



The Faculty Manager Role in the US and the UK: A Report on the Peter Karmel Travel Grant

Presented by:
Tony Heywood
Registrar
Campion College, Australia



Presentation Overview

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3. United Kingdom
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 - b) Detail on visits to institutions
 - c) Summary of key issues
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Travel Grant Proposal

- Follow-up to FM Survey in 2004
- International comparison to see if the FM role evolved in a similar way to Australia and New Zealand.
- UK as HE system similar to Aust/NZ; has become more corporate in approach over the previous decade or so.
- USA has different HE foundations, with a more corporate approach for a longer period.
- Three week study tour of US and UK; range of different institutions chosen to explore wide range of contexts
- Received \$7,500 Grant from ATEM



Overview of the US HE Sector

- Each State has responsibility for HE
- \$197 billion enterprise
- 4,182 HE institutions, many teaching only
- Over 14 million students - 500,000 international
- 58% of HE Institutions are private; however, public institutions enrol 79 percent of the students.



Overview of the US HE Sector

- **Carnegie Classification system:**
 - **Doctorate Granting/Research institutions** (7% of HEIs; 28% of students);
 - **Master Colleges and Universities** – courses up to Masters (16% of HEIs; 22% of students);
 - **Baccalaureate and Associated Colleges** - Bachelor degrees; (15% of HEIs; 8% of students);
 - **Community Colleges** - Associate degrees (2 yr) and certificates; (42% of HEIs; 37% of students);
 - **Specialised institutions** eg theological, medical or art schools - full range of awards only in their area of expertise. (19% of HEIs; 4% of students);
 - **Tribal Colleges and Universities** (1% of HEIs; 1% of students)



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UCLA





UCLA – Large Public Uni

- Founded 1919
- Part of Uni of California system
- 38,600 students (25,700 UG 12,900 PG)
- 3,300 academic staff
- One campus at Westwood
- UCLA College plus 11 professional schools
- FM style roles introduced 12 - 15 years ago



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What we all dream of.....





UCLA College (*of Letters & Science*)

- 24,000 students (majority of UG majors)
- Four Schools, 37 Departments
- Meetings with two Assistant Deans; one Dept Mgr
- Three tiers of admin managers (strategic/resource/operational)
 - College - HR; IT; strategic plans; fin analysis; 21 staff
 - School – budgets (up to 60% of role); space issues; analysis; managing relationships; [NO STAFF]
 - Dept - financial transactions; payroll; contracts; IT support; student advising/admin; c'tees; 6-10 staff



School of Public Policy

- Research focus
- Three Depts
- 500 PG students
- About 1000 UG would take elective subjects
- 50 FTE academics (*faculty*)
- 30 FTE support (*staff*)
- 150 FTE research/project
- US\$19m budget



Public Policy (cont.)

- Met with Associate Dean, Administration
- More like standard FM role in Australia
 - Manages money; people; facilities; programs
 - Liaison; problem-solving; negotiation
 - 3 direct reports – Bus Officer; Personnel Mgr; Tech & Facilities Mgr
 - 11 indirect reports
 - Workload is major issue
 - Resources and staffing issues most stressful
 - Dept Mgrs report to Chairs (manage own staff; student advice; student admin; general admin)



Thomas Aquinas College





Christendom College





Small Private Liberal Arts Colleges

- Typical of private institutions – small, Catholic
- TAC est. 1968 - 329 students (ranked in Top 100)
- Christendom est. 1977 - 371 UG; 120 PG students.
- One UG course offered - Bachelor of Arts (4 yr)
- Students required to live on campus; course full-time only
- Neither College has a Faculty level management.
- Senior administrative manager with breadth of role similar to DVC (Admin).
- Support provided by Association of Colleges & Universities Business Officers seen as a significant benefit. ACUBO publish Business Officer's bible - large volume with chapters written by experienced Business Officers, detailing best practice.



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Georgetown University





Georgetown – Large Private Uni

- Established 1789
- Oldest Catholic (Jesuit) uni in US
- 13,100 students (6,500 UG, 6,600 PG)
(cap on student numbers)
- 1,150 FT academics, 360 PT
- US\$29,808/yr UG tuition fees (+ accom)
- FM roles date back 10 years



Georgetown College

- 3,000 students + supply teaching (*75% of UG*)
- US\$56m budget (\$46m tuition; \$6m res; \$4m endow;)
- 23 Depts
- Met with Associate Dean
- Main roles - finance, HR, space, liaison
- 10 direct and 75 indirect reports (*indirect in Depts*)
- Challenges – space; budgets; managing student expectations (esp as fees increase); balance between Dept and Central



Summary of Common US Issues

- No marketing at the Faculty level - use of internet seen as sufficient.
- Some minimal PG marketing
- Lack of resources and the need to do more with less - financial, space, timetabling
- Tension between 'the Centre' and academic units
- Surprising that Faculty Manager roles only in past 10 – 15 years
- Some universities still do not have FM roles (*not visited though*)



Overview of the UK HE Sector

- 170 HEIs
- 2.2 million students.
- Great variations in size (from <1000 to >30000 students), income (from <£10m to >£150m) and mission.
- Student body has grown significantly - 39% increase between 1995 and 2003.
- Government target of 50% participation of 17-30 year olds in some form of HE by 2010. (44% in 2003).



Overview of the UK HE Sector

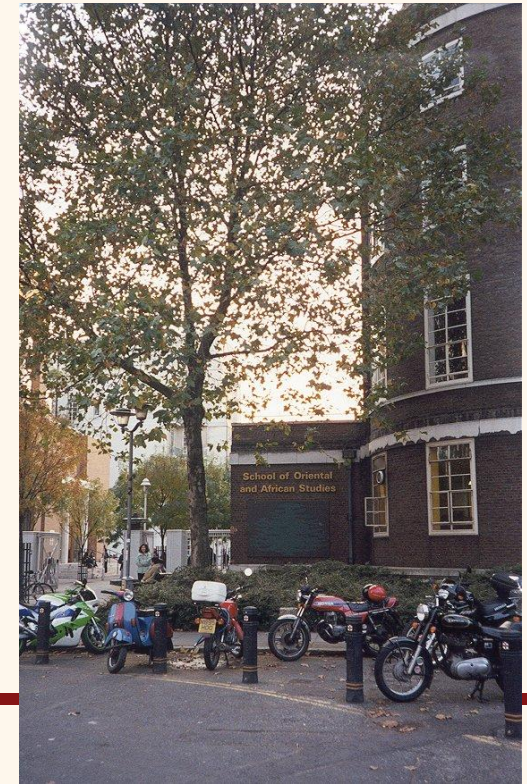
- HECS-style fees from 2006. Most will charge £3000 pa
- Government has recently allowed teaching only universities.
- HEIs derive their income from:
 - Funding Councils (i.e. Govt) (39%)
 - Course fees (25%)
 - UK Research Councils grants (17%).
 - Consultancy/contracts/spin off companies (19%)
- There are differences between 'pre-92' and 'post-92' HEIs, esp. governance and VC powers.



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School of Oriental & African Studies – Uni of London





Uni of London –Federated Uni

- Federation of 19 self-governed Colleges and Schools
- 125,000 students
- Mostly operated at local level
- Significant overlap between course offerings in different Colleges and Schools



SOAS

- Founded in 1916
- 3,200 students (UG and PG)
- 200 academic staff
- 4 Faculties within School
- Faculty Administrators (3 years ago)
 - 2 direct and 8 indirect reports
 - Student Team and Academic Support Team
- Challenges – managing staff; resources
- Like FM role in Aust 10 years ago – c'tees; liaison; budgets; min. strategic; no mktg



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University of Warwick





Warwick – ‘Civic’ Uni

- 25,500 students, no Faculty Managers
- Departments handle finances
- Flatter structure, less bureaucracy
- Chair of Faculty Board – academic leaders elected by peers
- A ‘virtual visit’



(Institute of Education)

- Prof Shattock – HE guru in the UK, was Registrar at Warwick
- Not supportive of ‘managerial Deans’ for their own sake
- Argues uni structures should be what best serves teaching & research, not just about making (and costing) money
- Should look at admin costs as % of overall budget as a KPI



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University of Oxford





Oxford – Old and Unique

- Est. probably 1096
- 17,600 students (12,000 UG)
- Collegiate Uni – 39 Self-governing Colleges plus 7 Permanent Private Halls
- Colleges around 400-450 students
- Students apply for a course and then for a College (*need to be accepted by both*)
- Tutors in College – one-on-one or few for UG study; also part of academic Division in Uni
- No FMs – told '*we don't have these roles in the UK yet*'



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Oxford Brookes University





Oxford Brookes – Redbrick Uni

- Est. 1992 (was Oxford Polytechnic)
- 14,000 FTE students (10,000 UG, 4,000 PG)
- 8 Schools
- Admin tasks moving from academics to administrators (*'Admissions Tutor', 'Senior Tutor' etc, 100% admin roles*)
- FM roles introduced three years ago
- No common title for FMs



School of Arts & Humanities

- Head of Academic Planning & Admin
 - General admin; strategic planning; quality; mktg
- £5m budget
- 1,700 students + supply teaching
- Very similar to Aust FM on many levels but some colleagues still in FA role
- Some academics resent her involvement in the running of the School



St Martin's College





St Martin's – Uni to be

- Founded 1964 by Church of England
- 11,500 students
- 1000 staff
- 3 Faculties
- Degrees awarded via Uni of Lancaster
- Currently applying for University status
- Multi-campus in northern England
- Introduced FM roles 3 years ago as wanted to professionalise administration



Faculty of Health and Social Care

- 4600 students
- 130 academics; 55 support staff
- Head of Faculty Administration
 - HR; finance; committees; strategic mgt
- Very similar to Australasia, however with committee support role (minutes)



Summary of Common UK Issues

- Not all have FMs and some likely to resist introduction for many years yet.
- FM role seems in transition from a supporting senior administrator to a senior manager who is a partner in the operations of the Faculty. They seem, in many ways, like FM roles in Australasia five to ten years ago.
- Challenges similar – managing staff and managing in the face of a declining resource base.
- Marketing not common at the Faculty level



Points for Consideration

- **Do we do too much marketing at Faculty level?**
 - Would the web and central marketing alone work?
 - Save the Faculty budget for critical marketing events?
- **Do our FM roles put too much work on one person?**
 - 2004 FM Survey showed workload and stress as concerns.
 - US offers models where FM duties are spread over two or three levels of staff.
 - Could we stratify duties and split into a more manageable load?
 - Stream off areas such as HR or finance to other professional managers within the Faculty?



Points for Consideration

- **Is the UK flatter structure model workable?**
 - The ‘Academic Dean’ model is unusual here
 - Is it an option, even if radical restructuring is required?
Have we moved too far beyond it?
 - *This would, however, make FMs redundant.....*
- **Should total admin costs be adopted as a KPI?**
 - Do we spend too much on the parts of the university not involved in actually ‘doing’ research and teaching?
 - Do admin structures cost more than their benefit?
 - Relocate some elements (eg Marketing; accountability demands) from faculties to central departments??
 - Should we keep empires in check by measuring total cost admin as a KPI?



Questions

