





































**Readiness Model for Higher Education: Survey findings - N. Krishan, University of Strathclyde**

Question	Answer																																			
<p>Have any of the following quality initiatives been implemented in your University?</p>	<p>Lean is the most popular methodology being implemented in institutions, as highlighted below</p> <table border="1" data-bbox="555 437 2029 703"> <thead> <tr> <th>#</th> <th>Answer</th> <th>Bar</th> <th>Response</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Lean (please specify duration)</td> <td></td> <td>19</td> <td>90%</td> </tr> <tr> <td>2</td> <td>TQM (please specify duration)</td> <td></td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>Business Process Re-engineering (please specify duration)</td> <td></td> <td>4</td> <td>19%</td> </tr> <tr> <td>4</td> <td>European Foundation for Quality Management (please specify duration)</td> <td></td> <td>0</td> <td>0%</td> </tr> <tr> <td>5</td> <td>ISO 9000 (please specify duration)</td> <td></td> <td>1</td> <td>5%</td> </tr> <tr> <td>6</td> <td>Other (please specify name and duration)</td> <td></td> <td>4</td> <td>19%</td> </tr> </tbody> </table>	#	Answer	Bar	Response	%	1	Lean (please specify duration)		19	90%	2	TQM (please specify duration)		0	0%	3	Business Process Re-engineering (please specify duration)		4	19%	4	European Foundation for Quality Management (please specify duration)		0	0%	5	ISO 9000 (please specify duration)		1	5%	6	Other (please specify name and duration)		4	19%
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<p>Do you think Lean is applicable in Higher Education? Lean focuses on "The endless transformation of waste into value from the customer's perspective" (Womack and Jones, 2003).</p>	<p>96% of the respondents felt that lean is applicable within higher education. there was only one person who didn't think it was applicable.</p> <table border="1" data-bbox="584 922 2007 1118"> <thead> <tr> <th>#</th> <th>Answer</th> <th>Bar</th> <th>Response</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Yes</td> <td></td> <td>24</td> <td>96%</td> </tr> <tr> <td>2</td> <td>No</td> <td></td> <td>1</td> <td>4%</td> </tr> <tr> <td></td> <td>Total</td> <td></td> <td>25</td> <td></td> </tr> </tbody> </table>	#	Answer	Bar	Response	%	1	Yes		24	96%	2	No		1	4%		Total		25																
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	Total		25																																	
<p>Please rank the top 5 factors from the table below that you consider to be the most important readiness factors</p>	<p>Top 5 factors were:</p> <ol style="list-style-type: none"> <li>1) Academic Leadership</li> <li>2) Management commitment and Support</li> <li>3) Linking lean to Institutional Strategy</li> <li>4) Vision</li> <li>5) Resources, selecting the right people, having a customer focus, having a dedicated lean team.</li> </ol>																																			

	Which means these factors should be acquired by an institution prior to embarking on the lean initiative.																				
Which of the top 5 barriers should be understood and overcome by an institution prior to embarking on Lean?	<ol style="list-style-type: none"> <li>1. Lack of management commitment</li> <li>2. Lack of teamwork</li> <li>3. Lack of company-wide commitment</li> <li>4. Lack of strategic vision</li> <li>5. Lack of academic leadership</li> </ol> <p>Which means these barriers need to be understood and overcome prior to embarking on lean</p>																				
“Do you have a good understanding of design and approval process within your institution?”	<p>Out of 24 respondents only 25% had a good understanding of the curriculum design and approval process, as highlighted in below.</p> <table border="1" data-bbox="546 628 1498 730"> <thead> <tr> <th>#</th> <th>Answer</th> <th>Bar</th> <th>Response</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Yes</td> <td></td> <td>6</td> <td>25%</td> </tr> <tr> <td>2</td> <td>No</td> <td></td> <td>18</td> <td>75%</td> </tr> <tr> <td colspan="3">Total</td> <td>24</td> <td></td> </tr> </tbody> </table>	#	Answer	Bar	Response	%	1	Yes		6	25%	2	No		18	75%	Total			24	
#	Answer	Bar	Response	%																	
1	Yes		6	25%																	
2	No		18	75%																	
Total			24																		
“Do you feel that Lean can be used to enhance the curriculum design, development and approval process?”	<p>92% of 12 respondents that felt that lean can be applied to the curriculum, design, development and approval process.</p> <table border="1" data-bbox="622 804 1373 1026"> <thead> <tr> <th>#</th> <th>Answer</th> <th>Bar</th> <th>Responses</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Yes</td> <td></td> <td>11</td> <td>91.67%</td> </tr> <tr> <td>2</td> <td>No</td> <td></td> <td>1</td> <td>8.33%</td> </tr> <tr> <td colspan="3">Total</td> <td>12</td> <td>100.00%</td> </tr> </tbody> </table>	#	Answer	Bar	Responses	%	1	Yes		11	91.67%	2	No		1	8.33%	Total			12	100.00%
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1	Yes		11	91.67%																	
2	No		1	8.33%																	
Total			12	100.00%																	
“Which readiness factors in particular should be acquired to ensure that Lean is successfully applied to the curriculum design, development and approval process? (Please list to p 5, with 1 being most important and 5	<ol style="list-style-type: none"> <li>1) Academic Leadership</li> <li>2) Communication</li> <li>3) Management Commitment and Support</li> <li>4) Customer Focus/ Understanding Customer Requirements</li> <li>5) Employee Empowerment</li> </ol> <p>Only 7 people attempted this question</p>																				

being less important).”	
<p>“What are the common barriers/ challenges for the implementation of Lean within Higher Education Curriculum”</p>	<ol style="list-style-type: none"> <li>1) Culture Change</li> <li>2) Lack of Academic leadership</li> <li>3) Poor Communication</li> <li>4) Lack of Management Commitment</li> <li>5) Lack of Resources (Time, Budget, Expertise)</li> </ol> <p>7 People attempted this question</p>
<p>What causes the curriculum to change the most? Please provide internal and/ o r external reasons i.e technological changes, government agendas, etc?</p>	<p>Most respondents believed that:</p> <ul style="list-style-type: none"> <li>• Technology changes</li> <li>• Academics want to changes the curriculum</li> <li>• Current/ future market demand/ conditions</li> <li>• Government agenda</li> <li>• University strategy to change curriculum/ moving to a 20 credit system</li> </ul> <p>Are the reasons the curriculum changes the most</p> <p>Other uncommonly cited reasons behind the changes to curriculum were:</p> <ul style="list-style-type: none"> <li>• Staff movement</li> <li>• New professional requirements</li> <li>• Pressure on staff resources</li> <li>• Management approach changed.</li> </ul> <p>8 people answered this question</p>