



*Professional Administrators: Good cops/bad cops ?
Managing across the University and working with
academic colleagues*

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A few comments

- Honest and open approach
- Chatham house rules
- Relationships based on utmost respect

Overview of Edinburgh Napier

- 17,800 students
- 1,900 staff
- £113m turnover
- Currently 3 large Faculties – moving to 6 Schools
- 3 campuses
- 8 Professional Services Departments
- Centralised admissions/systems/student records
- Faculty administrative teams



Or ???





Or ???



Our starting point

A key principle:

“We will be led by our academic priorities”

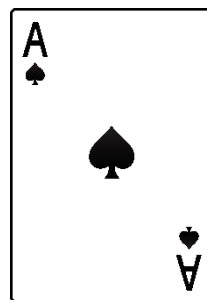
Our values:

We will be recognised as a University that is professional, ambitious, innovative and inclusive. In our dealing with others we will act with respect and integrity. We will create an environment in which everyone involved with the University feels proud, confident, challenged and supported. We will reflect our values in all aspects of our business and our relationships with partners, friends and stakeholders.

Power, politics and influence

- Formal organisational role
- Informal influence
- Personal relationships
- Membership
- Networks

- Tier 4 Authorising Officer





“They’re
an
overhead”

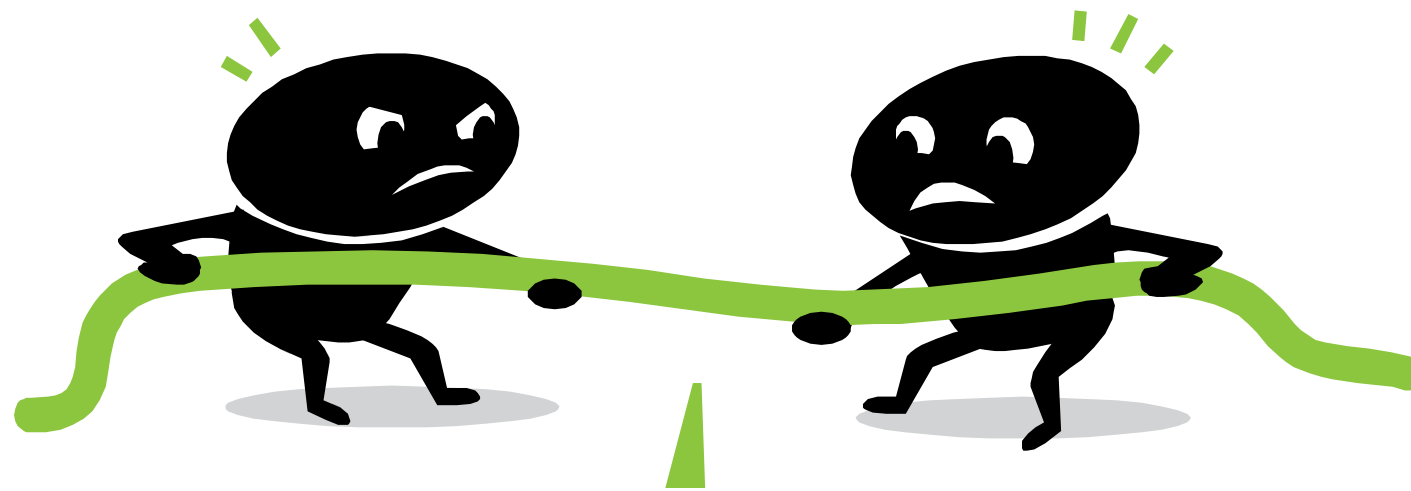
“We’re
different”

“It’s not
that easy”

“Why don’t
they stick
to
deadlines”

“Computer
says no”

“Academic
staff don’t
understand”





A question of priorities ?????

Student satisfaction

Academic reputation

International growth

Professional recognition

Commercialisation

Flexibility

Staff perspectives

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Professionalism

Consistency

Safeguarding reputation

Compliance

Administrative efficiencies

Standardisation

Student perspectives



Or is it about cultural differences ???



But are our values that different ?????



Case study examples

- Review of our online quality systems
- Timetabling development project
- Student reporting

Reflections and common ground

- Understand different perspectives
- Stakeholder buy-in
- Opportunities for project working
- Clarify objectives

SROC's top tips on dealing with academic colleagues

1. Don't think academic staff are the enemy
 2. Recognise the academic drivers
 3. Understand what academic staff do
 4. Share different perspectives
 5. Take the opportunity to attend lectures and study at your own institution
 6. Develop two way communication and processes
 7. Learn to help each other
 8. Put students at the centre as common ground
 9. Use persuasion
 10. Build trust and mutual respect
 11. Be aware of the politics
 12. Say thank you
- and if all else fails, offer cake !