



UNIVERSITY OF  
LINCOLN

# Living with Disruption – rising to the challenge of change

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# Themes

- Context of HE at the moment
- Coming out into the light - reminding ourselves why we are in HE
- Looking beyond the immediate – 21st century lab



# Context is Everything

- The fast pace of work and HE
- Constant change
- The market
- Failure ??
- The B word!



# Fast Pace

Not just HE but work in general

- Email in the 1990s – social media in the 2000
- 24/7 news
- Impact on work and working patterns
- HE at the forefront of this – global organisations, 24/7 links, international students and staff and partnerships
- Universities early adopters of email/twitter etc.
- Need to re-focus HOW we work???



## Unprecedented Change and Opportunity



Source: Bersin, Deloitte Consulting LLP, 2018.

# The 'B' Word!

- Deal or no deal plans
- Specifically EU staff retention and recruitment
- Students
- Research
- Locality and specific issues
- Interrelationship between different elements and impact



# Constant change

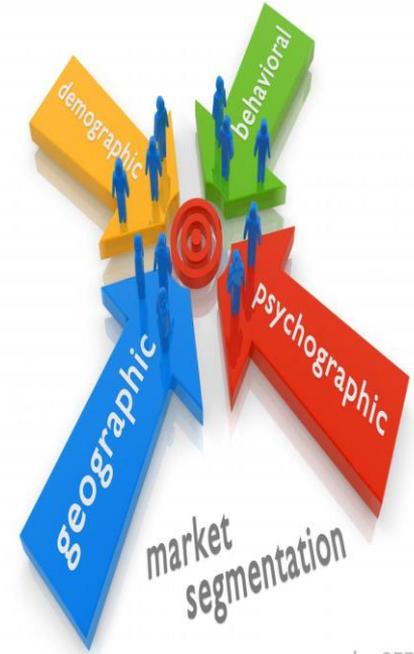
- Funding, loans / not loans / competitive funds for research / international fees
- Assessment REF, TEF and KEF
- Regulation and divergent nations
- Public interest or media interest
- Customer service – for who?



# The Market

## Students

- Home – cap removed winners and losers – cap returns all losers
- Fees???
- International – policy and competition
- Changing HE systems in the world



wiseGEEK

# Failure

- Different approaches in different countries
- What will government do if institutions get into trouble?
- Wales mergers, Scotland? England bailout or not?
- Talk about students (student protection plans) but what about staff in these circumstances?



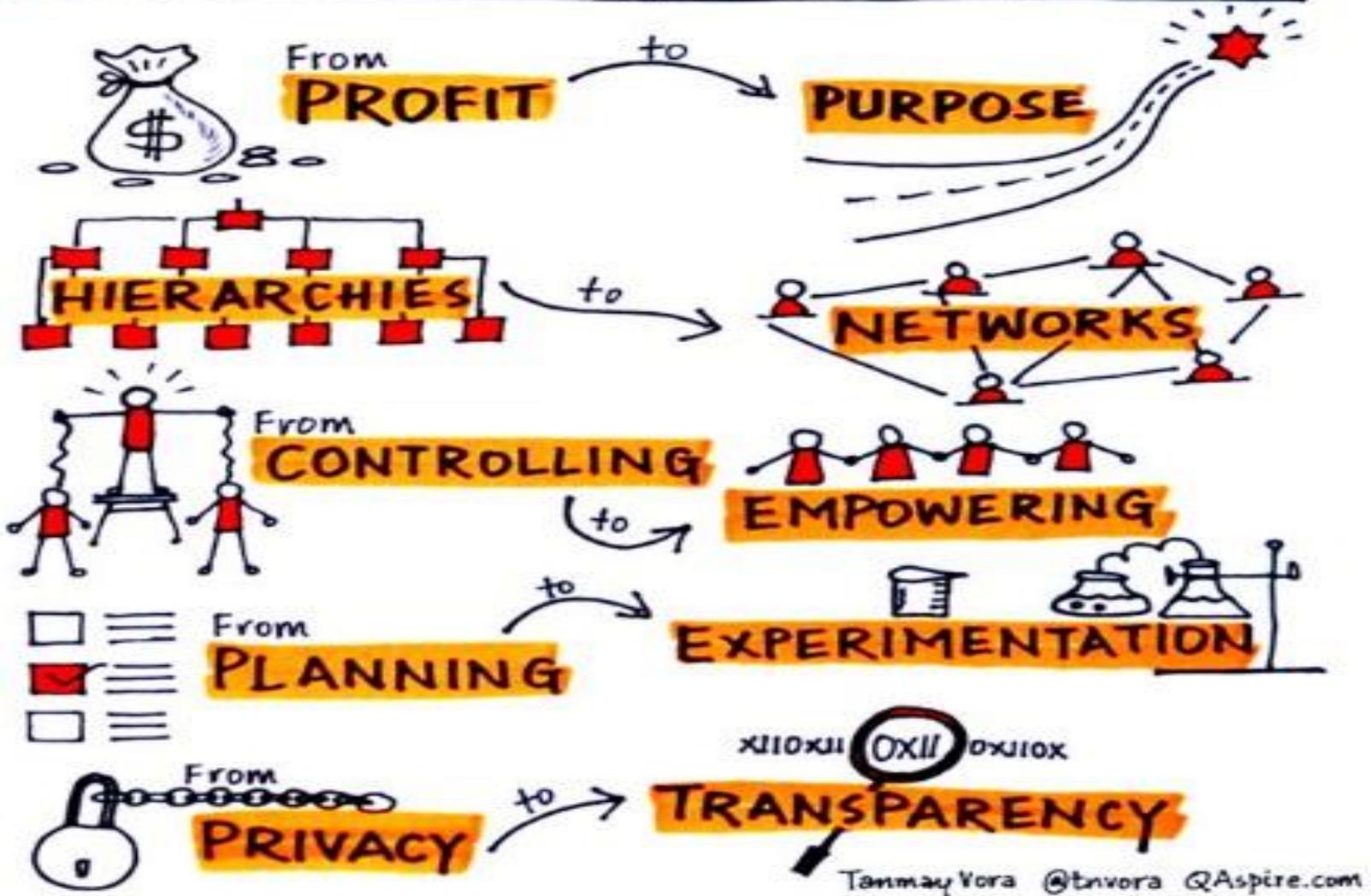
# The Purpose of HE

Creating successful citizens for the future – teaching, scholarship and research

- Supporting our students
- Creating purposeful research
- Supporting and engaging with our communities
- Creating public benefit



# MINDSET SHIFTS FOR Organization Transformation



# Students and Education

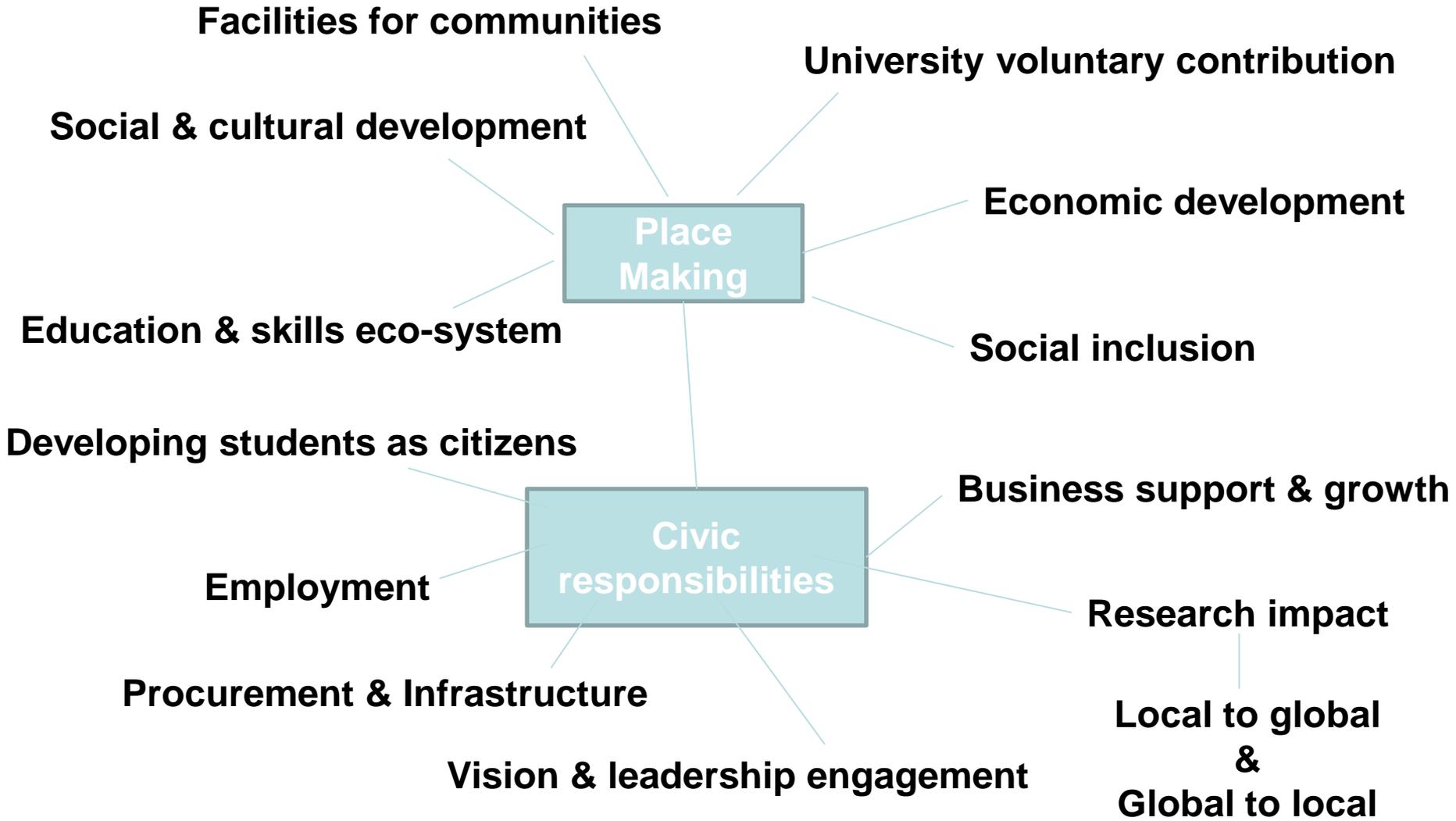
- Partners in the University (not just a fad, always been part of the core principles of Universities)
- Learning beyond the classroom
- Essential to create frameworks for their success
- Creating equality of outcomes for different groups



# Research and Scholarship

- Beyond the REF – a purposeful engagement with developing new knowledge about our world
- REF – an selectivity exercise, necessary to check public funding for research going to world leading work
- Engagement with the development of new knowledge is still a vital part of the axis that is research and scholarship





**THINKING AHEAD**

#C21stLab



<http://www.lincoln.ac.uk/home/researchatlincoln/21stcenturylab/>





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Thank you