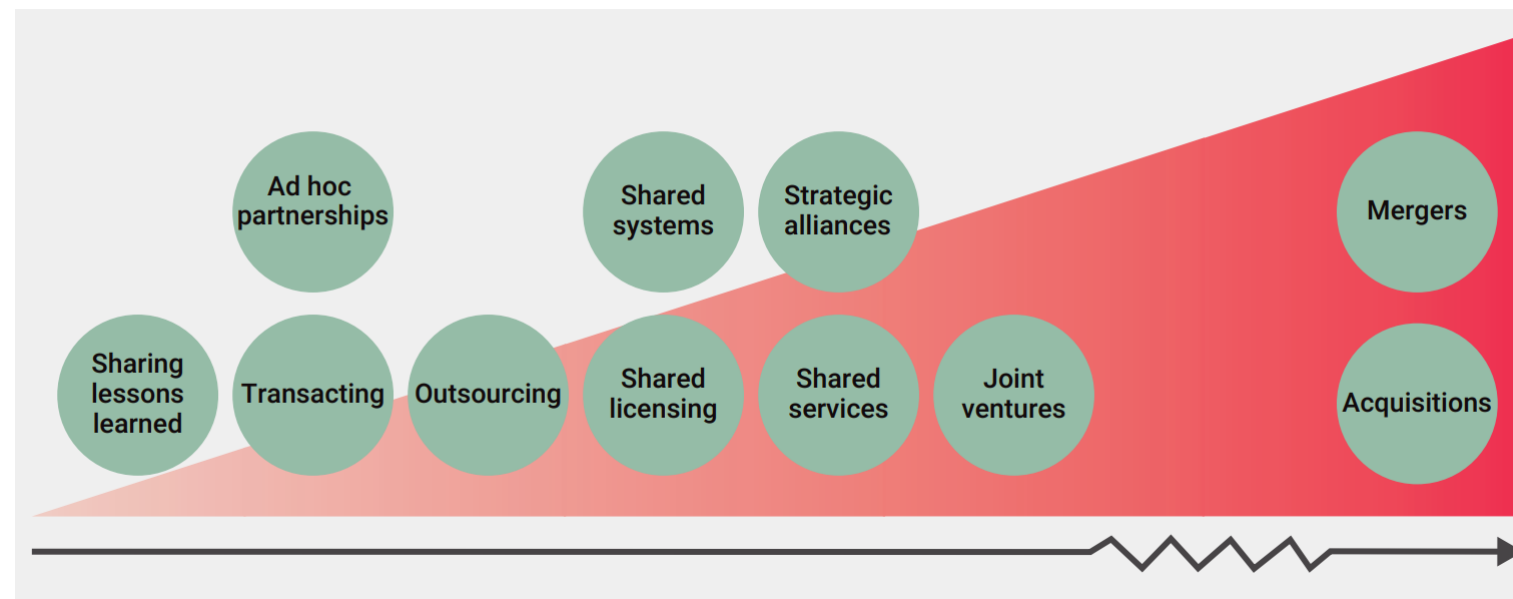


It's not just mergers...

Figure 1: Spectrum of collaboration



<https://www.jisc.ac.uk/reports/collaboration-for-a-sustainable-future>

It's all coming up

Figure 2: Higher Education Reference Model – showing areas for collaboration

Showing where universities **typically collaborate** currently.

Over and above 'sharing best practice'.

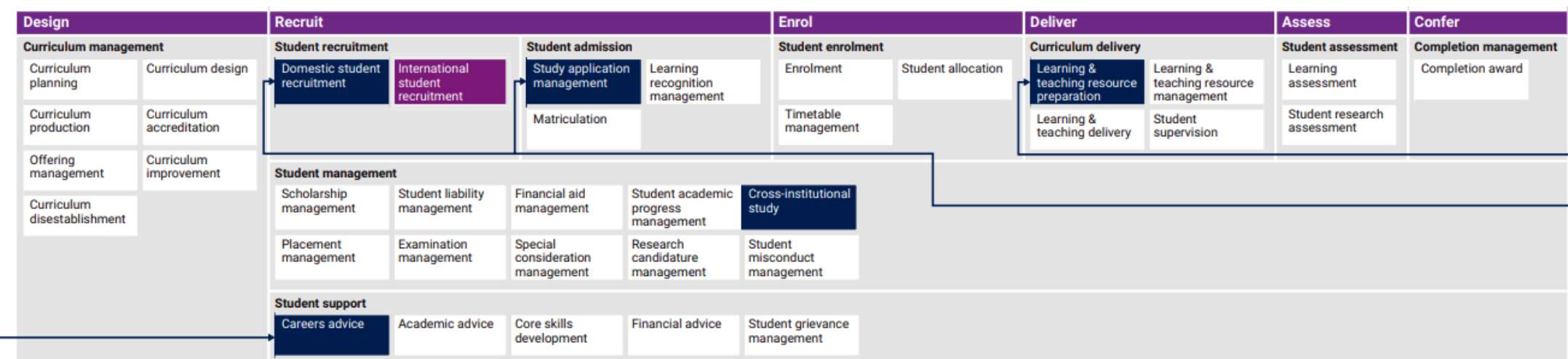
Collaboration

Outsourcing



Core capabilities and value chains

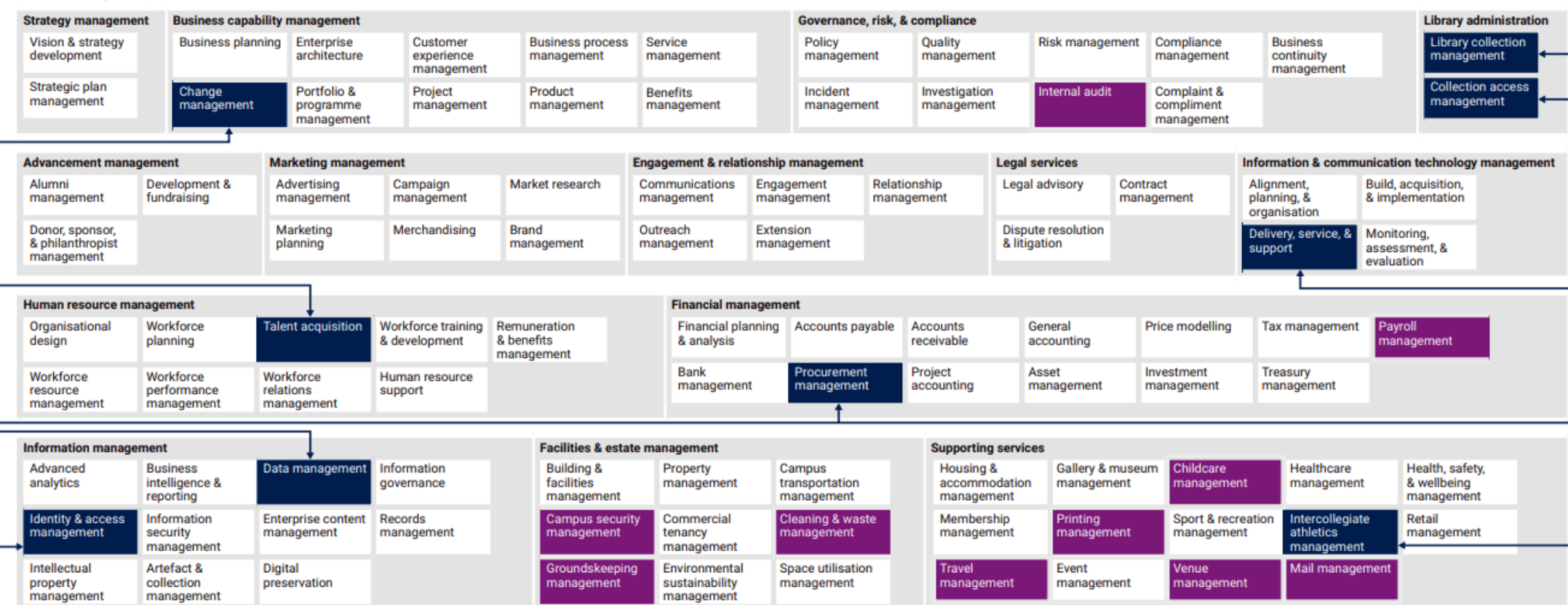
Learning and teaching



Research



Enabling capabilities



For access to the HERM please contact UCISA execsupport@ucisa.ac.uk.

Beyond “going it alone”



Needs:
Senior leader backing
“adopt don’t adapt”
mindset
Incentives
Trust among partners
Objective mediators

- 1. Greater central coordination of activity including establishing and embracing common models, standard definitions, and driving consistency across all institutions.
- 2. Central provision of digital, data and technological (DDaT) skills development and resource to support institutions facing high demand, low supply, and competition from other sectors for DDaT skills and resource.
- 3. Sharing approaches to the procurement, implementation and management of applications with potential across most systems supporting teaching and learning, research and professional services.
- 4. Sharing of, or commissioning, whole services, a theme which has the greatest opportunity for institutional benefits but will require the longest lead times to realise them.
- 5. Co-building technology specifically for the HE sector although this should be approached with caution, not least as there are multiple existing technologies already available. Working with providers to develop innovative solutions based on existing technologies may be better than building from scratch.

Beyond “going it alone”

“Coalitions of the willing”

Consistent message from sector to government

Analysis of feasibility and costs