Audience Participation

We want you to be active participants in this session.

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Stop, Collaborate and Listen

Identifying shared goals in Partnerships and Mobility

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Today’s Session

• Collaborative working
  • Case Study
  • What does it look like?

• Obstacles and challenges
  • What challenges are we all facing?

• Solutions
  • How do we overcome these challenges
  • Management theory
Action Plans

Template on your table

• Use this as we go through

• Think about things you want to stop, start and continue doing

• We’ll remind you as we go through to fill this in.

• Please COLLABORATE with your table
Collaborative working – Case Study

University of Bristol

• Pre-2012 – Successful & complacent institution reliant on our reputation and research.


• Post 2012
  • Ambitious institutional and international strategy
  • Big investment in internationalization
  • Restructure and growth of International Office
  • Associated growth in other professional services e.g. students services

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What does collaborative working look like?

• Collaborate – To work jointly with one another on an activity or project. Collaboration – The action of working with someone to produce something.
Challenges

- Large, devolved structures / siloes
- Academic vs Professional Services

- Managing expectations following investment
- University (not International Office) strategy – but does everyone share that view?
- Difference in timeframes for restructure – affects idea of pull & push
How do we overcome these......

In Groups, think about:

• What challenges you face
• What strategies you use to overcome these

Remember to update your action plan
Collaboration at Bristol

Integrated Planning Process → Agreement of Faculty Priorities → Collaboration within the IO → Strategy Goals → Communication
Question

Who do you see as the most important people in realizing a strategy:

A: Senior Management team
B: Divisional Directors
C: Academic Deans
D: Middle Managers
Strategy as Practice

- Strategy is something that people do
- Role of Middle Managers: sense making and sense giving
- Emergent as well as intended process (top down and bottom up)
Conclusions

What happens in your institution?

Do you feel empowered to realize strategy?

How do you encourage collaboration within your team and wider?

Can you see the idea of directed / emerging strategies working in your organization?
Questions?

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