Creating an Organisation for the Future

The Rector
30th March 2001

We have re-crafted our Mission Statement

“Imperial College embodies & delivers world-class scholarship, education and research in science, engineering and medicine, with particular regard to their application in industry and healthcare. We will foster interdisciplinary working internally and collaborate widely externally.”
Our Strategic Intent has been defined:

- To remain amongst the top tier of scientific, engineering and medical research and teaching institutions in the world
- To develop our range of academic activities to meet the changing needs of Society, Industry & Healthcare
- To maintain our ability to attract & develop the most able students & staff worldwide
- To communicate widely the significance of science in general and the purpose and ultimate benefits of our activities in particular

Together, these guide our actions for the near term

- Understand our unique strengths
- Assess the threats to our success
- Identify options to move forward
- Create necessary infrastructure for decision-making, direction of change & day-to-day management
- Create and publish College Plan
Step 1: Knowing our unique strengths

Our future success will be built on our unique assembly of disciplines...
Leveraging interdisciplinary activities will be key to our future success, e.g.

- Preservation of Life
- Enhanced Quality of Life
- Bio-Engineering
- Molecular Genetics
- Preventative Medicine
- Structural Biology
- Physics
- Maths
- Computing
- Chemistry
- Biology
- Engineering
- Medicine
- Biochemistry
- Materials

Step 2: Assess the threats to our success
Universities are facing a time of very significant challenge...

- Challenge from Government and Society
  - Funding constraints
  - Massification of HE
  - Social mistrust of scientists
  - Decline in uptake of science in schools
  - Globalisation of much of human endeavour
  - Increased Regulation
- Consequent emergence of major challenges which need considered management

Hence there are two closely-linked aspects of the strategic challenge to HEIs..

- More effective management of the resources and policies which support and develop the internal academic environment
- New, commercial, influence and PR efforts to manage the external environment
Step 3: Agreeing how we move forward

We need to run Imperial as a business... but as a University business

<table>
<thead>
<tr>
<th>• University</th>
<th>• Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Money (profit) is essential to create human and physical infrastructure</td>
<td>– Money (profit for shareholders) is the main goal / output</td>
</tr>
<tr>
<td>– IP represents a magnet to draw out creativity</td>
<td>– IP is the vehicle which protects profit</td>
</tr>
<tr>
<td>– Outputs are scholarship, educated people, scientific advances</td>
<td>– “Excellence in science” is the means to creation of profit</td>
</tr>
</tbody>
</table>

Both: effective & responsible stewardship of resources and intellectual capital
To support our Academic Mission effectively, we will need:

- Explicit strategic and operational goals
- A manageable organisational structure with
- Clear accountabilities
- Workable policies
- Effective communication channels
- Transparent processes supported by
- Robust systems
- A culture of collaborative working &
- Consistent management practices
- Education in professional management skills
- Cost-effective management of facilities
- A first-class, professional administration

We are addressing basic elements of our Mission...

- Research + Teaching? ✔
- Continued involvement in both u/g & graduate teaching? ✔
- Residential University / distance learning ✔
- Scope of our Research & Teaching Mission
- Our role on the global stage

To be developed elsewhere
We need to re-launch our Mission, Strategic Intent & Brand

Externally
- Potential Students
- Benefactors
- Industry

Internally
- Staff
- Students

Creating an Imperial College “Plan” will provide a coherence for our activities

Strategic Intent of IC

IC Goals and Action Plans
The IC Business Plan

Departmental Plans
Step 4: Creating a new structure to guide change and manage our resources

We have opted to create the following Faculty Organisation:

[Diagram of the faculty organisation structure is shown, including departments such as Rector, Management School, FACULTIES, and various administrative and academic units.]

CHOSTM
Library Services
CCS
Humanities
ICCED
Continuing Education

Academic Support Services

Management School

Physical Sciences

Life Sciences

Medicine

Engineering

Administration

Estates
Finance
Personnel
Planning and MIS
Registry
Strategy Development
College Secretary
Admin Support Services
Research Support & Development
**Benefits**

- New structure will allow effective management of change and strategy development
- “Faculty” heads involved and representative at Executive Committee
- Ensures that accountability and responsibility are more clearly defined
  - Corporate Governance requirements addressed
- Facilitates communication through the College
- Fosters integration & collaborative working between “obvious partners” – part of role of Faculty Head
- Allows streamlining & efficiency of administration
- Allows more flexible management of funding

**Supporting the work of the Faculties with high quality administration will involve a matrix structure**

- Medicine
- Life Sciences
- Physical Sciences
- Engineering
- Administration
- Personnel
- Finance
- IS/IT
- Libraries
- Estate
- Projects
- + Management School

**Administrative Oversight:**
- Executive Committee
- Rector’s Committees
- Project Committees
- Pro-Rectors

**Academic Oversight:**
- Senate
- Senate Committees
- (Research Committee)
- Deans

**College Policies & Regulations**
Our current views on the pace of change to the new structure...

- Pilot Life Sciences and Medicine from now with transition in “vote” model and admin support (new model next Academic Year)
- Appoint representatives from Engineering and Physical Sciences to Executive Committee now
- Confirm which departments & centres will sit within each faculty by 2Q01
- Timing of formal appointment of Faculty Heads has yet to be defined
- Define at Executive Committee what Faculty administration structure is desired by 1Q02
- Co-locate Faculty offices by start of Academic Year 2002/3 (dependent on creation of College HQ facility)

The Committee Structure

COURT

COUNCIL

THE RECTOR

Senate

Executive Committee

ACADEMIC MISSION
OPERATIONAL MANAGEMENT
The role of the Executive Committee

Operational & Strategic
– Ensuring that the implications of all issues which may affect the College as a whole are fully assessed and that appropriate courses of action are agreed and implemented;
– Creating college-wide awareness of major initiatives which impact on the operations, relationships, image or funding of Imperial as a whole;
– Communicating to staff major strategic and operational decisions

We are starting to address two other major issues......

• Shortage of money & efficient use of our resources
  – Saving money
  – Fund-raising
  – Effective use of our Estate
• Attraction, Recognition and Retention of key talent

Fund-raising issues to be addressed.

- Clear vision of what we want to achieve
- Co-ordination of Departmental and College initiatives / clear allocation of responsibility
- Strong & professional leadership in initiatives we decide to pursue
- Resourcing and financing required
- Appropriate organisational structure for fund-raising and communication
- We will also examine how to maximise value in our IP portfolio

We have launched a major project to design our fund-raising infrastructure...

- Engaged a consultancy – Oxford Philanthropic
- Talking with Headhunters and potential candidates
- Identifying “projects” which could be funded (e.g. studentships)
- Considering organisational options
  - Bring all key External Relationship and Communication functions together
Attraction & Retention of Key Talent - priorities for review:

• Career development paths for staff – reward & recognition of management, teaching and research
• Can we improve starting salaries for post-doctoral and new lecturing staff?
• Studentship fund for post-graduate students
• Unburdening academic staff from routine administration
• Leaders in their research fields
• Passionate about teaching
• Competent managers

We must establish the HOD role as a career step and recognise leadership and management excellence

HODs should be:

- Leaders in their research fields
- Passionate about teaching
- Competent managers

• Supported by
  • Good administrative staff
  • Adequate training and development
  • Option to continue as HOD at enhanced salary after initial 5 years where mutually acceptable
Student attraction

- **Issues**
  - Falling interest in certain topics = fewer applicants
  - Cost of living in London
  - First impressions of facilities
  - Competition
  - UCAS inclusion of Oxford+Cambridge
  - Quality of science education in schools

- **Opportunities**
  - Change our prospectus / new courses
  - Improve promotion of the College
  - Accommodation / social facilities
  - Increase contact with schools (targeted)
  - Target certain o/s student populations

A dedicated Team has been created to address this

Summary

- Leadership of HEIs has a new meaning
- Development of a HEI for the climate of tomorrow requires clear definition of Strategic Intent, coupled with visible programmes of directed evolution
- We have agreed on a new Organisational structure to help guide the necessary changes
- We are seeking new sources of funding
- Attraction and development of world-class students and staff is key
- We need to seek new ways to harness our Intellectual Capital
Global success requires that we work together...

- Engineering
- Physical Sciences
- Medicine
- Life Sciences
- Breakthrough technologies of the future