Balancing heritage with transformation in the age of duelling missions.

Second Ordinary Meeting of Convocation

*Dawn Freshwater*
*SDVC & Registrar*

---

Introduction | Transformation | Academic Restructure | Questions
UWA’s Strategic Direction

Mission and Strategic Plan
To provide world class education, research and community engagement for the advancement of the prosperity and welfare of our communities

Vision
We aspire to be recognised as one of the world’s top 50 global universities by 2050

Strategic Goals
- Leadership in Education
- Internationally Renowned Research
- Community and Global Engagement

Key Capabilities
- World-class staff
- Students with outstanding potential
- Operational Excellence
Heritage and Transformation
UWA Transformation Strategy

Building sector leading capabilities ↔ Reframe cost structure ↔ Preparing for strategic growth

Cultural change

Heritage, Values, and Mission
### Types of Organisational Change

<table>
<thead>
<tr>
<th>Proactive (Opportunity Gap)</th>
<th>Incremental</th>
<th>Punctuated/ Discontinuous</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Example TQM Continuous Improvement</td>
<td>Re- Orientation</td>
<td></td>
</tr>
<tr>
<td>Reactive (Performance Gap)</td>
<td>Problem-Solving</td>
<td>Re-Creation</td>
</tr>
</tbody>
</table>
Drivers for Change

Need for resources to invest in building on our existing teaching and research performance, and to deliver a strategy for the University that encompasses innovation and impact

Need for an Academic Structure that will deliver on the strategic goals of the University

Need to deliver a fit for purpose range of professional services
Proposed Changes

- A new academic structure
- A methodology for evaluating academic roles
- A new service delivery model
- The creation of 50 new strategic academic positions
Benefits of Proposed Change

- Significant financial savings for investment into core business and required infrastructure
- An academic organisational structure that maximises the potential for academic coherence and aligns with the University’s drive for efficient and effective services
- Integrated, end to end professional services delivered across the whole University
- Ability to appoint 50 strategic academic positions to build up scale in research priority areas as well as areas of anticipated strategic importance in relation to both research and student demand
All are inter-related
## Proposed Faculties and their Substructures

<table>
<thead>
<tr>
<th>FACULTY OF ARTS, BUSINESS, LAW AND EDUCATION</th>
<th>FACULTY OF ENGINEERING AND MATHEMATICAL SCIENCES</th>
<th>FACULTY OF SCIENCE</th>
<th>FACULTY OF HEALTH AND MEDICAL SCIENCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>UWA Business School</td>
<td>School of Civil, Environmental and Mining Engineering</td>
<td>UWA School of Agriculture and Environment</td>
<td>Medical School</td>
</tr>
<tr>
<td>UWA Design School</td>
<td>School of Computer Science and Software Engineering</td>
<td>School of Biological Sciences</td>
<td>Dental School</td>
</tr>
<tr>
<td>Graduate School of Education</td>
<td>School of Electrical, Electronic and Computer Engineering</td>
<td>School of Earth Sciences</td>
<td>School of Allied Health</td>
</tr>
<tr>
<td>School of Humanities</td>
<td>School of Mechanical and Chemical Engineering</td>
<td>School of Human Sciences</td>
<td>School of Biomedical Sciences</td>
</tr>
<tr>
<td>School of Music</td>
<td>School of Mathematics and Statistics</td>
<td>School of Molecular Sciences</td>
<td>School of Population and Global Health</td>
</tr>
<tr>
<td>UWA Law School</td>
<td>School of Physics and Astronomy</td>
<td>School of Psychology</td>
<td></td>
</tr>
<tr>
<td>School of Social Sciences</td>
<td>Oceans Institute and Graduate School</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- UWA Design School
- Graduate School of Education
- School of Humanities
- School of Music
- UWA Law School
- School of Social Sciences
- School of Civil, Environmental and Mining Engineering
- School of Computer Science and Software Engineering
- School of Electrical, Electronic and Computer Engineering
- School of Mechanical and Chemical Engineering
- School of Mathematics and Statistics
- School of Physics and Astronomy
- Oceans Institute and Graduate School
- School of Civil, Environmental and Mining Engineering
- School of Computer Science and Software Engineering
- School of Electrical, Electronic and Computer Engineering
- School of Mechanical and Chemical Engineering
- School of Mathematics and Statistics
- School of Physics and Astronomy
- Oceans Institute and Graduate School
- UWA School of Agriculture and Environment
- School of Biological Sciences
- School of Earth Sciences
- School of Human Sciences
- School of Molecular Sciences
- School of Psychology
- Medical School
- Dental School
- School of Allied Health
- School of Biomedical Sciences
- School of Population and Global Health
Leading Academics

- 50 New Academic Appointments
- Academics with Impact
- Data Intensive Discovery
- Highly Cited Researchers
- Research Led and Research Inspired Teaching
- Educational Innovators
- Industry Professors
- Professors of Practice
Questions

• A sophisticated understanding of the past is one of the most powerful tools we have for shaping the future.

• The future meets the past in the present.