

Responding to Uncertainty: Reflections on developing resilience during COVID-19

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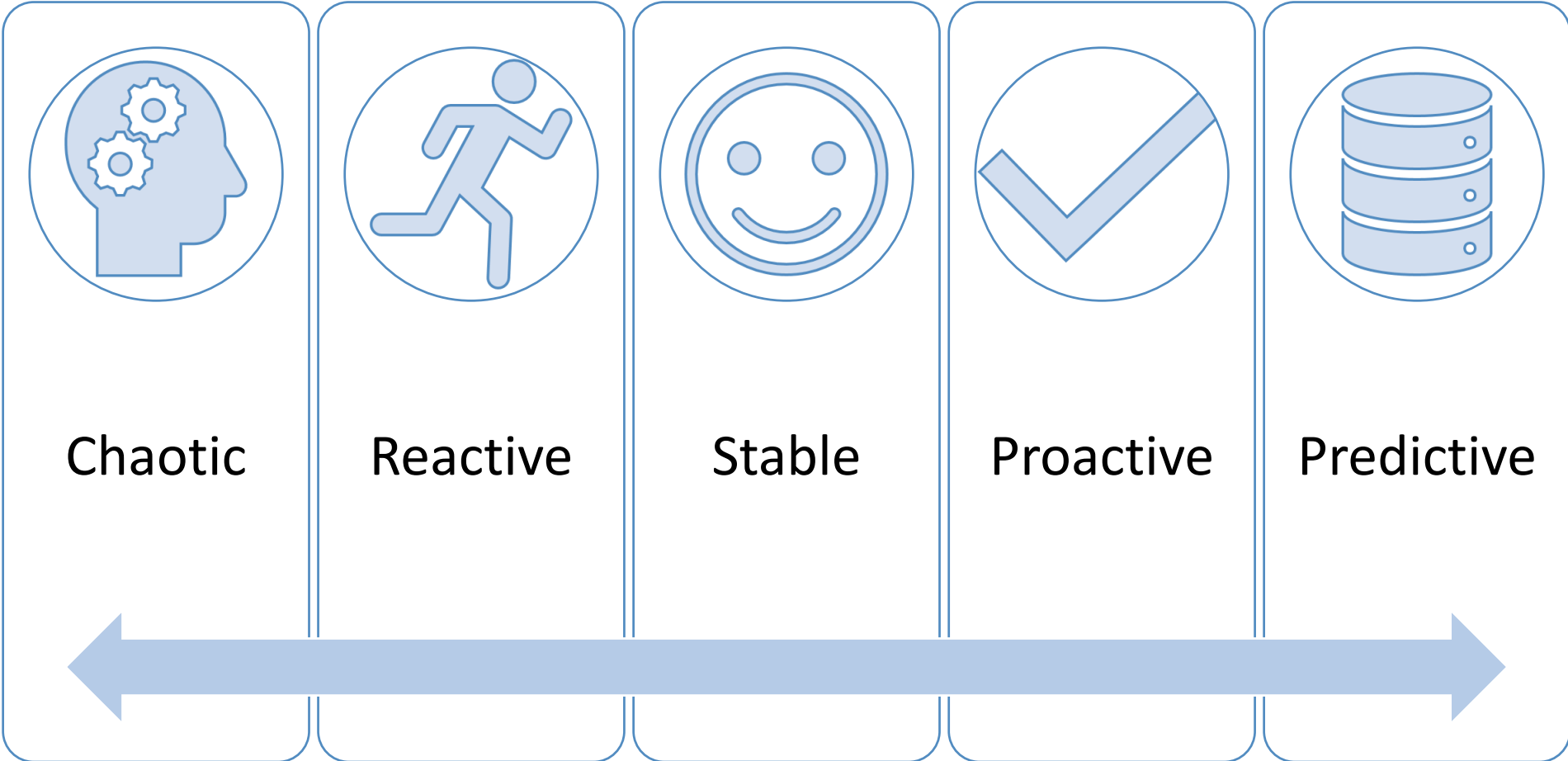
UWTSD Partnership Conference

4 December, 2020

This Session

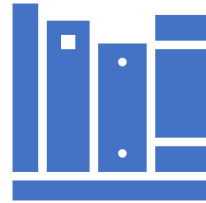


The Scale of Data Management





How much more important
has data become in the last
12 months?



How have you developed
your data literacy?



Have you changed anything
within your institution as a
result of developing data
literacy?

(Organizational) Resilience

The ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruption in order to survive and prosper

(British Standards Institute, 2014)

3 Approaches to Resilience



Strategic Resilience

Impact is absorbed and any change is made to ensure it does not happen again



Strategic Defence

Plan to return to previous *modus operandi* quickly



Predictive

Taking action to minimise impact of a threat

Recent issues in Resilience literature



Recognition that resilience normally begins from the basis of seeking to return to the 'status quo'



Limited opportunity for adaptability



Difficulty in responding to long-term paradigm shifts



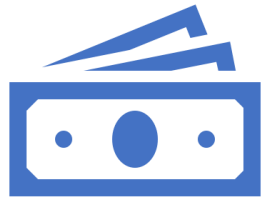
Need to consider adaptive resilience

Risk

The threat or possibility that an action or event will adversely or beneficially affect an organization's ability to achieve its objectives

(Committee of University Chairs, 2009)

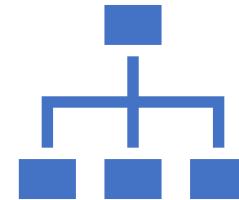
Traditional Perceptions of Risk



Financial Application



Senior Management
tool

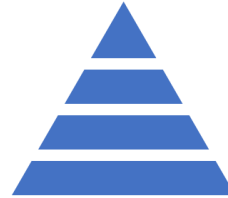


Limited ownership
within organisation

Recent Approaches to Risk



360° Approach



Employed across an
organizations functions



Ownership of risk
across an organisation

The VUCA Challenge



Volatility



Uncertainty



Complexity



Ambiguity

Developing a risk-based approach



Does not have to be complicated



Ability to set priorities and link back to your KPI's



Develop greater data literacy across the organization



You know your business

Areas to consider when developing a risk-based approach

Recruitment
(UG / PG /
International)

Reputation

Academic
Quality

Student
Experience

Investment in
Infrastructure
(Buildings & IT)

Business
Continuity /
Cyber Security

Research
(Quality &
Funding)

Staff Welfare

Widening
Participation

Case study

CPO Response to COVID-19

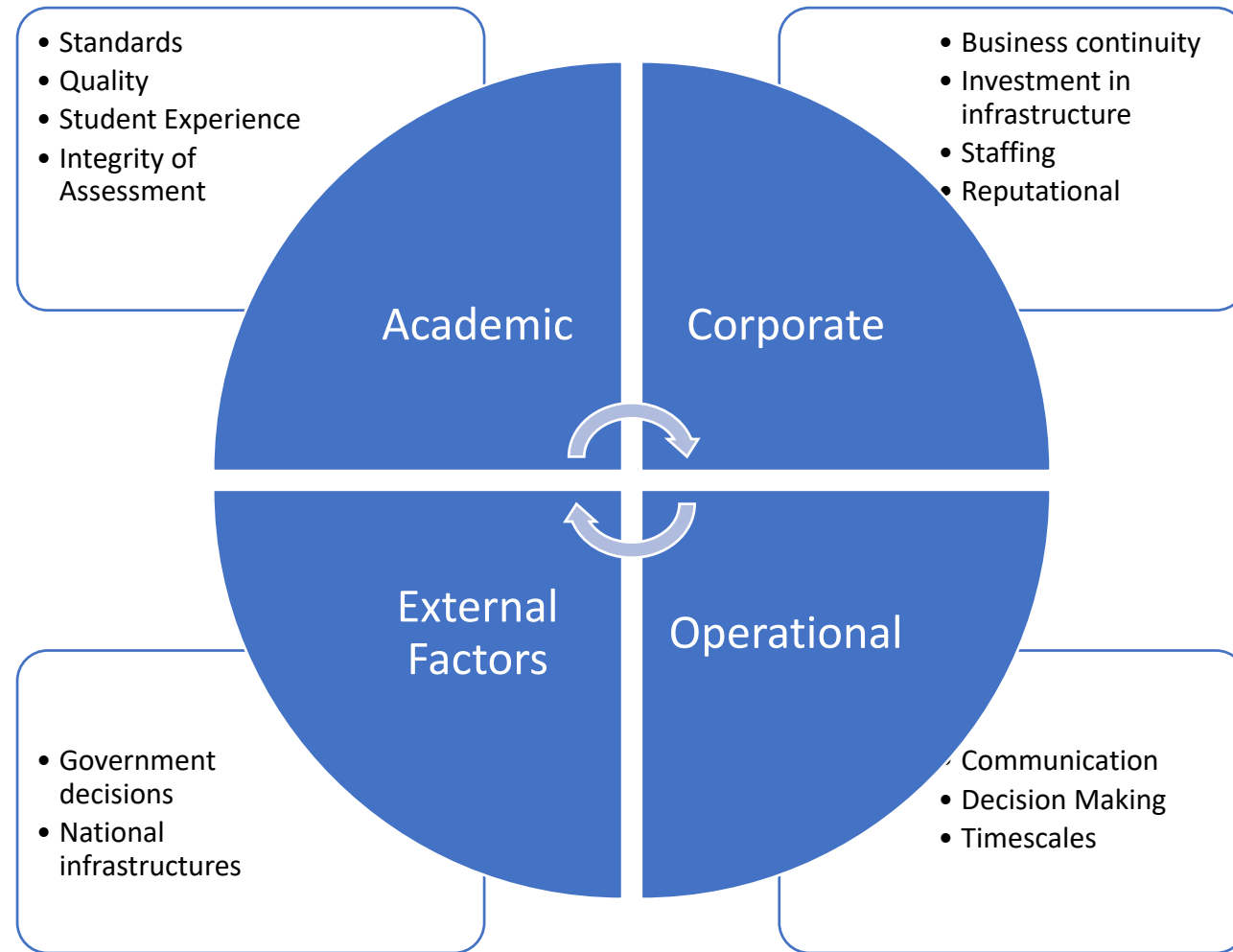
Profile of CPO

- Central function of the University
- Both internally and externally facing
- Lean structure
- 26 Relationships both in UK and Internationally
- 165 individually validated programmes
- C. 3,500 students

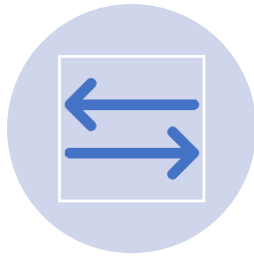
Complexity in Daily Operations

- TNE is a high-risk operation with possibility for reputational damage
- Time zones
- Different legal jurisdictions
- Languages
- Understanding of UK context
- Ensuring compliance with University's regulatory framework
- Managing a relationship between autonomous institutions

Risks in COVID-19



Priorities



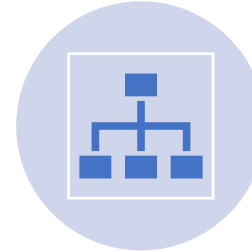
Establishing clear lines of communication;



Ensuring that external communications are consistent with those issued internally by the University;



Minimizing information overload to Partners;



Systematically documenting strategic and operational information;



Monitoring Partner plans in relation to business continuity;



Establishing central oversight and consistency in considering and approving modifications to programmes.

Impact



Key reference point both internally and externally establishing consistency and stability



Greater data available leading to ability to analyze and manage risk better

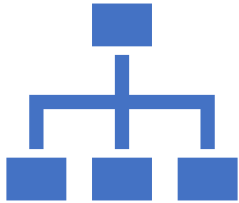


Regular ongoing dialogue with key stakeholders



Ability to identify and share good practice between Partners and internally

Lessons Learnt



Structures are important – they can evolve, but you need to have a reference point



Clear, regular, and consistent communication is effective



Data literacy is intrinsic to making reasonable decisions

Lessons Learnt (Cont.)



Make a decision –it may not always be right, but it's important to be decisive



Be open to challenge – you do not always have the perspective or skills that others may have



Maintain transparency in your dialogue

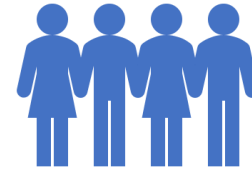
Lessons Learnt (Cont.)



You are only as strong as your weakest (communication) link



Acknowledge when mistakes are made and learn from them



Try not to lose the humanity in your work

Lessons Learnt (Cont.)



Be willing to change your response
as the landscape shifts



Constantly reassess your risk and
your response to it

References

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- PriceWaterhouseCoopers, *Managing Risk in Higher Education: Higher Education Sector Risk Profile 2019*, London, 2019.

Thank you for your attention

Do you have any questions?