

# UK HE in Transition in a Changing World



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HUDDERSFIELD

## An Institutional Perspective on Transformations at the University of Huddersfield

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# Overview

- Brief overview of Huddersfield & the University
- Developments in HE in the UK in the last 5 years
- How Huddersfield has responded so far
- Future Possibilities
- Conclusions

# Huddersfield Images



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# Epigram



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“Only Connect”

E.M. Forster, *Howard's End*, 1910

- Education for workers in Huddersfield since 1825
- Polytechnic from 1960's: chose not to be a Uni
- Strong links to town Council
- Post 1992 university
- Ken Durrans: autocracy & scandal
- Post Durrans devolution & separation of powers

# Brief Institutional facts



- 20,000 students – 40% part time
- Second biggest employer in town
- 3 campuses, including Barnsley and Oldham
- 7 schools: broad applied base, plus humanities
- Teaching led, driving to more research
- Focus on employability

# Major changes in UK HE: medium term

- Reduction in Govt. funding per student
- Shift to fee based system: public/private benefit debate:-80%
- Increase in Research funding focus (75% to 3 unis)
- Increase in numbers of universities
- Private providers for profit
- International recruitment: UKBA
- Changing student expectations

# Lord Browne Review

- Shift to fee based funding
- Fees up from £3,200 to max £9,000 (\$AU5000 to \$AU 13500)
- Repayment above £21,000 earnings (\$AU 31500)
- Untested debt effects
- Immediate surge in applications 2010
- 2012 down nationally by 15%, locally 8%

# Undergraduate recruitment

- Cap on standard students at 2008 level
- Fines above income for growth
- No cap for extremely well qualified
- Deliberate fostering of competition (again) on price and quality
- Changing student subject choices
- KIS data
- Institutional differential performance
- Drive to change academic costs, style and roles

# Recruitment: the future?

Imperfect market with Gov. interventions

Split by price – sub £6000, and around £9000

Internal border issues

EU recruitment

Differentiation and institutional failures?

Political implications

# Mid 2000's: start of a new team



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# Changing and Transforming



# Steps so far

1. Staff open meetings
1. Transparency of information
2. Retirement and replacement of DVC, PVCs, Deans
2. Changes in middle management and support staff
3. Strategy Map – consultation and implementation
4. Clear, concise, deliverable.
4. Consistent and on-message
4. Social events



- 5. Devolved budgets
- 5. Shared systems – increasingly the norm
- 5. Limiting bureaucracy
- 6. Budget surpluses
- 6. Staffing: for research
- 6. Refurbishment of spaces
- 6. League table improvements
- 6. Changed expectations and buzz

# Consolidate and next steps



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- 7. Capital buildings and refurbishments: more and more
- 7. Research exercise
- 7. Timetabling
- 7. Getting out of Dodge....
- 7. New subjects
- 8. Paradigm shift

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# Conclusions



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