

# UWE Bristol

## Facing up to the Future

Professor Steve West



University of the  
West of England

**better**together

# Facing up to the Future

- Challenges
- Moving forward
- Defining UWE

# Challenges

- 15-20% cuts to public funding
- Global/private competitors
- League tables and distinctiveness
  - 62<sup>nd</sup> Times Good University Guide 2010
- Rising student expectations and demands
- Teaching funds subsidising research/scholarship
- 39% of UG single honours programmes below market threshold
- 79 out of 105 PGT courses fewer than 15 enrols in 08/09

# Moving Forward

Goal – to strengthen reputation:

- Differentiation
- Top 50 league table position

Supported by:

- Financial sustainability/funds to invest
- Organisational coherence

# Defining UWE

## The Partnership University

- Engaged with needs and demands:
  - Students
  - Employers
  - Local and regional community
  - External users and partners
  - Global society

# Vision+Mission

**Our vision** is to be the UK's best Knowledge and Learning Partnership University

**Our mission** is to make a **positive** difference to our students, business and society

**Our ethos** of genuine partnership working enables U+WE to successfully promote and drive opportunity, social justice, creativity and innovation

# Future+Focus

U+WE will **INSPIRE**

**I**nnovation

**N**urturing Talent

**S**tudent Experience

**P**articipation

**I**nternationalisation

**R**esearch

**E**xchange

# Innovation – Power+Ideas

**Aim:** U+WE to pioneer and advance in all we do

**Examples:** Sustainability (KESE); Bloodhound

**Underpins:** delivery of targets across INSPIRE

# Nurturing Talent – Development+Opportunity

**Aim:** U+WE to provide an excellent staff experience

**Examples:** 80% feel proud to work for UWE (HEI 65%)\*

**Performance/Targets:** To improve -

- Appraisal in last 2 years 55% (HEI 75%)
- Feel valued by the University – 44% (HEI 55%)
- Feel part of the University – 64% (HEI 72%)

**Key Strategies:** HR and Organisational Development; Equality and Diversity; Sustainability; Healthy University

\*UWE Staff Survey 2009

# Student Experience – Ready+Able

**Aim:** U+WE to provide an excellent student experience

**Examples:** over 800 student reps, portfolio renewal, GDP, PAL, placement and project opportunities, BizIdea

## **Performance/Targets:**

- NSS improve from 83%\* (2009) to 85% (2012)
- Graduate prospects improve from 66.1%\*\*
- Withdrawal rate from 12% (08/09) to 8% (11/12)

**Key Strategies:** UWE Charter; Learning, Teaching and Assessment; Employability; CVP; developing Student Experience Strategy

\*Question 22 – overall satisfaction for students taught at UWE

\*\*Times Good University Guide 2010

# Participation – Hello+Welcome

**Aim:** U+WE to raise aspirations and widen participation

**Examples:** 116,885 recorded beneficiaries (08/09); links with over 350 schools and colleges; 28,000 student hours (08/09); 4<sup>th</sup> highest spend on bursaries and outreach\* (07/08); 12 Federation partners

**Performance/Targets:\*\***

- 89.1% from state schools or colleges (LA-BM 88.8%)
- 28.2% from NS-SEC classes 4, 5, 6 & 7 (LA-BM 31.4%)
- 8.9% from low participation neighbourhoods (LA-BM 9.5%)

**Key Strategies:** Widening Participation; UWE Federation, CVP

\*Out of 123 HEIs with access agreements

\*\* The percentage of young FT first degree entrants (HESA 2007/08)

# Internationalisation – Far+Wide

**Aim:** U+WE to be globally connected

**Examples:** Approximately 3000 students from outside the UK, agreements signed with over 60 institutions; 13 affiliated institutions; leading collaboration and partnership in Vietnam

**Performance/Targets:**

- Income from £7,618,687 (07/08) to £13,693,616 (11/12)
- Increase international opportunities at home and abroad

**Key Strategy:** Internationalisation

# Research – Real+Dynamic

**Aim:** U+WE to produce world-class research in areas of growth

**Examples:** 37% research world leading/internationally excellent;  
4 Institutes

## **Performance/Targets:**

- Income from £11,810,100 (07/08) to £16,500,000 (11/12)
- Subsidy from £16,315,300 (07/08) to £12,000,000 (11/12)
- UWE funded research/scholarship from 15-40% to 18%
- To feed research into teaching, learning and KE

**Key Strategy:** Research, developing Academic Strategy

# Exchange – UWE+Bristol

**Aim:** U+WE to make KE and PE thrive throughout UWE

**Examples:** ECIF; National Co-ordinating Centre for Public Engagement; consultancy and CPD; engaged with 7 institutions/trusts

**Performance/Targets:**

- HEBCIS income from £13.6M (07/08) to £17.5M (11/12)

**Key Strategies:** Knowledge Exchange Policy; developing Public Engagement Strategy

# Enablers

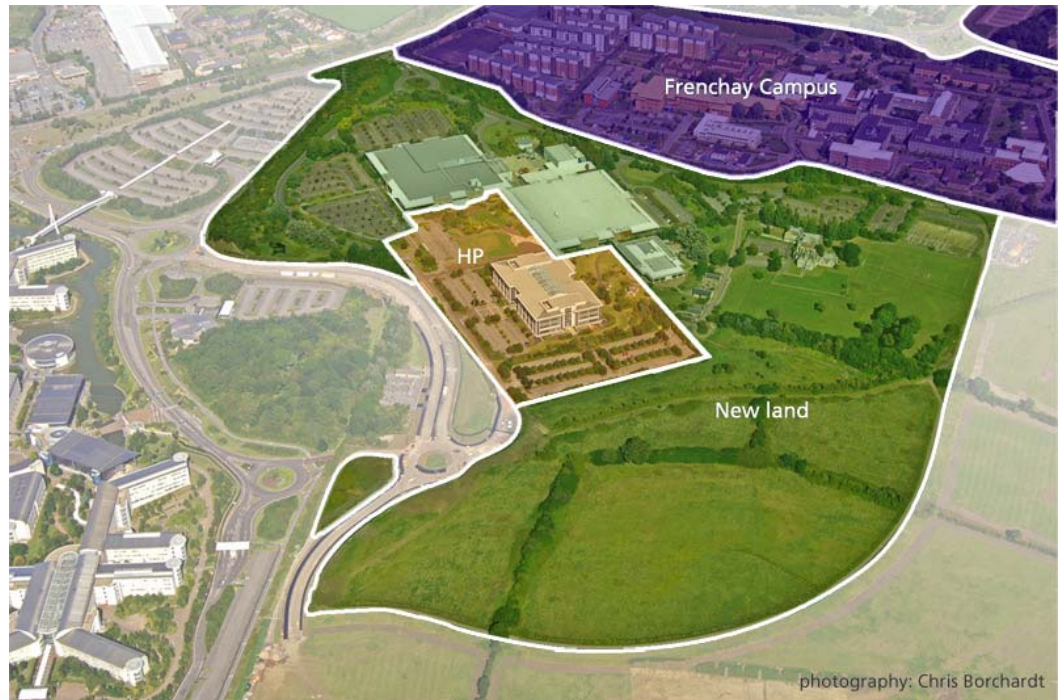
- Financial Sustainability/resource to invest
  - Positive contribution from all operational areas
- Organisational Structure
  - Increasing collaboration, alignment and clarity of responsibilities
- Communication
  - U+WE 'One University'

***We must become the change we want to see*** (Mahatma Gandhi)

# UWE+Frenchay

## U+WE to create an Enterprise Campus

Huge opportunity to re-shape and transform UWE



photography: Chris Borchardt

**U+WE**

# **The Partnership University**

**Together U+WE will INSPIRE**