

# Creating an Organisation for the Future

The Rector  
30<sup>th</sup> 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...

M  
A  
N  
A  
G  
E  
M  
E  
N  
T



Engineering

Physical Sciences

Breakthrough  
technologies  
of the future

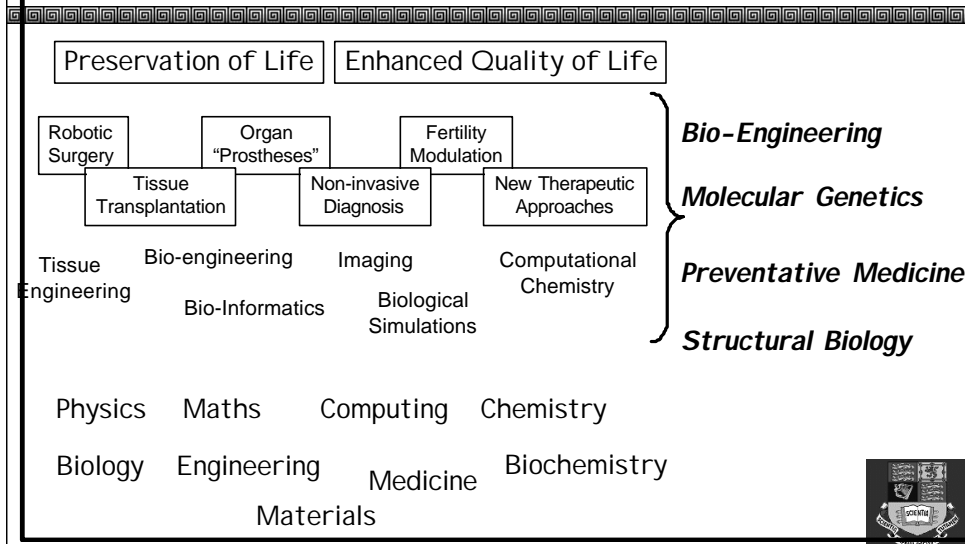
Medicine

Life Sciences

M  
A  
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Leveraging interdisciplinary activities will be key to our future success, e.g.



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 HEI s..

- 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

- **University**

- Money (profit) is essential to create human and physical infrastructure
- IP represents a magnet to draw out creativity
- Outputs are scholarship, educated people, scientific advances

- **Industry**

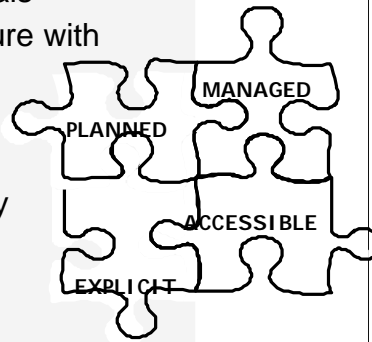
- Money (profit for shareholders) is the main goal / output
- IP is the vehicle which protects profit
- “Excellence in science” is the means to creation of profit

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 To be developed elsewhere
- Our role on the global stage To be developed elsewhere



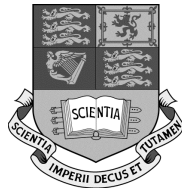
# We need to re-launch our Mission, Strategic Intent & Brand

## Externally

- Potential Students
- Benefactors
- Industry

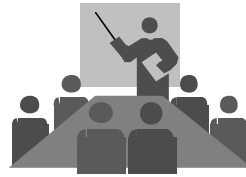


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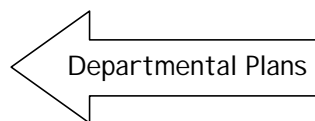
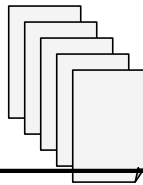
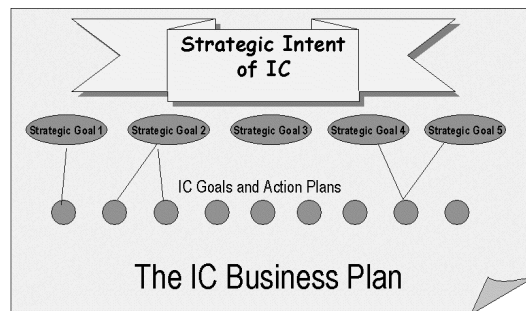


## Internally

- Staff
- Students



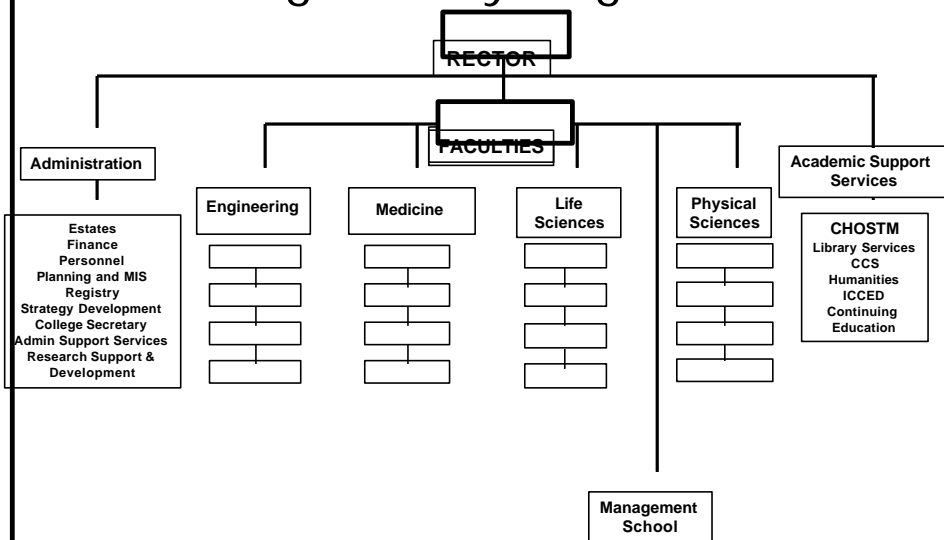
# Creating an Imperial College "Plan" will provide a coherence for our activities





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

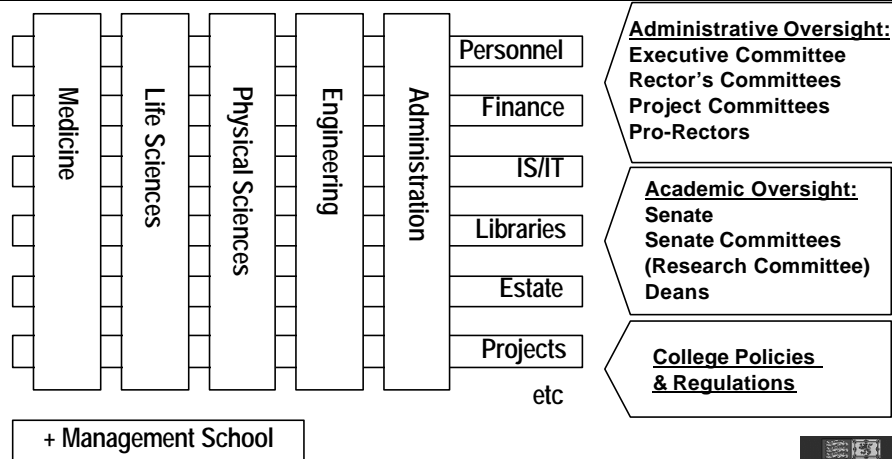
We have opted to create the following Faculty Organisation:



# 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

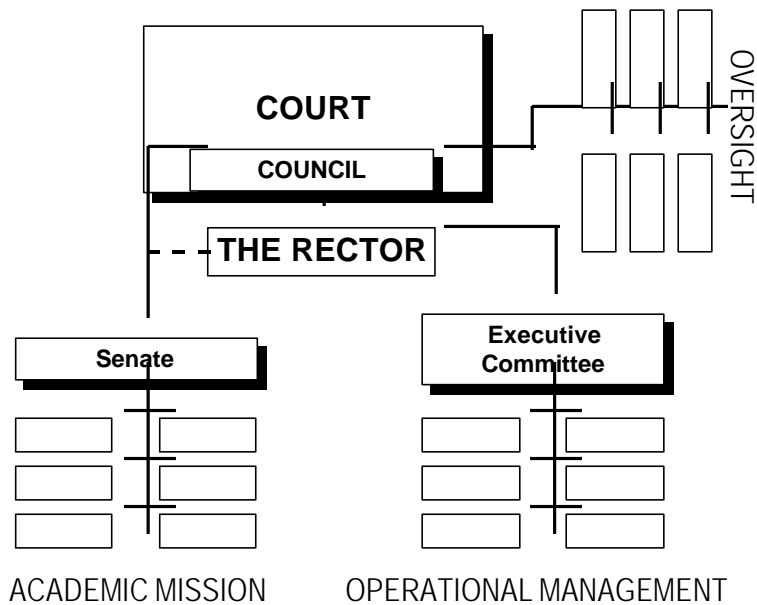


## Our current views on the pace of change to the new structure...

- 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



## 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
- 



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...

