Working Session
201: Supplier showcase: Realising better ways to work together at the University of Nottingham

Managing a complex and changing portfolio of research projects can be very challenging. Academics, researchers, administrators, research managers, contracts managers, library and many other staff are involved in different parts of the lifecycle of a research project, often working in their own silos, with their own processes and targets.

In 2017 the University of Nottingham embarked on a mission to streamline the end-to-end management of their research projects by enabling both academic and professional services staff to work together, on one software platform. Two years on, and the transformation is real – with over 3,100 staff collaboratively managing 7,300 staff profiles, 8,800 research projects, 3,150 contracts and 42,900 research outputs on Worktribe, a cloud-based platform for research and curriculum management.

In this session, we will share some of the key challenges and learnings from the University of Nottingham’s journey towards better collaboration, transparency and efficiency. We’ll explore how different groups have embraced new ways of working and formed new relationships across departments and teams. Finally, we’ll demonstrate the significant impact that a more streamlined, one platform approach to research management has made at the University.

By the end of the session delegates will be able to…

Speakers
Joy Wilmot-Carr, Research Systems and Business Improvement Manager, University of Nottingham
Jon Hackney, Worktribe

Session Format:

This session will be of interest to those working in, or with an interest in:

This session is aimed at:
**Working Session**

**202: Creating connections 1**

Meeting like-minded people and forming valuable connections is a key reason to attend the Annual Conference and you’ve told us you want more time dedicated to this in the programme. So this year there are two new working sessions that are saved spaces for you to meet new people and to share and discuss ideas on topics linked to the overall conference theme of collaborating for success.

By the end of the session delegates will be able to…

- Meet new people in an informal setting
- Share ideas related to the theme of ‘Collaborating for success’

**Speakers**

Sandra Mienczakowski MAUA, Head of Academic Processes, University of Nottingham

Vikki Goddard FAUA, Director of Faculty Operations, University of Manchester

**Session Format:**

This session will be of interest to those working in, or with an interest in:

- Finance
- Legal
- Student services
- Governance
- Events
- Quality
- Research
- Planning
- Marketing
- Equality and diversity
- International
- Teaching and learning
- Registry
- General administration
- Other

This session is aimed at:

- New to the sector
- General administration
- Mid-level management
- Senior management
Working Session
203: AUA Japan Study Tour 2019: promoting internationalisation

This session presents a report on the AUA’s most recent Study Tour to Japan, discussing the key themes of the tour and the universities that were visited. We will reflect on what makes a good experience for Study Tour participants, which destinations should be considered for future tours and how the AUA can provide support. It will be an interactive session where delegates are encouraged to share ideas and thoughts in the hope of collaborating to shape the future of AUA study tours.

By the end of the session delegates will be able to…

- Learn more about AUA Study Tours
- Reach a view about whether they would wish to join a Study Tour.
- Provide reasons for why a destination should be short-listed.

Speakers
Liz Turner FAUA, Head of Academic Policy & Quality Office, Oxford Brookes University
David Law MAUA, Honorary Professor, Keele University

Session Format:
Group discussion

This session will be of interest to those working in, or with an interest in:
International | Teaching and learning | General administration

This session is aimed at:
Mid-level management
Working Session

204: Looking behind the label | *Mental ill-health in the workplace*

Knowing how to identify, respond to and consider mental ill-health in those we manage or work with is important to create workplaces where people can flourish and work together effectively. This session, based on a training session that has been developed and delivered at the University of Oxford, will facilitate discussions around addressing mental ill-health in the workplace. It will take the form of small and whole group discussions, allowing participants to learn and share experiences of the different ways mental ill-health can manifest and be accommodated for in the workplace.

By the end of the session delegates will be able to…

- Have a strong understanding of how, and for how many, mental ill-health affects life in the workplace
- Know how to spot the signs of mental ill-health and know where to find further resources to develop their knowledge
- Have many ideas about how to make the workplace better for staff with mental ill-health

**Speakers**

Verity Westgate FAUA, Research Coordinator, University of Oxford

**Session Format:**

Interactive workshop

This session will be of interest to those working in, or with an interest in:

Equality and diversity | General administration

This session is aimed at:

New to the sector | General administration | Mid-level management | Senior management
Working Session

205: University Challenge? | *Is our professional identity affected when working with academic colleagues?*

We have all heard the stereotypical view that professional services and academics cannot work together and have a fractious relationship but how true is this in the current climate? My current research focuses on the relationship between academics and professional services and how this may affect our professional identity. You will have the opportunity to discuss your experiences of working with academic staff and whether you feel your professional identity was challenged as part of that working relationship.

By the end of the session delegates will be able to…

- Understand how their relationships with academic staff may affect their professional identity
- Understand how the sector deals with the academic/professional services relations
- Discuss with colleagues in their own institution how relationships with academic staff can be improved

Speakers
Joanne Caldwell FAUA, CDT Manager, The University of Salford

Session Format:
Interactive workshop

This session will be of interest to those working in, or with an interest in:
Finance | Student services | Governance | Quality | Research | Equality and diversity | International | Teaching and learning | Registry | General administration | Other

This session is aimed at:
New to the sector | General administration | Mid-level management | Senior management
Working Session

206: Implementing Career Pathways for Professional Services Staff

These are turbulent times for HE Institutions and motivating and engaging staff in these times can be difficult. Employees usually feel more engaged when they believe that their employer is concerned about their growth and provides routes to reach individual career goals. Career pathways have been implemented at Durham University to provide employees with a mechanism to understand what skills and knowledge need to be enhanced to prepare for progression into new or different positions. Implementing career paths may also have a direct impact on entire organisations by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organisational objectives.

This session will explain how Career Pathways were introduced at Durham University through the implementation of Job Families to clearly identify routes that can be followed by Professional Services Staff to progress careers through a particular Job Family and/or Department and also highlight other opportunities. This initiative was implemented through collaborating with colleagues from across the institution and by working closely with the Accommodation and Commercial Services Department who have a very successful succession planning programme within their department. A presentation will be delivered during the session with group interaction throughout, following the presentation there will be a group discussion on tables to discuss how career pathways can be developed at other institutions and sharing of good practice.

By the end of the session delegates will be able to…

- Understand the importance of career pathways for institutions to motivate and engage staff
- Understand how career pathways have been developed at Durham University for Professional Services Staff and see how this can be used within their institutions
- Understand how Job Families as developed at Durham University can assist with identifying core transferable skills and form the basis for consistent and comprehensive professional development opportunities

Speakers
Claire Tindale AMAUA, Senior Organisation Development Manager, Durham University

Session Format:
Interactive workshop
This session will be of interest to those working in, or with an interest in:
Student services | Registry | General administration

This session is aimed at:
General administration | Mid-level management | Senior management
Working Session

207: Reach for the StAR | Collaboration, consolidation and culture change on a large scale

Leading an engagement-driven review of student administration and a collaborative project to implement its recommendations. The session will outline an approach to improvement and change which is based on communication and collaboration, bringing different perspectives together to add value and encouraging shared ownership of issues and solutions. It will also describe how this approach was used to review student administration services, processes, organisation and people at the University of Hertfordshire.

By the end of the session delegates will be able to...

- Understand the engagement-driven approach to change
- Understand the risks, benefits and challenges of adopting the approach
- Understand the application of the approach to a major organisational change project

Speakers
Sharon Harrison-Barker MAUA, Secretary and Registrar, University of Hertfordshire
Gill Sadler, Head of Planning and Strategic Support, University of Hertfordshire

Session Format:
Lecture/Talk

This session will be of interest to those working in, or with an interest in:
Student services | Registry | General administration

This session is aimed at:
Mid-level management | Senior management
Working Session

208: Town & Gown Collaboration | Using the AUA CPD Framework to create impact in wider society

How can we apply the AUA CPD Framework to build successful collaborations with local government, communities and the wider public? This session will look at a case study of how the Framework has been applied in the organisation of the UK Corporate Games Lancaster 2020, a collaborative event which has included the involvement of Lancaster University. The session will highlight the broader value of the AUA CPD Framework in working beyond the boundaries of HE, and aims to promote discussion and idea generation around collaborations between "town and gown".

By the end of the session delegates will be able to…

- Understand the wider application of the AUA CPD Framework
- Understand the value of our behaviours outside of our immediate work context
- Identify potential opportunities for public engagement and collaboration

Speakers

Pamela Forster MAUA, Impact Support Officer, Lancaster University
Ellie Appleton MAUA, Resources & Projects Officer, Lancaster University

Session Format:

Group discussion

This session will be of interest to those working in, or with an interest in:

- Events
- Marketing
- Equality and diversity
- International
- General administration
- Other

This session is aimed at:

- General administration
- Mid-level management
- Senior management
Working Session
209: Collaborating to end oppression | *Beyond effective dialogue to real change in transnational education*

This session focuses on 15 years of collaboration between Queen Mary University and Beijing University of Posts and Telecom, which has a proven record of successful cross-border team communication and interdisciplinary practice, as evidenced in the ongoing evaluation of their three joint undergraduate programmes. Inspired by the work of Paulo Freire to instil common values in order to end oppression, Queen Mary’s professional services team acted as the collaboration champions and in this session one example of their work in this area will be shared in an effort to evoke open-ended exchanges of experiences with the audience.

By the end of the session delegates will be able to…

- Understand the methods used at Queen Mary to interact with and acknowledge the differences with its Chinese partner institutions in ways that add value
- Display an insight into how the Joint Programme team thought outside of the box and found their voices when working in a complex collaboration project
- Constructively articulate the purpose of change, as well as to understand how to communicate upwards in order to influence policy formulation across international and national campuses

Speakers
Min Song, Joint Programme Assessment and Record Officer, Queen Mary University of London

Session Format:
Lecture/Talk

This session will be of interest to those working in, or with an interest in:
Student services | Governance | Planning | International

This session is aimed at:
New to the sector | Mid-level management | Senior management
Working Session

210: Seconded! | The benefits (and pitfalls) of micro-secondments for central and local collaboration

Reflections on UCL’s experiences with micro-secondments. This session explains how departmental professional services staff were seconded on a one day a week basis to a Registry project to improve the student systems for module registration and assessment processing. It will be delivered as an interactive presentation with opportunities for group discussion and will cover the benefits of micro-secondment for the project, for the professional development of the secondees and registry staff, and reflections on what could have been done more effectively.

By the end of the session delegates will be able to…

- Understand the benefits and potential pitfalls of using micro-secondments to work across boundaries and develop relationships with other teams
- Understand the benefits of a holistic approach to problem-solving in order to identify effective solutions
- Use micro-secondments as a development opportunity for themselves and others

Speakers

Helen Matthews FAUA, Head of Academic Policy and Quality Assurance, UCL
Robbie Macaulay, Departmental Manager, UCL

Session Format:

Lecture/Talk

This session will be of interest to those working in, or with an interest in:

Student services | Registry | General administration

This session is aimed at:

General administration | Mid-level management
Working Session
211: Making the University a Better Place! | Delivering improvement through building communities of practice and promoting informal collaboration

Want to improve University processes to make things better for staff and students, but find that organisational structures get in the way of true collaboration? This session will describe a decentralised approach, whereby colleagues are supported to build networks and collaborate informally through building University wide communities of practice. The session is based on experiences described in a chapter co-authored by the two presenters in the recently published book ‘Global Lean for Higher Education: A Themed Anthology of Case studies, Approaches and Tools’. The session will both describe the approach, and model it first hand by engaging participants in some hands on exercises with the aim that they will leave the session having formed some connections with colleagues in other Universities, and with the confidence to apply some of the learnings in their own institute.

By the end of the session delegates will be able to…

- Identify the key elements of a successful decentralised continuous improvement approach
- Apply opportunities for building informal collaboration and communities of practice to their own institution
- Take away knowledge of some process improvement tools

Speakers
Brent Hurley, Portfolio Manager (Strategic Change), Edinburgh Napier University

Session Format:
Interactive workshop

This session will be of interest to those working in, or with an interest in:
Student services | Events | Quality | Research | Planning | Marketing | Equality and diversity | International | Teaching and learning | Registry | General administration

This session is aimed at:
General administration | Mid-level management | Senior management
Working Session

212: Operations support in a sea of change…..how to steer, improve and not hit the rocks!!! | How to change processes, develop effective working relationships and build trust within a changing environment

An interactive session to take you through the journey of a Directorate re-structure from start to finish. The session will be delivered from the perspective of the manager implementing the change and a key member of staff within the team and will cover the consultation, feedback, process review, developing effective working relationships, overcoming resistance to change and using technology to support, communication and collaboration.

By the end of the session delegates will be able to…

- Share good practice on how to overcome resistance to change
- Use technology to support communication and collaboration
- Maintain and build effective working relationships, whilst undergoing a significant cultural change

Speakers
Loredana Faraon MAUA, Head of Operations, Oxford Brookes University - Directorate of Marketing and Communications
Helen Cherry MAUA, Executive Assistant, Oxford Brookes University - Directorate of Marketing and Communications

Session Format:
Lecture/Talk

This session will be of interest to those working in, or with an interest in:
Finance | Legal | Planning | Marketing | General administration

This session is aimed at:
Mid-level management | Senior management
Working Session

213: Blood, sweat, tears and cats | International project management through the lens of Global Entrepreneurial Talent Management 3 (GETM3)

How do you set up and manage a successful international mega-project within an HE setting? In this interactive workshop, delegates will be taken through the who, why, what and how of developing and managing an international mega-project using the first hand experiences of an EU funded Horizon 2020 RISE project, GETM3. The session leaders will first present their own experiences, before utilising group discussion and worksheets to allow delegates to think about their own projects and how they would approach them.

By the end of the session delegates will be able to…

- Understand the different stages of a mega-project, from proposal development and building a consortium, through set up stages and on going management techniques
- Develop their own project ‘plan’ using the presenters framework of blood, sweat, tears and cats
- Understand the importance and complexity of collaboration in order for such projects to be a success, and also be able to explore what success looks like

Speakers
Alison Pearce, Associate Professor Strategic Management & International Business, Project Leader, Global Entrepreneurial Talent Management 3 (Research & Innovation Staff Exchange), Northumbria University
Suzanne Crane MAUA, International Research Project Co-ordinator, Northumbria University

Session Format:
Interactive workshop

This session will be of interest to those working in, or with an interest in:
Research | International

This session is aimed at:
Mid-level management | Senior management
Working Session

214: When is it time to ask for help? | Successful collaboration between universities and consultants

These challenging times are shouting out for universities to think and act more strategically. But, with limited experience, where should they turn? We explore a case study of a university who has collaborated with a consultant - with positive results! This session will highlight the entire process of using consultants: from identification of need, discussion of parameters, and delivery, and discuss key challenges and opportunities which arose from the working relationship. Facilitated group discussion will then allow attendees to consider how their institution might benefit from such a relationship, in order to increase their resilience in the current HE landscape.

By the end of the session delegates will be able to…

- Understand key challenges and opportunities of collaborating with external support
- Map the key stages in the strategy development process
- Learn from peers across the sector about different experiences in strategy development and implementation

Speakers

Lorna Wilson, Head of Research Development, Research & Innovation Services, Durham University
Jo Edwards, Director, Lucidity Solutions Ltd

Session Format:

Group discussion

This session will be of interest to those working in, or with an interest in:
Research | Planning | International | Teaching and learning | General administration | Other

This session is aimed at:
Mid-level management | Senior management
Working Session
215: Case Study of a Successful Collaboration: NTU and AUA | Lessons learnt: the good, the bad and the challenging

Using the partnership between Nottingham Trent University and the AUA in the delivery of the PgCert in Higher Education Administration, Management and Leadership as an example of successful collaboration, we will explore the key elements of its success. This will include how the partnership has responded to the changing external environment, organisation challenges and the diverse needs of learners. This will be an interactive workshop that will examine the key elements involved in developing a partnership and offer practical advice for those working in HEIs. There will be discussions on stakeholder relationship management and how to balance the different agendas of a complex range of partners.

By the end of the session delegates will be able to…

- Understand the key factors that contribute to a successful collaboration
- Learn more about the PgCert programme and progression routes
- Have an insight into practice solutions to ensure partnerships are successful

Speakers
Joanna Booth, Principal Lecturer, NTU
Mike Ratcliffe FAUA, Academic Registrar, NTU

Session Format:
Lecture / Talk

This session will be of interest to those working in, or with an interest in:
General administration | Other

This session is aimed at:
General administration | Mid-level management