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# Overview of UWA Renewal Project

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*A briefing for Convocation of UWA Graduates*

## Securing success

Like many universities, UWA is facing significant challenges and threats to its future sustainability. However, this is not simply a budget challenge. As highlighted during the recent fee deregulation debate, there remains a long-standing under-funding of Australian universities, and this amid a climate of greater national and international competition. UWA, having undertaken substantial analysis, scenario planning and predictive modelling, has seized the opportunity to secure its own future, rather than relying on the turbulence of external forces to dictate its future. UWA is leading the sector in confronting challenges head on.

To this end, the leadership team has identified the need for transformation across the whole of University. This has provided UWA with an opportunity to take stock of its achievements, and to consider how best to adapt and respond to the changing nature of the higher education environment within Australia and internationally.

One aspect of the change program refers directly to the need to review how the University operates and to revisit its current business model to secure financial sustainability. In October 2015 the Senate Strategic Resources Committee requested that the University Executive develop a proposal outlining a permanent reduction in the University's cost base. This was to ensure sufficient funds were available for investment in strategic initiatives and to establish a more sustainable cost base for the future.

The proposals developed included changing both the academic structure of the University and the professional service delivery model. UWA, like other universities, spends most of its revenue on staff salaries; hence the proposals also included a plan to reduce salary costs to deliver a permanent reduction in the University's cost base. After careful consideration, the UWA Senate, at its December 2015 meeting, endorsed these proposals, which will better prepare the University to meet the current and future challenges. And, as importantly, to position the University such that it is able to respond proactively to opportunities.

## Drivers for change

Extensive consultation with stakeholders across the University about the future needs of the University generated the following drivers for change:

1. 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.
2. Need for an Academic Structure that will deliver on the strategic goals of the University.
3. Need to deliver a fit for purpose range of professional services.

## Proposed changes

To address the drivers for change and achieve the desired outcomes in February 2016 the University proposed the following changes:

1. A new academic structure
2. A methodology for evaluating academic roles
3. A new service delivery model

## Benefits of the proposed change

The proposed changes will deliver the following benefits:

1. Significant financial savings for investment into core business and required infrastructure
2. An academic organisational structure that maximises the potential for academic coherence and aligns with the University's drive for efficient and effective services
3. Integrated, end-to-end professional services delivered across the whole University

## Project process and indicative timeline

Following the decision in March 2016 to proceed with the proposed changes, two work streams were set up to progress the Academic Restructure and the Service Delivery Model, each with a number of work streams within them. Each project team had academic and professional staff representation, and undertook a comprehensive process of review and consultation to provide recommendations to the Extended Executive.

Extensive engagement with staff and students about the future direction of the University has taken place over the past 2 years, starting with the functional reviews in 2014. Consultations have taken place in faculty and divisional meetings, in working parties, workshops and formal briefings, and through informal consultations with staff directly in a variety of forums. Throughout the project, staff and students have been encouraged to provide feedback and input to the Renewal project team.

Students are recognised as making a valuable contribution to the discussions around academic structures and have been encouraged to be involved in the process, via the Student Guild.

Following the recommendations from the work streams, and feedback from staff and students, the proposed structure of academic units has been endorsed by Academic board, and will go to Senate for endorsement in October 2016. A proposal for change has been presented to professional & general staff for the new service delivery model, and a final decision on the structure of professional services following feedback will also be made in October 2016. The indicative timelines for both academic structure and service delivery projects are as follows.

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SDVC and Registrar

Sept 2016

**Table 1. Indicative Timeline**

DATE	KEY IMPLEMENTATION STEP
March 2016	<b>Renewal Decision</b>
March to June 2016	<b>Design Phase</b>
	<b>Build Phase</b>
July 2016	Share with academic and professional staff an overview of the proposed academic structure and alignment of professional services
August 2016	Creation of documentation to reflect the governance arrangements of the new faculties Proposal for Change for a new service delivery model provided for formal consultation
September 2016	Consideration and advice to Senate on the documentation and proposals by Academic Board on the creation and governance arrangements of the new faculties Formal consultation on the service delivery model with affected staff and opportunity for feedback to be considered
October 2016	Senate meeting to endorse new academic structure Final determination of the new service delivery model structure and roles
	<b>Implementation Phase</b>
December 2016	Complete implementation of the new academic structure and service delivery model
1 January 2017	<b>Implementation Complete</b>