University of Aberdeen and the University of Vermont Leadership Exchange Program
May 23-25, 2023

**Alumni House, Silver Pavilion, University of Vermont
61 Summit St, Burlington, VT 05401**

The University of Vermont

UNIVERSITY OF ABERDEEN

Welcome & Logistics

Prof. Jane Okech, Vice- Provost for Faculty Affairs

The University of Vermont

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UVM's Land Acknowledgment Statement

The campus of the University of Vermont sits within a place of gathering and exchange, shaped by water and stewarded by ongoing generations of Indigenous peoples, in particular the Western Abenaki.

Acknowledging the relations between water, land, and people is in harmony with the mission of the university. Acknowledging the serious and significant impacts of our histories on Indigenous peoples and their homelands is a part of the university's ongoing work of teaching, research, and engagement and an essential reminder of our past and our interconnected futures for the many of us gathered on this land.

UVM respects the Indigenous knowledge interwoven in this place and commits to uplifting the Indigenous peoples and cultures present on this land and within our community.

The University of Vermont

Introduction to the University of Vermont

Prof. Patricia Prelock Provost & Senior Vice President

The University of Vermont

Introduction to University of Aberdeen

Debbie Dyker, Director of People
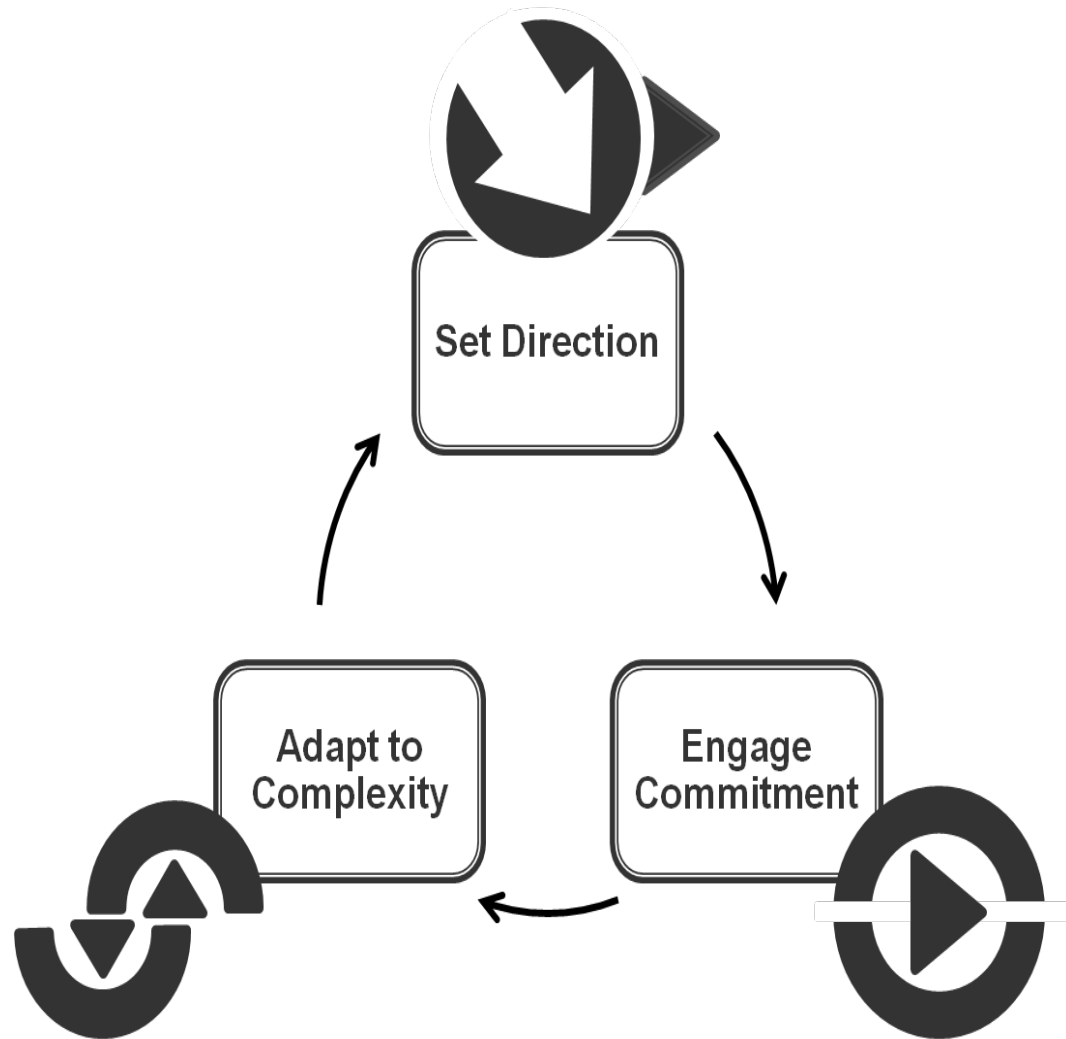
The Context of Leadership & Global Exchange

Richard Sharpe, Managing Director, Elementa Leadership.

University of Aberdeen ILDP

- Focused on the **role of strategic leaders in world-class universities**

- Integrates the real-world **leadership challenges** of participants into the learning process

- Structured around a series of **leadership workshops** and **coaching sessions**

- Incorporates a **leadership 360°** assessment (the Leadership Practices Inventory)

![Diagram with three connected boxes: Set Direction at top, Adapt to Complexity at bottom left, and Engage Commitment at bottom right, connected by curved arrows in a cycle]

Set Direction
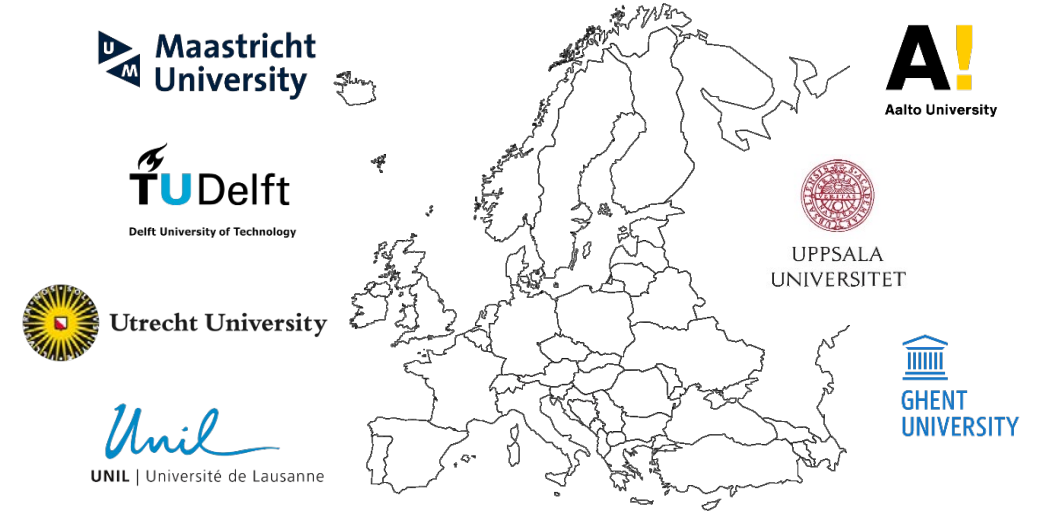
Adapt to Complexity

Engage Commitment

The Work of leadership

- Drath (2001) The Deep Blue Sea: Rethinking the Source of Leadership

Our Global Visits and Exchanges

The power of a leadership learning exchange …

- Learning about leadership in a different policy environments and cultural contexts
- Clarifies and confirms existing strengths and achievements (at individual and institutional levels)
- Challenges existing assumptions, blind spots and ways of working (at individual and institutional levels)
- Creates space for reflection and time to "think out loud" in a busy world
- Fosters curiosity and humble inquiry ("the gentle art of asking instead of telling")
- Develops mutually beneficial relationships and networks
- Confirms the key role that universities have in building a better world

elementa
l e a d e r s h i p

Public flagship with a private school feel!

The University of Vermont

The Vermont Way

Our Students
13,350

Faculty
1788

Staff
2358

The University of Vermont

Academic Success Goals

Integrative Learning

Global Engagement

The University of Vermont

Innovation & Entrepreneurship
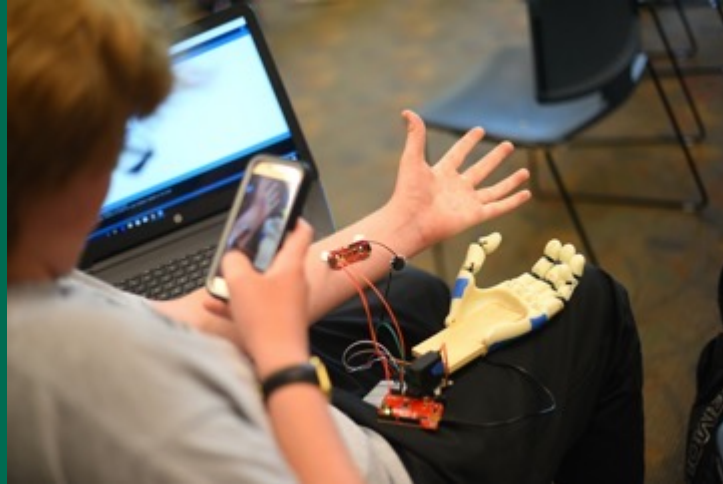
Catamount Core Curriculum

Liberal Arts (21 credits) → Arts & Humanities (6) → Social Sciences (6) → Natural Sciences (6) → Mathematics (3)

Core Skills (9 credits) → Quantitative & Data Literacy (3) → Writing & Information Literacy 1 (3) → Writing & Information Literacy 2 (3)

Common Ground Values (12 credits) → Diversity (6) → Sustainability (3) → Global Citizenship (3)
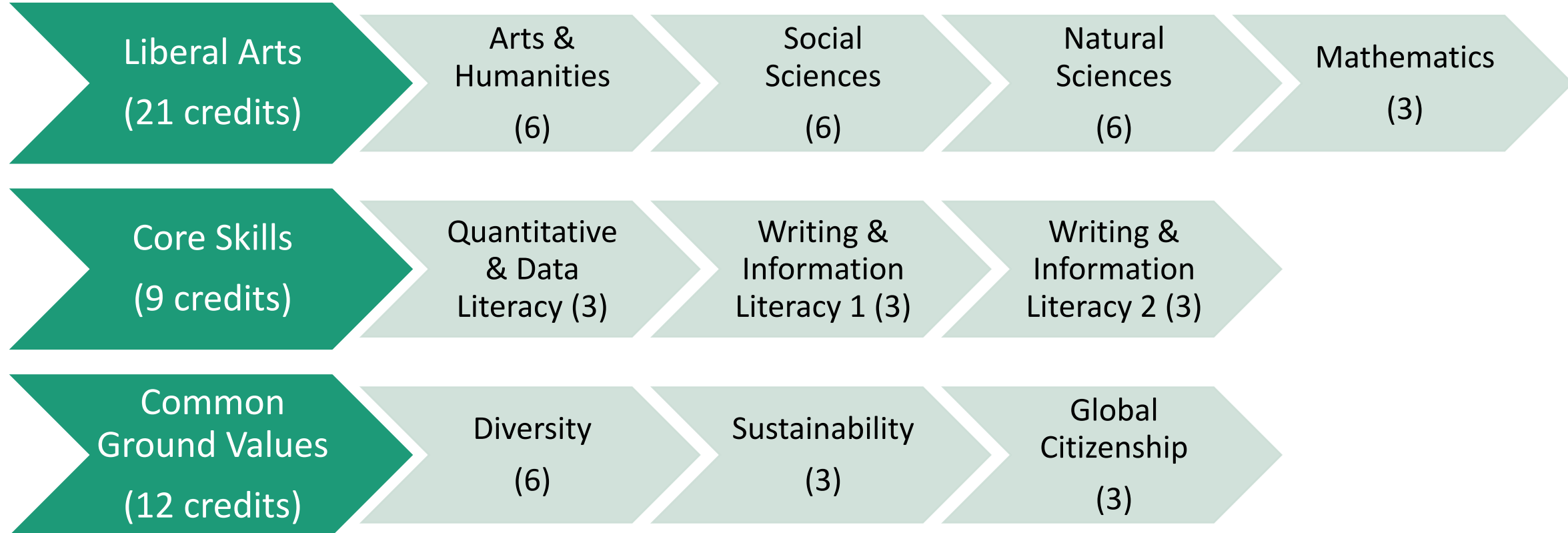
Comprehensive Campus Climate Survey

The University of Vermont

Value of Higher Education

The University of Vermont

Claiming our unique position between large public flagships and high-ranking, mid-sized private universities

Individualized | Rigorous | Innovative | Engaged | Equitable

Climate change

Resilient communities

Complex systems

Human health

Sustainable food systems

Values-based leadership

Distinctive Areas of Excellence: Healthy Societies and a Healthy Environment

Opportunities of a comprehensive research university at a personal scale

R&D support over $250 million

Record applications, academic quality, and diversity

The Future

New global, innovation, and entrepreneurship opportunities for all students

Highest-quality academic experience, affordable and accessible

Defining a new Land-Grant mission for tomorrow

The University of Vermont

BREAK

10.30-10.45AM

The University of Vermont

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University of Aberdeen Strategic Vision and Ambition

Prof. Karl Leydecker, Senior Vice-Principal

Celebrating 525 Years, 1495-2020

1495

UNIVERSITY OF ABERDEEN

Our vision for the future: Aberdeen 2040

Since 1495, the University of Aberdeen has been **open to all and dedicated to the pursuit of truth in the service of others**. We still have that Foundational Purpose today: working together as an international community of staff and students to achieve our purpose through excellence in our core activities of education and research - which transform the world around us.

Our ambitious strategy charts the direction of the University of Aberdeen for the next two decades. We focus on four strategic themes, which define the kind of University we want to be: **Inclusive**, **Interdisciplinary**, **International** and **Sustainable**.

1495 UNIVERSITY OF ABERDEEN

EST. → 1495

Inclusive

We value diversity

Our University is open to all. We welcome staff and students of all backgrounds and connect with our communities and partners locally, nationally and internationally. Our commitment to inclusion will guide our education, our research, and the projects we deliver.

We aspire to lead our sector in promoting health and wellbeing, and celebrating diversity.

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Interdisciplinary

We learn together

Our university will be a vibrant network of people – students, staff and partners – working across internal structures and geographical boundaries. We will celebrate our disciplinary strengths and we will collaborate between subject areas to develop creative solutions to practical and societal problems.

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International

We think across borders

We are a Scottish university founded with international connection. We are open to people and ideas from around the world. Whether in Aberdeen or Qatar, we welcome students and staff from all nations.

Through outreach and the exchange of ideas, we will teach and research across borders. We already rank among the best for our global outlook. We will continue to expand our networks and partnerships, and seek new opportunities for international and intercultural exchange.

Sustainable

We work responsibly

We will show leadership in working for the sustainable future of our planet, setting an example to our sector and to society. We will evaluate all our actions for their impact on the environment, and will meet stretching standards and targets.

We will also use our resources wisely, plan ahead and secure new sources of income to ensure our university's financial sustainability.

Research that goes beyond traditional thinking

Ready to start breaking boundaries?

An interdisciplinary mindset runs through everything we do. Our ancient tradition of modern thinking inspires collaboration through the following interdisciplinary challenges:

Energy Transition

Social Inclusion and Cultural Diversity

Environment and Biodiversity

Data and Artificial Intelligence

Health, Nutrition and Wellbeing

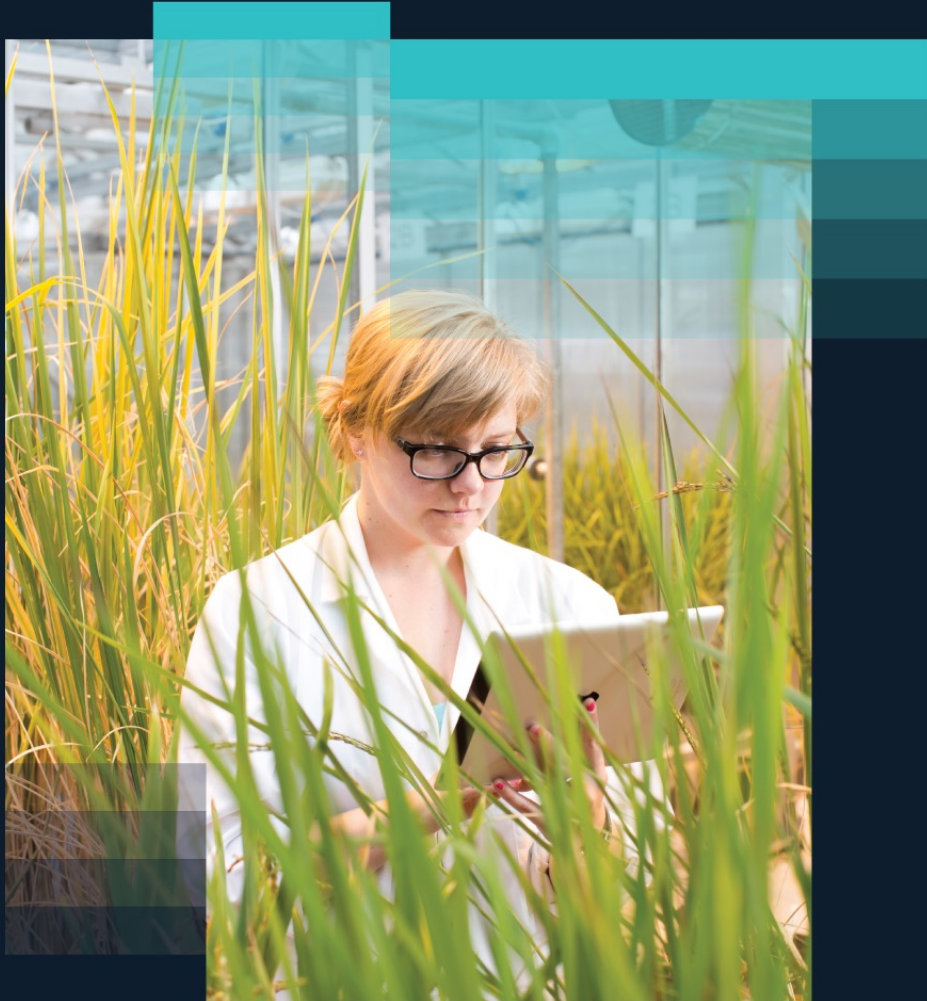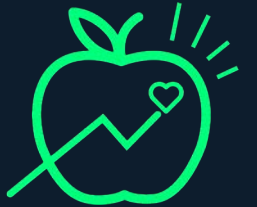# Data and Artificial Intelligence

We have carried out research in data science and artificial intelligence for more than 30 years and are continuing to discover new ways in which they can be applied to improve health and daily life, while also understanding their accountability in society.

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Aberdeen 2040

1, 2, 4, 5, 20 Structure

Foundational Purpose:

Open to all and dedicated to the pursuit of truth in the service of others

Two core activities:
- Education
- Research

Four Themes:
- Inclusive
- Interdisciplinary
- International
- Sustainable

- **Five interdisciplinary challenges:**
  - Health, nutrition and wellbeing
  - Social inclusion and cultural diversity
  - Energy transition
  - Data and artificial intelligence
  - Environment and biodiversity

- **Twenty commitments**
  - 5 for each of the Four Themes

HESPA Strategy Award

June 2021

The University of Aberdeen was awarded HESPA's (Higher Education Strategic Planners Association) Strategy Award for Aberdeen 2040:

"...engaged in a rigorous consultation with students, staff and other stakeholders..."

"clarity on roles, transparency and inclusivity... ensured that high levels of engagement were achieved..."

"...the Staff Survey carried out in autumn 2020 – in the midst of the Covid-19 pandemic – clearly demonstrated the success of the developmental and implementation process for the strategy."

Staff engagement with Aberdeen 2040

Staff Survey autumn 2020

Understanding of and engagement with the Strategy:

- 92% of staff respondents felt the senior management team had set out a clear vision of where the University was headed with A2040, compared to 38% in 2018

- **91% of staff identified with the commitments set out in Aberdeen 2040**, compared to 47% identification with the previous strategy in 2018.

- **This figure remained unchanged at 91% in the autumn 2022 survey.**

Aberdeen 2040 Implementation

- **Aberdeen 2040 Implementation Plan to 2025**, with an action plan per commitment, plus an additional plan for league table performance, each with three high-level objectives to 2025, and up to three one-year priority actions set against each objective

- Every commitment also has a dedicated KPI

- Three-year School Plans monitored through an annual institutional planning round. School progressed tracked via Performance Indicators.

- Three-year Directorate Plans monitored through an annual institutional planning round. Performance Indicators for Directorates under development this year.

- Added plans for Education, Research, Regional from 2022/23.

Driving implementation: sample from the A2040 Implementation Plan

Inclusive Theme			Actions				Performance Measurement		
No	Commitment	SMT Lead	No	2025 High-Level Action	No	Main 1-Year Activities (2021-22)	Key Performance Indicator (KPI)	Baseline	2025 Target
5	We will eliminate pay gaps across all protected characteristics	DD	1	Data: develop our capacity to effectively gather, analyse and monitor the data in relation to all protected characteristics.	1.1	Undertake an Equal Pay Audit	Standardised Gender Pay Gap report, published by Scottish Government, currently used sector-wide.

Note: race and other paygaps will follow | Initial focus is on gender

Gender Pay Gap:

2020 Median – 20.2%

(2017 Median - 22.2%) | 2025 Median - 17% or lower. |
					1.2	Implement the actions associated with the Gender Pay Gap Report.			
					1.3	Obtain more accurate data on protected characteristics, particularly in the area of disability, to assist in monotoring the gap in all areas.			
			2	Recruitment: ensure that the approach to the recruitment of staff, including the determination of pay levels for staff on recruitment, supports the achievement of the Commitment.	2.1	Implement revised recruitment procedures including adopting the Rooney Rule to assist with improving data associated with race.			
					2.2	Continue the work of the harmonisation working group and review the pay spine.			
			3	Progression and reward: ensure that the approach to career progression, financial recognition and reward for staff supports progress towards the achievement of the Commitment, notably at the senior level.	3.1	Develop an understanding of options associated with senior staff pay banding.			

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University, School & Directorate Annual Planning Process

Oct / Nov	December	January	Feb / Mar	April	June	Sept/Oct
Annual Planning Day Event	Schools & Directorates issued planning documents for preparation	Bi-annual update to SMT on A2040 implementation	School & Directorate annual reviews with SMT	School & Directorate Budgets finalised	Report budget proposals to SMT, FRC and Court for approval	Annual progress report to Court via SMT on A2040

Annual Planning Day

School & Directorate Annual Reviews

A2040 Report to Court

Agreed Key Performance Indicators monitored and inform progress throughout.

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Aberdeen 2040 KPIs

| No	Commitment	Key Performance Indicator (KPI)
1	We will care for the **wellbeing, health and safety** of our diverse community, supporting and developing our people to achieve their full potential	Responses to relevant questions in **staff and student surveys** relating to learning, development, health and wellbeing, and safety.
2	We will encourage **widening access to study**, by having fair and flexible entry routes, offering diverse qualifications and providing a range of modes of delivery; our students will be able to succeed whatever their personal and social background	Percentage of Scottish UG **entrants from areas of multiple deprivation** (MD20).
3	We will develop a **research portfolio that promotes national and international collaboration** with stakeholders, including companies, organisations and governments	Value of and percentage of **research grants awarded with external partners** (Non-HEI e.g., industry, NGOs, government partners).
4	We will secure the highest standards of **equality, diversity and inclusion**, achieving accreditation across multiple strands and characteristics	High-quality **accreditations** of inclusiveness.
5	We will eliminate **pay gaps** across all protected characteristics	**Standardised Gender Pay Gap report** published by Scottish Government. (focus on other pay gaps will follow, including Race, in due course).
6	We will support a learning culture in which all our staff and students can **exchange ideas and expertise across intellectual areas** and organisational structures	Responses to relevant questions in **staff and student surveys** relating to exchange of ideas across intellectual areas and organisational structures
7	We will design **new courses and programmes which encourage interdisciplinary learning**, and ensure that all our students can experience innovative, challenge-led education involving external stakeholders.	Selected questions from sector-wide **National Student Survey**.
8	We will build networks across our community to foster **interdisciplinary interactions between our subject research strengths**, using and sharing expertise to drive new understanding	The proportion of **research outputs** with university author/co-author assigned to more than one broad research area (defined by Web of Science).
9	We will listen to and work with external stakeholders regionally and globally to build **partnerships that deliver imaginative solutions** to societal and industrial challenges.	**Times Higher Education Impact Ranking**
10	We will develop our digital systems and enhance our buildings to create **virtual and physical spaces that enable interdisciplinary exchange and innovation**.	Responses to relevant questions in **staff and student surveys** relating to physical and virtual spaces and how they enable interdisciplinary exchange and innovation

Aberdeen 2040 KPIs (cont.)

No.	Commitment	Key Performance Indicator (KPI)
11	We will provide an **international education** to learners from all around the world, becoming a more diverse and multicultural community.	a) Size and proportion of **international student population**. b) Diversity in the **country of origin** for the international population
12	We will equip our graduates for global employment through our curriculum and teaching methods.	Graduate Outcomes Survey - % of those in **graduate level employment** or further study
13	We will harness our research expertise to form **partnerships and networks around the world** to meet the challenges of our age	Percentage of **outputs with international co-authors**
14	We will ensure all our students can have an **international experience**, by studying abroad or working collaboratively with international partners	Percentage of students undertaking **international study abroad**. *Measure of Collaborative Online International Learning (COIL) will also be developed in due course.*
15	We will develop our campuses and processes to create a **caring environment that is alert to cultural differences**	Responses to relevant questions in **staff and student surveys** relating to the campus environment
16	We will encourage everyone within our community to **work and live sustainably**, recognising the importance of our time, energy and resilience.	**Business Travel Emissions** – tCO2e
17	We will educate all our students and staff to be leaders in **protecting the environment**	Selected questions from sector-wide **National Student Survey** for students. Sustainability training for staff.
18	We will excel in **research that addresses the climate emergency**, enables energy transition and the preservation of biodiversity	The combined number of **outputs generated relating to UN Sustainable Development Goals** addressing climate change and biodiversity. *Work to explore measuring quality also due to take place*.
19	We will achieve **net zero** carbon emissions before 2040	**Net carbon emissions** per year: Emissions (Scope 1 & 2) expressed in tCO2e.
20	We will generate resources for **investment in education and research** year on year, so that we can continue to develop the people, ideas and actions that help us to fulfil our purpose.	**Annual revenue growth and underlying surplus** as a percentage of turnover.
NA	Composite **League Table** Metric	UK ranking in each of five national and international **league tables**

Key areas of current focus

- Financial sustainability through income growth in challenging times
- Major Estates projects (King's Project & new Business School) to support income growth
- Wider review of our Estates needs over the next 10-20 years now underway
- Building research capacity and research quality, including interdisciplinarity
- Building external connectivity regionally and globally for impact
- Care for the wellbeing, health and safety of our diverse community, supporting and developing our people to achieve their full potential (Aberdeen 2040 commitment 1)

Total Revenue for 2017 - 2023
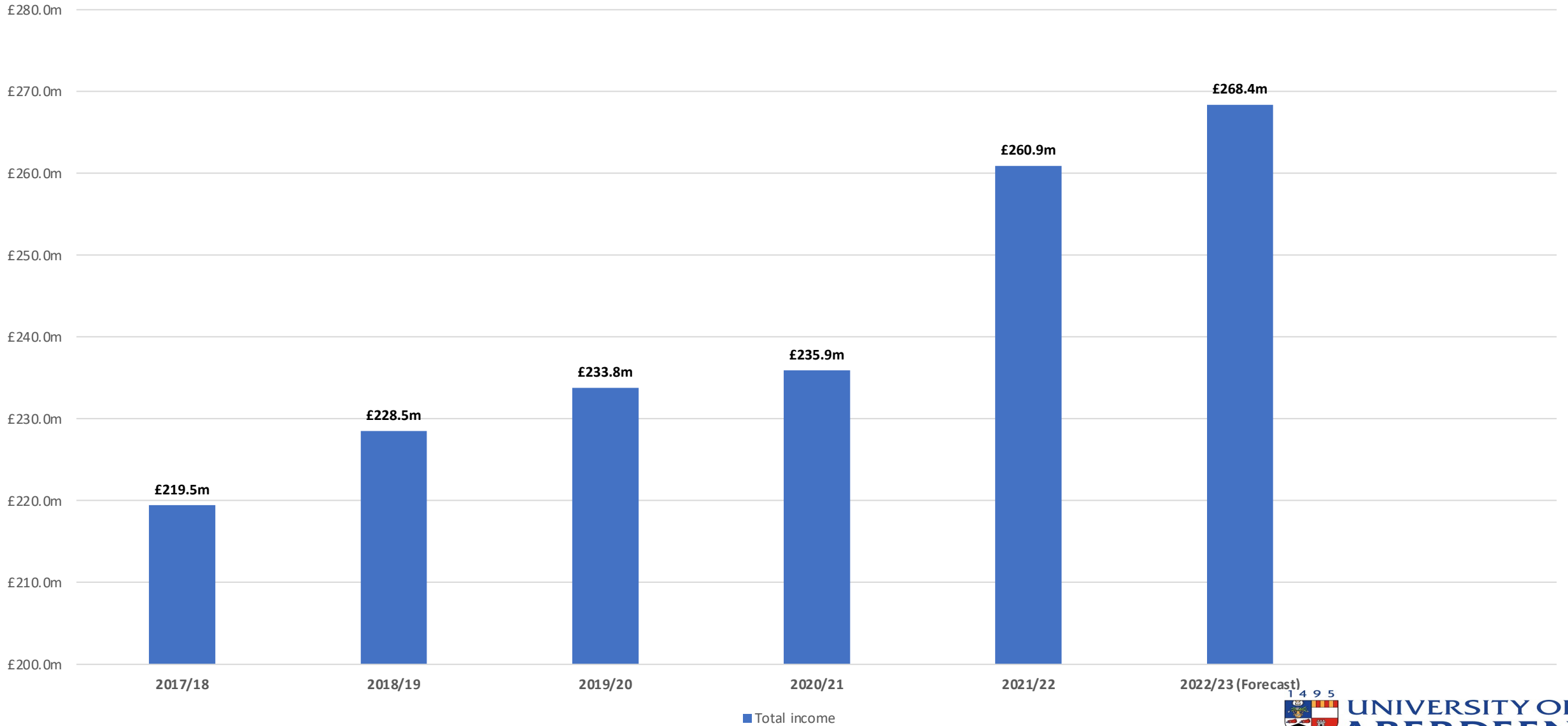
Aberdeen 2040 – Reflections on Implementation

Detailed Implementation Plan to 2025 has advantages and disadvantages

Advantages

- Clear link between strategy, plans, actions and progress monitoring

- Collective ownership by the Senior Management Team

- Strong alignment of all parts of the University with Aberdeen 2040

- Good visibility of data, and understanding of performance

Disadvantages

- Risk that we take on too many things – the number of commitments / KPIs and the plan template can drive proliferation of actions. In practice there is a lot of talk of needing to prioritise elements of the implementation plan each year

- Risk that implementation plan is not as visible to staff as Aberdeen 2040 itself

Questions and discussion

For more information on Aberdeen 2040 visit:

https://www.abdn.ac.uk/2040/

Day 1: Strategic Challenges and Opportunities (Breakout Groups, 11.15-12.30pm)

1. What strategic opportunities and challenges do UVM and Aberdeen have in common?
2. What enables and/or constrains the effective implementation of strategy at UVM and at Aberdeen?
3. What could leaders do differently to better implement strategy at UVM and the University of Aberdeen? How might they be better supported?
Followed by report backs and plenary discussion (what can we learn from each other?

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Working Lunch
(12.30-2.00pm)