Policy, strategy and quality approach at Université de Lorraine

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Understanding strategic context of Université de Lorraine

Young

- Funded in 2012 (6 years old !)
- by mergure of 4 former universities

➔ **Organizational Big Bang**
  ➢ Advantage: everything has been reinvented (one lifetime occasion for innovation, including quality management!)
  ➢ Inconvenient: organizational exhaustion (« can someone please push the pause button ? »)

1- Understanding our strategic context (2/4)

Large

- 65000 students, 7000 staffs
- 600 M€ budget
- 54 locations
- 40 faculties, institutes or Grandes Ecoles, 60 laboratories
- 16 management teams
- All academic fields, all kind of diploma

➔**Complexity**
  ➢Very deep and large product line
  ➢No geographical or inborn organizational cultural unity

Superb

- Rank 10 amonght french universities

- Approx. 200th Schanghai ranking

- 1st center of training for ingeniors in France

- Recognized as an excellence cluster in France

➔ **Tangible assets with margin of improvement**
  ➢ Our first handicap: self depreciation / self bashing

Public

- Student fees = 1,5% of total incomes
- Public funding = 85% of total incomes
- French public policy for universities :
  - Progressive and insidious decrease of public support to universities
  - Ambivalent policy : universities must provide good qualitiy training for everyone and at the same time they must excel in international ranking

➜ **Doing better with less resources + finding new resources**

➜ **Endorsing public services (all fields) and aiming for international excellence (some fields)**

Policy, strategy and operations (PSO)

What are we talking about ?

« Strategy » = part of Newspeak ?

"Don't you see that the whole aim of Newspeak is to narrow the range of thought? In the end we shall make thought-crime literally impossible, because there will be no words in which to express it. Every concept that can ever be needed will be expressed by exactly one word, with its meaning rigidly defined and all its subsidiary meanings rubbed out and forgotten…"
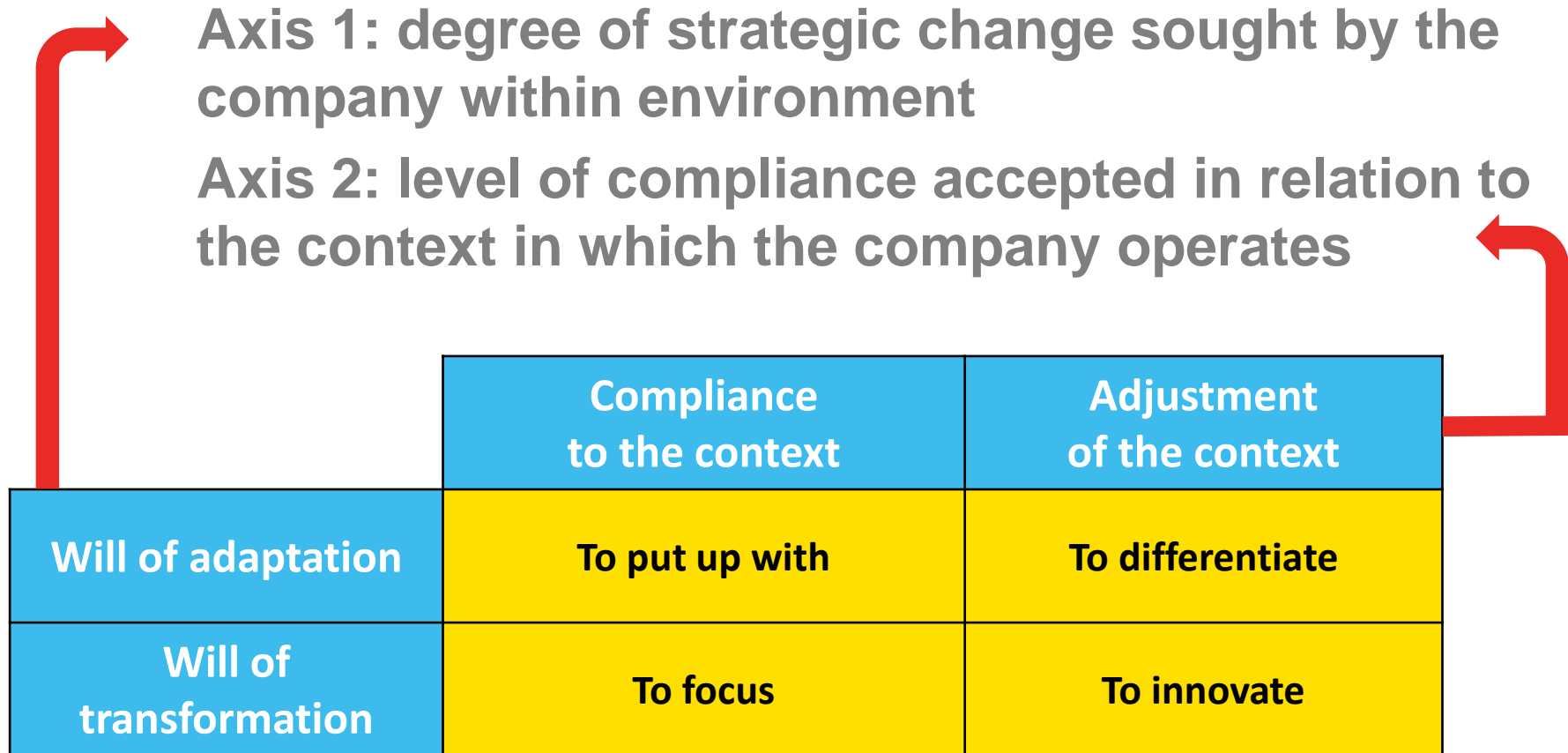
Georges Orwell - 1984

Strategy = overused notion :
➔ **everything is strategic… therefore nothing is strategic anymore**

Back to basics : a matrix of strategic objectives

Axis 1: degree of strategic change sought by the company within environment

Axis 2: level of compliance accepted in relation to the context in which the company operates

	Compliance to the context	Adjustment of the context
Will of adaptation	**To put up with**	**To differentiate**
Will of transformation	**To focus**	**To innovate**

Can this matrix be applied to universities?

PSO : different levels of decision

|	Policy	Strategy	Operations
Perspective	**Long term**	**Medium term**	**Short term**
Frequence and level of repetitiveness	**Occasionally Unique and unreplicable**	**Often Organizational routine**	**Many repetitive decisions**
Uncertainty	**Very high**	**Average**	**Low**
Reversibility	**Very low**	**Average**	**High**
Impact	**Global**	**Partial**	**Local**

(Adapt. from Meier, 2005)

At what level is quality approach relevant: political, strategic or operational?

Stakeholder theory (Freeman – 1984)

Stakeholders	Goal / Interests
Shareholders	Profit, share value, policy and strategy…
Management	Governance, corporate culture, risk, strategy, responsibility, performance, compensation…
Customers	Quality, price, promptness, relationship…
Employees	Salary, security, interesting work, working conditions, health and safety…
Unions	Negociation, Salary, security, working conditions, health and safety…
Suppliers	Price, volume, continuity, partnership …
Investors	Reliability, solvency, cash flow…
Close citizens	Environmental impact, social impact (employment), taxes, risk…
Authorities	Energy and raw materials supplying, logistics, law enforcement, exports, jobs, taxes…
Public opinion	Transparency, ethical behavior, commitment, contribution to the national wealth…

Congruence

Consistency
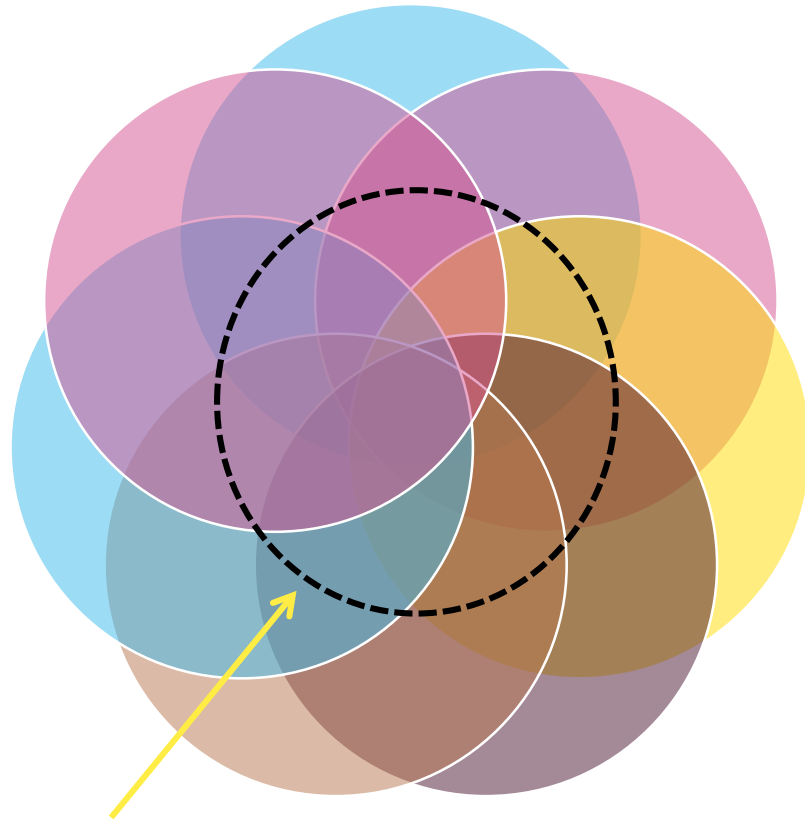
➔ *quality*

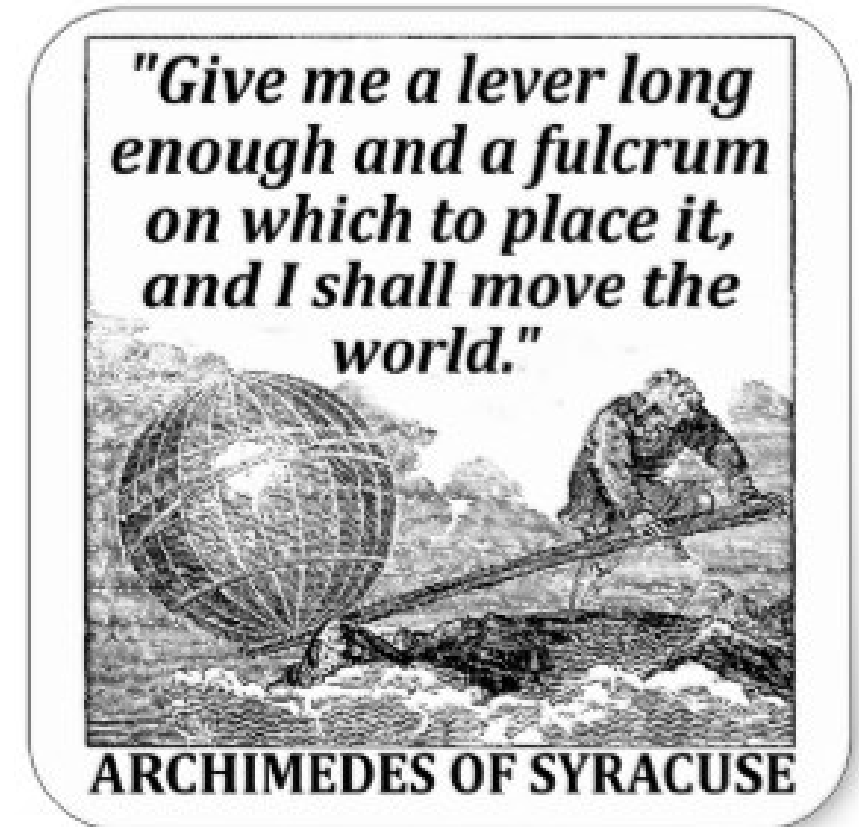**boundaries of the organization**

How is quality involved in consistency stakes ?

What are the levers of power at university?

- Authority ?
- Leadership ?
- Resources (money, positions...) ?
- Information ?
- ... ?

"Give me a lever long enough and a fulcrum on which to place it, and I shall move the world."

ARCHIMEDES OF SYRACUSE

PSO driving force : quality approach

PSO driving force : quality approach

3.1- Quality approach : what is at stake and how to handle it ?

4 levels of action for improvement

Le guide du PDCA – André Chardonnet – Dominique Thibaudon
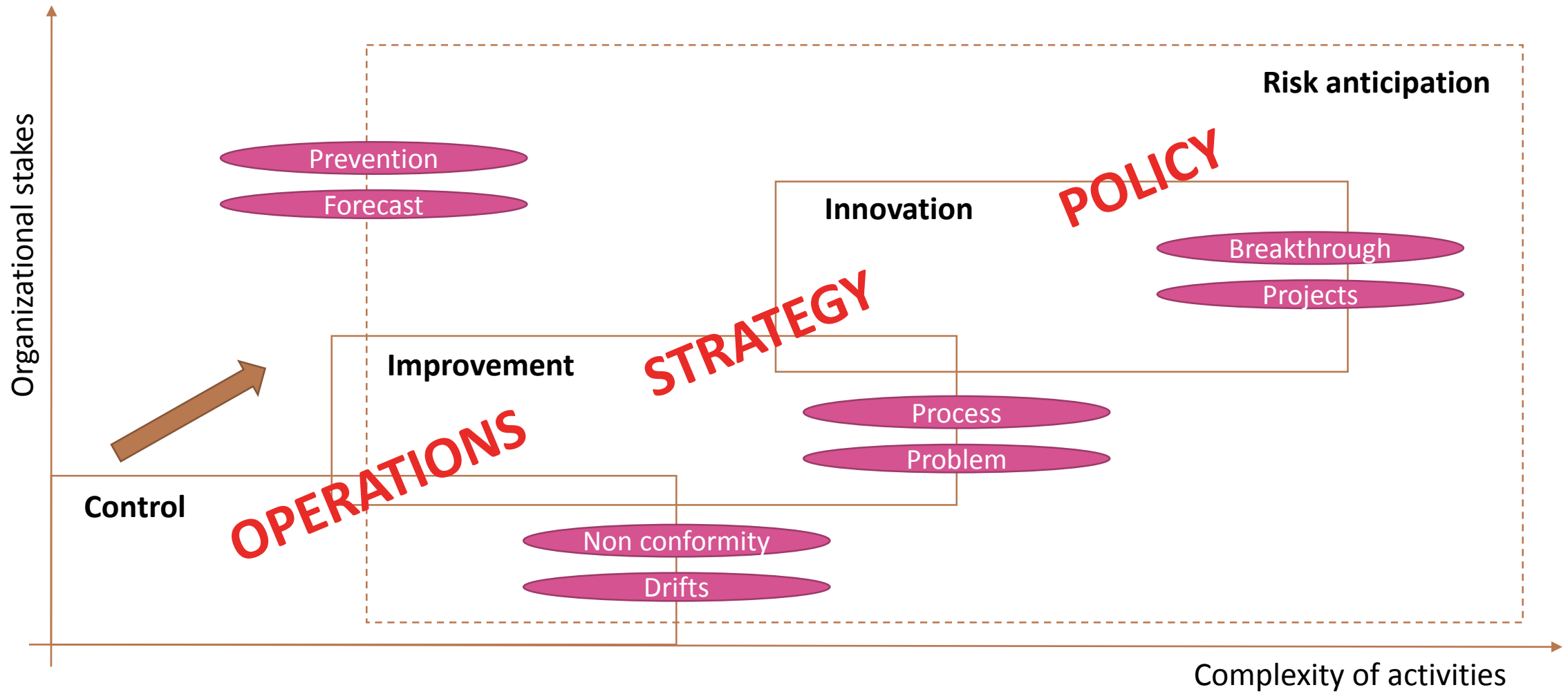
Délégation à l'Aide au Pilotage Et à la Qualité (DAPEQ)
Delegation for Management and Quality Support

- *"DAPEQ is a true engineering, consulting and expertise firm made up of executives, promoting a culture of continuous improvement and organizational development based on quality management and process-based management tools."* – 2012

  ➔ *Direct link with top management*

- A team of 16 executives combining a wide range of skills:
  - Demography, Psychology, Sociology, Social Policy
  - Management Science, Finance, Economics, Accounting
  - Technology, IT, Quality
  - Administration and Management

  ➔ Ability to handle all kinds of PSO issues

DAPEQ's structure: 360-degree response capability

Management Control and Economic Analysis

Dashboards
Economic Mapping
Management dialog
Indicators
Audit
...

Observatory

Student follow-up
Expertise and advice in carrying out statistical surveys and producing statistical information
Analyses (rankings, etc.)

Quality management

Support for the institution's strategic project
Quality approach in research and training
Administrative quality approach
External / internal evaluation

3.2

PSO driving force : quality approach

3.2- Operational and strategic : control and improvement
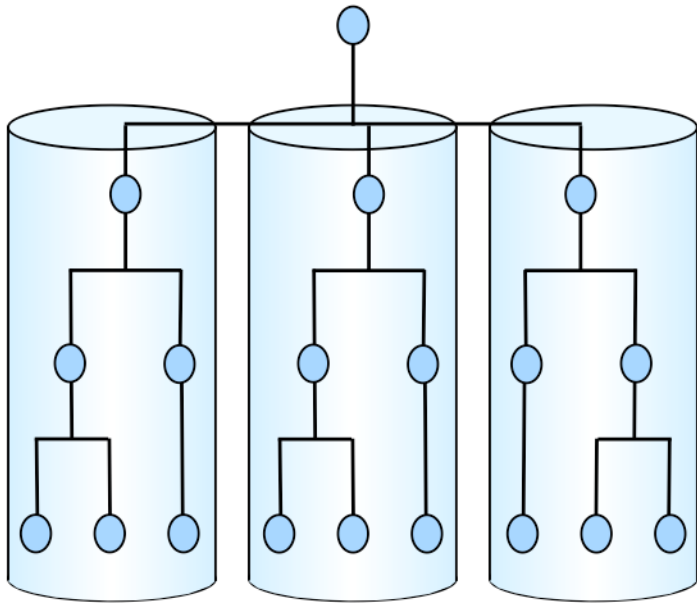
Some illustrations

Taking full advantage of our information system

- UL Dashboards : TBO
- Activity related to our Decision Support Information System: continuous enrichment of TBO themes (APOGEE, ALISSE, DFOIP business page…)
- Key figures, multiple requests for quantified data
- Economic mapping
- Data production for external evaluation
- Monitoring of contractual indicators (aimed at external authorities / within our university)
- Sustainability and simulation tool
- Evaluating Cost Accounting Data: Cost of Activities
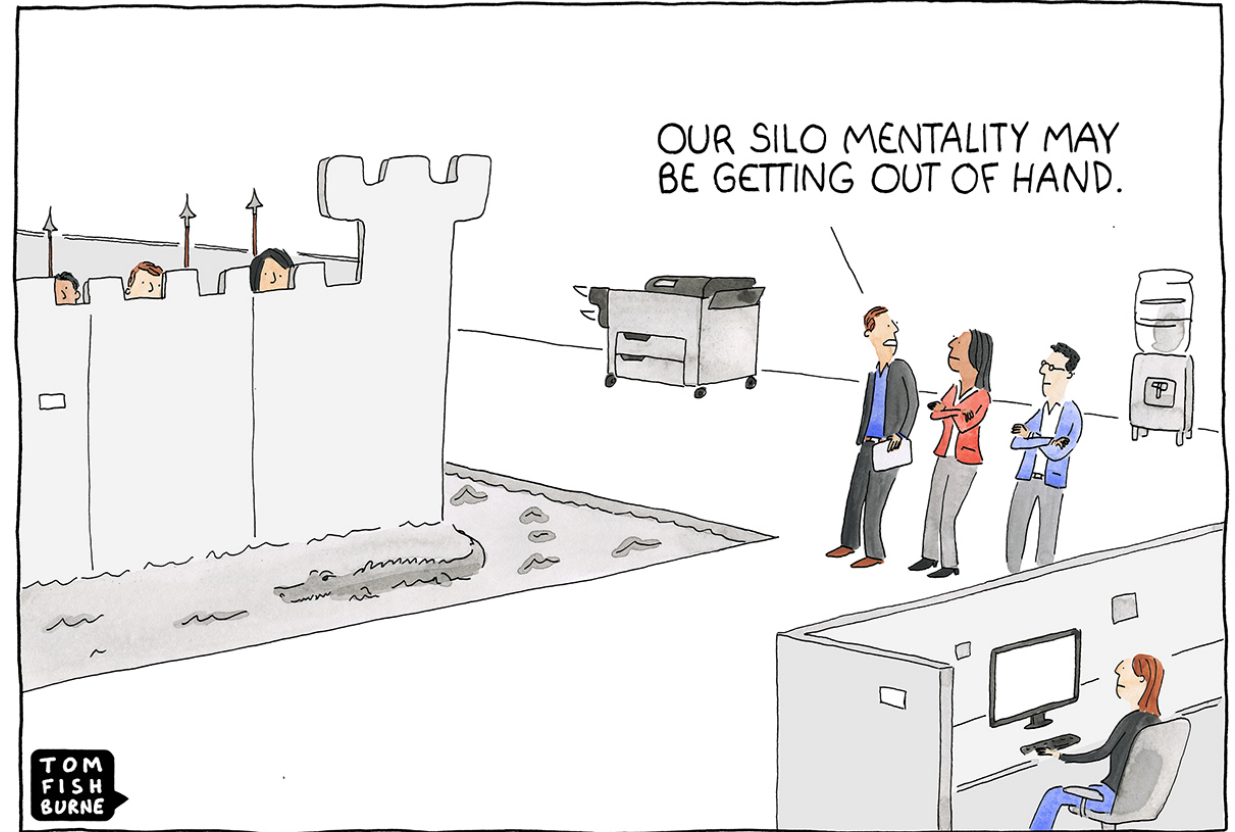- Structure and function repositories

➔ Power of information is placed at the service of the entire community

Compensating side-effects of functional-oriented organization (2)

Functional Barriers   Hierarchical Barriers   Operative Islands

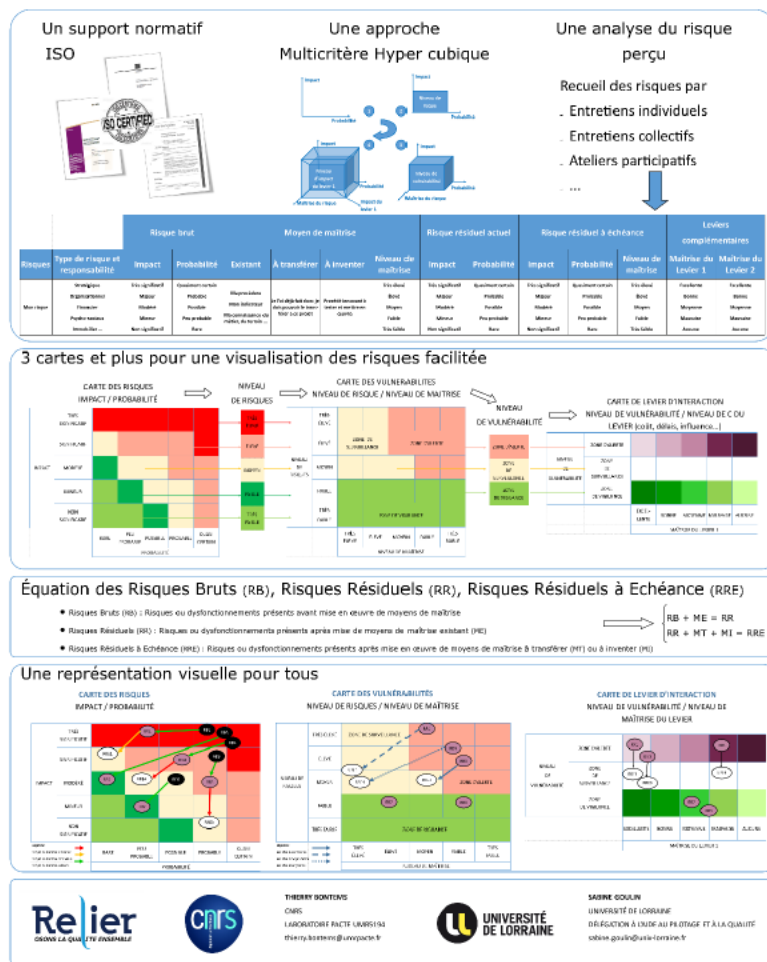*Functional and hierarchical barriers lead to operative islands (Hörrmann and Tiby, 1991)*

➔ Methological support

➔ Quality approach for administrative process

PSO driving force : quality approach

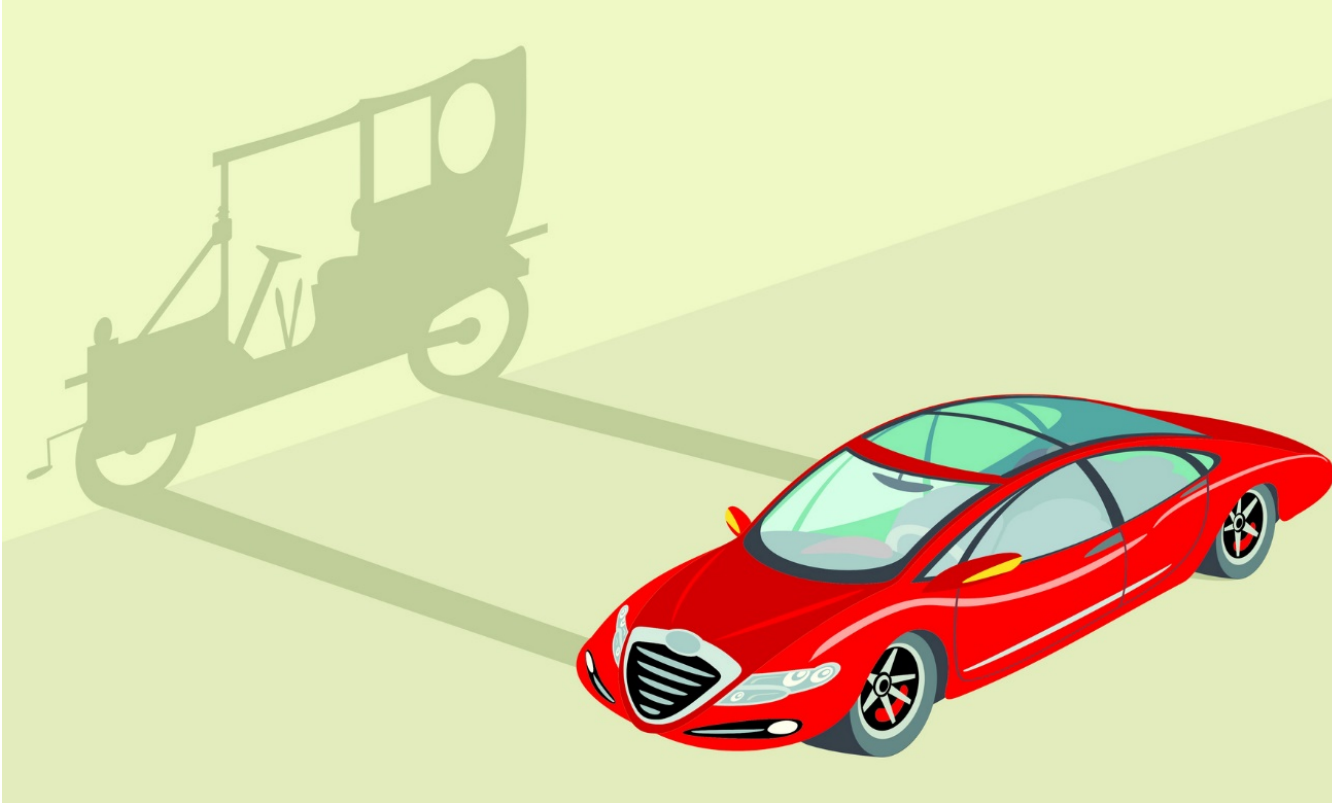3.3- Strategic and politic : innovation and risk anticipation

Some illustrations

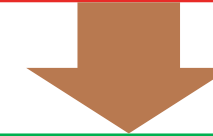**Risk assessment**

Risk treatment

Prospective : major and very difficult cultural shift

"What can I do with what I have?" ➔ "What should I do?"

Collective vision based on the past or, at the best, on present
+ more realistic solutions
- Very limited creativity, repetition

Collective vision based on future
-    **Increased margin of error**
+ Emergence strategy, creativity, agility

➔ **New dominant position in merging field**

PSO driving force : quality approach

3.4- Strategic alignment : bringing everybody together

Overview on Université de Lorraine organization (outrageously simplified)

1
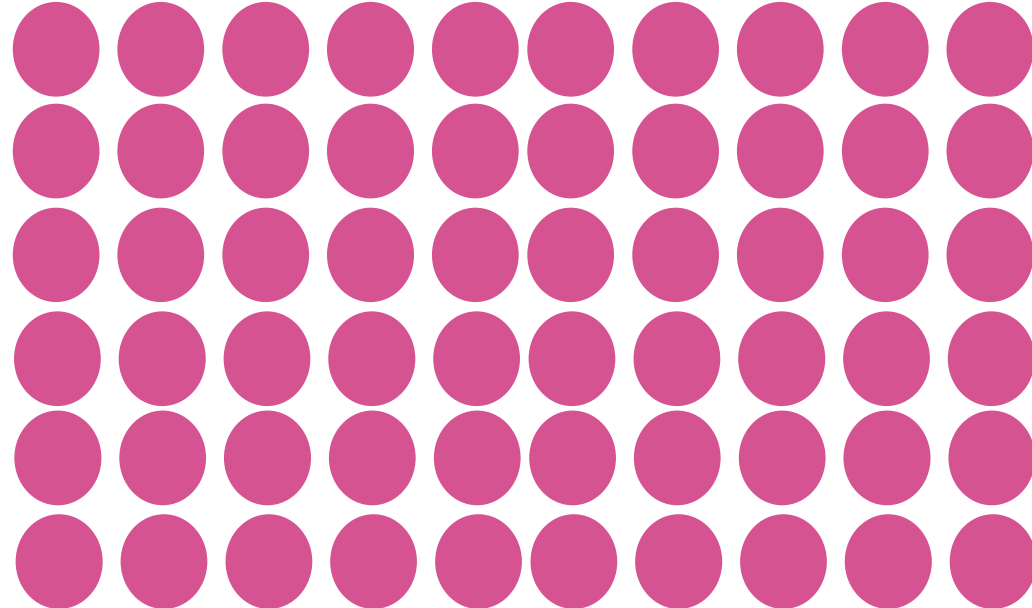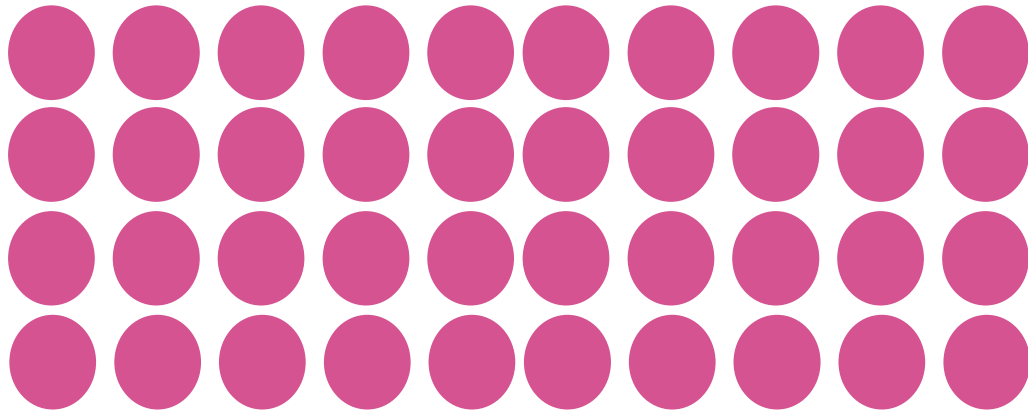
President
Top management

Support management divisions (16)

9 collegiums

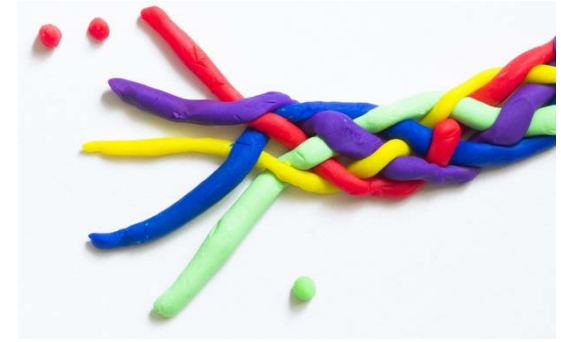10 research hubs

2

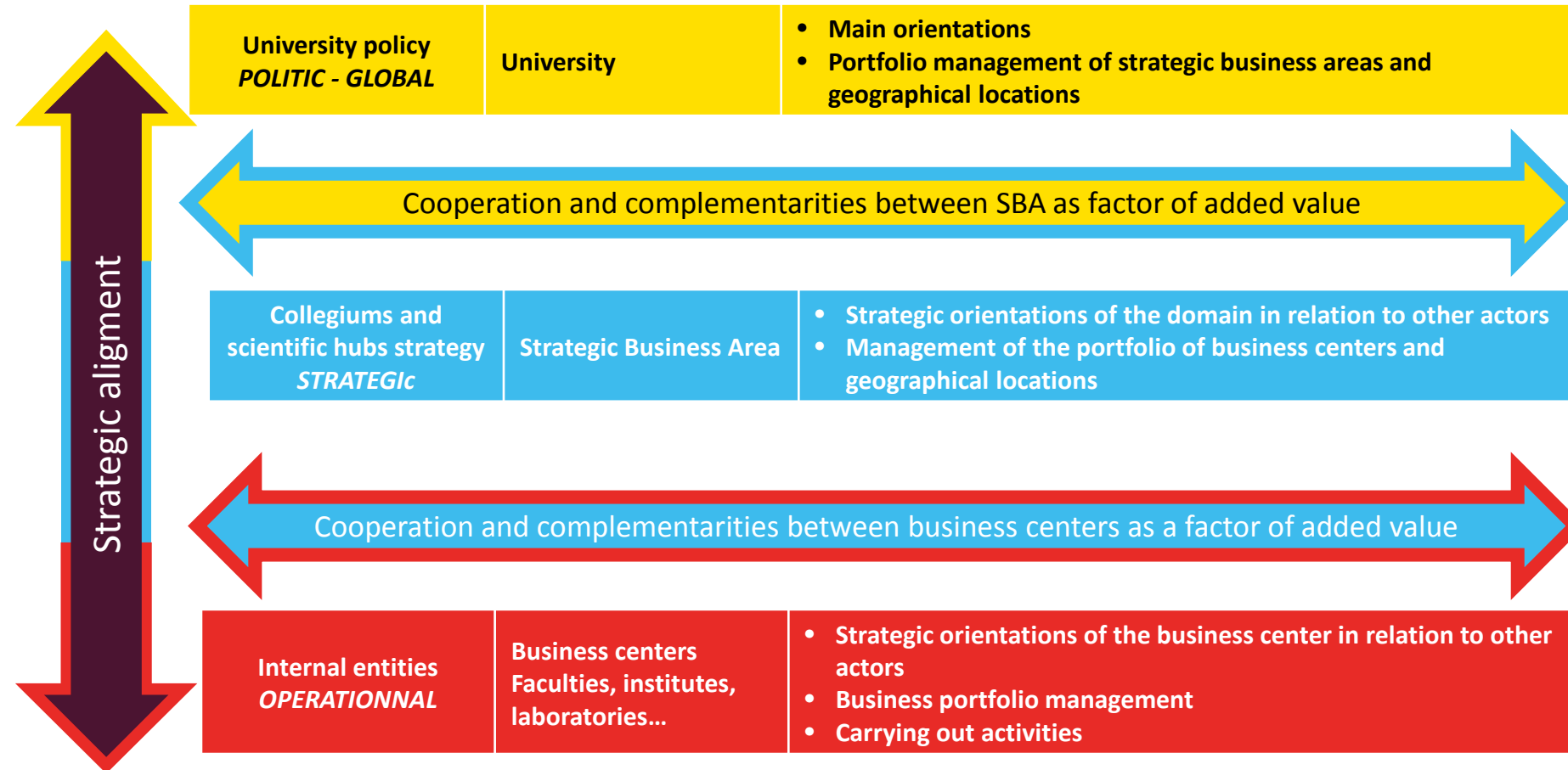40 faculties, institutes, Grandes Ecoles

3

- **Risk treatment : huge risk of discordance, disharmony**

Entry by Strategic Business Area (SBA)

Strategic aligment (vertical label)

University policy POLITIC - GLOBAL	University	• Main orientations • Portfolio management of strategic business areas and geographical locations

Cooperation and complementarities between SBA as factor of added value

Collegiums and scientific hubs strategy STRATEGIc	Strategic Business Area	• Strategic orientations of the domain in relation to other actors • Management of the portfolio of business centers and geographical locations

Cooperation and complementarities between business centers as a factor of added value

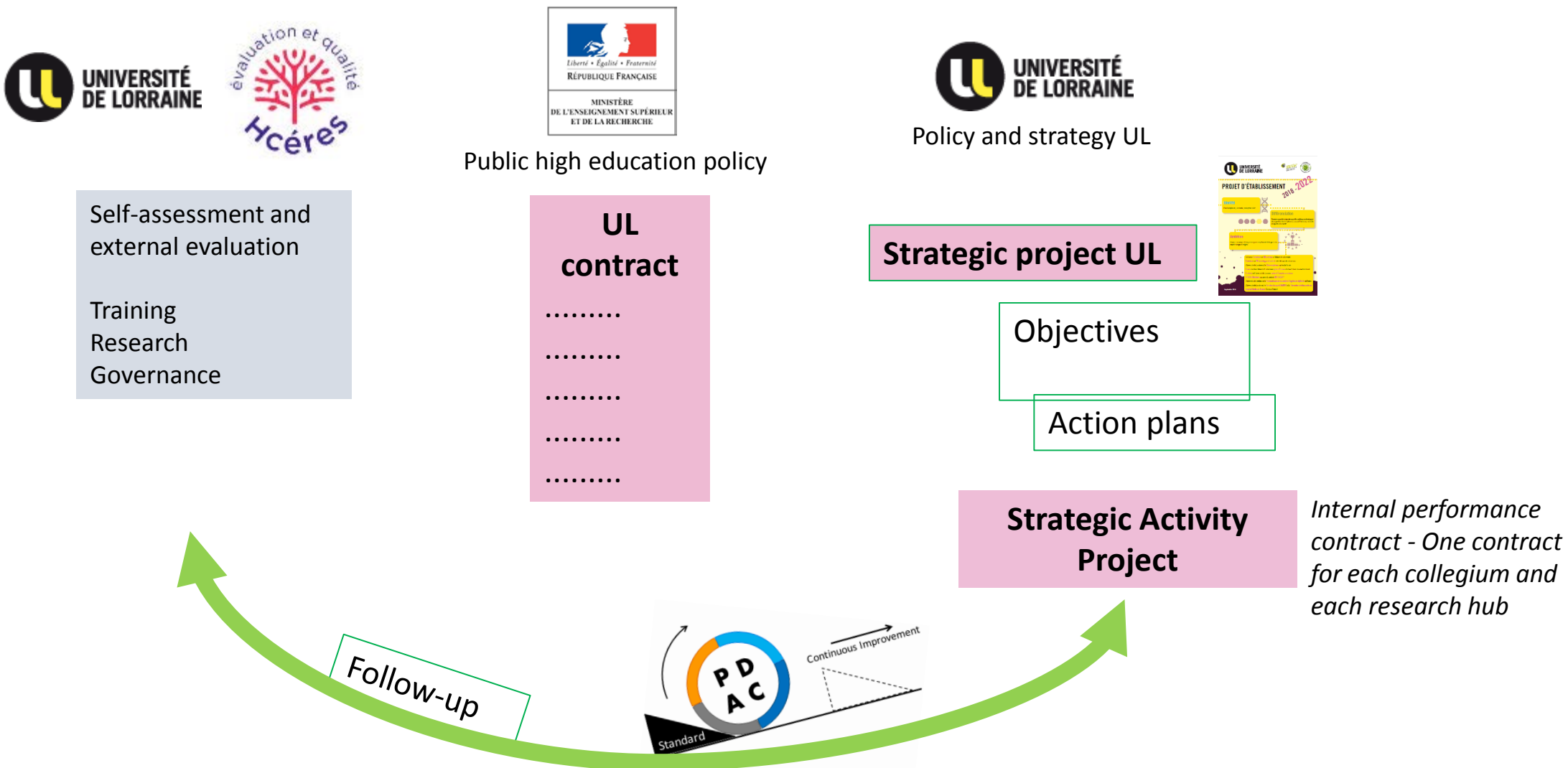| Internal entities OPERATIONNAL	Business centers Faculties, institutes, laboratories…	• Strategic orientations of the business center in relation to other actors • Business portfolio management • Carrying out activities

- collégium and its internal entities
- Scientific hub and its internal entities
- With university governance, in connection with support management division

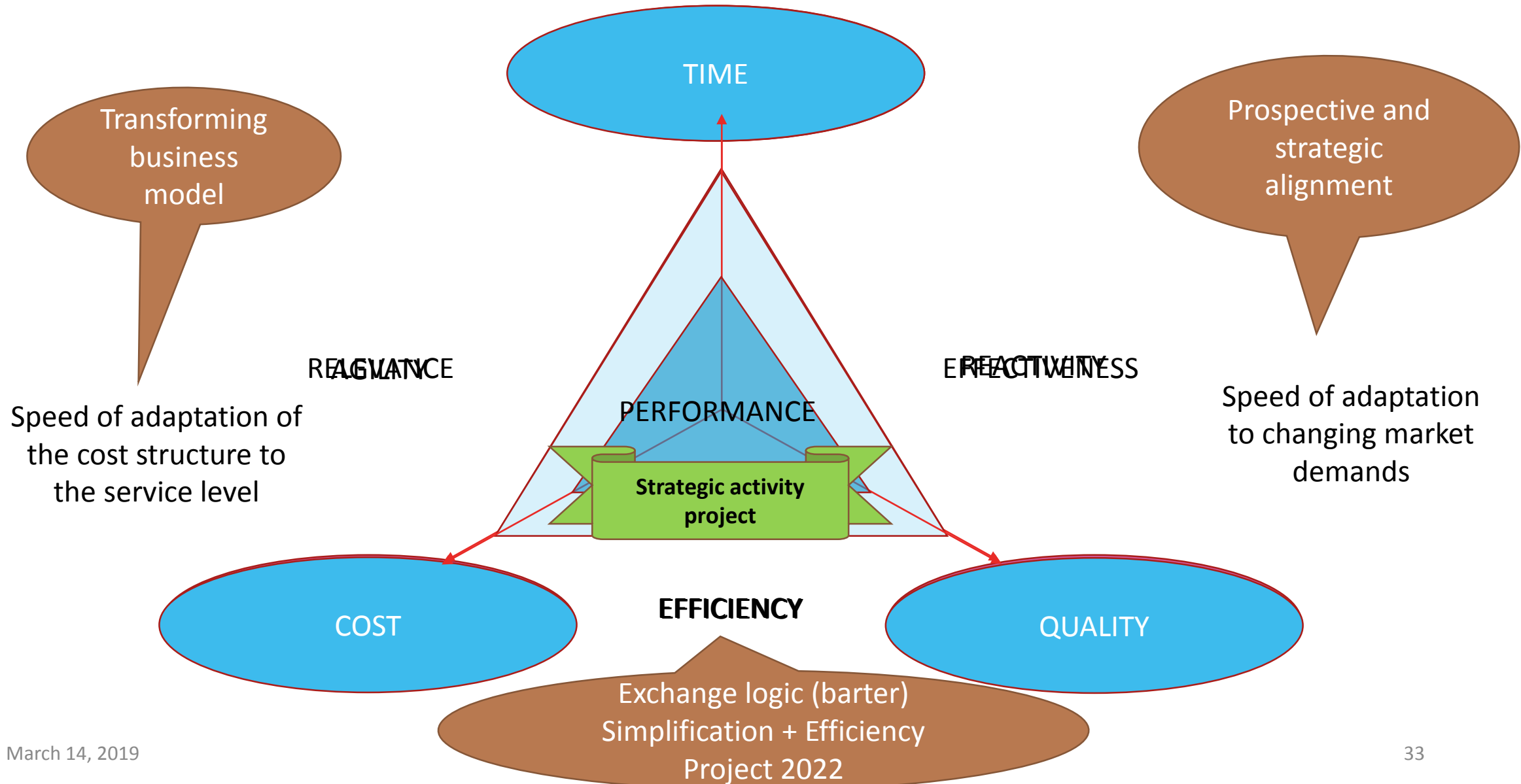# What if we do care about strategic alignment?

- **It's the driving force for a massive changeover**

Evaluation/Project/Implementation 5 years cycle

Public high education policy

Policy and strategy UL

Self-assessment and external evaluation

Training
Research
Governance

UL contract

....
....
....
....
....

Strategic project UL

Objectives

Action plans

Strategic Activity Project

Internal performance contract - One contract for each collegium and each research hub

Follow-up

Continuous Improvement

PDAC

Standard

From performance triangle to the Strategic Activity Project (SAP)

And... all levels are interdependant

Quality / Policy

Quality / Strategy

Quality/ Operational

- One level without the other two is of little use : operational ➜ what is the purpose ?

- One level without the other two is unmanageable: strategy ➜ no way to activate this level if the operational level has not already laid the necessary foundations

- One level without the other two does not make any sense... except if you want to cry alone in the dark.

Quality is the means by which the university's policy is implemented:

- **at all levels of the organization**

- **in all temporalities**