



University of the  
West of England

# Building Sustainability

***Global Education : Universities in the  
21<sup>st</sup> Century  
University of Warwick : July 2006***

**Sir Howard Newby**

*Start here, go anywhere*

# Changing Faces

- Audit
- Accountability
- Regulation
- Planning

*Start here, go anywhere*

# Global Excellence

- Globalisation means that quality and standards are rising
- Benchmarks are international and not local or national
- Global issues provide global solutions
- To be 'good' is no longer 'good enough'
  - expectations are rising even faster

*Start here, go anywhere*

# Market Forces

- A more market-oriented HE sector will lead to:
  - greater mission diversity
  - greater segmentation in the hierarchy of institutions
- Identifying your strengths and focusing on them is critical
- HEI's cannot do everything they would wish at the level of quality now expected of them by external stakeholders

*Start here, go anywhere*

# Focus

*In the past:*

Universities did Teaching and Research

*Now, universities are involved in:*

Lifelong Learning

Research

Knowledge Transfer

Social Inclusion

Local and regional regeneration

Civil and cultural engagement

*Start here, go anywhere*

# Stakeholders

- Fee-payers will be more demanding
- Greater transparency
- Client-focus

*Start here, go anywhere*

# Institutional positioning

- What is your distinctive brand?
- Where are you competitive?
- What are your key markets?

*Start here, go anywhere*

# Adaptation to demand

How focused, flexible  
and agile are you?

*Start here, go anywhere*