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# Crisis Management in HE: are we winning?

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**WORLD  
CHANGING  
GLASGOW**

Views expressed in  
this presentation  
are those of the  
author



## The benefit of hindsight ...

- 3 decades plus HE experience
- 2 decades plus in academic leadership
- A career in change management, researching, consulting & teaching ... practicing what I preach
- Mergers, acquisitions & disposals
- National, International & Global
- I thought I had seen it all ...



## Covid 19, a global crisis in a connected world

- What do we do in a crisis?
  - Some of us run away or hide
  - Some of us party on
  - Some of us, the great many, do our jobs!
- What do we know about crises?
  - Some are natural & some are not
  - Some are predictable & manageable
  - All are galvanising, inclusive & exciting
- Use their power, momentum & rise to the challenge
  - Solutions are all around us, embrace the new
  - Remodel & normalise the disruption
  - Leverage the change & build a better future!





***In my view Covid 19 ...***

- In terms of impact, solutions & legacy aligns with the disruptive technologies
- Solutions leverage globalisation, connectivity & inclusion
- But it can divide, threaten & foster disenchantment

***It is the perfect storm ... hopefully not ...***





## Perfect storms ... make for perfect ships!

- This storm, not its nature or impact, was predictable
  - *pandemics, financial crisis's, global warming, zero emissions, disruptive technologies*
- In its predictability lay the solution
  - *enlightened, enterprising and engaged ... for many the journey had started*
- In its magnitude & impact lay the resolve
  - *harnessing the disruptive technologies, leveraging change and embracing opportunities*
- It struck many ships already plotting a new course & embracing new ideas
  - *those with foresight, agility, resilience & leadership have/will win the day*

### STORM DROGUE

REDUCES BOAT SPEED DOWN WAVE FACE, THEREBY KEEPING THE BOAT HEADING STRAIGHT DOWNHILL INSTEAD OF ITS NATURAL TENDENCY TO GET PUSHED BEAM-TO-THE FOLLOWING SEAS, RISKING BROACH.



BRIDLE-TYPE CONNECTION AT TRANSOM

WIND →

### SEA ANCHOR

USED WHEN THE BOAT NEEDS TO HOLD ITS RELATIVE POSITION OVER GROUND WITHOUT THE ABILITY TO SET GROUND TACKLE. CAN BE USED TO KEEP FROM BEING PUSHED TO A LEE SHORE OR OTHER HAZARD. SOMETIMES USED TO WAIT OUT A STORM.



BRIDLE-TYPE CONNECTION AT BOW

WIND →



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*MAD solutions for  
a crazy world*





## MAD 1 – assess, address and survive

Manage our way out, go remote, go online, be flexible, be reasonable, be responsive.

Grab the skills, disseminate, communicate & invigorate, empower, trust & enable.

## MAD 2 – learn, adapt and consolidate

Prepare to manage the disruption, build in resilience, anticipate disruption, be realistic but bold.

Re-imagine, Re-jig, Re-invigorate.

Support, mentor & invest, continuity & resilience.

## MAD – New Normal

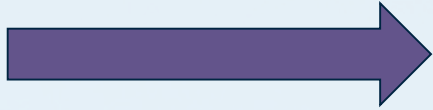
Follow the direction of travel ... e-enabled blended learning and assessment; an e-connected world, scholars & students; embrace the disruption & make it work for you!

There will be winner & losers.



## Manage – Hard + Soft

Less of this



More of this



- *Physical resource must change*
- *Presenteeism must stop*
- *E-enabled buildings, networks & staff*
- *E-enabled dissemination & collaboration – research and teaching*
- *New ways of working*





## Assessment

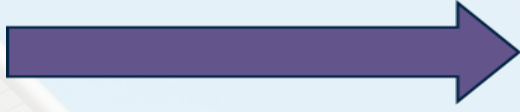
Less of this



More of this



Or this



- *Why the big bang?*
- *Why timed?*
- *Why individual?*
- *Why in hall?*
- *Why not e-enable ILOs & Assessment!*





## Delivery

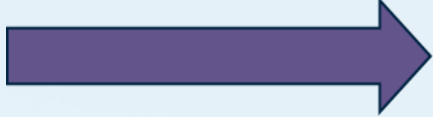
Less of this



Less of this



More of this



- *Learning & teaching*
- *Research*
- *Impact*
- *Internationalisation*
- *Partnership development*





## Will we all embrace the new normal ...

- An evolution not a revolution
- It must evolve - a journey not a destination
- It must be resilient, but also enlightened, enterprising & engaging
- A 'business model' for a new world, it must ...
  - ***Reflect us***
  - ***Be differentiable***
  - ***Connect***
  - ***Be deliverable***
  - ***Make us smile, laugh, share & improve***



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**We should never forget what we are here for and what it means to our faculty, staff, students, societies & economies ...**





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***The legacy, one of hope, community & change... not a crisis but an opportunity!***

An accelerated adoption of new media & technologies, combining to visualize & deliver holistic, engaging & adaptive student experiences. A legacy that challenges globalization as we know it, creating new ways of doing business, disseminating knowledge & cultural understanding.

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*Thank you for this opportunity to share my thoughts & experiences*

*I am happy to take questions*

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