team and brief established and shared with HODs

COVID

May 2020
- Consultation with HODs – led by Andy Speak and Chris Luck
- Faculty DA meetings
- Faculty Directors of admin/COO regular engagement

Jan 2021
Consolidation initiated:-

- Wellbeing
- Student
- Finance
- HR

Consultation and engagement led by Ros Roke and Chris Luck

May 2021
- Central Service Reviews triggered
- Restructure projects initiated:-
    *MCI
    *ISR
    *Academic Tech

Sept 2021
- IDG consultation with Geraint Llewelyn
- Admissions consultation with Dave Bishton

WARWICK
THE UNIVERSITY OF WARWICK

RECAP OF PRINCIPLES

- Bring together splintered functions in order to:

  - ➤ gain proper understanding of skills available and gaps
  - ➤ Provide a more focussed, flexible and resilient service
  - ➤ Provide a career grouping and path

- Services to be centrally managed but delivered closer to departments
- Accommodate departmental variation where there is good reason, otherwise aim for consistency
- Where appropriate, cluster resources around the 3 faculties/3Ws
- Clarity and transparency around levels of service: SLAs at Faculty /W level

WARWICK
THE UNIVERSITY OF WARWICK

3 DIMENSIONS

- Structure

- Governance

- Process reform

- + professionalisation of project management "The Change Institute

PHASED APPROACH

- Consolidation (tidying up our backyard)

- Processes (engagement to shape services around customers)

- Digital first (transformation programme)

WARWICK
THE UNIVERSITY OF WARWICK
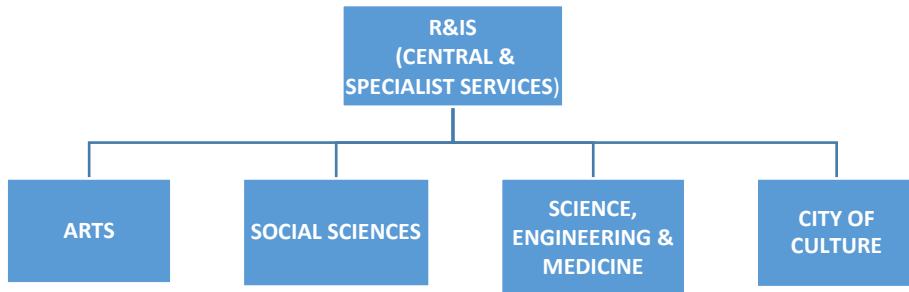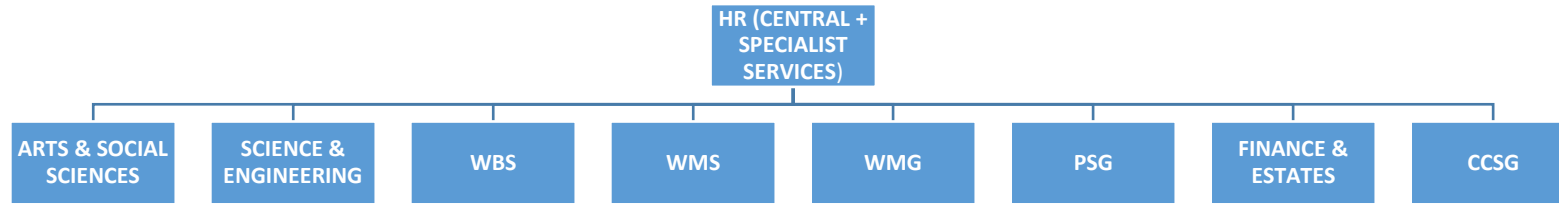
PROGRESSION ON CONSOLIDATION

COMPLETED

- IDG established
- Academic Technology Team moved to the Education Group
- Student Finance Team split across Finance Directorate and Wellbeing
- Wellbeing-related posts consolidated within Wellbeing
- HR posts in Professional Services and Academic Departments moved to be part of the Human Resources Team
- Review of Student Skills provision to focus provision on core skills
- Equality, Diversity & Inclusion moved into Social Inclusion
- Student Recruitment moved to Marketing
- Review of Governance, Compliance and Resilience

LIVE PROJECTS

- Ongoing review of data analysts by SPA
- Organisational Development

WARWICK
THE UNIVERSITY OF WARWICK

HUB & SPOKE SUPPORT IN PRACTICE

```
                          HR (CENTRAL +
                           SPECIALIST
                            SERVICES)
```

| ARTS & SOCIAL SCIENCES | SCIENCE & ENGINEERING | WBS | WMS | WMG | PSG | FINANCE & ESTATES | CCSG |

```
              R&IS
           (CENTRAL &
        SPECIALIST SERVICES)
```

| ARTS | SOCIAL SCIENCES | SCIENCE, ENGINEERING & MEDICINE | CITY OF CULTURE |

- 'Central' teams provide specialist and overarching services
- Faculty and department support to get under bonnet of requirements
- Similar approach: Innovation, WP, Admission...organised around faculty

PROGRESS ON PROCESSES

WHERE THINGS HAVE NOT GONE SO WELL….

- Admissions: review of structure and process done plus successful pilot of Pre-Applicant Enquiry Management…BUT glitch with contextual data flag

- Academic Technology: Sam Hardy now in post but still pending

- Recruitment: money and resource in place but need to get SuccessFactors payroll over the line first

- Marketing, Communications and Insight: outstanding

- Website: outstanding

WARWICK
THE UNIVERSITY OF WARWICK

PROCESS REFORM

- Digital and process reform inextricably linked

- We had the skills but they were in discrete teams…needed to work together in a structured process

- Brought teams together to form Strategic Change to:
  - ➤ professionalise project management
  - ➤ use skills across the piece
  - ➤ provide greater transparency
  - ➤ develop greater prioritisation, taking risk and benefit realisation into account

WARWICK
THE UNIVERSITY OF WARWICK

TRANSFORMATION PROGRAMME

| Structure – Hub and Spoke	Governance	Hygiene
Implementing hub and spoke model to "level up" the faculties to get the same level of admin support • Centrally managed, locally delivered services • RIS, HR, Finance, and Academic Support Librarians largely work this way now • IT now largely in place for faculties • Need to now focus on other services • Need to formalise a management structure • Need to "level up" support to match that of departments like WBS	**Implementing governance around all change programmes** • Consolidate oversight accountability to a UEB subgroup • Consolidate consultation to "big 6" and UEB • Consolidate all change programs under a single PMO • Professionalise the change process and prioritisation • Implement Agile methodologies	**Fixing our people structures, processes and systems to make it easier to get work done.** • Start with HR processes. Recruiting is first up • Join up Finance and HR for processes such as moving teams • Begin Robotic Process Automation where possible • Remove as much admin burden as possible for HoDs (move to hub/spoke admin teams) • Remove as much admin burden as possible for Researchers (move to hub/spoke admin teams) • Develop better solutions for Teaching/Learning

UNIVERSITY STRATEGY REFRESH

Rachel Sandby-Thomas, Registrar

WARWICK
THE UNIVERSITY OF WARWICK

PROGRESS ON OUR STRATEGY

'By 2030, Warwick will be one of the world's exceptional universities, helping to transform our region, country, and world for the collective good.'

We aim to be 30% larger by 2030, and towards the top 30 in the world

AN 'EXCEPTIONAL UNIVERSITY'

RESEARCH | EDUCATION

INNOVATION   INCLUSION   REGIONAL LEADERSHIP   INTERNATIONAL
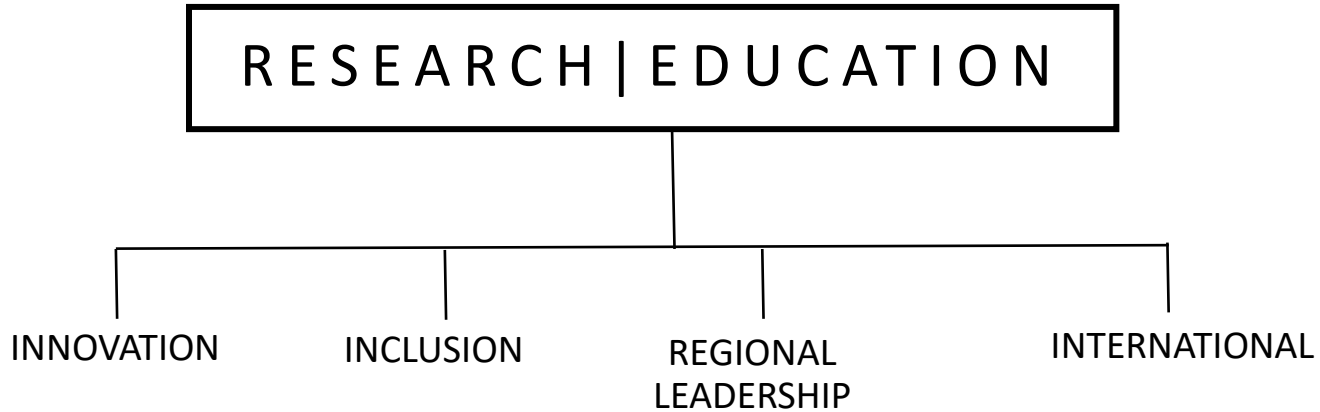
STOCKTAKING - ACHIEVEMENTS TO DATE

- Risen 2 places on each of the key national league tables; Times Good University Guide (8), Guardian University (6) and Complete University Guide (9)
- University of the Year for Teaching Quality (and runner up in University of the Year)
- Across Russell Group:
  - in top 3 across Russell Group for NSS (a big rise from 2017)
  - Sitting in the top quartile within the Russell Group across international and national league table rankings
  - 7th for percentage earning above £27k on graduate outcomes.
- Overshot enrolment numbers for 21/22 and China significantly dominates our 39% international cohort of students
- 20/21 surplus (£76m) provided headroom to invest in 2021 planning round and projected steady income across; academic fees, research grants & contracts, endowment, recurrent and government grant income and other operating income

Strategic Priorities – State of Play

STRATEGIC PRIORITIES – STATE OF PLAY

EDUCATION

Developed a resilient, flexible and successful blended learning model which has allowed us to accelerate in a number of existing strategic areas; online assessment, quality assurance, marks management, mitigations, remedying failure, and exam board reforms and strengthen areas such as employability, student mobility, expanded pathways to Warwick and student research.

RESEARCH

Helping to solve real world problems; quantitative modelling support for SAGE, partnering with manufacturers to create cleaner chemicals, impactful research in health and wellbeing informing policy and practice, the UK's first Nuclear Magnetic Resonance spectrometer. Commitment to support research through income and partnership platform to continue to grow our research income and impact.

STRATEGIC PRIORITES – STATE OF PLAY

INNOVATION

Launched the West Midlands Health and Wellbeing Innovation Network in partnership with UHC&W, Innovate Birmingham and eSports Centre. 5Pring 5G incubator is now live on the Science Park, helping develop innovative IOT, Tech and 5G solutions with Telefonica. Supported 726 business and engaged with over 3500 people.

INCLUSION

Working with leaders in academic and professional roles to equip them with the skills and knowledge to be inclusive leaders.

Driving greater diversity in talent management - creating cultural change in how we manage and promote inclusion with programmes such as INspire pilot, forum for leaders of inclusive culture and sharing best practice.

REGIONAL LEADERSHIP

Generating impactful research to benefit the region beyond 2021 by leading on Monitoring and Evaluation for Coventry UK City of Culture. Developed the Resonate Festival as part of the legacy plan.

New strategic partnership between University College Birmingham (UCB) providing alterative pathways to HE. Accreditation on track for 2022. Hosting over 2,000 athletes for Commonwealth Games 2022

INTERNATIONAL

£2.6m award from UK-funded Turing Scheme will enable global outbound student mobility opportunities with a focus on WP students. Forging strategic partnerships and alliances with data-driven approach in priority regions (China, North America, Europe and Africa) with EUTOPIA Alliance expanding and scoping of physical research campus in Zhengzhou, China continuing. Challenge of diversity across international students front of mind

STRATEGIC PRIORITES – STATE OF PLAY

GRAND CHALLENGES
WBS
WMS
Social Science
STEM
ZhengZhou
Business Partnerships
Masterplan

UNDERPINNING STRATEGIES
Environmental Sustainability
People
Finance
Technology
Transformation
Communications
Alumni & Philanthropy

MASTERPLAN GRAND CHALLENGE

- To form a vibrant learning, working, and living community.

- To shape a distinctive campus experience that has a 'cosmopolitan in the countryside' feel.

- To transform regional transport connectivity to campus.

- To create an accessible, inclusive, and people-focused environment.

- To deliver a SMART carbon-neutral campus

From TL; Interdisciplinary Biomedical Research Building, pay and ride VOI E scooters join the unicycle provision, part of the West Midlands on Demand bus pilot; Faculty of Arts Building, Warwick Arts Centre, Campus sculpture (the Good, the Bad and the Ugly)

27

ENVIRONMENTAL SUSTAINABILITY

Energy Zone – renewables energy schemes

Coventry FC Stadium – New home for Coventry FC

Sustainable transport links – Light rail with new station, enhanced cycle and pedestrian pathways

Eco Park

Ecology Zone – biodiversity habitats

Discovery Zone – recreational space & linear park connecting places

SUSTAINABILITY

- September marks two years since we declared a Climate Emergency.
- We committed to reaching Net Zero and to providing a critical contribution to the UN Sustainable Development Goals.
- In recognition of this, we've been approved to send a delegation to COP26, the 26th UN Climate Change Conference, in October/November in Scotland.
- Launching of a Way to Sustainable Roadmap to show what we collectively need to do, to make a difference. This is a key priority for us in the year ahead.

AN 'EXCEPTIONAL UNIVERSITY'

```
┌─────────────────────────────────────────────┐
│         R E S E A R C H | E D U C A T I O N   │
└─────────────────────────────────────────────┘
```

INNOVATION   INCLUSION   REGIONAL LEADERSHIP   INTERNATIONAL   ENVIRONMENTAL SUSTAINABILITY

GRAND CHALLENGES AND UNDERPINNING STRATEGIES

WBS, WMS, Social Sciences, STEM, Business Partnerships, Masterplan

People, Finance, Technology, Transformation, Communications, Alumni & Philanthropy

- Environmental Sustainability added to our strategic priorities as a number of projects and grand challenges have this at their core
- Grand Challenges and Underpinning strategies developed and progressing

Why do we need a Strategy Refresh?

WARWICK
THE UNIVERSITY OF WARWICK

NOT LOSING PROGRESS

Strategic Priorities	Covid Impact
Research	• Strengthened REF submission, continued success with research funding, citations • Strength in international league tables • Profile from Covid related research (donations for Institute for Global Pandemic Planning of £2.8m) • Growing profile around sustainability.
Education	• Student satisfaction with educational experience • Development of new skill sets around blended learning accelerating the potential for digital transformation in teaching and learning • Innovative "internationalisation at home initiatives. • Inclusion (access and participation targets, anti racist pedagogy)
Activities	Conversion to online models increased accessibility and engagement: • virtual open days / offer holder days for international students • short term mobility opportunities • Innovation events (ICURe, Wi2i and VIBE) • Inclusion programmes (Inspire, Smart Futures and Forum for Leaders of Inclusive Culture)

BUILDING ON OUR STRENGTHS – STARTER FOR 10

- Raising the prominence of sustainability in the strategy.

- Masterplan and Social Science GC

- Future Grand Challenge looking at Interdisciplinarity / Education for the future

- Extended Medicine and Life Sciences Presence in the region

- Wellesbourne delivery

- Extend innovation

CHANGING POLITICAL LANDSCAPE

- Pandemic
  - Digital
  - Widening Inequality

- Levelling Up

- Industrial Strategy out, Innovation Strategy in

- Knowledge Exchange Framework - KEF

- Swing towards STEM

- Relations with FE/upskilling/lifelong learning

- Freedom of Speech

WARWICK STORY

Purpose

To point the way ahead

Belief

## We all have it in us to make a better world

Story themes

1. Be prepared to stand alone
2. Use education to put power into more hands
3. Be always listening, always learning
4. Create space for new
5. Embrace uncertainty

6. Enter the fray
7. Build into the distance
8. Seek out difference
9. Find answers in between
10. Go first and keep going

STRATEGY – NEXT STEPS

- We need to aim for excellence
- Aiming not only for 'Excellence with purpose' (as per Strategy 2030) but also looking to see how and where we can be leading the way
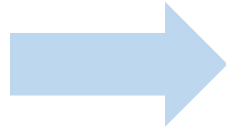
EXCELLENCE WITH PURPOSE → **LEADING THE WAY, EXCELLENCE WITH PURPOSE**

WARWICK LEADERS' FORUM

1 December 2021

Panorama Suite, Rootes Building

WARWICK
THE UNIVERSITY OF WARWICK