



University of
Strathclyde
Glasgow

Evolution for Success: the Story of Lean & Continuous Improvement @ the University of Strathclyde

John Hogg, Director of Continuous Improvement

Overview

University of Strathclyde

Building the foundations for success

Our story so far

The future?

Lessons learned @ Strathclyde



A bit about me...

- 25 years in the HE sector
- 15+ years on large scale change projects & programmes
- Chair of Lean HE Europe
- Non-Exec Board Member of Glasgow Kelvin College
- Supporter of St. Johnstone FC



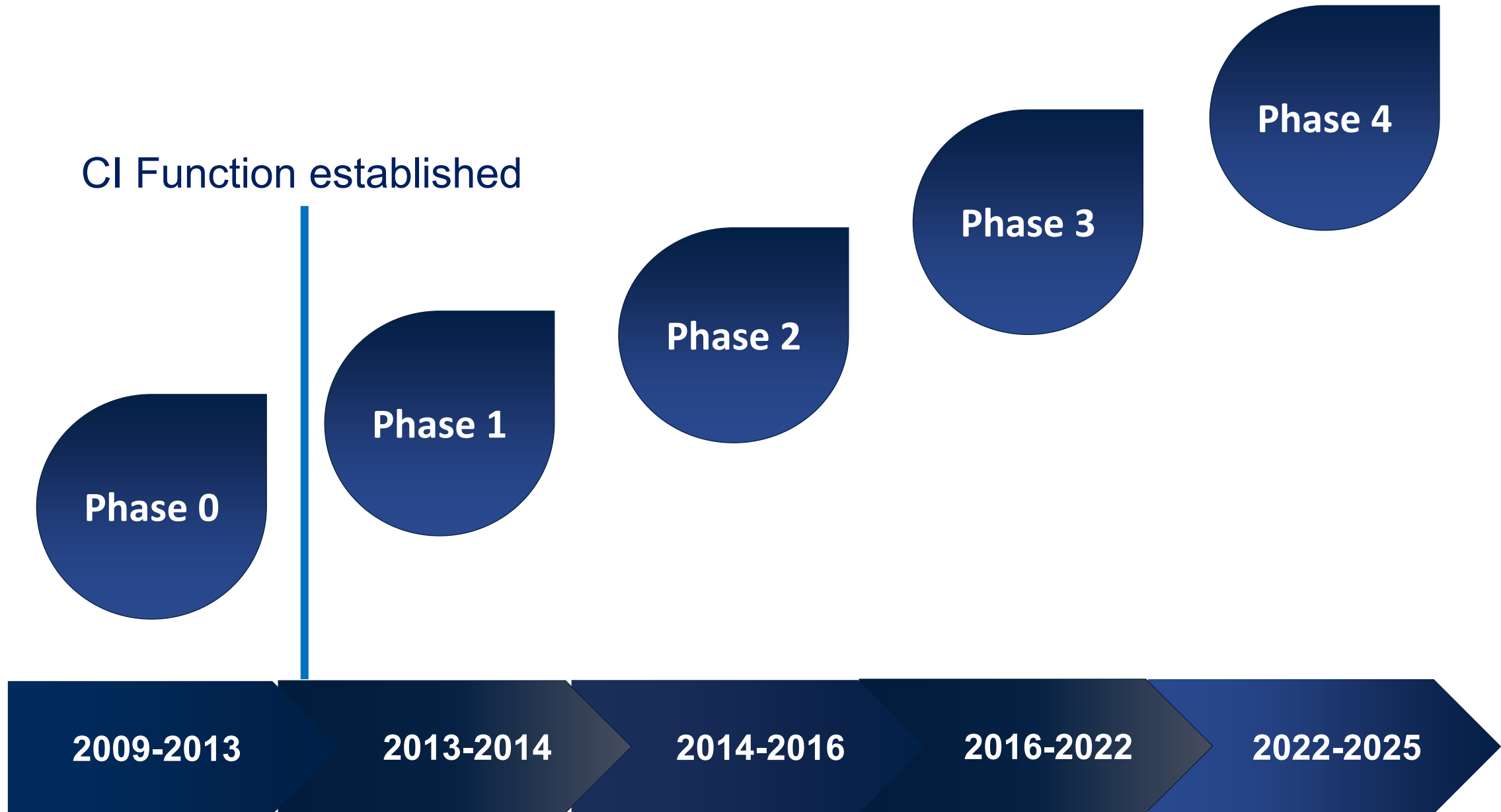
University of Strathclyde

- **3rd** largest university in Scotland
- **c4,000** staff
- **c24,000** students
- **4 Faculties**
(Business, Engineering. Science & Humanities)

Origins of the University date back to 1796.



Strathclyde CI Evolution





Phase 0 - Building the foundations (2009 – 2013): pre-implementation



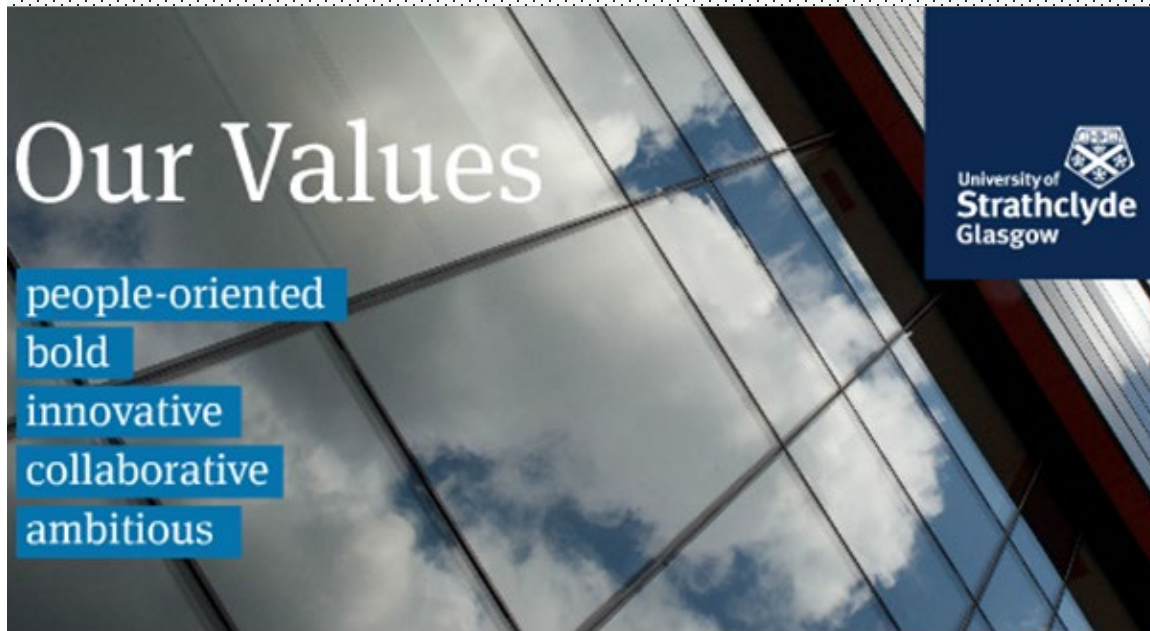
- Strategic Realignment
- Reshape, refocus
- Tackle external impacts – including reduced government funding
- Faculty of Humanities and Social Sciences formed
- Campus consolidation



Building the foundations for success

- Senior level buy-in & support
- Senior leaders who understand what Lean & CI is (and what it is not)
- Alignment to Strategy
- Clarity of Purpose

Building the foundations for success: alignment to...





Building the foundations for success: clarity of purpose

***“to create staff
capacity to facilitate
&
support growth”***

A photograph of a young child with dark hair, wearing a red shirt, sitting at a wooden table and playing with a Jenga game. The child is looking down at the blocks with a focused expression. The Jenga blocks are light-colored wood and are stacked in a tall, slightly wobbly tower. The background is blurred, showing a blue wall and some indistinct shapes.

**If the foundations are
weak, the building will
eventually fall**

Phase 1 (2013 – 2014): Strategic Projects

- Postgraduate Recruitment & Admissions
- Student Lifecycle
- New Ways of Working



Phase 2 (2014 – 2016): Mix of Strategic & Tactical Projects

- Timetabling/Scheduling
- Student Assignment Extensions
- MBA Finance
- Research Grants & Contracts



Phase 3 (2016 – 2022) : Strategic & Tactical Projects



- Library Customer Service Excellence
- HR/Payroll System Implementation
- PGR Admissions process & system
- Postgraduate Research Studentships

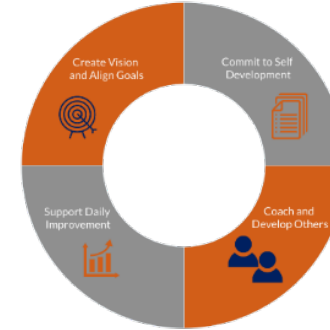
Phase 3 (2016 – 2022) : Building capability of our people



CI/Lean
Awareness



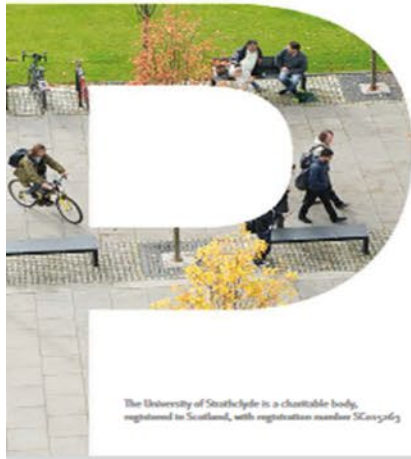
Daily Stand-
ups



CI/Lean for
Practitioners



Benefits
Management



Phase 3 (2016 – 2022) : Building capability of our people



CI/Lean Skills
for
Success



Strategy
Development &
Deployment



Team- Based
Innovation



Facilitation for
Improvement





A reminder:

**Building the foundations:
clarity of purpose**

***“to create staff capacity to
facilitate
&
support growth”***

Measurable Benefits Journey at Strathclyde

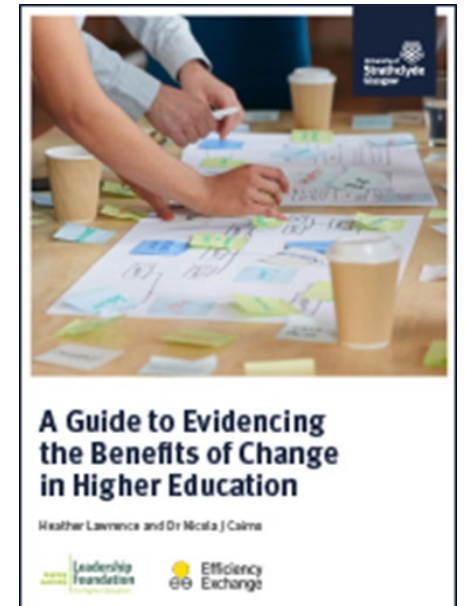
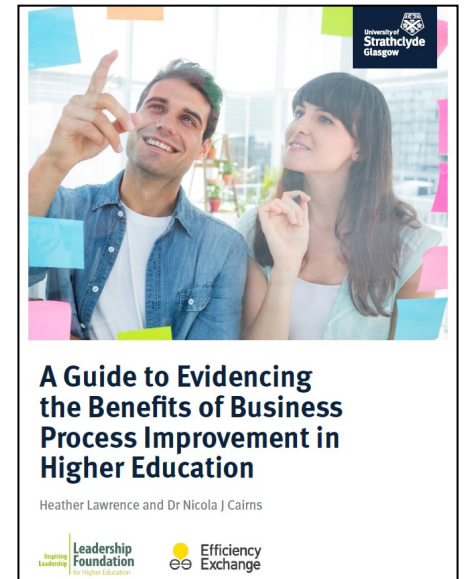
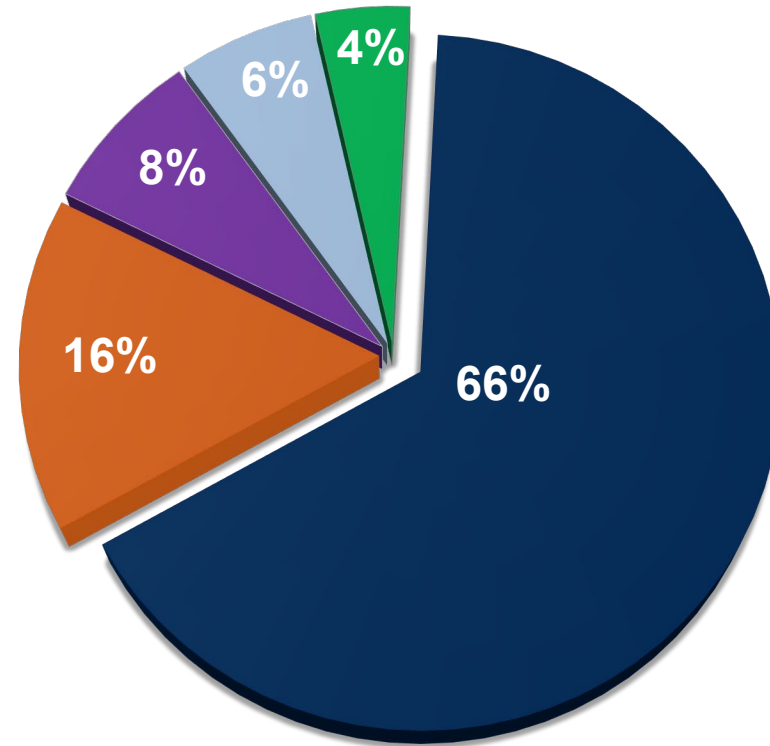
■ Capacity Creation

■ Financial

■ Operational Delivery

■ Quality

■ Experience & Engagement



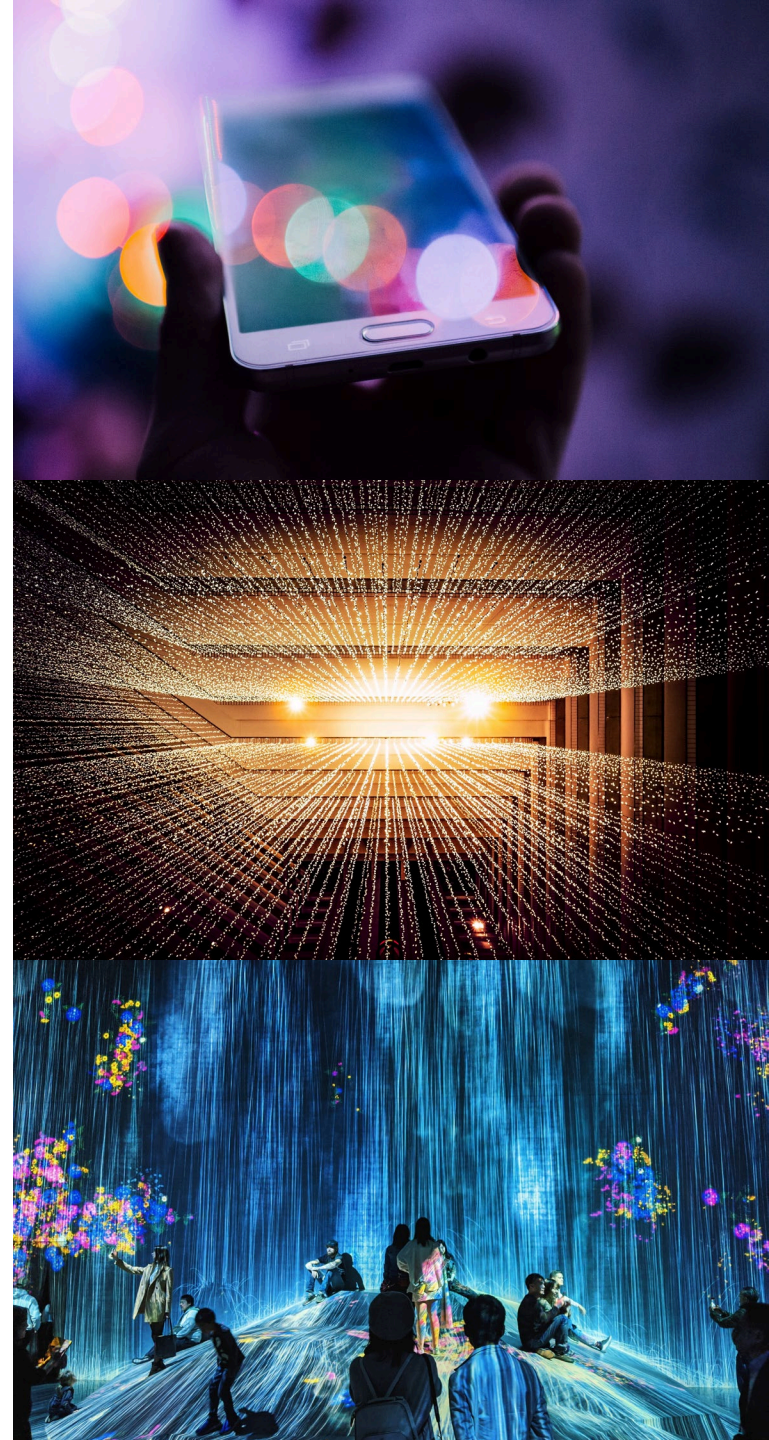
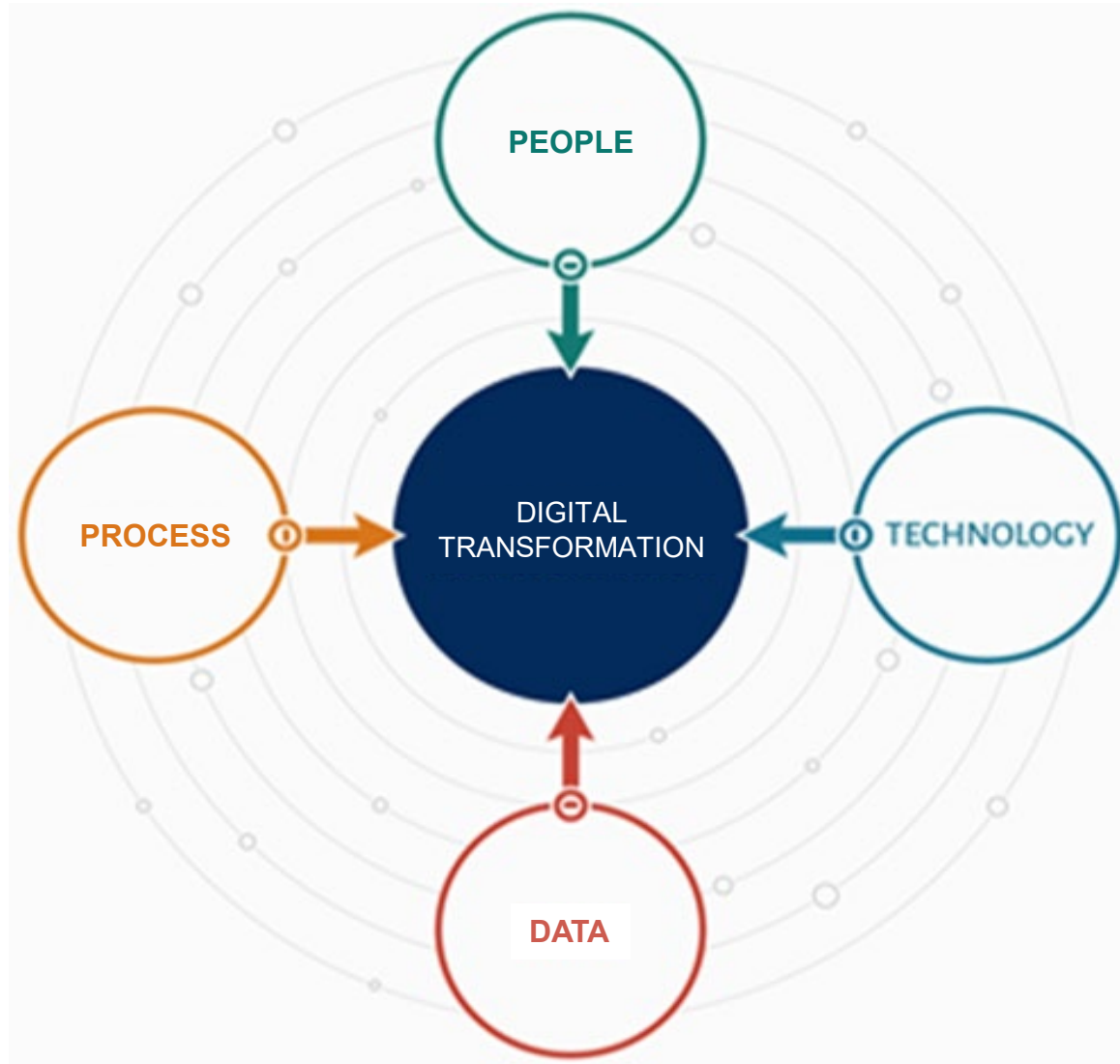
Phase 4 (2022 – 2025): the Future?

- Further development of our CI Network
- Online CI Training Academy
- Further expansion of external training & consultancy
- International Collaborations & Partnerships



Phase 4: The Future?

Supporting digital transformation



Lessons learned at Strathclyde

- Align your work to the organisational strategy
- Develop an approach that fits the culture of your organisation
- Evolve & improve your approach as you go
- Practice what you preach



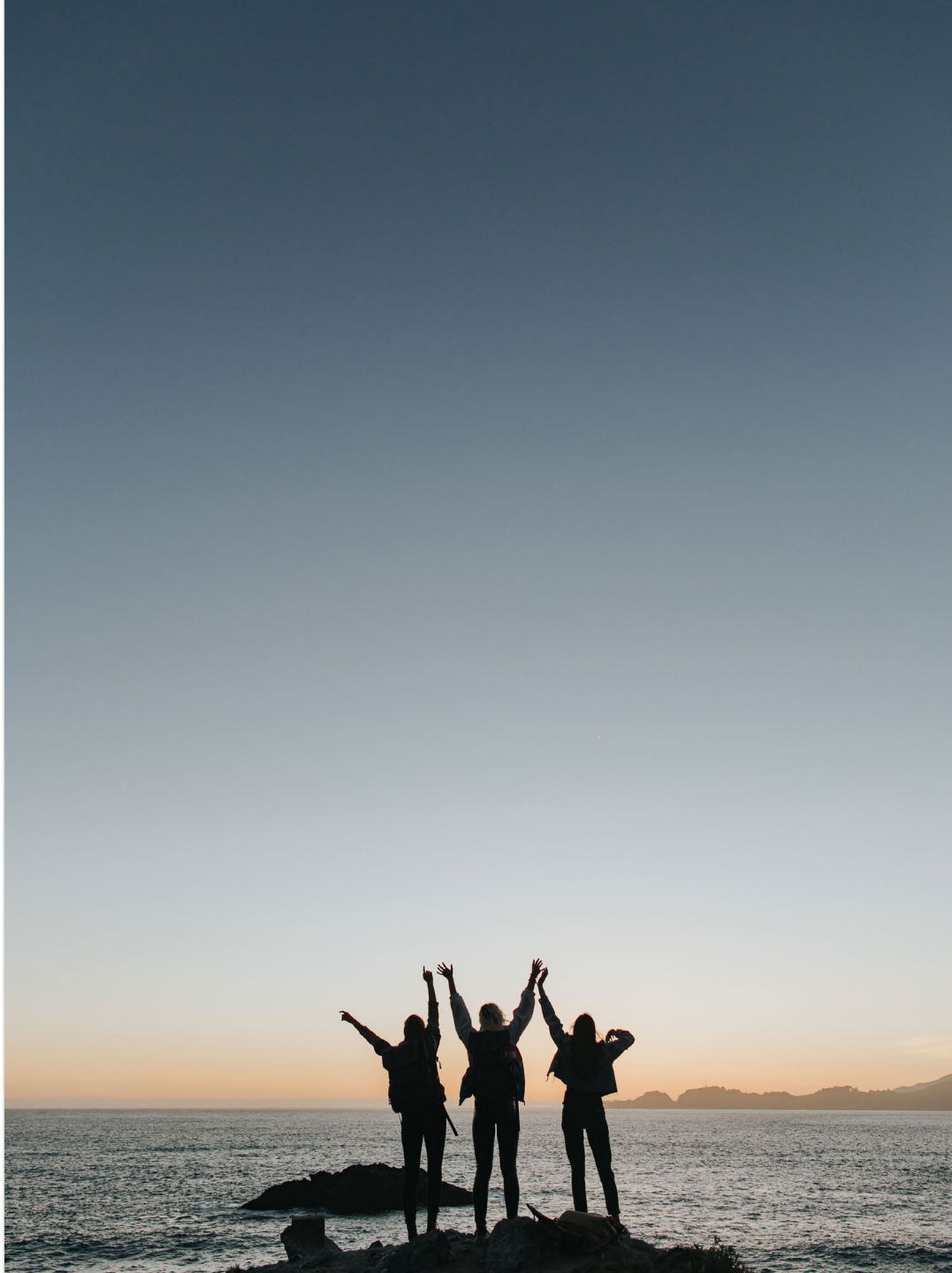
Lessons learned at Strathclyde

- Spot opportunities to add value for the organisation wherever you can
- Focus on the vital few & do those well
- Evidence the impact of what you do – but be careful not to turn it into an industry
- Keep it simple



And finally.....

**Celebrate, value &
communicate the achievements
& successes of your people**





Thank you. If you have any questions on this presentation, please get in touch:

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University of **Strathclyde** Glasgow