



World-Changing Glasgow Transformation

5 Questions for Professor Muffy Calder

At this stage, what do you think is the most significant achievement or milestone in our transformation?

I think identifying the areas and scope of the professional services review. These services are important to our everyday work, and the review is potentially very broad, so it is encouraging to see a strong rationale has been developed along with six initial design projects.

Large scale transformation is challenging- what lessons have you learned on the journey so far?

The biggest lesson so far is don't try to boil the ocean! It sounds trite, but still it is a helpful reminder to frame problems and solutions.

Many universities are transforming- what do you feel makes our transformation unique?

Our transformation is very much rooted in our organisation, based on what is important to staff in our four Colleges and University services.

As Head of College, how do you champion transformation across the University?

The College management group is now meeting with the Chief Transformation Officer Chris Green every few months, this is a good opportunity for Heads of School to give feedback directly to Chris, and for Chris to ask questions, report on progress, and raise important topics with them.

We have been asking staff to tell us one thing that would improve their daily working life. What would yours be?

I wish people would send me excel spreadsheets that are ready to be printed on A4 paper, in 11 point font! That usually means choosing column widths (and titles and entries) a little more carefully, so they don't take up much space.