



Re-positioning the University

University of South Wales Experience

Dr Ben Calvert
Pro-Vice-Chancellor
Learning Teaching & Student Experience



TOTAL NUMBER OF STUDENTS
28,000 

TOTAL NUMBER OF
GRADUATES IN 2016/17
4,000 

LARGEST INCREASE IN WALES
FOR STUDENT
SATISFACTION
IN 2018'S NSS 

 HALF OF REF
SUBMISSIONS IN
2014 WERE WORLD
LEADING OR
INTERNATIONALLY
EXCELLENT

 OUR STUDENTS
COME FROM OVER
125 COUNTRIES

OVER
7,000 PART
TIME
STUDENTS 

OVER
250,000
ALUMNI



95% of graduates in
employment or further
education within six
months of graduating



HIGHEST RECRUITER OF
STUDENTS IN WALES
FROM LOW
PARTICIPATION
BACKGROUNDS 

64,000 CPD DAYS
DELIVERED IN
2016/17



University of
South Wales
Prifysgol
De Cymru

BRITISH AIRWAYS

CISCO

RICARDO

GENERAL
DYNAMICS

CBI
THE VOICE OF BUSINESS

THALES

BBC



McLaren



JM
Johnson Matthey

JRF
JOSEPH
ROWNTREE
FOUNDATION



Culture Change in Higher Education

“... a strength of higher education has been its effort to preserve traditional culture and values, resisting changes.”

India F. Lane (2007)

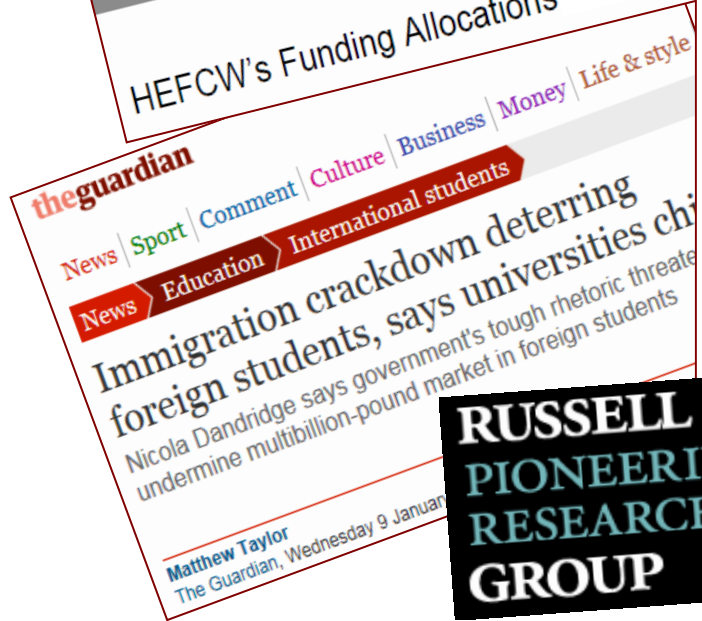
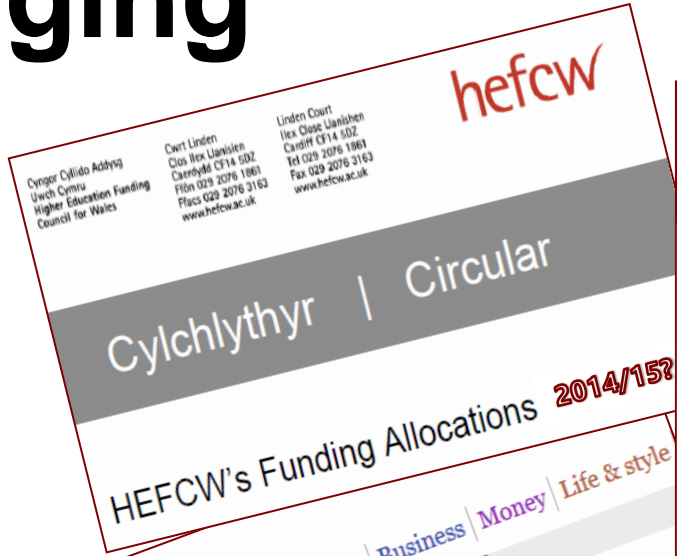
Change in HE: Understanding and Responding to Individual and Organisational Resistance

How? USW Context – University Strategy

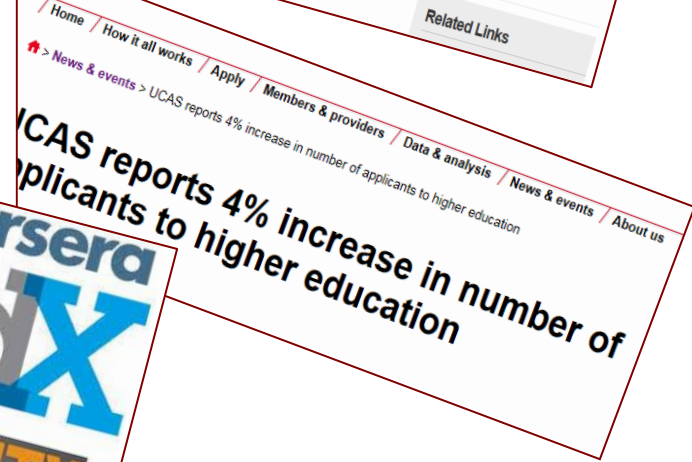
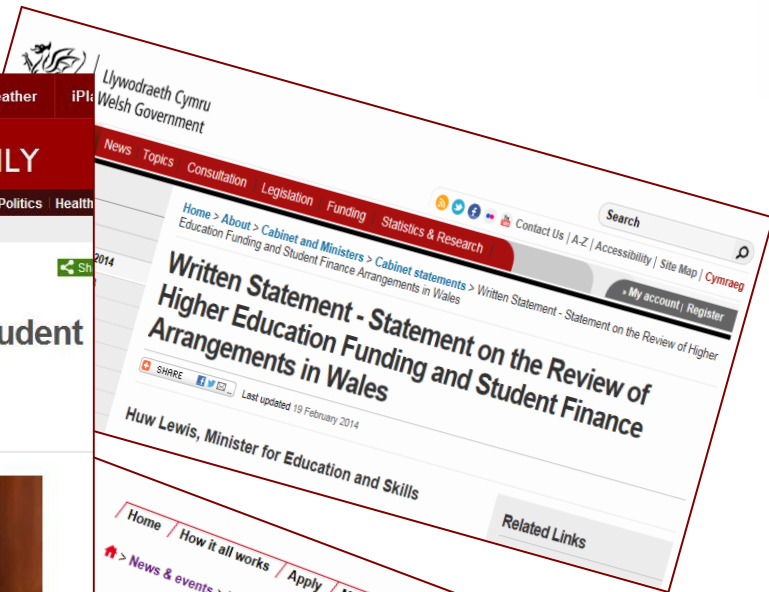
The ‘sustainability question’ for universities must be reframed, from inside-out: “Who will pay for us to continue doing the excellent things that we do?” – to outside-in: “**How can we deploy our distinctive capabilities to generate value for others, and thereby to sustain our mission?**”

Why? We acknowledged that HE was changing

University of
South Wales
Prifysgol
De Cymru



**RUSSELL
PIONEERING
RESEARCH
GROUP**



“**Culture** trumps strategy”

Sanford C. Shugart

President – Valencia College, Florida

“The Challenge to Deep Change: A Brief Cultural History of HE”

Being a Change Leader

- Building capability to achieve change... *“getting the right people on the bus” (Collins, Good and Great)*
- Creating urgency for change, but providing sufficient time for meaningful change... *managing the transition*
- Empowering others is essential... *involvement breeds commitment, but demands a willingness to embrace risk, trust staff and exercise faith*
- Two-way communication is essential... *formal and informal channels used frequently to understand the meaning of change for others and develop shared ownership*

Where are we now?

