



WONKHE

MAKING SENSE OF HIGHER EDUCATION

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Why it's hard to change things in universities

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If it ain't broke...why change?

Universities are generally pretty successful

But there's always dispute about where issues are on the change/urgency spectrum

This is so broken we can barely function

We can take this from good to great



TASK think of something you'd like to change and place it on the spectrum



What stalls change in HE?

Structure – relatively autonomous teams and departments, working in silos

Culture – the expectation of debate and arrival at consensus before taking an idea forward

Risk – high levels of scrutiny and external accountability

Complexity and scale – highly varied and dispersed functions eg variation between disciplines; mission that spans teaching, research, and service provision; many external partners

Resource – everything and everyone is already at capacity (and then some)

The questions are hard!



TASK what is stalling your change?

Some ways the sector imagines change

Top down

Institutional strategy – objectives, projects, metrics

Evolution of institutional policy in response to external policy environment or market conditions

“Whole institution approach” – normally in relation to culture change

Bottom up

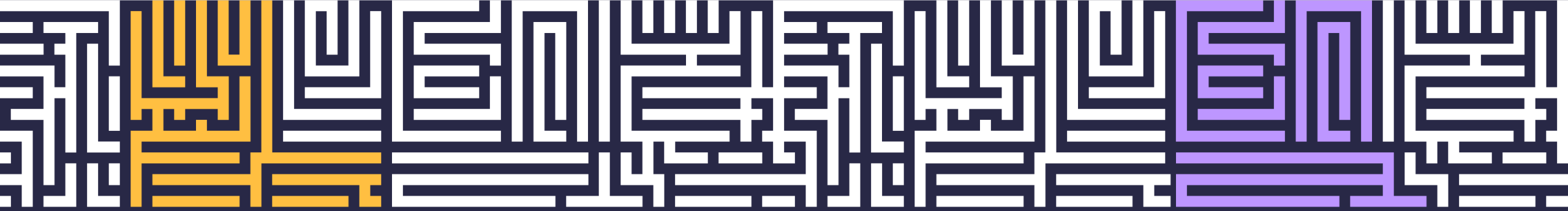
(Funded) enhancement projects and “best practice” sharing

Representation, activism, and direct action

“New power” – connecting and sharing to build social movements



TASK which of these might you mobilise?



NEXT UP: LUNCH
40 MINUTES

