Moving Forward: Challenges and Opportunities for Keele in the New Economic Environment

Professor Nick Foskett, Vice-Chancellor
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“A time of unprecedented uncertainty”

“Business as usual is not a possibility”
The Browne Review

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The Comprehensive Spending Review

= ?
The Browne Review & Beyond

- Fee Levels ("Cap or Levy?")
- Repayment Model
  - No "Up Front" payment
  - Income contingent repayment
    (£21k - 9% of salary)
- Support Package
- Legislative Process
- A new market in HE?
  - Competition
  - Student demand
  - Widening Participation
- Other Issues: Student numbers and control / HE Council / Teaching Qualification/ Alumni Giving
CSR - “A new paradigm for HE Funding”

- Reduction in HEFCE funding of 40% by 2014/15
- Net effect of ↓ HEFCE funding and ↑ fees will be c -10% by 2014/15
- Changes
  - ↓ NHS funding c 15%
  - ↓ TDA funding c 15%
  - ↓ HE in Further Education c25%
  - ↑ Fees from students from £3 billion in 10/11 to £5.7 billion by 14/15
  - ↓ Other HEFCE funding c 40%
  - → Science in Research flat cash (but ↓ 9% in real terms)
CSR- “A new paradigm for HE Funding” (2)

- Reduction in “T” funding from 2012/13
- Government will “sculpt” financial transition to minimise instability
- Further cuts for 2010/11 likely
Other Challenges for Higher Education

- Health White Paper
  - Demise of SHAs and PCTs
  - GP Consortia Commissioning
  - National Commissioning Agency
- Reductions in NHS commissions
- Pensions, Pay and Job Security

What are the Key Risks for the Sector?
The Three E’s

- Government pressure for Economy, Efficiency and Effectiveness

- Improved Efficiency through:
  a) Pay and pension costs
  b) Procurement
  c) Shared Services

Key Question “What will the future landscape of HE look like?”
Priorities for 2010/11 (and beyond)

- Financial Stability
- Responding to the Browne Review and the Comprehensive Spending Review
- Review of the University’s Strategic Plan 2010-15
Financial Stability

- Continuation of strategies to reduce pay costs
- Commitment to growing the University’s income from a range of sources
- Reduction of pay costs by £6.5m over 18 months
- A saving of £3.1m has been achieved to date
- Overall staff costs as a proportion of total costs have already fallen from c68% to 62%
Review of the University’s Strategic Plan 2010-15

Support and value key visions within the existing plan
- Strategic Map 2010-15
  - “.... to be the leading open integrated intellectual community”
- 6 themes
  a. high quality teaching and learning
  b. excellent student experience
  c. culture of enterprise
  d. focussed research
  e. environmentally sensitive and sustainable
  f. efficient resource management
Need to ensure the Strategic Plan is achievable within a changing external environment and challenging public finance position

Process for the review of the Strategic Plan to be inclusive

New/ revised Strategic Plan in place for Summer 2011
Key Themes to be at the heart of the Strategic Plan

- “A Comprehensive University”
- A balance between Research and Education
- Research priorities
- Curriculum and the Student Experience
- Internationalisation
- Keele’s Local and Regional Role
- Raising Keele’s Profile
A Comprehensive University

- Broad-based academic profile
- Recruitment of students based on quality and diversity
The Research / Education balance

- Research and Education at the heart of the mission
- Research-led Education
Research

- Pursuing a high level of performance in the Research Excellence Framework (REF)
- Research priorities for the future
- Interdisciplinarity
- Research students and the research community
- The role of Research Institutes
The Keele Curriculum

- Taking forward developments in relation to education and curriculum – to enhance the student experience
- National Student Survey 2010
  Keele was rated 11th in the country for the quality of its courses - and was the highest placed university in the Midlands and the north of England.
The Keele Curriculum (2)

- Employability
- Internationalisation
- Transferable Skills
- Equality and Inclusion
- Education for Sustainability
- Technology, Technological Change & Open Educational Resources
- Disciplinary Excellence (Knowledge, Understanding Skills, Research-led)
The Keele Curriculum (3)

➢ Key Drivers for the Curriculum

- Quality and Excellence
- Innovation and Creativity
- Autonomy and Independence
- Responsive and Demand Led
- Core, Entitlement and Guided Choice
Internationalisation

- Establishing Keele as an international university
- Internationalisation “at home” – growing international student numbers and enhancing the academic and community culture of Keele
- Internationalisation “abroad” – partnerships and networks
Local and Regional Role

- Building and developing the University’s local and regional role
Raising Keele’s Profile

- Raising the profile of Keele through more effective management of marketing, brand and external communications
Engaging the University Community

- Changes to Executive Committee structure of the University
- Engaging staff in strategic thinking and leading implementation
- Engaging with students
- Relocation of the Vice-Chancellor’s Office
- Email the Vice-Chancellor