

BIBBY **b** RUMBELOW

Providing practical solutions that work

LIST OF SERVICES AND PROGRAMMES



What we do

NSS and academic performance management

We work with institutions to improve National Student Survey (NSS) scores. We have examples of improving course overall satisfaction scores by more than 30%.

Innovation, enterprise and CPD

In one university the strategy and business plan we wrote and helped to implement for enterprise played a pivotal part in seeing the institution rise 20 places in the HEBCIS rankings.

Leadership, senior staff mentoring and coaching

We work individually and in small teams to support senior staff in decision making as well as strategic and organisational development. Recently we supported a Director of Education through a successful departmental restructure process.

Online and distance learning

We write, version and advise on online and distance learning packages. Recently we worked for a professional body within the construction industry producing a set of materials for employer mentors. The package was well received by senior learning and development executives in leading national construction companies.

Staff development training, masterclasses and skills development

Our specialist programmes can be bespoke, and have been delivered to small groups and across whole institutions. We have delivered more than 100 masterclasses with 95% of our clients re-booking.

National Student Survey and academic performance management

National Student Survey (NSS)

Working with individual academics, course teams, whole schools and faculties, we aim to improve NSS scores. We have examples of improving course overall satisfaction scores by more than 30%.

Our approach is based on a tried and tested methodology, and typically begins in September/October after analysis of the previous year's NSS results. After an initial diagnostic report, where we talk with individual academics and course teams and review available data, we suggest actions to address problem areas within NSS.

We then provide on-the-job coaching, offering targeted mentoring and staff development for individuals and groups from September to February. Our aim is to create a positive environment to implement improvement. Throughout the period we supply regular data on progress to senior teams and are happy to work to specific targets in terms of focused improvement.

We conclude our programme with advice on how to sustain improvements made.

Academic performance management

Our experience working in HE and as consultants tells us that performance problems with academics need a specific approach which can challenge their managers. We provide support for line managers to deal confidently with difficult individuals or teams of academics.

We make an independent, detailed assessment of the problem, report on it and agree a way forward. We then work closely with the manager, the management team and often the underperforming academics themselves to support and coach them to deliver the solution.

We play an active role in monitoring progress towards identified milestones and targets. Ultimately we will also support managers where decisive actions need to be taken.

We are happy to arrange for you to speak to clients who we have worked with in both these sensitive areas.



Innovation, enterprise and CPD

We have created and helped implement successful strategies to inspire, kick start or grow existing enterprise, innovation, business development, consultancy and CPD activity. The strategy and business plan we wrote and helped to implement in one university has played a pivotal part in their rising 20 places in the HEBCIS rankings.

We are experienced in bringing together faculties and departments to generate shared, achievable visions, and practical and risk assured strategies that reflect the marketplace. These are all underpinned by detailed operational plans and targets. In many instances we have also helped to introduce and implement the plans, preparing staff, systems and academic offers to ensure the work keeps to agreed timescales and targets.

We make sure senior staff and new academics understand what commercialising their work entails and how to achieve it amidst existing priorities and competing demands on their time. In addition, we ensure that policies, practical skills, planning, funding and resourcing are aligned to support growth, and will work with faculty to approach the market and secure new business when required.

In addition, we get involved in organising and delivering work – beyond simply writing plans and strategies. Perhaps surprisingly, we do much of the time-consuming work, including preparing papers for committees, coaching senior managers, running staff development and training sessions to support the work, and monitoring the implementation of new systems and activity.

Long projects include:

- Enterprise and business development strategy and implementation – University of Leicester
- Business engagement and enterprise skills and support for all staff – Southampton Solent University
- Introducing enterprise and supporting schools to implement enterprise plans – Teesside University

Short projects include:

- CPD review and strategy – University of Leicester, Queen Mary University of London
- Consultancy strategy – City University
- Support for HEFCE Catalyst Fund application, strategy and operations for regional funding – University of Leicester
- Developing academic enterprise – Canterbury Christ Church University
- Review of commercial enterprise operations – Middlesex University



Leadership, senior staff mentoring and coaching

We work individually and in small teams to support senior staff in decision making as well as strategic and organisational development. Most recently we supported a Director of Education through a successful departmental restructure process. In a number of institutions we have been called in to work with senior staff facing major changes dealing with improving organisational performance or increasing enterprise and flexibility of staff.

Our experience means that we are able provide an additional expert resource and pick up leadership level work at short notice and complete it to deadline.

We typically work alongside senior staff as a critical friend and mentor.

We have assessed and advised the DVC on the structure of commercial enterprise at a university.

We work on a continuing basis at a number of institutions supporting PVCs, Deans and Directors, for example, we have supported a PVC to introduce a new line-management system for academic staff across the university.

We have mentored a Director of Education in possible approaches to and implementation of a departmental restructure.

We are valued for our discretion, initiative and flexibility. We are confident in working at senior level and offer both formal and informal support, in person or in writing. We have joined senior meetings, supported clients at high-level internal and external presentations and can provide an extra pair of hands to ease workload.



Online and distance learning

We write online and distance learning packages for academic and employer audiences. Recent projects include:

- writing a skills development learning package for employer mentors in the construction industry for a professional body;
- writing guidance for academics to version face-to-face teaching into online learning packages;
- designing, writing and delivering a five-module staff development package to assist academics in writing engaging distance and online learning materials for a private university.

Our signature style is accessible and practically focused. We use a learning narrative, activities and scenarios to make the learning process as active as possible to support learners' retention and completion. Recognising that some elements of face-to-face teaching where practicable can increase motivation for distance learners, we also offer blended learning packages and use technology in our learning design.

Recently we have written for the Higher Education Academy, the Construction Industry Training Board, and Open Resources in Built Environment Education. Our team also has experience of authoring staff development and course material for the Open University.

The main subject area of our distance learning is to develop the skills of HE administrative or academic staff, but we are also able to version content in other areas.



Staff development training, masterclasses and skills development

At the heart of our range of staff development programmes for HE institutions is a series of participative and challenging masterclass workshops. Available to single institutions, each masterclass focuses on a key area in the development, management or leadership of HE. These are designed with a practical 'how to do it' approach and are delivered by specialists who have significant HE experience at senior level.

Universities have undertaken masterclasses to:

- develop fresh approaches to help tackle tough problems;
- hone and extend specific knowledge and practical skills of staff in relation to key issues;
- explore the issues and implications involved in successfully working in areas they have little experience of;
- refresh and revitalise the outlook of key staff connect and catalyse the sharing of experience across the university.

The workshops, delivered to single faculty teams and to wider cross-university groups, are designed to accommodate up to 30 participants and fall into four categories:

- Business development and enterprise
- HE organisation and academic development
- Student learning and curriculum management and development
- Masterclasses for professional services staff
- Innovation, enterprise and business development

We are able to present some of our masterclasses as distance or blended learning. In addition to the masterclasses we also provide:

Workshop and walkthrough:

A combination of a one-day masterclass and one day of consultancy support to help you take the next steps and ensure what was agreed and learned is introduced and implemented.

Short specialist skills training sessions for academic staff:

These include costing and pricing; sales, presentations and negotiations; business planning and managing performance; setting objectives.

Long programmes for introducing and supporting specific change:

Programmes include Service Plus, a bottom-up methodology for capturing innovation and improving efficiency and customer service.



Our approach

Most of our work is bespoke – we use our experience to suggest solutions that suit your particular circumstances.

We have a wide range of experience of HE both as consultants and academics. We understand HE systems, policies and procedures and take into account HE norms in our work. However we are also prepared to challenge these norms if appropriate.

We sometimes advise, but usually we work alongside HE staff to produce solutions and meet deadlines. We write policy papers, create structures, help manage people – but most of all we help get things done.

We are trusted with work at the most senior level and we also work alongside staff at all levels to influence student experience.

The bespoke nature of our work means we are happy to start small so that you can get to know us and our work and we can tailor what we do to your particular needs.

We are comfortable to work to agreed targets both in terms of your organisation or nationally recorded statistics.

You can find more information about our work and programmes at www.bibbyrumbelow.com



Clients

University of Bath
Canterbury Christ Church University
City University London
College of Estate Management
Construction Industry Training Board
De Montfort University
University of Derby
European Universities Continuing Education Network
Guildhall School of Music and Dance
HE STEM England
HE STEM Wales
Higher Education Academy
University of Leicester
Middlesex University
Northumbria University
Quality Assurance Agency
Queen Mary University of London
University of Salford
SOAS, University of London.
Southampton Solent University
Teesside University
Ulster University
Warsash Maritime Academy

LONG PROGRAMMES

Performance improvement and management

- Academy Plus
- Service Plus
- NSS score improvement
- Performance management

MASTERCLASSES & WORKSHOPS

6 masterclasses in business development & enterprise

- Producing effective business engagement plans
- How to make successful contact with employers
- Developing a realistic strategy and value proposition
- Understanding your market
- Developing enterprising staff and students
- Accrediting existing employer learning

5 masterclasses in HE organisation and academic development

- Leading academic teams effectively
- Improving HE performance by effective succession planning
- Designing, writing and managing against performance objectives
- Making the most of appraisal
- Appraisal at senior level

5 masterclasses in student learning, curriculum development and management

- Teaching and supporting students at a distance
- Versioning face to face learning resources for distance learning
- Managing distance learning courses
- Giving excellent feedback on student assignments
- Assessment and quality assurance for work based learning

WORKSHOP AND WALKTHROUGHS IN COMMERCIAL ENTERPRISE

4 workshops paired with a day's consultancy

- Incentivising and motivating staff to undertake enterprise activities
- Working externally to generate income: initial steps
- Building effective working relationships with business
- Managing the interface between employer and the university systems and processes

BUSINESS DEVELOPMENT SERVICES

4 specialist services in commercialising HE knowledge and enterprise

- HE commercialisation elite team to help with IPR, TT, legal, financial, investment and spin out
- Development and training for enterprise staff
- Business development support service – preparation of plans, proposals, bids and presentations
- Producing enterprising and employable students

ONLINE & DISTANCE LEARNING

Producing effective online and distance learning programmes

- Writing engaging online and distance learning
- Supporting students at a distance
- Designing online learning and distance learning assessments
- Giving effective feedback
- Ensuring quality in online and distance learning

CONSULTANCY including

Professional support in a range of areas including

- Work-based learning and training
- Marketing learning, training and commercial services
- Commercialising HE knowledge and enterprise
- Strategic and business planning
- Assessment and analysis of business and commercial operations
- Performance improvement and management in HE
- Appraisal and objective setting
- Researching and identifying your market
- Approaching your market
- Engaging your market
- Developing new propositions for the market

COACHING AND MENTORING

Customised for senior managers and managers of academic, central or professional service areas

- Through major restructuring
- To develop and produce effective strategies for innovation and enterprise
- Through turnaround of underperforming areas
- To Improve operational performance