

Education and Life-Long Learning Committee

University of Glamorgan

"A Successful 'Vocational' University Serving Wales"

Presentation by **Professor Sir Adrian Webb** (*Vice-Chancellor*)

accompanied by **Professor Aldwyn Cooper** (*Pro Vice-Chancellor – Operations*)

Vision and Mission

- The University's vision is:
 - ***to be a premier UK modern university***
 - ***to advance, within the wider international Higher Education context, the social, economic and cultural priorities of Wales***
- The University's mission identifies its four fundamental purposes as follows:
 - *to educate students to national standards*
 - *to produce employable graduates*
 - *to generate and disseminate knowledge*
 - *to serve the community in Wales*

- Our central business is teaching, our reputation is founded on teaching quality, and the bulk of our income comes from teaching. **But** we cannot be a ‘teaching led’ only institution for two main reasons:
- *a respectable research base is considered a requirement for teaching excellence by the QAA*
- *an **applied** research base complements a mission of technology transfer to business and industry*

Serving Wales

- We believe that Higher Education can be an active force in improving educational performance **at all levels**. To achieve this, it means breaking down the barriers within the education system itself and thinking far more adventurously about the community role of Higher Education. We have already made great in-roads in this area by developing a **holistic** approach to widening participation that involves working in partnership with Further Education Institutions, Secondary Schools and Local Education Authorities.
- We believe that Higher Education must be at the very heart of the economic transformation that is sought within Wales by developing its "third mission" activities, i.e. knowledge and technology transfer to business and industry. We have already developed a strong reputation as a centre for applied research and technology transfer through our involvement in, e.g. the Department for Trade and Industry’s premier technology transfer ‘Teaching Company Scheme’ (TCS) and the European Union’s ‘FUSE’ project which encourages SMEs to harness electronic solutions.
- Both our widening participation and "third mission" activities have an all-Wales dimension, but there is an especially strong focus on the valley communities of South Wales.

A Success

- There are many examples of success in all aspects of the University’s mission:

- *increased the student population to nearly 20,000*
- *60% of programmes rated as 'excellent' by the QAA*
- *largest UK provider of Teaching Company Schemes (support to SMEs through knowledge transfer)*
- *pioneered the use of ICT in developing our teaching and learning strategy and become a leading international contributor to 'e-learning'*
- *managed our finances prudently and effectively to meet the HEFCW guidelines to generate surpluses which meet or exceed inflation of balance sheet value*
- *maintained investment in our estate*
- *received an excellent continuation audit report from QAA in 2000*

(We will happily provide further details to the Committee on these and other examples of our success)

The Future

- We believe there will be far more fundamental change in Higher Education in the next decade, than in the last decade. Key factors include:
- *ICT will force a major change to the location, development, methodology, support, evaluation and timing of education delivery*
- *there are many Human Resource Management issues which will need to be addressed if Higher Education is to deliver effective service in teaching, research and "third mission" activities*
- *HEIs must also ensure that they address fully the issue of Equal Opportunities*
- Every aspect of change we face will be expensive. In particular, what will determine success for HEIs will be the financial room for innovation. This can be maximised by having large budgets or by developing mechanisms that will enable the costs of innovation to be shared across the system.

- The University of Glamorgan is large in relation to HEIs in Wales, but our budget and financial room for innovation is small in UK terms and *minute* in relation to international competitors.

Concluding Remarks

- Wales does need a world-class basic research capacity *but* it also needs a very high quality 'vocational' capacity that is capable of rapid change.