

Transformation from Technical School to University: Business Case

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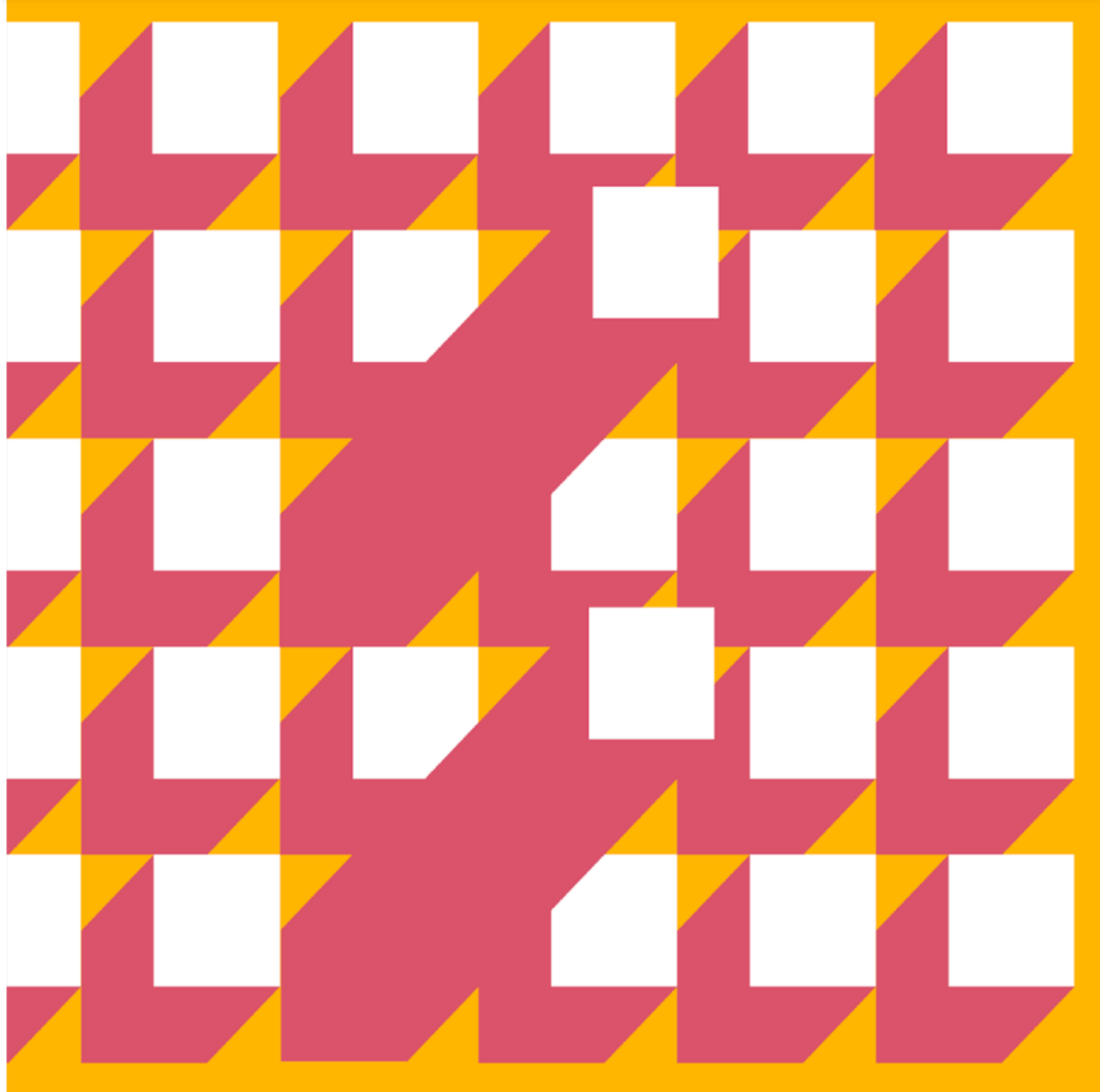


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Executive Summary



Scope

The technical school aims to transition to a University of Applied Sciences due to:

- Evolving market demands
- National educational directives
- Desire for academic diversification



Challenges

However, we understand that challenges will arise:

- Maintaining quality during expansion
- Safeguarding the institution's identity
- Managing resistance to change



Impact

Through the successful transition, the school will be able to achieve:

- Enhanced student enrollment
- Diverse and robust curriculum
- Elevated institutional prestige

Our Understanding

In response to evolving market demands and in alignment with rising national directives and ambitions, the client seeks a transformative journey to redefine its institutional identity and offerings.

What success means for the client



Institutional Evolution:

A complete transformation from a technical school to a global-standard University of Applied Sciences, recognized for excellence in both teaching and research.



Holistic Reinvention:

A comprehensive change that fills every layer and function of the institution, ensuring it reflects the standards of a top-tier university.



Strategic Oversight:

A transformation journey that is not only ambitious but is carefully planned, executed, and monitored, reflecting precision and forward-thinking.



Empowered Future:

A legacy of empowerment, where the institution is equipped with the skills, knowledge, and tools to confidently navigate future challenges and opportunities.

The Client's Requirements



Transformation Strategy:

Detailed and clear roadmaps that chart out the course from a technical school to a University of Applied Sciences.



Comprehensive Approach:

Insight and guidance on organizational, academic, technological, and branding revamps that together complete the transformation.



PMO Establishment:

A dedicated Project Management Office (PMO) to provide central oversight, coordination, and communication.

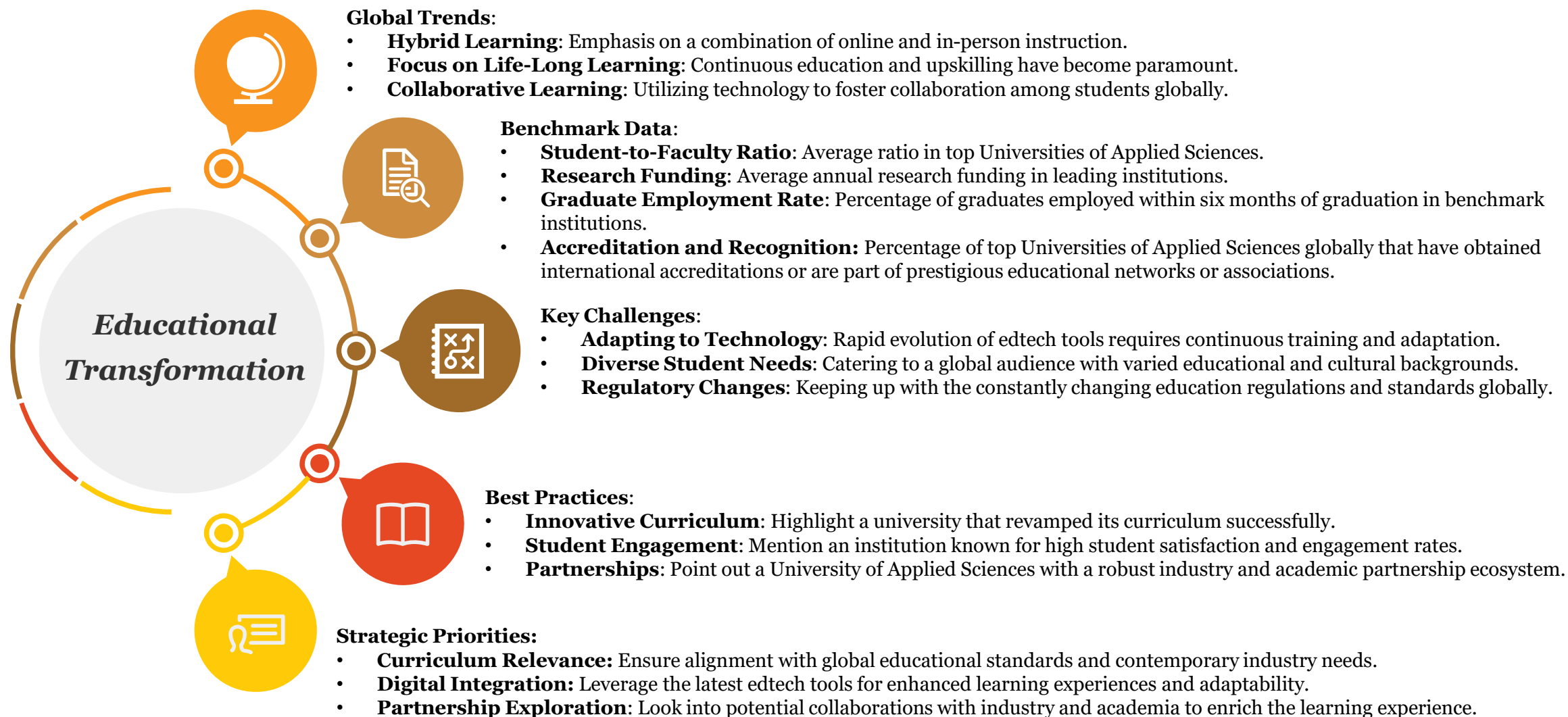


Capacity Building:

Programs and initiatives aimed at upskilling the in-house team for future project management and leadership roles.

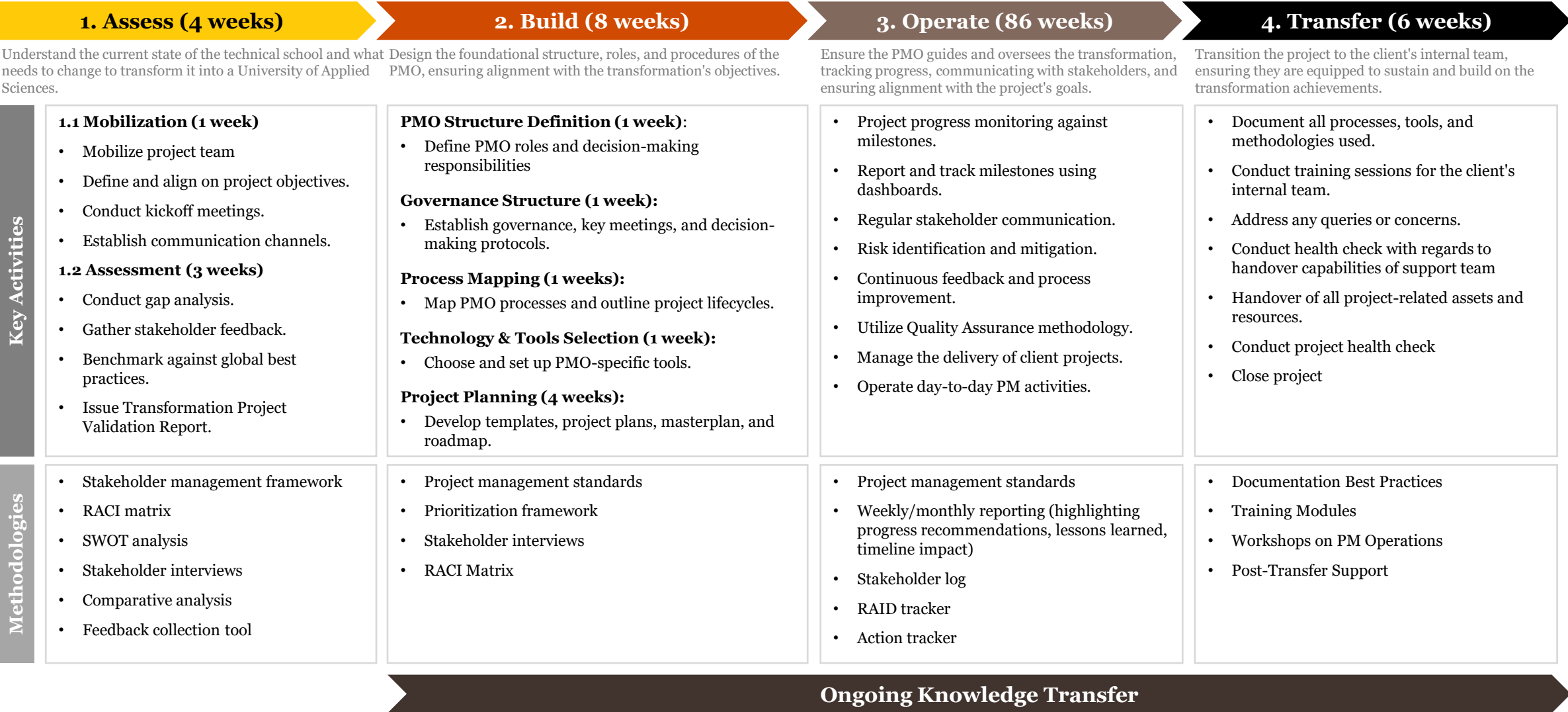
Our Point of View

An overview of our comprehensive research on prevailing global educational trends, benchmarks, and best practices.



Proposed Approach | High-level Approach

Our approach includes interconnected phases that aim to ensure proper coverage of all RPF requirements.



Proposed Approach | Phase 1: Assess

1. Assess

Key Activities







1.1 Mobilization

- Establish the project's primary goals, ensuring clarity and alignment among all stakeholders.
- Organize a series of meetings with key stakeholders and project teams to introduce the project, set expectations, and create a shared vision for the transformation.
- Develop and implement standardized communication protocols and platforms to ensure timely and clear communication among project teams and stakeholders.

1.2 Assessment

- Assess the school's current academic and operational framework against desired outcomes, pinpointing areas that require transformation or improvement.
- Facilitate sessions with faculty, students, administrative staff, and external partners to collect insights on existing challenges and opportunities.
- Compare the school's practices, curriculum, and operations with leading global universities of applied sciences to ascertain areas of enhancement.
- In cases where projects are found to be insufficient or misaligned, initiate a strategic revision process to enhance or reprioritize projects based on the critical needs and goals of the transformation.
- Develop validation reports per identified projects, ensuring alignment with strategic goals, identifying overlap, highlighting potential risks, and establishing a clear baseline for monitoring and evaluation.

Methods and Deliverables

-  Project Objectives
-  Meeting Minutes and Action Items from Kickoff Meetings
-  Communication Plan
-  Gap Analysis Report
-  Stakeholder Log
-  Transformation Project Validation Report.

Key Assumptions

- Necessary stakeholders are available for the kickoff meetings.
- Access to relevant data and documentation is granted for the gap analysis.
- Stakeholders are willing and available to provide candid feedback.
- Reliable and recent benchmark data on global best practices are accessible.

Proposed Approach | Phase 2: Build

2. Build

Key Activities

2.1 PMO Structure Definition

- Establish a clear organizational structure delineating the hierarchy within the PMO to ensure effective oversight and project management.
- Create a RACI Matrix to define roles within the PMO and the organization.

2.2 Governance Structure

- Set up a governance framework including key committees and defining their meeting schedules and decision-making protocols.
- Outline the structure for critical governance meetings, including steering committees, and operational meetings.

2.3 Process Mapping

- Map out essential PMO processes.
- Document the stages of project lifecycles, decision points, etc.







2.4 Technology & Tools Selection

- Assess and choose a potential project management tool, set up the tools and configure them to fit the PMO's operational needs.

2.5 Project Planning

- Develop project templates, plans, charters, and documentation.
- Create a master project plan and roadmap that aligns with the transformation objectives and timelines.

Methods and Deliverables

-  PMO Organizational Chart
-  RACI Matrix
-  Governance Framework Document
-  PMO Process Maps
-  Project Management Templates
-  Project Plan / Masterplan

Key Assumptions

- Provision of the requested documents and the meetings with the concerned stakeholders as per the agreed upon timeline in order for the timeline of the design and setup phase not to be impacted
- Reviewing and approving the deliverables shall be as per the agreed upon timeline in the project charter/plan



Proposed Approach | Phase 3: Operate

3. Operate

Key Activities

- **Project Progress Monitoring Against Milestones:** Establish a regular cadence for monitoring project progress, ensuring alignment with the masterplan and adherence to the defined milestones.
- **Report and Track Milestones Using Dashboards:** Implement real-time dashboards that provide an at-a-glance view of project statuses, highlighting achievements and areas requiring attention.
- **Regular Stakeholder Communication:** Develop a structured communication plan that includes routine updates, adjustment notifications, and feedback solicitation from stakeholders.
- **Risk Identification and Mitigation:** Create a dynamic risk registry and conduct frequent risk assessment meetings to proactively identify potential issues and devise appropriate mitigation strategies.
- **Continuous Feedback and Process Improvement:** Integrate a feedback loop into all project phases to capture learnings and make iterative improvements to the PMO's processes and operations.
- **Utilize Quality Assurance Methodology:** Apply quality assurance practices to monitor the outputs and outcomes of the project, ensuring they meet the defined standards and requirements.
- **Manage the Delivery of Client Projects:** Oversee the execution of client projects within the transformation initiative, ensuring they are delivered on time, within scope, and to the desired quality.
- **Operate Day-to-Day PM Activities:** Facilitate the day-to-day operational tasks of the PMO, including scheduling, resource allocation, and documentation management.

Methods and Deliverables

-  Project Progress Reports (weekly, monthly, quarterly)
-  RAID Tracker
-  Action Tracker
-  Client Project Delivery Documentation
-  Quality Assurance Reports

Key Assumptions

- Stakeholders are engaged and responsive to communications and feedback mechanisms.
- The PMO has access to reliable project data to inform progress monitoring and risk management.
- There is an established infrastructure for PMO operations, including meeting spaces, software, and support systems.





Proposed Approach | Phase 4: Transfer

4. Transfer

Key Activities

- **Documentation of All Processes, Tools, and Methodologies:** Compile comprehensive documentation of all PMO processes, tools, and methodologies used throughout the project to ensure the client's team has a clear reference.
- **Training Sessions for the Client's Internal Team:** Design and conduct detailed training sessions to transfer knowledge and operational competence to the internal team.
- **Addressing Queries and Concerns:** Provide a structured forum for the client's team to raise and resolve any questions or issues they may encounter during the transfer phase.
- **Conducting Health Checks Regarding Handover Capabilities:** Evaluate the readiness and capability of the client's support team to manage the PMO operations post-transfer.
- **Handover of All Project-Related Assets and Resources:** Ensure that all documentation, digital assets, and any other resources are formally transferred to the client's team.
- **Conducting Project Health Checks:** Perform a final review of the project's health, assessing if all objectives have been met and if the project is stable for handover.
- **Project Closure:** Formally close the project with a sign-off from all key stakeholders, documenting lessons learned and celebrating successes.

Methods and Deliverables

-  Comprehensive Process, Tools, and Methodology Documentation
-  Training Materials and Records
-  Final Project Health Check Report
-  Project Closure Report

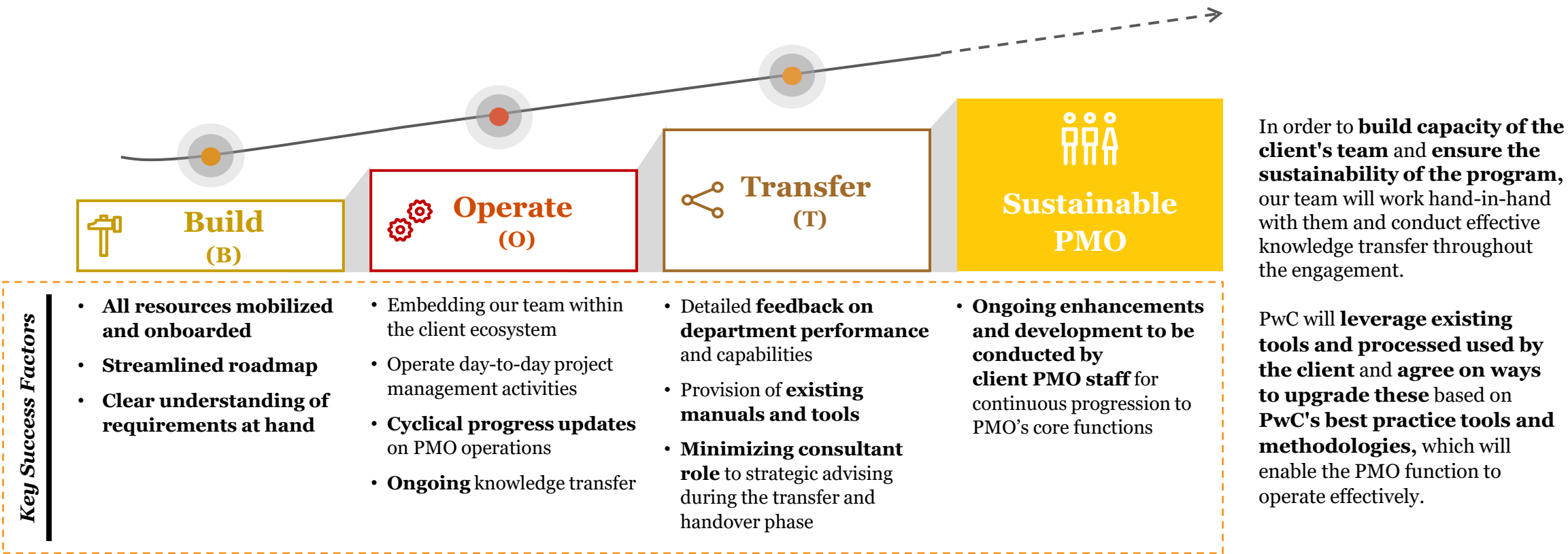
Key Assumptions

- The client's internal team is available and committed to taking ownership of the PMO.
- There is a clear understanding of the expectations and responsibilities post-transfer.
- All necessary documentation and resources have been maintained and are up-to-date for handover.

Proposed PMO Operating Model | PMO Function

PwC will work in an embedded way with the client, focusing on delivery continuity, smooth transfer and handover to the client at the end of the contract

The suggested approach would follow the following model for robust operations of the PMO as well as managing the knowledge transfer to enable efficient transfer of activities to the client at the end of the end of the contract.



Proposed PMO Operating Model | Governance and Reporting Approach

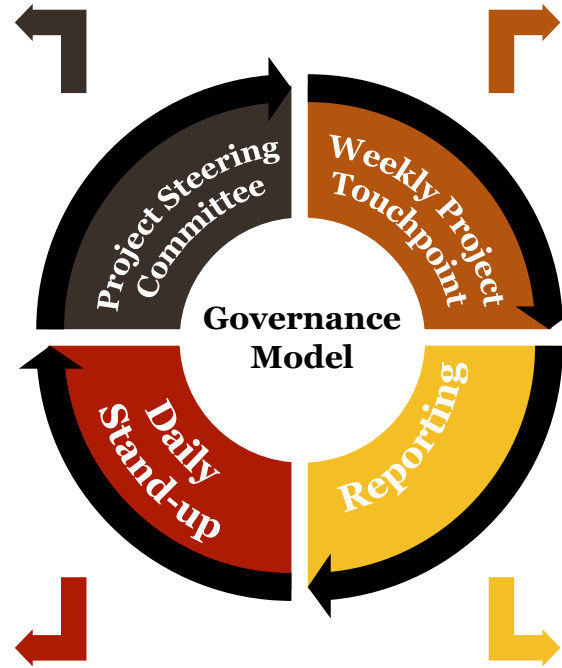
Regular checkpoints will be in place relationship lead for account level discussions.

Project Steering Co. (Every 3 weeks for 60 mins)

- Provide project direction and governance
- Presentation and walkthrough of key deliverables
- Resolve all project operational escalations

Daily Stand-up (Daily for 10 mins)

- Core team meet every morning to give quick update, discuss blockers and escalations required
- Project leads from PwC and client (including stakeholders) join as necessary
- Informal session to encourage collaboration



Weekly Project Touchpoint (Every week for 30-60 mins)

- Discussion group, where key stakeholders would attend when appropriate (based on topic)
- Approve deliverables for presentation to the Steering Group
- Review Risk and Issues Log and discuss actions and mitigation plans

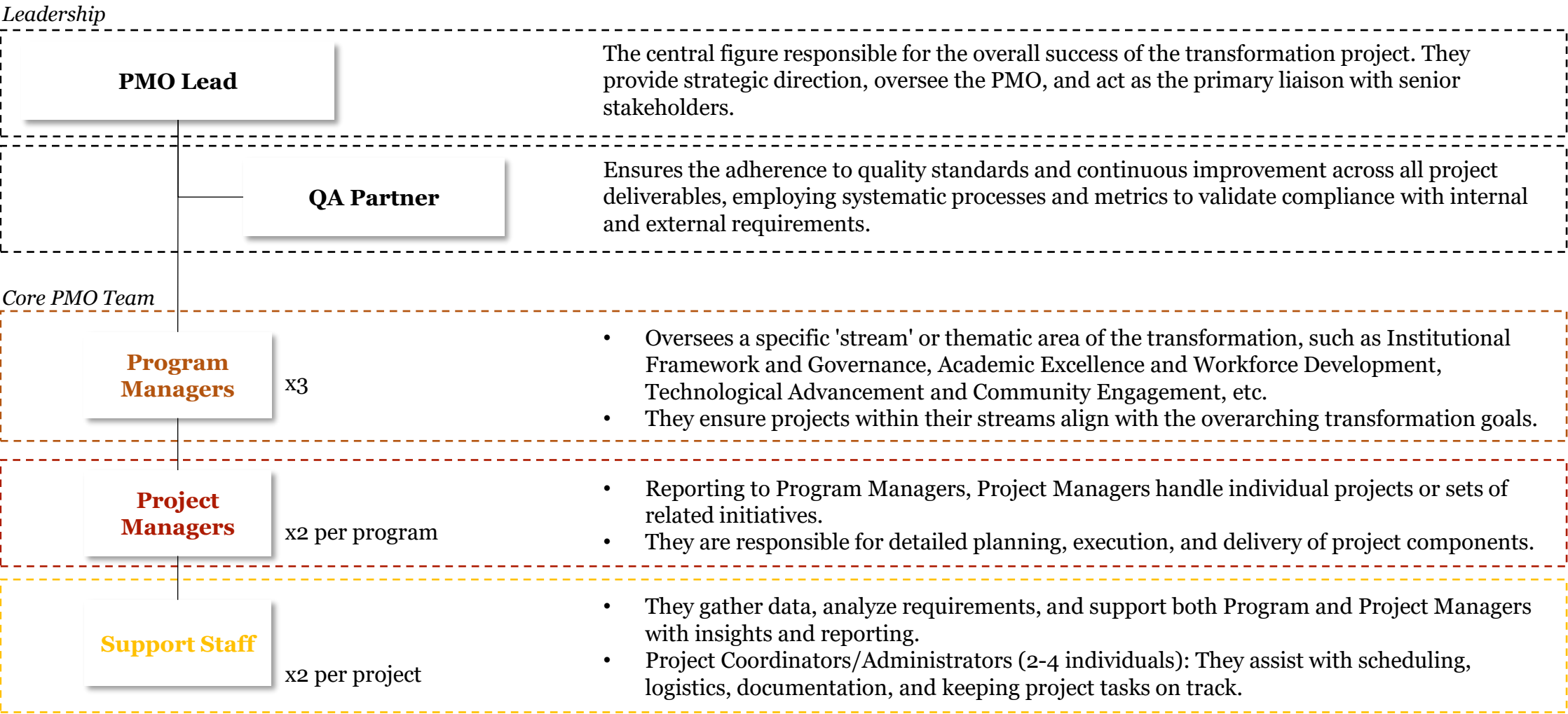
Reporting

- Quarterly Report to client executives
- Monthly Reports to client executives
- Periodic change and variance reports.
- Reporting formats/templates.

The engagement delivery including meetings, interviews and workshops may be conducted virtually (Google meet, Zoom...), if required.

Proposed PMO Operating Model | Organization Structure

To ensure efficient and smooth management of the framework agreement and to respond to the client’s requirements, we propose a clear and structured governance model.



Why Us?

Our vision is to work together to transform our region

We believe our experience; our people and our tools and methodologies make us best placed to support the client



We have delivered similar projects

We have delivered similar projects in the country, the region, and globally.

We have successfully established, operated and subsequently transferred a Program Management Office (PMO) with multiple other key clients.



We have strong program management capabilities

We are recognized for our program management capabilities on the ground, and have access to a network of healthcare and PMO experts, which will allow us to be flexible in terms of replacement, leave, changing requirements, etc.



We have a flexible working model

In order to ensure the smooth delivery of this project, we will ensure a **seamless and smooth working model**, to adhere to changing client requirements and priorities. We have detailed our ways of working in our approach including reporting mechanism and templates, regular check-ins, evaluation and more.



We have tried and tested tools and methodologies

Central to our approach is the operations of an integrated health sector-wide Program Management Office with clear strategic focus, governance, structure, processes and templates. We will work with the client to ensure post engagement operational continuity through seamless transition and handover to client resources.