

# Consultation Process Report – Refining Our Strategy

## The University of Melbourne

### August 2009

#### 1. Introduction

This report provides an overview of the consultation process utilized for the refinement of the University of Melbourne strategy, *Growing Esteem*. Details are provided on both the development of the discussion document – *Refining Our Strategy* and the extensive consultation process that has occurred post its distribution.

This report outlines the development and consultation process undertaken to refine *Growing Esteem*. It does not attempt to generalize the responses received as part of the process. All responses to the discussion paper, unless otherwise requested, are available on the Growing Esteem website – <http://growingesteem.unimelb.edu.au> .

#### 2. Discussion Document Development Process

*Refining Our Strategy* was developed over a six month period. There were three main stages of consultation in that time, with the goal of capturing the major issues and potential solutions to strategic concerns.

##### *Stage 1: Initial Strategy Day – 16 December 2008*

Initial discussions regarding the refinement of the strategy were held during a full day workshop. The day involved presentations by the Vice-Chancellor's Strategy Unit on the external environment, government policy setting, and the Growing Esteem progress to date.

Participants included:

- Vice-Chancellor
- Provost
- Deputy Vice-Chancellor (Research)
- Deputy Vice-Chancellor (Global Relations)
- Pro Vice-Chancellor (Research)
- Pro Vice-Chancellor (Teaching, Learning and Equity)
- Pro Vice-Chancellor (Global Relations)
- President Academic Board
- Dean, Faculty of Economics and Commerce
- Dean, Faculty of Medicine, Dentistry and Health Sciences
- Senior Vice-Principal
- Vice-Principal and Head of University Services
- Director, Office of the Vice-Chancellor
- Vice-Chancellor's Strategy Unit
- A Professor of Higher Education

The goal of the workshop was to identify key strategic issues for the future with specific emphasis on the aspects of Growing Esteem that needed refinement.

### *Stage 2 – Deans and Heads Meeting – 2-4 February 2009*

The first Deans and Heads meeting for 2009 provided an opportunity for the broader leadership of the University to consider the key areas identified for the refinement of the strategy and to provide feedback on areas missed in addition to solutions to identified concerns.

The meeting was designed to generate significant engagement with participants partaking in numerous workshops to discuss concerns and solutions. The feedback in these sessions was then reported back to the entire group and followed by further discussions. The ideas generated at this event formed the basis for *Refining Our Strategy*.

Participants included (over 100 in total)

#### Leadership

- Chancellor
- VC, Provost, DVCs, PVCs, President and Deputy Presidents Academic Board, Senior Vice-Principal and Head of University Services

#### Academic

- Deans
- Deputy Deans of single department faculties (including Melbourne Business School)
- Heads of Schools/Departments (excl. Medicine, Dentistry and Health Sciences)
- Medicine, Dentistry and Health Sciences Executive

#### Administration

- Faculty General Managers
- Vice-Principals, Deputy Principals, and Directors who report to leadership
- Heads of MCCP and Melbourne Ventures
- University Secretary
- Vice-Chancellor's Strategy Unit

### *Stage 3 – Deans and Heads Meeting – 7 May 2009*

The second Deans and Heads meeting for 2009 provided an opportunity for participants to consider a complete draft of the discussion document. The goal of the event was for participants to robustly interrogate the accuracy of the claims in the document, consider the solutions to problems offered, and present new solutions where appropriate. Broad endorsement of the discussion document by the Deans and Heads group was achieved. Final modifications and additions reflecting on the feedback received were incorporated prior to submission to Senior Executive and University Council.

#### Leadership

- Chancellor
- VC, Provost, DVCs, PVCs, President and Deputy Presidents Academic Board, Senior Vice-Principal and Head of University Services

#### Academic

- Deans
- Deputy Deans of single department faculties (including Melbourne Business School)
- Heads of Schools/Departments (excl. Medicine, Dentistry and Health Sciences)
- Medicine, Dentistry and Health Sciences Executive

#### Administration

- Faculty General Managers
- Vice-Principals, Deputy Principals, and Directors who report to leadership
- Heads of MCCP and Melbourne Ventures
- University Secretary
- Vice-Chancellor's Strategy Unit

### **3. University-wide Consultation Objectives**

The discussion paper was written to engage all levels of the University community in a conversation about refinement of the strategy. The stages of consultation detailed below were designed to meet three specific objectives. Firstly, to ensure wide spread knowledge of the existence of the document and its content. Secondly, to engage the University community in robust conversations about the ideas presented by the document and possible ways forward. Thirdly, to enable both individuals and groups to provide detailed written submissions in response to the document.

### **4. Stages of Consultation**

#### *Stage 1: Call for written submissions to Refining Our Strategy*

On 29 May 2009, the Vice-Chancellor issued an all-staff email inviting involvement and response to the discussion paper. A similar invitation was sent to the Alumni of the University. These invitations signaled opportunities to participate in discussion and welcomed written responses. In addition, over 3000 hard copies of *Refining Our Strategy* were distributed.

Throughout the consultation process and as part of the Refining Our Strategy publication, written submissions from the University community that critically examine, and provide creative responses to, the issues and suggestions raised in the paper, were called for. Whilst consolidated group submissions were highly valued, it was been made clear that individual submissions, some of which would not share the views of divisions, schools or faculties, were also welcome.

Submissions have been received in both electronic and hard copy form. The Vice-Chancellor's Strategy Unit has placed electronic versions of submissions on the Growing Esteem website. Personal or inflammatory details have been removed and in cases where confidentiality was requested no information has been provided online beyond the submission number. At the time of this report there were 89 submissions.

### *Stage 2: Briefing Sessions on Refining Our Strategy*

During June 2009, a total of 10 briefing sessions were run by the Vice-Chancellor's Strategy Unit on *Refining Our Strategy*. There were eight briefing sessions located around the Parkville campus, one at the Werribee campus, and one at the Southbank campus. Sessions were directed towards specific faculties, divisions, or groups thereof, along with one "all staff" session. Information on sessions was distributed through the Deans and division heads and publicized in staff news.

The briefings run were as follows:

Tuesday 16 June, 12.00-12.30	Faculty of Architecture, Building and Planning
Wednesday 17 June, 12.30-1.00	Melbourne School of Engineering
Thursday 18 June, 12.00-12.30	Faculty of Law and Faculty of Economics and Commerce
Friday 19 June, 2.30-3.00	Faculty of Veterinary Science (Werribee)
Monday 22 June, 10.00-10.30	Melbourne School of Land and Environment, Faculty of Arts, Faculty of Science, Melbourne Business School
Monday 22 June, 2.30-3.00	Faculty of the Victorian College of the Arts and Music (Southbank)
Wednesday 24 June, 12.30-1.00	Faculty of Medicine, Dentistry and Health Sciences
Thursday 25 June, 11.00-11.30	Melbourne School of Graduate Education, Senior Vice-Principals Division, Office of the Provost, Global Relations, Research Office
Thursday 25 June, 2.30-3.00	Faculty of the Victorian College of the Arts and Music (Parkville)
Thursday 2 July, 1.00-1.30	Open briefing session

The briefing sessions were designed to provide an overview of the strategic cycle, review the main areas of the *Growing Esteem* strategy and summarise the issues and suggested solutions raised in *Refining Our Strategy*. Each presentation spanned approximately 30 minutes, followed by time allocated for questions. Attendees were encouraged to take part in the upcoming Focus Group Sessions and to provide written submission where possible.

An electronic copy of the slides from the briefing session is available on line at <http://growingesteem.unimelb.edu.au/>

### *Stage 3: Focus Group Sessions on Refining Our Strategy*

Throughout July 2009, the Vice-Chancellor's Strategy Unit hosted 2 hour focus group sessions with members of the University community. A total of 12 sessions were held. Some sessions were designed around specific topics (e.g. Knowledge Transfer, Research etc) whilst others were designed around specific interest groups (e.g. colleges or students). Although the focus group sessions were topic specific, there was natural overlap between topics, as would be expected for a tightly bound triple helix.

The focus groups run were as follows:

Monday 6 July, 9.30-11.30	Research
Tuesday 7 July, 9.30-11.30	Chapters 1-4
Wednesday 8 July, 1.30-3.30	Research
Tuesday 14 July, 1.30-3.30	Learning and Teaching
Friday 17 July, 9.30-11.30	Knowledge Transfer
Monday 20 July, 9.30-11.30	Learning and Teaching
Monday 20 July, 1.30-3.30	Knowledge Transfer
Tuesday 21 July, 1.30-3.30	College Heads
Wednesday 22 July, 1.30-3.30	Supporting Our Vision
Thursday 23 July, 9.30-11.30	Supporting Our Vision
Thursday 30 July, 9.30-11.30	Students
Wednesday 5 August, 1.00-3.00	Students

The focus group sessions consisted of three main sections. The first was a discussion around areas that were appropriately addressed, underdone, or completely missed in *Refining Our Strategy*. The second, and bulk of the conversation, was around the significant issues identified and the exploration of potential solutions to address them. The final section of the focus group session involved a detailed summary of discussion, presented by VCSU, and confirmed by the focus group as an accurate account of the proceedings.

*Additional Consultation upon request:*

During the consultation period, the Vice-Chancellor's Strategy Unit provided many additional consultation sessions upon request. Specific examples include:

A 2 hour focus group for MDHS staff on KT - Wednesday 29 July, 11.00-1.00

A 1 hour briefing and question session to Electrical Engineering

Two additional meetings with the Student Union

Two additional meetings with college heads

## 5. Conclusions

The Vice-Chancellor's Strategy Unit has engaged in extensive consultation on the refinement of the Growing Esteem strategy with the University community. The discussion document *Refining Our Strategy* was developed in collaboration with the University leadership ranging from the VC and SVP to school and department heads and faculty general managers. The document has been widely distributed in both electronic and hard copy form.

The broader University community has been provided with several opportunities to take part in the consultation process. Engagement on *Refining Our Strategy* has been available via written submissions, briefing sessions and focus groups. Over 90 written submissions have been received, 10 briefing sessions have been given, and 12 focus groups facilitated.

The Vice-Chancellor's Strategy Unit is currently in the process of analyzing the submissions prior to further consultation with the University's Senior Executive on a draft revised version of Growing Esteem.