

**UHI**

# **ONE UHI**

Todd Walker

Principal and Vice Chancellor

# UHI

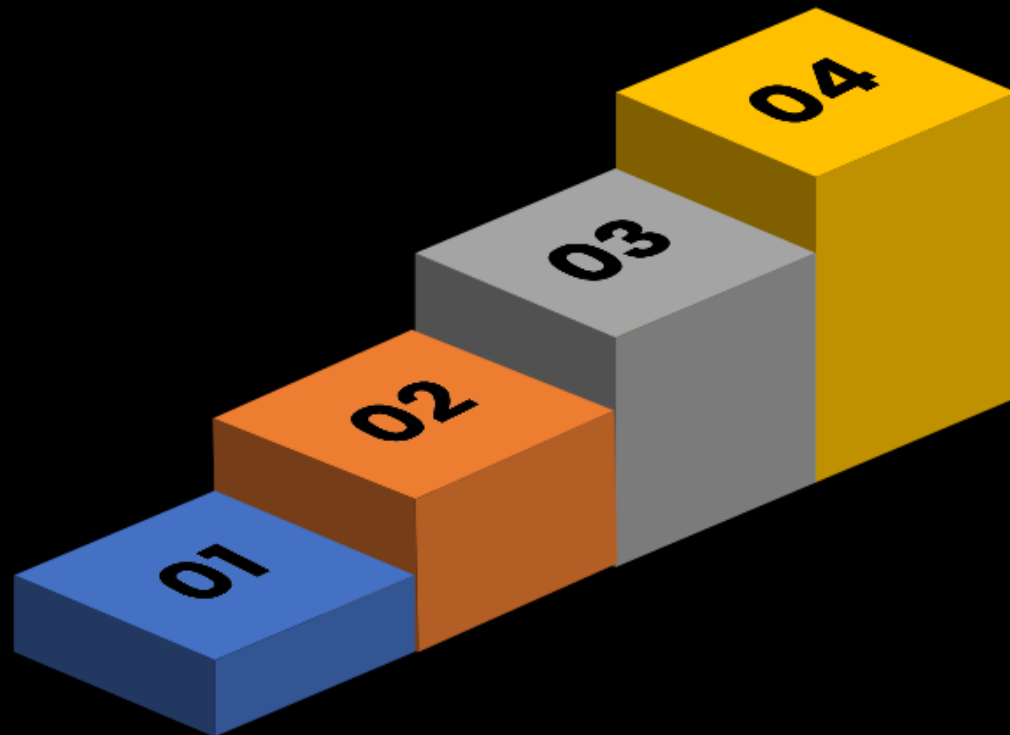


# Long Term Vision

Today is the beginning of the discussion about the next chapter



## Chapters of UHI



### **ONE UHI**

A new business model for UHI where it becomes a fully integrated tertiary institution

### **Daring to be Different**

To become a connected, streamlined and sustainable university. Tertiary education, research and impact, enterprise and engagement

### **Establishing the AP model**

UHI established as a University after achieving tDAP and rDAP and designated as the Regional Strategic Body in accordance with Post 16 Education Act.

### **Vision of a University**

The initial vision to create a University for the Highlands and Islands through the UHI Project, the Millennium Institute and HIE and regional stakeholders

# UHI

# ONE UHI

- One Court
- One Chair
- One Principal
- One strategic plan
- One tertiary curriculum
- One research plan
- One communication plan
- One financial plan
- One human resource plan
- One set of shared services
- One set of shared systems

# WHY?



## THE PRIZE

We have it within our power to become a unified, stronger, more fully integrated tertiary and influential organisation. One that is robust and financially sustainable. One that thinks globally, and delivers locally.

**ONE UHI** sets out our ten-year vision where we agree to plan and build the business around becoming a single integrated organisation.

We ask the UHI Court to adopt the concept of ONE UHI.



Where  
learning  
means  
more

UHI is **more** than a university.

UHI partners are **more** than just colleges.

Everything is **more** connected.

Students get **more** opportunities.

And **more** collaboration.

**More of everything.**

STAFF

STUDENTS

COMMUNITY



Its governance is complex and with the involvement of many governors and principals, its decision-making processes can seem territorial and, at times, disconnected from a focus on optimal outcomes for students and the efficient use of public funds.

The current structures and ways of organising the delivery of education across UHI are expensive and unwieldy at a time when public funds will become increasingly pressured, funding models will change and outcomes for learners and the Scottish economy will be paramount.

When changes have been proposed in the past, either through mergers of academic partners or more vertically integrated models, they have not commanded support from all stakeholders.



The SFC made four specific recommendations. That UHI should:

1. Deliver greater alignment of strategic planning
2. Implement the recommendations flowing from the Assembly/Programme Board project
3. Continue to make progress with a regional approach to curriculum review and planning
4. Consider mergers, shared services, recalibrated roles and responsibilities, and options to ensure UHI survives and thrives, and gets closer to the original mission of a more fully integrated tertiary institution



# UHI

a more fully integrated  
tertiary institution



# ONE UHI



# Culture is mixed

Lack of institutional trust across the partnership, leading to;

Acts in self-interest, not for the whole, exemplified by;

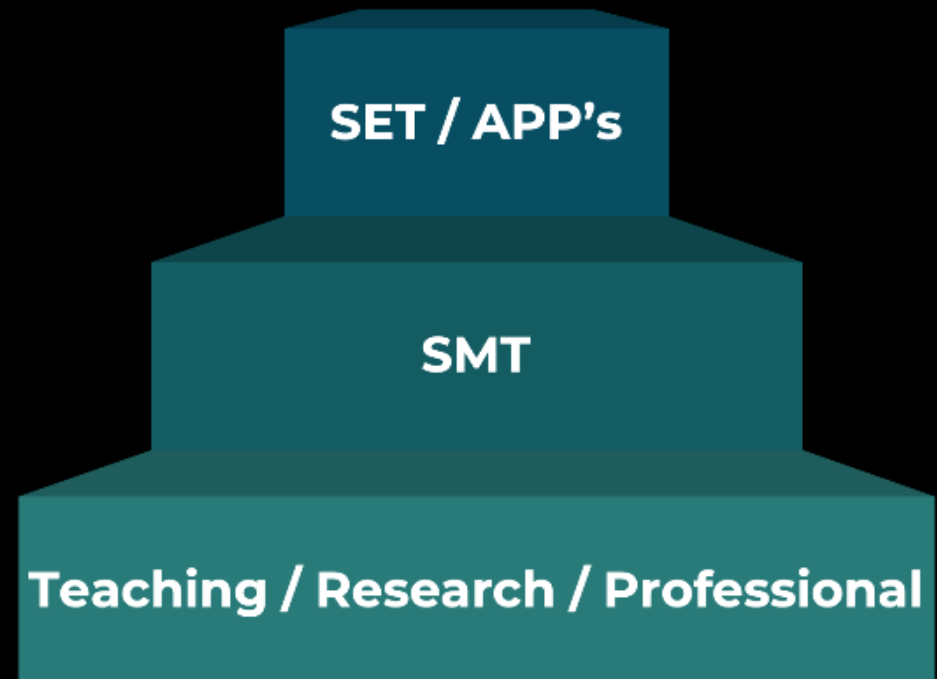
Lack of team behaviours, for example, refusal to share even the most basic of data between partners to allow effective planning and communications, which leads to;

Sharing of inaccurate information

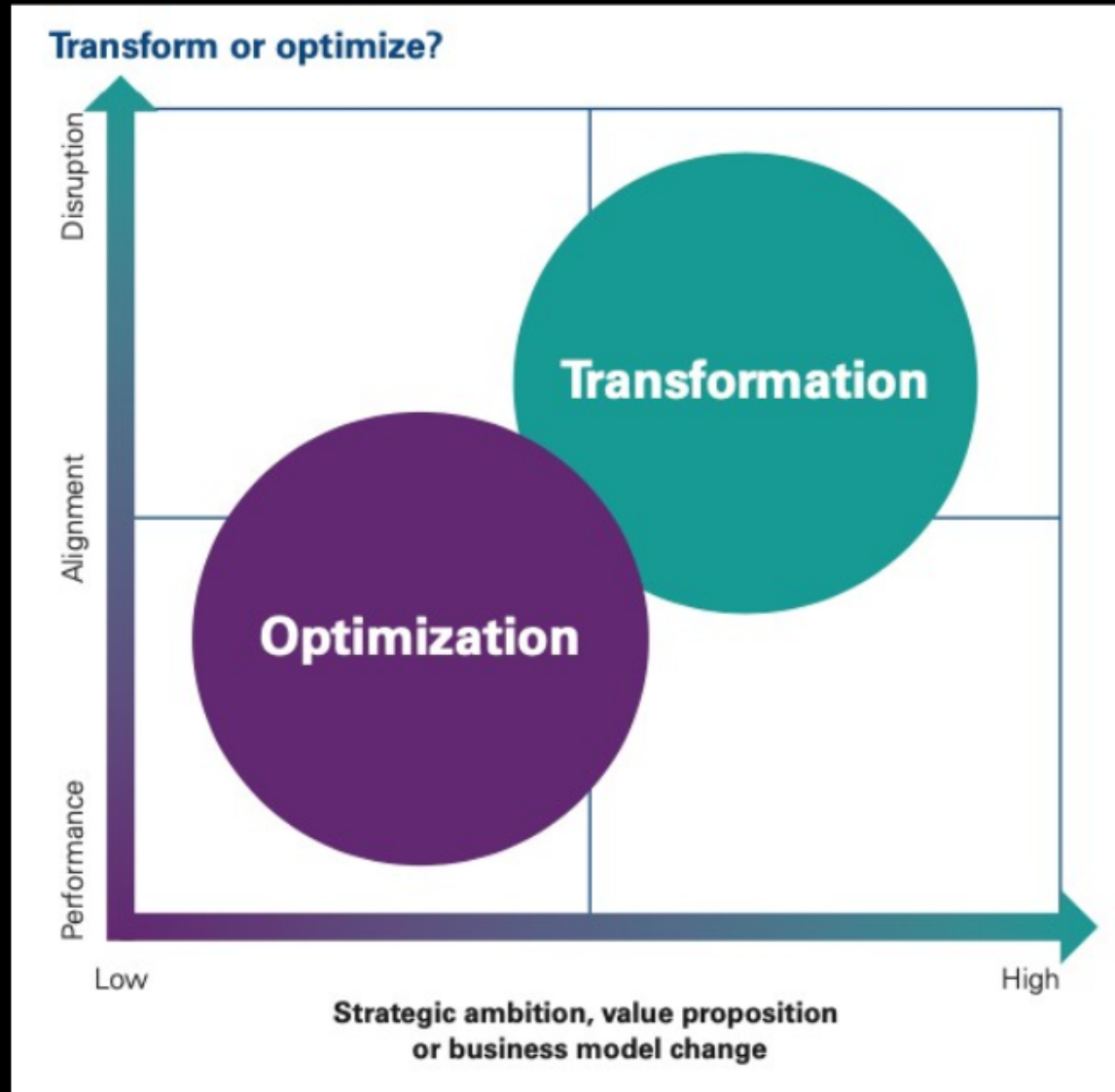
No collaborative planning as a collective, which leads to;

Separate strategic plans, operational imperatives, ultimately meaning

Failure to make timely decisions, which results in detrimental actions for students and staff.



Staff make it happen: their dedication is remarkable





## The Role of Court

The role of Court in setting our long-term vision is paramount

If Court agree that significant business reform is needed, then

SET stands ready to plan the milestones needed to get there.



# Collegiate University

A collegiate university is a university in which functions are divided between a central administration and several constituent colleges. The two principal forms are [residential] college<sup>1</sup> universities and federal universities.

<sup>1</sup>The use of the word College in this context refers to a Residential College, not a FE college.



**Universities with centralised teaching carried out by the colleges**

Durham University

Roehampton University

**Universities with centralised teaching and associated colleges that carry out their own teaching**

University of Wales Trinity Saint David (Wales)

South-East Technological University (Ireland)



### Teaching / Research

We are a teaching and research entity



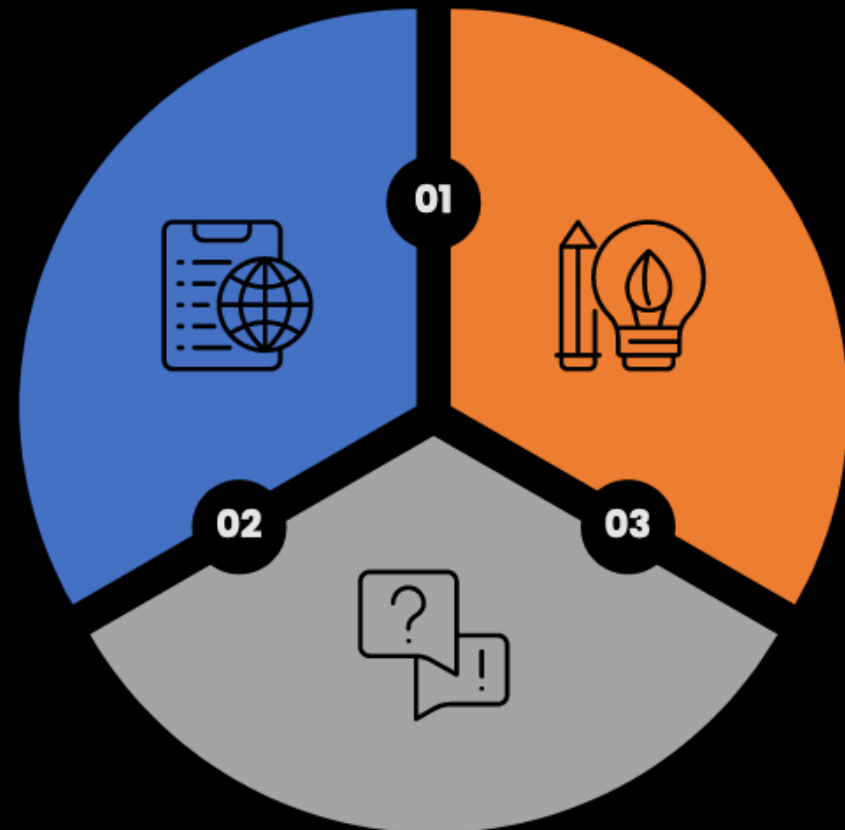
### Shared Services

We provide a limited set of services.  
Most services are duplicated across the partnership independently



### Funding Body

We act as a separate funding body to the partners, and ourselves



## Our current model

Other than funding, EO has minimal influence over a coherent provision of FE curricula across the region –this is the remit of each partner

Most professional services across the partnership are duplicated 12 times, those that are shared are delivered through either SLAs or negotiation



Although EO has ownership of the HE Curriculum, it rarely exercises full control over its design, management and review. E.g. a review can take 3 years to begin

At present, research is the best example of a ONE UHI concept we have





UHI is the only university in all those reviewed, in the paper, that does not have or fully exercise ownership and line management of its curriculum, its teaching, and its professional services.

UHI is the only institution that is accountable for activities that are beyond its control ('rubber levers').

To be successful in achieving its mission, UHI must exercise full control of its curriculum and its professional services and must ensure that local provision is paramount to the needs of communities and economic sustainability of the Highlands and Islands



# It's all been done before..



| Option   | Description   |
|----------|---|
| Option 1 | Do nothing – the base case  |
| Option 2 | Disband UHI altogether  |
| Option 3 | Establish shared service holding company with university and APs as subsidiaries  |
| Option 4 | A partnership Services company - Establish a shared service company as a subsidiary company jointly owned by the university and APs |
| Option 5 | Acting “as if” UHI were a single institution  |
| Option 6 | A Dispersed Tertiary Entity involving the merger of seven APs.  |
| Option 7 | A tertiary entity involving all APs   |
| Option 8 | A “building block” model incorporating aspects of Option 4, 5 & 6.  |

# CHI

Our biggest risk...

A sudden  
shift in  
policy

Scottish Funding Council

A multi-year funding agreement

National Impact Framework

Pathfinder projects

Research and Innovation

EXTERNAL FACTORS



# FACTORS AFFECTING UHI

## INTERNAL

- Financial constraints
- Strategic vs operational planning
- Project management
- Policies
- Communications
- Markets

## EXTERNAL

- New funding model
- National impact framework
- Pathfinder (FE to HE)
- Research
- Innovation
- National Bargaining<sup>1</sup>

<sup>1</sup>Impact of National Bargaining - we are the only university that delivers its degrees with staff on college contracts which puts us at a roughly 20% competitive disadvantage to all other universities



## ONE UHI

A vision of ONE UHI can (and must) serve the interests of our region, one that ensures local delivery, but is based on coherent provision across the regions, and one that is coordinated collectively for the common good.

**transforming lives and building communities**

# UHI

## ONE UHI

One Court

One Chair

One Principal

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TODAY

ONE UHI

2022

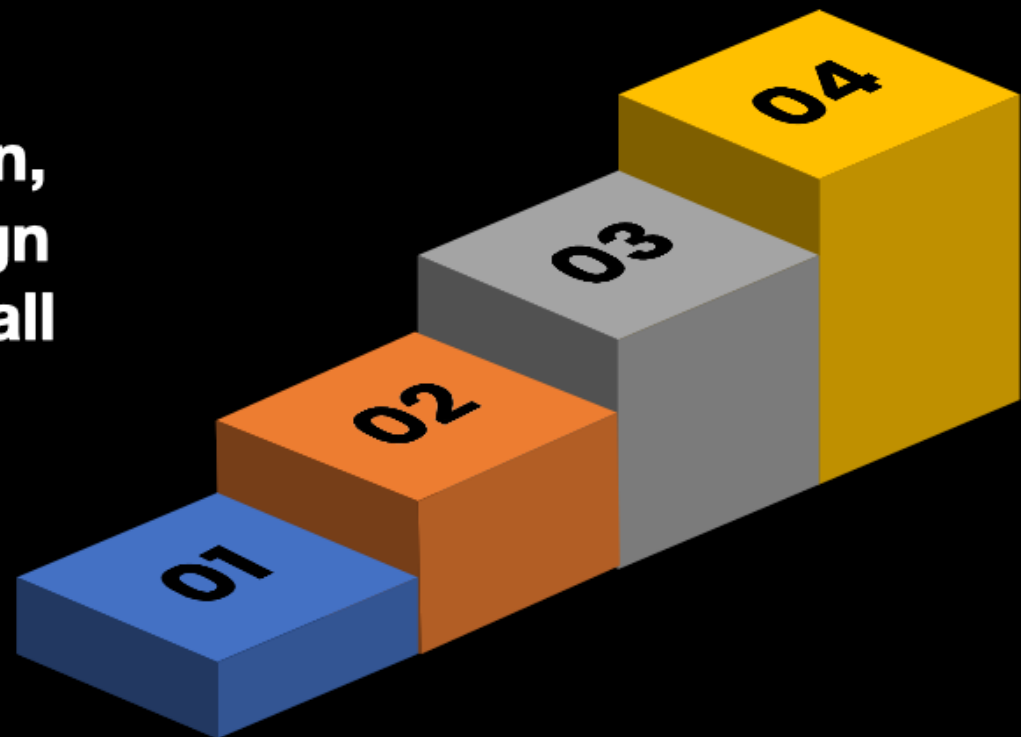
2024

2026

2028

2030

**We begin the discussion, development, and design work for ONE UHI with all relevant stakeholder**





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## THANK YOU

Gary Campbell

Donna Heddle

Vicki Nairn

Roger Sendall

Jen Vanderhoven

Lorna Walker

Todd Walker



**University of the  
Highlands and Islands  
Oilthigh na Gàidhealtachd  
Agus nan Eilean**