



University of the
West of England

Investing for Future Growth - Summary

UWE is a strong university. We provide high-quality education to our students, work effectively with partners, and have excellent staff. Like all universities, however, we are facing a range of unprecedented financial and competitive challenges. We need to respond positively to these challenges to sustain our commitment to providing an excellent learning and working environment for both students and staff.

In July, I circulated a paper - *choices and opportunities*¹ to set out options for the future. I am grateful to all of those people who submitted their views and suggestions about the options set out in this paper.

I am now circulating a paper that builds on these options - *Investing for future growth*. This paper proposes a way forward for achieving our vision and mission. The paper identifies two key objectives that underpin our potential progress:

- Generating and releasing more financial resources to support future investment in the University
- Establishing a more coherent and efficient organisational structure

These two objectives respond to external and internal demands. Externally, we are facing a reduction in the traditional undergraduate market over the next ten years, and anticipated reductions in public funding. This means we need to reduce our costs by 15% by 2012. Internally, we know from our recent staff survey that people want better management with less bureaucracy and with clearer and quicker decision making.

Investing for future growth proposes the following:

- Restructuring the existing five faculties into four new strategic units
- Re-establishing faculty departments as the external face of the University
- Dissolving schools to reduce Faculty management layers from 3 to 2
- Using programme clusters to devolve academic leadership where required

These proposals have the following objectives:

- Creating a simpler management structure
- Aligning faculty and departmental leads
- Building management capacity and capability to facilitate local decision making
- Improving clarity of decision making and accountability lines
- Reducing management costs

These changes are substantial, but necessary. Making these changes will not be easy, and I will need your help to implement them. If you therefore have any comments about these proposals, could you please discuss them at your own faculty and service meetings, and send a collective response to Jodie Anstee by 12th October 2009.

¹ <http://www.uwe.ac.uk/vicechancellor/vcupdate/update16.shtml>