Underpinning Excellence in HE
Key factors for success

- Staffing
- Change Management
- Research & Teaching
- Communication
- Leadership
- Direction, Strategy & Shared Values
- Rewards
- Departmental Dynamics and Culture

Steve Chadwick
Seng Kok
Mark Crabtree
Project Focus

In Search of EXCELLENCE

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Project Focus

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Project Output

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Methodology

Phase 1
Preliminary Questionnaire

Phase 2 - Interviews

Phase 3
Structured Questionnaire

Interviews

Questionnaires

“What did you think?”

Project toolkit

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Preliminary Questionnaire and Interview Analysis

“Activities are coordinated through having a coherent structure, built around (but not restricted to) a series of research clusters or groupings.”

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Questionnaire Analysis

\[ a^2 + b^2 = c^2 \]
\[ 3^2 + 4^2 = 5^2 \]
\[ 9 + 16 = 25 \]

\[ 4x + 6y = -4 \]
\[ 2x + 3y = 6 \]

Solution of equations

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Thematic Areas that Underpin Excellence

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Staffing
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Leadership
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Rewards
Thematic Areas that Underpin Excellence

Change Management

Communication

Research & Teaching

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Thematic Areas that Underpin Excellence

Direction, Strategy & Shared Values

Departmental Dynamics and Culture

Leadership

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Thematic Areas that Underpin Excellence

Rewards

Staffing

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### Change Management

A detrimental external factor has required the department to alter its strategic direction and the way it does things.

Would you be able to easily identify an individual in the department who you would like to facilitate this change?

- **Yes**
- **No**
- **Skip this question**

Are contingency plans in place to deal with unexpected changes?

- **Yes**
- **No**
- **Skip this question**

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**Issues in Change Management**

- **Coping with change**
- **Open and proactive to change**
- **Planning for Change**
- **Average for department**

**Sub-Issues**

**Approach utilized by excellent departments**

- **Our research found that excellent departments are more able to identify key people to help facilitate change.**
  
  "I think the people who are there they have really helped to facilitate the improvements that have happened because of their management style."

**Anecdote/quotiation**

Departmental Administrator, Arts and Humanities
Toolkit Access

Head of Department (single user)

Departmental Exercise (multiple users)

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Key benefits

Issues in Change Management

Coping with change

Open and proactive to change

Planning for Change

Average for department

Threshold for excellence

Excellence

Change Agents

Sub-Issues

Approach utilized by excellent departments

Change Agents

Our research found that excellent departments are more able to identify key people to help facilitate change.

"I think the people who are there they have really helped to facilitate the improvements that have happened because of their management style."

Departmental Administrator, Arts and Humanities

Anecdote/quotation

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Thank You