

ADVANCING THE MANCHESTER 2015 AGENDA

The Strategic Plan of
The University of Manchester

CHAIRMAN'S FOREWORD

Anil Ruia



I am pleased to provide a Foreword for this updated version of The University of Manchester's Strategic Plan – *Advancing the Manchester 2015 Agenda*. I wish to start by paying tribute to Norman Askew, who preceded me as Pro-Chancellor and Chairman of the Board of Governors, and to the late Professor Alan Gilbert, the inaugural President and Vice-Chancellor. Both men showed great vision, leadership and commitment to the success of The University of Manchester over the six years since it was founded.

The Board of Governors is well aware that the vision to make The University of Manchester one of the top 25 universities in the world by 2015 is bold and ambitious. There have been and continue to be significant challenges to face, but following extensive review of progress since 2004, we remain committed to the Vision and believe it to be achievable.

This Plan updates the first reworking of the *Manchester 2015 Agenda*. Clear progress has been made to date but there is still much to do and the University is now working on a new Vision and Strategic Plan, supported by new strategies, to take it beyond 2015. To succeed, the University will have to be ever more innovative in fostering world class research, creating exemplary learning opportunities and engaging the wider society, and effective in nurturing the talents of our own staff and students. It will also have to ensure that key enabling strategies necessary to develop the University's resource base and improve efficiency and effectiveness are pursued with equal vigour in a period of public funding austerity.

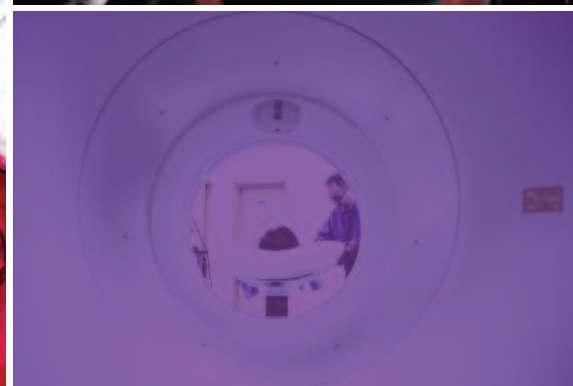
The implementation of the Strategic Plan continues to demand energy, commitment, courage and determination from all sections of the University community and from our key partners and supporters. The final part of this document outlines the structures and the processes through which this Plan will be implemented. These provide a good example of the way the University works: the structures are flat to ensure efficiency and effectiveness, but responsibilities and accountabilities are clear.

It is the University's staff led by the President and Vice-Chancellor who will be responsible for implementing this Plan, and in this they have the whole-hearted support of the Board of Governors. However, the Board does not lose sight of its responsibility to monitor the University's progress toward meeting its objectives, and holding the Executive accountable for this.

This is an enormous challenge for us all, particularly with the current challenges of the external environment, but one that we continue to approach with great confidence and enthusiasm.

A handwritten signature in purple ink, consisting of a stylized 'A' followed by a long horizontal stroke that ends in a small upward flick.

Anil Ruia
Pro-Chancellor and Chairman
of the Board of Governors



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OUR VALUES

We value the idea of our University as a scholarly community committed to the creation, application and transmission of knowledge through open, disciplined, rational inquiry, and distinguished by:

Academic freedom that allows all staff and students to engage in critical inquiry, intellectual discourse and public controversy without fear or favour;

Exemplary ethical standards in relation to all our activities and objectives;

Institutional autonomy that accepts the need for accountability to Government and to other external stakeholders, but preserves the academic self-governance of the University and allows peers in the “invisible academy” of international scholarship to be the final arbiters of academic quality and research excellence;

Equality and diversity as reflected in policies, practices and support systems that encourage talented people, whatever their background, to work and study at The University of Manchester on the basis of equality of opportunity;

Engagement with society, reflected in an institutional culture and learning environments that encourage all staff and students to engage in the civic life of their own societies and as members of the wider human community in building just, inclusive, economically viable and environmentally sustainable civil societies;

Sustainability as a principle guiding the management and development of the University towards “best practice” in all aspects of energy use and efficiency, waste management and environmental responsibility; and

Collegiality exemplified in policies, practices and an institutional culture that makes the University a safe, rewarding workplace in which all staff are respected for the roles they fulfil, and encouraged and enabled to realise their full potential and to add value to the University's core mission.

OUR VISION

Our Vision is of The University of Manchester as a world renowned institution harnessing virtuosity for the enduring benefit of humankind.

As such, Manchester will be:

A people-centred institution that attracts, values and develops as staff and students many of the most able people in the world, and provides them with a richly stimulating intellectual environment in which to realise their full potential;

A research-led institution that engages world class researchers in a pioneering research culture that values the creation of knowledge for its own sake, for enriching higher learning and for the cultural and material benefits it confers on humankind;

An innovative institution that values, encourages and facilitates the transfer of knowledge and technology into solutions that improve the quality of human life, address issues of environmental sustainability and promote the development of the knowledge economy;

A learning institution committed to providing all its students with rich and stimulating learning environments supported by relevant, purposeful curricula, personalised learning experiences and cutting-edge learning technologies;

A meritocratic institution that is open to talented students from all backgrounds, and seeks to remove barriers to their participation in higher education;

A socially responsible institution that engages, through its education programmes, its research, its wider alumni networks and its international partnerships, in the great challenges facing humankind in the 21st century;

A Manchester institution committed to enriching the social, economic, cultural and intellectual life of Manchester and the region – yet conscious that the most important thing that the University can do for its City and region is to be internationally competitive and globally renowned.

What distinguishes this Vision is the strong emphasis that The University of Manchester places on engaging the wider society across the full range of its activities.

In Manchester, translational research and the development and exploitation of intellectual property are not “third mission” activities, they are an integral part of our research agenda, accorded parity of esteem with basic research and fundamental discovery.

Likewise Manchester's educational mission goes well beyond the development of highly employable professionals, vital though that is, and places equal emphasis on preparing graduates to take personal responsibility, as citizens, for building sustainable civil societies in the 21st century and addressing the great social and environmental issues confronting humankind.

Our idea of a university is of a strong, independent knowledge institution seeking not only to understand the human and natural world, but to bring knowledge and wisdom to bear on sustaining and improving the quality of life on earth.

OUR MISSION

To make The University of Manchester one of the top 25 universities in the world by 2015 and to remain thereafter a world-leader in the quality of the higher education we offer, the excellence and impact of the research we undertake and the value of the contributions we make to the economic, social and cultural life and environmental sustainability of the wider society.





INTRODUCTION

**Professor Dame Nancy Rothwell FRS
President and Vice-Chancellor**

The foundation of The University of Manchester in 2004 created a once-in-an-institutional-lifetime opportunity to re-think the idea of a major research-led university in the early 21st century. The founding vision was of a powerful new institution mobilised around the pursuit of ambitious “step change” improvement, determined to develop excellence in all its activities and to mobilise the knowledge, talent and achievements of its community in the service of the wider community. That transformational vision became the *Manchester 2015 Agenda*, a strategic blueprint for realising the vision and mission of the University and positioning it among the top 25 universities in the world by 2015.

Now over halfway through our journey to 2015, it is clear that The University of Manchester has enjoyed unprecedented success and is well-positioned through its clear strategic vision to deal with the challenges ahead. There have been many significant achievements of the past six years – in research, in knowledge transfer, the student experience and the wider infrastructure and environment of the University. In building this strong foundation for the new University, we are indebted to the six years of leadership, vision and determination provided by Alan Gilbert.

The University's Strategic Plan was reworked in 2009, building on the University's successes and identifying the key challenges for the University in its journey to 2015. This resulted in the current version of Manchester's vision, *Advancing the Manchester 2015 Agenda*, which focuses on three primary goals and six key strategies to support those goals. It not only looks beyond 2015, but also defines more clearly the kind of university Manchester is striving to be.

Each primary Goal and each Enabling Goal has been translated into a specific Target linked to a number of implementation Strategies accompanied by Key Performance Indicators (KPIs). Together, these KPIs form a template for the University to use annually in determining its success (or failure) in implementing its strategies. The University is committed to replicating this systematic approach to planning and performance review across its individual Faculties, Schools and Professional Support Directorates and Offices. By establishing goals, targets, strategies and KPIs at all levels, and ensuring that these are aligned with the overall *2015 Agenda*, the University seeks to translate its high level institutional aspirations into a practical, measurable change agenda impacting on all its activities.

The University undertakes a detailed annual “stock take” of performance against goals, targets, strategies and KPIs at all levels of the organisation. Taken as a whole, annual Stock Take Reports since 2005 confirm that the Manchester “merger” has been completed successfully. They also indicate that the University is achieving, in many areas, the kinds of “step change” transformation required for the success of the *Manchester 2015 Agenda*, but that we are still not meeting our goals in some important areas.

As we plan for a future that will be quite different to that we envisaged in 2004, or even a couple of years ago, it is appropriate to consider how we wish to define and distinguish the future University. We must be both moral and collegiate, but above all else we must be an organisation that demands and expects excellence in every aspect of our mission, and is a real haven for scholarship, learning and discovery.

Professor Rod Coombs, Deputy Vice-President and Deputy Vice-Chancellor supports the President and Vice-Chancellor across the full-range of functions and responsibilities involved in the management and direction of the University



Excellence must be a distinguishing factor for The University of Manchester. In striving for this, we are inevitably challenged by our austere external environment. We are therefore in the process of producing a new Vision and Strategic Plan for 2020, which will set out our ambitions, strategies and priorities for the next decade, building on the success of our achievements to date. New strategies relating to Research, Higher Learning and the Student Experience, and Social Responsibility are being developed to enable us to achieve our goals and these will be reflected more fully in the new Strategic Plan, which will be published next year.

Professor Dame Nancy Rothwell FRS
President and Vice-Chancellor

GOAL ONE

RESEARCH

To make The University of Manchester one of the 25 strongest research universities in the world by appointing and retaining world-leading researchers, producing research outcomes of the highest international significance and giving postgraduate research training, applied and translational research and knowledge transfer activities parity of esteem with fundamental and curiosity-driven research.

The University of Manchester is an international research powerhouse, committed to building a world-class reputation for the scale and quality of its research. According to the 2010 Shanghai Jiao Tong *Academic Ranking of World Universities*, Manchester is 44th in the world and 9th in Europe, up 9 places since 2005. The 2008 Research Assessment Exercise (RAE) placed Manchester in the top four or five major research universities in the UK.

The University combines breadth in its research activity with quality in depth in key areas. RAE2008 highlighted exceptional performances in a wide range of disciplines across all Faculties.

The University is consistently ranked very highly for its intellectual property and commercialisation activities and in the top three in the UK for the number of invention disclosures it makes.

From the outset, the University has acknowledged the Shanghai Jiao Tong *Academic Ranking of World Universities* as its preferred measure of international standing. We will continue to monitor our overall research performance using this ranking, while also monitoring citation outcomes, using research benchmarking as a basis for continuing improvement in research performance and valuing the recognition of individual researchers reflected in the award of international honours and prizes and/or election to a major learned academy.

A new Research Strategy is being developed which builds on the strategies outlined below.

STRATEGIES FOR RESEARCH

1. To value research virtuosity for its own sake, placing the very highest value on outstanding research performance and outstanding researchers irrespective of the discipline in which they are located or the scale of the University's engagement in the particular field of research in which they work.

While understanding the importance of scale, teamwork and inter-disciplinarity in many fields of research, the University recognises that its research performance and reputation rests ultimately on the excellence of individual researchers. We will therefore value, nurture and reward outstanding researchers whether or not their research activities are associated with the University's strategies for building concentrations of research excellence.

2. To invest strategically in building an internationally recognised research profile around a number of world-leading concentrations of research excellence.

The University of Manchester has been committed since its establishment in 2004 to developing its research profile around the principles of concentration and selectivity. These principles have informed the establishment of key research institutes and the appointment of iconic scholars in areas where world-leading research concentrations seem achievable. Recognising that it does not have the resources to be world-leading across the whole spectrum

of its current research activities, the goal has been to develop genuinely world-leading capability in a small number of important fields of research, while also continuing to support smaller concentrations of excellence and outstanding individual researchers working in other fields.

The University is therefore investing in clusters of world-leading activity with a view to establishing genuine international research leadership in five or six research fields, together with the capability to contribute to cutting edge research partnerships, nationally and internationally, in 20-25 further areas.

Our world leading clusters will have genuinely global visibility as foci of research excellence in depth; will be magnets for internationally eminent research leaders and brilliant early career researchers alike; will have a sustained capacity to command major research funding and will create the kind of impact on research thinking around the world that will make them preferred partners in major academic and corporate collaborations.

On that basis, Manchester is already world-leading in nuclear science and technology, and is close to being world-leading in cancer studies, research into global poverty and its amelioration, radio-astronomy, cell matrix biology and key areas of the social sciences, including social capital formation.





Professor Luke Georgiou, Vice-President for Research and Innovation, has overall strategic leadership for the research agenda within the University.



3. To broaden the range of research funding sources, especially by placing greater emphasis on European funding and funding from industry sources.

The University expects all research and research-and-teaching staff to undertake externally funded research, and is concerned that such funding currently is drawn from too few sources.

Accordingly, the University is committed to diversifying its sources of research income. While recognising the importance of growing its proportionate share of Research Council and HEFCE funding streams, it accepts that an important indicator of success in the future is likely to be its ability to derive income streams from a broader range of public and private bodies, particularly from European and industry sources. In relation to the latter, the University is pursuing systematic, mutually-beneficial partnerships with major national and international companies.

4. To ensure that translational research is given parity of esteem with basic research of the highest international standing.

The University of Manchester seeks to leverage its research outputs for the benefit of the wider society and has a strong track record in the commercialisation of the intellectual property (IP) it creates.

Pursuant to this commitment, the University seeks to promote parity of esteem between applied and basic research, and has developed appointment and promotion criteria accordingly, together with other more direct incentives for creators of IP to undertake translational research, knowledge transfer and the kind of research-based innovation that leads to positive social, economic and/or cultural outcomes or contributes directly to wealth creation.

5. To provide world-class postgraduate research and training as a vital, integral part of the overall research activity of the University.

The University is committed to recruiting outstanding postgraduate research students and to providing them with world-class research training and the opportunity to conduct world-class research. Superb postgraduate research and training is a core function of a research university, both in contributing to present research excellence and as an investment in future success. Training will be enhanced with the development of the Manchester Doctoral College.

TARGET

By 2015, to be ranked in the top 25 research universities in the world in the Shanghai Jiao Tong Academic Ranking of World Universities.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards its Goal One Target, the University will use the following KPIs:

KPI 1.1 Annual improvement in Shanghai Jiao Tong "Academic Ranking of World Universities", 2009-15.

KPI 1.2 Annual improvement in the mean citation impact of research publications produced in the University.

KPI 1.3 Annual improvement in research grant and contract income per academic staff FTE relative to UK benchmark universities.

KPI 1.4 Annual growth in postgraduate research student enrolment and improvement in completion rates relative to norms of UK benchmark universities.

KPI 1.5 Continuous improvement in total third party investment in University intellectual property as measured through a three-year rolling average.

GOAL TWO

HIGHER
LEARNING

To provide superb higher education to outstanding students from all backgrounds and to produce graduates distinguished around the world for their professional employability, leadership qualities and broad liberal education.

The University of Manchester accords its role as a provider of higher learning the same unqualified priority that it brings to its role as a leading international research university. The University also accepts a major on-going responsibility to prepare generations of outstanding students not only to be internationally mobile professionals of the highest quality, but also to serve as informed, thoughtful, globally responsible citizens.

With its large student population, the University recognises that achieving this Goal is a major challenge. An Undergraduate Education Review, initiated in 2007-08, committed the University to making Manchester a distinctive centre of higher learning able to attract outstanding students and provide them with a world-class learning experience founded on outstanding teaching, personalised, richly-interactive learning environments, purposeful curricula offering a broad, liberal educational experience alongside excellent professional education, superb libraries, classrooms, laboratories, lecture facilities and informal learning spaces and access to cutting-edge on-line learning environments.

As part of its commitment to improvement, the University has created a Directorate for the Student Experience to bring together the leadership and management of all aspects of the student experience.

The University recognises that students must be fully engaged in this planned transformation of undergraduate education, and that they will be the primary judges of its success. The University is therefore committed to listening to its students and providing them with opportunities to provide timely and systematic feedback on the quality of the higher education that they receive.

STRATEGIES FOR HIGHER
LEARNING

1. To embed the “Purposes of a Manchester Education” in all programmes and to introduce a broad-based curriculum which allows all undergraduate students to develop non-discipline specific skills.

The University has adopted a formal Statement of the “Purposes of a Manchester Education” to inform curriculum development, delivery and assessment across all its undergraduate programmes. This purposeful approach is designed to ensure that all Manchester graduates leave the University with advanced critical thinking and higher order conceptual reasoning and analytical skills; mastery of a discipline; broad intellectual and cultural interests; a sound preparation for professional and vocational work in a particular area; an informed basis upon which to develop personal values and make ethical judgements; awareness of the challenges of citizenship and leadership in diverse, global environments; advanced skills of written and verbal communication and a personal commitment to equality and diversity. The University is committed to providing an international learning environment for all its students and, where appropriate, incorporating an international dimension in all its curricula, including the opportunity for study abroad.

The University is also committed to providing its students with the opportunity to develop key employability skills central to their future success. This includes increasing student access to the educational experience currently provided by its Manchester Leadership Programme, which provides opportunities for students to combine formal leadership and enterprise skills training with community work.

All undergraduates are given a Higher Education Achievement Record (HEAR) indicating the full range of professional and personal competencies acquired whilst at the University.

2. To ensure that all students have a high quality personalised learning experience and frequent personal contact with academic staff.

The University is committed to providing Manchester students with a personalised educational experience in which learning is interactive rather than passive and individual students have frequent, meaningful opportunities to engage personally with teachers, mentors and advisors, formally and informally. The University is therefore committed to streamlining its curriculum to allow more resources to be invested in the provision of a high-quality, personalised learning experience. As well as emphasising personalised support from lecturers, tutors, mentors and/or advisors, the University is also encouraging increasing use of Peer Assisted Study Sessions (PASS).

3. To pursue exemplary fair access and admissions processes to identify and attract the very best students to Manchester, regardless of background.

The University seeks to attract the very best students, regardless of background, and is committed to exemplary fair access and admissions processes designed to identify exceptional national and international students, including those with disabilities or from educationally disadvantaged backgrounds. The University also recognises that fair and meritocratic admissions policies need to be underpinned by generous, merit-based and needs-focused bursary and scholarship programmes.





Professor Clive Agnew, Vice-President for Teaching, Learning and Students, is focusing on quality assurance and improvement in teaching and learning and also plays an important role in the enhancement of the student experience.



4. To engage students at School, Faculty and University levels in the regular evaluation of all aspects of their Manchester educational experience.

The University regards student feedback as a key mechanism for ensuring the development of a quality learning experience, and places a high priority on facilitating systematic feedback at programme, discipline, School, Faculty and institutional level as well as encouraging elected student representatives to play a role in the oversight of all educational programmes. At an institutional level, great attention is paid to the findings of internal Course Unit Satisfaction Surveys and to the results of the annual National Student Survey for final year undergraduates.

5. To place Manchester in the vanguard internationally in the use of on-line learning environments.

The University is committed to enriching teaching and learning through the provision of highly interactive on-line learning materials and sophisticated learning environments providing for personal interactions between staff and students and with fellow students. The primary aim is to enrich campus-based learning through the development of high-quality interactive learning resources, but the University also recognises the importance of developing its global profile through world-class on-line off-campus learning programmes. The University has already made significant progress in implementing Blackboard Vista as its Virtual Learning Environment (VLE) platform and places high priority on the need to ensure that its full pedagogical potential is exploited.

6. In consultation with students, to improve the quality, range and responsiveness of student support services and facilities.

The University is committed to providing students with excellent student support services and to enhancing an already impressive range of student facilities extending from an outstanding Library, which offers seamless use of an outstanding array of electronic, print and manuscript resources, and the significant collections of the Manchester Museum and Whitworth Art Gallery, to some of the best recreational and sporting facilities in the country. Among its capital planning priorities is a commitment to augment the learning environment by developing a state-of-the-art "Learning Commons" by September 2012.

7. Encouraging and rewarding excellence, innovation and creativity in teaching and learning and in supporting the student experience.

The University is committed to employment and promotion policies and procedures that value, support and reward excellent teachers. It also values highly all other staff engaged in enhancing the quality of the Manchester student experience.

TARGET

To be ranked in the top 10 of Russell Group universities by 2012 and the top four by 2015 in terms of overall satisfaction as measured by the National Student Survey.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards its Goal Two Target, the University will use the following KPIs:

KPI 2.1 Annual improvement in overall student satisfaction as measured by the NSS and the University's internal Unit Satisfaction Surveys.

KPI 2.2 Annual improvements in student retention and progression rates.

KPI 2.3 Annual improvement in ranking among Russell Group universities in terms of graduate employment outcomes.

KPI 2.4 Annual improvement in student satisfaction with the quality of learning materials and student support provided on-line by the University.

KPI 2.5 Survey by survey increases in the number of students confirming that they have received at least weekly contact from their Academic Advisor/mentor/tutor outside formal lectures and tutorials.

GOAL THREE

SOCIAL RESPONSIBILITY

To make the University a force for good, locally, nationally and internationally, by bringing knowledge to bear on the great issues facing the world in the 21st century, and by producing graduates prepared to exercise social leadership and environmental responsibility.

The University of Manchester is committed to the idea of a 21st century university as a key international institution with responsibilities going well beyond fundamental and translational research and the training of superb professional graduates.

The University understands that the great challenges facing contemporary societies will be resolved, if at all, only by further advances in human knowledge, and believes that the key decision-makers in 21st century societies will be highly educated citizens able to make informed judgements about complex issues.

Accordingly, as a major knowledge institution, the University accepts that it has an important contribution to make to the sustainability of economic systems, civil societies and the natural environment in the 21st century.

The University sees applied research, the exploitation of intellectual property and public engagement as integral to its research mission - not as "third mission" activities. But it accepts as a major "third mission" responsibility, an obligation to ensure that its graduates are informed, ethically aware, socially responsible citizens, capable of thinking globally and equipped to assist in the creation and maintenance of just, prosperous, sustainable civil societies.

The University accepts a special responsibility for the development and wellbeing of the City of Manchester, the Greater Manchester region, England's North West and the UK more generally, but has no doubt that the greatest contribution it can make to these local, regional and national constituencies is to secure and retain a place among the great research and teaching universities of the world.

A new Social Responsibility Strategy is being developed which builds on the strategies outlined below.

STRATEGIES FOR SOCIAL RESPONSIBILITY

1. To encourage members of the University community to bring advanced knowledge and expertise to bear on public discourse, policy-development and the formation of public attitudes, values and understanding.

The University seeks to encourage and empower staff, students and graduates to express informed opinions on matters of public interest without fear or favour.

2. To provide alumni with opportunities to support the University's priorities for social responsibility.

The University sees lifelong partnerships between universities and their graduates as a potentially transformational means of exercising influence and leadership in 21st century societies, and seeks to mobilise its international network of alumni (currently embracing more than 245,000 graduates) around the great global challenges facing humanity.

3. To ensure that a Manchester undergraduate education challenges students to develop strong personal value-systems and to accept responsibility for serving the wider community.

The University attaches great importance to providing as many students as possible with opportunities to engage in supervised voluntary work of benefit to their local communities, and sees volunteering as an integral part of its Manchester Leadership Programme.

Through its Brooks World Poverty Institute, the University is committed, nationally and internationally, to understanding and tackling the causes of poverty, and to offering high level training and skills development for professionals and volunteers engaged in tackling poverty and social disadvantage.

More broadly, the University strives to promote social responsibility as a lifelong commitment among its staff and students, and to provide them with opportunities to gain experience through local social programmes and initiatives.

4. To champion equality and diversity in all its activities and to promote educational and employment opportunities both in its immediate neighbourhood and in the wider world.

The University strives to be exemplary in managing equality and diversity issues among its own staff.

Within Greater Manchester, it is committed to broadening educational opportunities for local school children at both primary and secondary levels, and to providing skills training for the unemployed in adjoining communities, together with practical job creation schemes.

An important international dimension of the University's social responsibility agenda is its *Equity and Merit Scholarships* programme, through which it invests jointly with alumni in assisting talented students from disadvantaged backgrounds in developing countries to access higher educational opportunities.





The President and Vice-Chancellor is leading on social responsibility as a defining feature of the University, focusing on global challenges and flagship initiatives that are distinctive to the University, as well as our engagement with the local, national and international community.



5. To advance public engagement with science, technology and the human heritage more generally.

The University is committed to raising awareness of the benefits of higher education through outreach activities that engage primary and secondary pupils and their teachers and parents, and assist further education students wishing to progress to university.

The University also accepts an important responsibility for enriching the cultural lives and scientific understanding of its local community. In partnership with a number of other universities, it secured "Beacon of Public Engagement" status in 2008, and attaches significant priority to the work of its Manchester Museum, Whitworth Art Gallery, John Rylands Library, Deansgate, and Jodrell Bank Discovery Centre in engaging with schoolchildren and people from under-represented groups.

6. To work closely with City authorities and other local organisations to support the social, economic and cultural development of Greater Manchester.

The University recognises that the success of Greater Manchester as a major city region is vital to the University's own chances of realising its ambitions to be a world-leading institution of higher education. It is committed to working with City authorities to enhance the standing of Manchester as a dynamic node in the global knowledge economy.

As well as tackling social and educational disadvantage in its immediate neighbourhood, the University is a magnet for highly talented and internationally mobile "knowledge workers" and a matrix from which intellectual property is created and small high-tech companies emerge.

Located in "The Corridor, Manchester", a major cluster of educational, medical and high-tech industrial enterprises, the University is working with its precinct partners to improve the infrastructure, public realm and overall amenity of the precinct.

TARGET

By 2015, to be securing at least 100,000 hours of student volunteering per annum primarily to assist local communities; at least a million visits per annum by members of the wider community to the University; and at least 750 Equity and Merit Scholarships

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards its Goal Three Target, the University will use the following KPIs:

KPI 3.1 Annual increases in the proportion of black and minority ethnic (BME) staff in the University's staff profile, and in the proportion of women in academic positions at the level of Reader and above.

KPI 3.2 Formal annual assurance from the Associate Vice-President (Equality and Diversity) that staff and students with disabilities are being properly supported and provided for as evidenced by user satisfaction surveys.

KPI 3.3 Annual increases of ten per cent over the period 2009-15 in the number of students engaged in supervised volunteering through the Manchester Leadership Programme or other programmes.

KPI 3.4 Annual increases in the number of Manchester Equity and Merit Scholarships awarded to support the education of talented students from disadvantaged backgrounds in some of the world's poorest countries.

KPI 3.5 Annual growth in the numbers of external visitors to the Manchester Museum, the Whitworth Art Gallery, the John Rylands Library, Deansgate, and the Jodrell Bank Discovery Centre, together with attendances at University-sponsored public lectures and cultural events.

ENABLING GOAL 1

QUALITY PEOPLE

To be an exemplary employer successful in recruiting, developing and retaining outstanding people.

The University's most precious asset is the people that it employs. The support and engagement of staff are also vital for the delivery of all the goals outlined in this plan.

The University is committed to attracting, retaining and developing the best people and has prepared a comprehensive People and Organisational Strategy which contains the following commitments:

STRATEGIES

The University is committed to:

1. Appointing quality people

The University is committed to recruitment policies and processes designed to secure academic and support staff of the highest calibre. It seeks to make academic appointments to people who are producing - or have the potential to produce - internationally significant research outputs and/or high quality scholarly teaching. Equally, it seeks to ensure that its professional support staff are outstanding in their areas of responsibility.

Accordingly, in making appointments, the University operates consistently on the principle that, wherever possible, it is better to leave a position unfilled than to appoint a sub-optimal candidate.

2. Practising equality of opportunity and valuing diversity

The University will pursue policies and practices that ensure equality and diversity in the workplace, and is committed to the ideal of a University workforce that mirrors the social, ethnic, disability and gender make-up of the wider society.

3. Rewarding, supporting and developing quality people

The University encourages and assists staff to achieve their full potential by recognising and rewarding excellence and by providing all staff with systematic feedback on their performance and opportunities for improving their skills and expertise.

4. Empowering quality people

The University, as a collegial community, seeks to engage effectively with its employees, both informally and through structured channels of communication. It is committed to conducting meaningful staff satisfaction surveys and responding constructively to feedback.

TARGET

By 2015, to have secured substantial improvement in the quality of the University's workforce and the effectiveness of its employment practices as exemplified by:

- the presence of at least five Nobel Laureates (or scholars of equivalent standing in disciplines in which Nobel Prizes are not awarded) on the University's staff, at least two of whom are full-time employees;
- at least 80% of academic and research staff being categorised on the basis of external peer review as being world-leading or internationally significant researchers; and
- at least 80% of staff being satisfied with their job at The University of Manchester.

Nobel Laureates Professor Andre Geim and Professor Konstantin Novoselov.



ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards this Target, the University will use the following KPIs:

KPI 1.i The continuing appointment of virtuoso scholars.

KPI 1.ii Annual increase in the proportion of core academic staff classified on the basis of internal research profiling as world-leading and/or internationally significant researchers.

KPI 1.iii Annual increases over the period 2009-15 in the proportion of all academic promotions being made primarily on the basis of teaching excellence.

KPI 1.iv Annual improvement over the period 2009-15 in the proportion of staff having undertaken professional training and development programmes.

ENABLING GOAL 2

A REPUTATION FOR EXCELLENCE

To strengthen the power of “Manchester” as a higher education brand, nationally and internationally, by engaging and mobilising staff, students, alumni and other key stakeholders around the aspirations and achievements of the Manchester 2015 Agenda.

Premier international universities have potent reputations that make them destinations of preference for many of the best students, teachers, scholars and researchers in the world. They are iconic institutions. Their “brands” are synonymous with excellence; their leading scholars are high profile public intellectuals; they are centres of artistic and aesthetic virtuosity; and for their graduates, their names and reputations open doors to the world’s most prestigious workplaces.

A reputation has to be substantiated by matching achievements. While performance is paramount, strong universities, like other quality institutions, should take care to shape, protect and enhance their reputations. In seeking to build the reputation of the University and to further its primary goals, “Manchester” is consciously seeking to position itself in the minds of influential internal and external stakeholders as a powerful, innovative and aspirational research and teaching university.

STRATEGIES

The University is committed to:

1. Maintaining clarity of purpose

Reputation and “brand strength” are built around clear, consistent, powerful messages about quality, purpose and competitiveness. Since 2004, Manchester has sought to position itself as an innovative institution that knows clearly what it wants to achieve.

We will maintain such clarity of purpose, leaving ourselves and others in no doubt about what we value, what our priorities are and how we are trying to realise our aspirations, even if by so doing we make it easier for critics to highlight our failures. Indeed, we value a reputation as an institution that acknowledges failures and seeks to learn from them.

2. Mobilising our Collegial Community

We recognise that effective communication starts within the University, and that our staff and students are the most powerful ambassadors for the University brand. Accordingly, internal communication and collegial engagement are

given high priority. We are committed to keeping the campus community informed in a timely manner about issues affecting the University, and providing staff and students with meaningful opportunities for engagement. The aim is to prepare all members of the University community to be informed, enthusiastic advocates of the vision, mission, values and goals that drive the *Manchester 2015 Agenda*.

3. Engaging our Alumni

The University has more than 245,000 graduates around the world, many with the potential to become powerful and influential advocates and supporters of our *Agenda*. In engaging alumni and benefactors, we will give priority to strengthening the University’s international standing as a strong, innovative, socially responsible institution. We will seek to engage alumni as partners in global social responsibility by encouraging them to contribute personally as citizens, not just financially as donors, to the tackling of major global challenges.

4. Communicating professionally with external stakeholders

The University will use a range of strategies and media to promote understanding of and support for its *Agenda*, including printed publications, the internet, public lectures and briefings and pro-active Media and Public Relations. We will consciously manage the Manchester brand by ensuring that information is prepared, targeted and delivered as effectively as possible.

5. Engaging with policy makers, opinion formers and appropriate partners

The University will identify, prioritise and systematically engage with external stakeholders and policy makers, including key opinion leaders, Government Ministers, politicians, civil servants and other decision-makers, locally, nationally and internationally, whose views and/or responsibilities may impact on the reputation and development of the University. We will focus institutional partnerships and collaborations where we have good strategic reasons to invest time, effort and financial resources, and we will seek to avoid engagements that, for whatever reason, may compromise Manchester’s reputation.

TARGET

By 2015, 80% of those responding to our External Stakeholder Survey to believe that the University is ranked among the top 25 research universities in the world.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards this Target, the University will use the following KPIs:

KPI 2.i Survey-by-survey increases in the proportion of respondents to the University’s Staff Satisfaction Survey reporting support for the *Manchester 2015 Agenda*.

KPI 2.ii Annual growth in the numbers of alumni attending functions and engaging in the on-line alumni community worldwide.

KPI 2.iii A growing proportion of respondents to the University’s regular External Stakeholder Survey expressing understanding of and support for the *2015 Agenda*.

KPI 2.iv Annual growth in volume of positive media coverage of the University measured by professional monitoring procedures.



ENABLING GOAL 3

QUALITY MANAGEMENT

To adopt the highest professional standards in managing our people, assets and financial resources and in pursuing continuous quality improvement.

The University of Manchester is committed to managing its people, assets and financial resources on a disciplined basis that both ensures financial sustainability and allows substantial, continuing investment in the University's strategic goals.

STRATEGIES

In managing its people, assets and resources, the University is committed to:

1. Planning effectively

The University is committed to a structured approach to planning that is based on clear policies and procedures and efficient short, medium and long-term planning processes, and is sufficiently flexible to allow for rapid re-planning if and when circumstances change. Accordingly, we maintain strategic and operational plans at all levels and adopt a rigorous, annual Planning and Accountability Cycle to ensure that meaningful reporting of performance against plan can be provided annually to the Board of Governors.

2. Pursuing continuous improvement

The University seeks to embed a culture of continuous improvement in all its management systems and processes, and to measure such improvement through accurate benchmarking and gap analysis against appropriate national and international comparator institutions.

3. Emphasising financial responsibility

The University requires all budget holders consistently to deliver financial outcomes within or better than budget, to manage resources prudently and efficiently, to contribute, where possible, to revenue growth, and to understand and implement financial management in strategic terms.

4. Requiring accountability

The University requires all managers and supervisors to accept a binding personal responsibility for meeting all their compliance and/or reporting obligations, particularly those relating to health and safety, risk management and legal and regulatory compliance. The University attaches the highest possible priority to managing financial resources and capital assets efficiently and effectively, achieving value for money from public funds, and to regular, systematic accountability to the Board of Governors through the Board's Finance, Audit, and Risk Committees.

The four Vice-Presidents and Deans and the Registrar and Secretary (clockwise from left): Professor Keith Brown (Faculty of Humanities), Professor Martin Humphries (Faculty of Life Sciences), Professor Colin Bailey (Faculty of Engineering and Physical Sciences), Professor Ian Jacobs (Faculty of Medical and Human Sciences), Will Spinks (Registrar and Secretary)



TARGET

Year on year increases in operating surpluses as a percentage of total income between 2010 and 2015, reaching a target of four per cent by 2015.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards this Target, the University will use the following KPIs:

KPI 3.i Continuous improvement in levels of staff satisfaction with line management as indicated in the University's Staff Satisfaction Surveys.

KPI 3.ii Annual success in achieving targeted budget surpluses.

KPI 3.iii Year-on-year increases in operating cash generated as measured in the end of year accounts.

KPI 3.iv Annual reduction in the overall "cost of administration" as a proportion of recurrent expenditure.

ENABLING GOAL 4

WORLD CLASS INFRASTRUCTURE

To develop and maintain a world class campus, with buildings, infrastructure, equipment and estates support services that are fit-for-purpose in a world-leading university.

University Place (below) is the University's £65 million flagship building on Oxford Road. It houses a state-of-the-art 1,000 seat lecture theatre, a Visitor Centre and a number of student support functions.



The University's asset base is valued at £4 billion including a number of iconic buildings and collections. The University see the creation of a world-class campus, including high quality buildings, its world-class Library and cutting edge research, educational and Information and Communication Technology infrastructure, as a vital element in the *Manchester 2015 Agenda*.

Accordingly, the buildings and infrastructure of the University have been transformed since 2004, with capital developments totalling more than £400 million being completed on time and within budget. There has also been significant investment in IT infrastructure to ensure that it is fit-for-purpose to support the needs of research, teaching and learning, and professional support services.

While the final phase of an ambitious capital programme remains to be completed, the University is also facing the continuing challenge of ensuring that high quality estate and infrastructure are fully maintained and that the competitiveness of our research facilities, equipment and infrastructure is not compromised.

STRATEGIES

In investing in its estate and infrastructure, the University is committed to:

1. Building and maintaining a world class campus

The University will develop and maintain its buildings and campuses at a level of excellence and fitness-for-purpose that fully matches and facilitates our determination to be one of the finest universities in the world,

2. Contributing to a major knowledge precinct

The University will work in partnership with the City of Manchester, the Central Manchester University Hospitals NHS Foundation Trust and Manchester Metropolitan University to enhance the attractiveness and amenity of "The Corridor, Manchester" as a major knowledge precinct.

3. Enhancing the student experience

As well as building and up-grading teaching spaces to provide the amenity and technological capability required for contemporary higher learning, the University is developing a new world-class "Learning Commons" that places students at the heart of the learning experience, and maintain excellent catering, recreational and sports facilities. In partnership, where appropriate, with private providers, the University will also seek to ensure that all students have access to good, custom-built residential accommodation.

4. Facilitating public engagement

The University will continue to encourage and, as appropriate, invest in its major cultural assets, including the John Rylands Library, Deansgate, the Manchester Museum, the Whitworth Art Gallery and the Jodrell Bank Observatory, to help each reach its full potential for engaging the wider public in the scientific, technological and cultural development of the modern world.

TARGET

To have world class environments, facilities and equipment for all staff and students by 2015.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards this Target, the University will use the following KPIs:

KPI 4.i All capital projects to be completed on time and within budget.

KPI 4.ii Survey by survey improvement in levels of student satisfaction with the University's facilities and infrastructure.

KPI 4.iii Survey-by-survey improvement in levels of staff satisfaction with the overall environment.

KPI 4.iv The proportion of non-residential buildings defined as being in good condition and the proportion with good or excellent functional suitability as defined by the Estates Management Statistics Service (EMS) Definition D20a and D21.

ENABLING GOAL 5

ENVIRONMENTAL SUSTAINABILITY

To make environmental sustainability a key priority in the management and development of the University.

The University has one of the UK's largest communities of researchers with interests in sustainability and the environment, and hosts an extensive, research-led portfolio of sustainable development and environment related programmes.

As a large organisation placing great emphasis on social responsibility, the University is committed to meeting the highest possible standards of environmental sustainability in all its activities, as described in its Carbon Management Plan and Environmental Sustainability Strategy.

The University is also committed to embedding the concept of sustainable development in all aspects of education, research and engagement with the wider economy and society and, wherever possible, will seek to influence local, national and international debate and policies on sustainable development.

STRATEGIES

The University is committed to inculcating the concept of sustainable development in all aspects of education, research and business strategy and operations. In terms of business strategy and operations, the focus is to reduce the University's carbon emissions by 40% by 2020 as described in the University's Carbon Management Plan. The University's Environmental Sustainability Strategy supports and extends this plan by committing the University to progress in the following areas:

1. Choosing energy options responsibly and rewarding energy efficiency

As a major user of energy, the University will seek to ensure that its heating, lighting and other power requirements are met through environmentally sustainable options, will keep under regular review the extent to which current arrangements reflect best practice and will plan infrastructure investments around low carbon solutions. It will also seek to increase space efficiency and utilisation across the University, especially teaching space.

2. Prudent management and disposal of waste

The University is encouraging and assisting staff and students to reduce, reuse and recycle waste and is committed to best-practice standards of waste management, with a target recycling rate of 30% of general waste by 2015.

3. Embedding environmental sustainability in all aspects of procurement

The University is committed to evaluating the carbon impact as an important consideration in all procurement decisions. This includes setting stretching targets for reducing IT-associated carbon emissions, through procurement and operations.

4. Facilitating sustainable travel practices

The University will seek to reduce its carbon footprint in both business travel and commuting

5. Reducing mains water consumption

The University will seek to reduce its mains water consumption by 40% by 2020

6. Exploiting in-house expertise

The University will seek to draw on the very considerable research and teaching knowledge on issues relating to sustainability (e.g. climate change, energy efficiency, sustainable consumption etc). It will also capitalise on the strengths of the University's Cultural Assets each of which deliver a large number of activities and programmes that support the environmental sustainability agenda.



TARGET

Reduction of the University's absolute carbon footprint by at least 40% by 2020.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards this Target, the University will use the following KPIs:

KPI 5.i Annual reduction of the University's absolute carbon footprint by at least three per cent per annum, 2009-20.

KPI 5.ii Annual reductions in carbon emissions from energy consumption.

KPI 5.iii Annual increases in the percentage of total waste sent for recycling.

KPI 5.iv Reduction in utilities consumption of five per cent per annum between 2009-15.

ENABLING GOAL 6

INTERNATIONALLY COMPETITIVE FUNDING

To provide The University of Manchester with a resource base consistent with its aspirations as one of the leading 25 universities in the world.

Core Technology Facility
– part of the Innovation Centre



The University is committed to acquiring the recurrent and capital resources necessary to compete at higher education's highest international level. As the University looks forward to advancing its 2015 Agenda into the 2020s, perhaps the greatest competitive disadvantage it will face is a resource base that currently falls well short of that available to the world's leading research-intensive universities.

This major resource challenge will be exacerbated over the next decade by the likelihood of a prolonged period of public funding austerity in the UK driven by unprecedented levels of public debt.

As a result, the need to diversify and expand funding from non-Government sources is a matter of increasing urgency, not only as a means of securing longer term international competitiveness but also as a more immediate response to domestic pressures on public spending.

STRATEGIES

To build an internationally competitive resource base the University is:

1. Giving priority to generating non-Government revenue growth

While accepting the importance of reducing costs and seeking expenditure efficiencies, the University recognises that its primary strategy for improving its financial competitiveness must be significantly to increase its revenue streams in ways that will generate surpluses for investment in its strategic agenda.

2. Increasing research funding from international agencies

The University will give priority to developing the expertise and networks required to increase the proportion of the University's research income derived from international sources, including European programme and research funding.

3. Emphasising growth in international fee-paying student numbers

With little likelihood of growth in home students supported by HEFCE, coupled with the demographic reality of a 10 per cent decline over the next few years in the UK population cohort aged 16-21 years, the University will give priority to expanding its international fee-based

enrolments as rapidly as the supply of eligible applicants permits, and will do everything possible to maximise growth in this area.

4. Diversifying the provision of other fee-based educational services

In seeking ways to leverage its infrastructure and expertise to generate surpluses, the University will also give the highest possible priority to expanding high quality: i) PGT programmes, ii) Executive Education and CPD programmes, and iii) On-line, globally scaleable programmes (including both PGT and Executive Education and CPD) in niche areas where the University has significant competitive advantages.

5. Supporting the commercialisation of Intellectual Property (IP)

While not regarding revenue generation as the primary motivation behind knowledge and technology transfer activities, IP licensing or the creation of "spin-out" companies, the University expects that the commercialisation of IP will in some instances lead to significant licensing income and/or income from the sale of equity in companies owned wholly or partly by the University.

6. Developing substantial fundraising activities

The University recognises that income from fund-raising activities, even if it grows at a very considerable rate, is unlikely to reach volume levels sufficient to have a strategically significant impact on our resource base over the next decade.

Nevertheless, the University is already giving high priority to fund-raising because it is crucial to begin building lifelong relationships with recent graduates now as a basis for high volume fund-raising activities in decades to come, and because, irrespective of the actual volume of funds raised, fund-raising activities are a powerful means of engaging alumni and other stakeholders in our wider social responsibility agenda.

7. Being businesslike

In evaluating opportunities for revenue generation, the University will be scrupulously businesslike, requiring fully-costed business plans before approving entrepreneurial activities, and identifying and concentrating especially on strategies promising optimal long-term growth prospects, profit-margins and scalability.

TARGET

To grow income from non-government sources in absolute terms by at least ten per cent per annum.

ANNUAL KEY PERFORMANCE INDICATORS (KPIs)

In monitoring progress towards this Target, the University will use the following KPIs, some of which are based on comparisons between Manchester and benchmark institutions.

KPI 6.i Annual improvement in a) the University's research unit-of-resource per academic staff FTE and b) the University's teaching resource per student FTE, relative to our benchmarking comparators.

KPI 6.ii Growth of ten per cent per annum over the period 2009-15 in income from fees for fee-based educational services (including Executive Education and CPD programmes, and income from international fee-based enrolments in on-campus programmes).

KPI 6.iii Growth of 20% per annum over the period 2009-15 in income from programmes delivered wholly on-line to off-campus students.

KPI 6.iv Growth of 20% per annum in income from donations and bequests.

THE PLANNING AND ACCOUNTABILITY CYCLE

The preceding sections of this document have set out the University's Core Goals and Enabling Goals, described the tactics through which the University will pursue them and identified the key targets and performance indicators against which progress can be measured. This section focuses on the principles, processes and structures through which performance against these Goals and Enabling Goals is evaluated and measured.

THE UNIVERSITY AND ITS RESPONSIBILITIES

A university is an institution with fundamental responsibilities to a range of stakeholders, internal and external. In an immediate sense, its current students and staff are its primary stakeholders. More broadly, however, a university is responsible to its graduates for maintaining the quality and reputation of its awards, to the employers of its graduates for continuing to produce high quality professional employees, to those who fund it for the efficient, effective use of its resources, as well as to future generations for maintaining the integrity of the University as a key cultural and research institution and as a repository of knowledge, scholarship and higher learning.

As a major educational institution employing thousands of staff and teaching many thousands of students on its campus, The University of Manchester also exercises a range of more routine responsibilities for such things as occupational health and safety, good employment practices, sound financial management, awareness of social and environmental obligations and for maintaining an amenable institutional community.

Pursuant to these responsibilities, The University of Manchester is committed to developing and maintaining governance and management practices that promote excellence and facilitate the discharge of accountability and compliance obligations.

The University has therefore established formal accountability arrangements designed to ensure (i) that its Board of Governors receives in a full and timely manner all the information it requires to discharge its wide-ranging governance responsibilities, and (ii) that all internal and external stakeholders have opportunities to remain fully informed about and engaged in the life of the University.

These accountability arrangements are outlined in the following sections of *Advancing the Manchester 2015 Agenda*, and are known collectively as the University's Planning and Accountability Cycle.

THE ROLE OF THE BOARD OF GOVERNORS

The governance-management relationship in The University of Manchester operates within a legal and regulatory framework of authority, responsibility and accountability. The University of Manchester's Board of Governors is constituted as a non-executive body to exercise ultimate responsibility for all the operations and activities of the institution. It oversees the proper conduct of the University's business, and holds the President and Vice-Chancellor and, through the President and Vice-Chancellor, other senior managers, responsible for:

- managing the University's academic and research activities in collaboration with the Senate;
- appointing, developing, promoting and rewarding staff;
- creating and maintaining a safe, supportive, high quality environment for the University community;
- managing the University's finances, estates and other assets; and
- protecting the University's charitable status.

The Board has appointed an Audit Committee, a Finance Committee, a Remuneration Committee, a Staffing Committee and a Nominations Committee, which report directly to it. The Board delegates to the Finance Committee, Staffing Committee and the Remuneration Committee a range of matters arising from its responsibility to oversee the management of financial and human resources. Its Audit Committee is responsible to the Board for monitoring:

- the probity, prudence, efficiency, effectiveness and value for money of financial and estates management; and
- the effectiveness with which the University discharges its compliance obligations and manages risk.

In addition, the Finance Committee has established a Subsidiary Undertakings Sub-Committee to ensure that the interests of the University are properly represented and appropriately protected in the activities of all subsidiary undertakings.

As a whole, the Board takes responsibility for overseeing the general direction, development, management and oversight of the University, including its success in meeting strategic objectives and planning targets.

PLANNING AND RESOURCES COMMITTEE

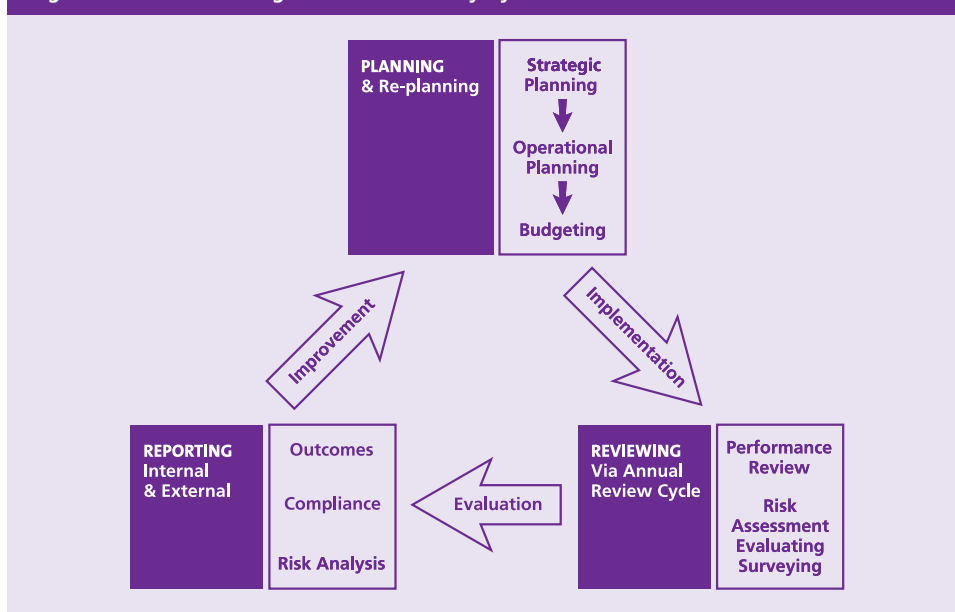
The Planning and Resources Committee is chaired by the President and Vice-Chancellor and includes in its membership the Vice-Presidents, the Registrar and Secretary and the Directors of Finance and Human Resources. It is the key central management committee and serves as the primary source of advice to the Board of Governors on matters relating to the development and allocation of the University's resources, on strategic planning issues and on the financial, educational and research performance of the University against agreed goals and targets. Additionally, in consultation with other relevant committees, it develops, for approval by the Board, the University's annual planning, budgeting, performance evaluation and accountability cycle, annual revisions of the University's Strategic Plan and an annual University Budget. To facilitate its work, the Planning and Resources Committee has established the following Sub-Committees which report to it: Finance, Human Resources, Capital Planning, Tuition Fees and Information Systems. It also receives reports from the Risk and Emergency Management Group.

MANAGEMENT ACCOUNTABILITIES

In The University of Manchester, management operates according to the following principles:

- all external reporting obligations are discharged either through the Board of Governors or on the basis of specific Board delegations;
- except at the level of the Board of Governors or its Committees, responsibility and accountability rest finally with designated individuals, never with a committee;
- the University does not operate through joint governance-management committees including senior managers and lay members of the Board of Governors, except in particular circumstances where there is no significant risk of Board members becoming compromised in their responsibility to exercise independent judgement in relation to management decisions, advice or processes;
- each member of staff has a clearly identified supervisor, understands the rights, responsibilities and obligations associated with his or her role in the University, and participates in an annual process of performance review;
- all staff with management responsibilities (Heads of Schools, Vice-Presidents and Deans, general staff managers and senior executive managers) work to clear operational goals, targets, performance measures and reporting obligations;
- all staff with senior management responsibilities are clearly held accountable for compliance with a range of specific financial and budgetary control, risk management and health and safety responsibilities;
- substantial financial commitments or other decisions involving significant financial or other risk are taken only on the basis of proper business planning informed by detailed risk assessments and independent due diligence reviews; and
- all formal reporting requirements are coordinated through the Registrar and Secretary, so as to avoid duplication in the preparation and collection of information.

Figure One: The Planning and Accountability Cycle



THE PLANNING AND ACCOUNTABILITY CYCLE

In addition to the regular monitoring of management performance and planning outcomes at successive meetings of the Board of Governors and its Committees, PRC and its Sub-Committees, the University operates through an annual round of planning, performance evaluation and reporting.

Each annual cycle culminates in replanning at all levels designed to consolidate quality improvements and recalibrate planning goals, targets and performance indices, taking account of progress (or lack of it) to date and changes in the external operational environment. These interlocking cycles of planning, budgeting, reporting, quality improvement and replanning are depicted in Figure One. The key plans in the cycle are the derivative Strategic Plans for the four Faculties (The Faculty of Engineering and Physical Sciences; The Faculty of Humanities; The Faculty of Life Sciences; and The Faculty of Medical and Human Sciences) and the Professional Support Services, which are updated annually in July to reflect the University's overarching Strategic Plan and which are informed by Framework documents produced by the Policy Vice-Presidents on their respective area of responsibility. The Faculty and Professional

Support Services Strategic Plans are supported by the implementation of Operational Priorities, drawn up annually by March. These timescales mirror those for the preparation of the five year financial forecasts and the annual budget process as each informs and is informed by the other.

The University's annual Planning Cycle, through which the University reviews its strategic plans and develops successive annual operational priorities at all levels, is coupled with an annual Accountability Cycle through which performance against planning targets is reported and progress towards the overall objectives in *Advancing the Manchester 2015 Agenda* are evaluated. These formal processes and cycles enable the University to discharge its accountability to the Board of Governors and to its various external stakeholders. They also enable the Performance and Development Review process, which focuses on individual objectives and performance, to be conducted within the context of the University's strategic vision.

Because the University must comply with an externally-determined schedule of reporting obligations to external agencies, including HEFCE and other funding bodies, these linked Planning and Accountability Cycles establish a timetable of internal reporting designed to meet the requirements of that schedule.

THE PLANNING AND ACCOUNTABILITY CYCLE

PLANNING AND BUDGETING

Planning is a practical discipline operating at all levels of the University. The University's Strategic Plan is the cardinal planning document through which the Board of Governors sets the strategic agenda for the University. The development of this new Strategic Plan, *Advancing the Manchester 2015 Agenda*, has been informed by a thorough annual analysis of previous performance against Plan and a wide-ranging review of emerging external developments. It has been approved by the Board of Governors and will be reviewed annually at the Board's Planning and Accountability Conference. It may be expected to evolve only in relation to the overall direction of the University or new and emerging external challenges. Strategic planning at all other levels of the University, and strategies developed by specific academic areas and academic support units, are derived from the *Agenda* and expected to reflect the core goals and enabling goals set out in it, translating the institutional perspective into the more focused perspectives of Faculties and their Schools, as well as management portfolios.

These strategies need to be translated into the kinds of well-understood and generally accepted operational objectives, targets, priorities and performance measures that can inform day-to-day decision-making at all levels of the University. The Operational Priorities of Schools, Faculties and the Professional Support Services are the templates against which the Annual Performance Reviews described in Table One are conducted and provide the blueprint for their annual budgets.

Plan-based, incentive-driven budgeting is the final, practical expression of good planning and is informed directly by the University's strategic and operational priorities. Within the central University Budget, discretionary allocations represent judgements about the extent to which the expected outcomes will advance the *Agenda*. Faculty Budgets are expected to mirror this process, and, within Faculties, allocations to Schools should follow the same principle. As the Planning and Accountability Cycle evolves, the budget-approval process will become increasingly strategic, encompassing the operational planning processes and directing University activity.

Table One: Planning and Accountability – Key Annual Reviews of Performance

Date	Review Title	Review Focus	Officers Responsible
October/November	Faculty Performance	Faculties and Schools	President and Vice-Chancellor Registrar and Secretary
October/November	Professional Support Services Performance	Registrar and Secretary and Professional Support Services Directors	President and Vice-Chancellor Vice-Presidents and Deans
November	Senior Executive Performance	Vice-Presidents Registrar and Secretary	President and Vice-Chancellor
January	Governance	Performance of the Board of Governors and Board Members	Chairman, Board of Governors
January	Chief Executive Performance	Appraisal of the President and Vice-Chancellor	Chairman, Board of Governors
July	Performance and Development Review	All members of staff	Line Manager

ANNUAL REVIEWS OF PERFORMANCE

Annual performance reviews focus on the extent to which the part of the University under review has satisfied the Key Performance Indicators (KPIs) set out in its Operational Priorities over the previous year, and thereby contributed to the implementation of *Advancing the Manchester 2015 Agenda*. The formal reviews conducted annually are listed in Table One, together with an annual schedule. These reviews extend down to an individual level through the Performance and Development Review process, a review of past year performance and future development needs. The explicit linkage of these two processes should ensure that an individual is able to relate his or her objectives to the University's strategic vision.

For the Planning and Accountability Cycle, the key management reviews are the Annual Performance Reviews of the Faculties and the Professional Support Services carried out during October and November each year. Each Faculty Annual Performance Review (APR) includes detailed analysis of the operational performance of the constituent Schools (or equivalents) within the Faculty concerned. The Professional Support Services APR includes detailed analysis of its operational performance at Central, Faculty and School level.

In order to ensure that the Annual Performance Reviews provide a comprehensive review of performance throughout the University, there are additional Annual Performance Reviews for areas lying outside the core structure. There is an Annual Performance Review focusing on the University's cultural assets, the Manchester Museum and the Whitworth Art Gallery, and a separate Annual Performance Review of the John Rylands University Library, reflecting the unique nature of this key academic service.

FACULTY ANNUAL PERFORMANCE REVIEWS

The purpose of annual Faculty APRs is to assess the progress of each Faculty towards the goals and enabling strategies set out in *Advancing the Manchester 2015 Agenda* and their own Faculty Strategic Plan and Operational Priorities. A Review Group, consisting of the President and Vice-Chancellor, the Deputy President and Deputy Vice-Chancellor, the Registrar and Secretary, representatives from the Policy Vice-Presidents, as appropriate, the Directors of Finance and Human Resources, the Head of the Planning Support Office, and a student representative, meets each Vice-President and Dean and the Heads of School [or equivalents] of the Faculty concerned.

The review is based on detailed analysis and evaluation of performance against the University's Strategic Plan, its core and enabling goals, strategies and targets, primarily by measuring success in implementing Faculty and School Operational Priorities and securing quality improvement during the previous twelve months. Performance against all key performance indicators (KPIs) is monitored carefully, and account is taken of the findings of Satisfaction Surveys of students, staff and other stakeholders.

This review of performance covers the whole range of activity within Faculties and Schools including the quality of: research performance; higher learning and teaching including enhancing the student experience; social responsibility including public engagement; sustainability; financial and HR management; risk management and compliance. It is supported by a detailed set of KPIs and measures.

THE ANNUAL PERFORMANCE REVIEW OF THE PROFESSIONAL SUPPORT SERVICES

The purpose of the annual Professional Support Services APR is to assess the quality, effectiveness and efficiency of administrative support provided by the Professional Support Services for the educational, research and scholarly purposes of the University. The Review Group, consisting of the President and Vice-Chancellor, the Deputy President and Deputy Vice-Chancellor, the Vice-Presidents and Deans, representatives from the Policy Vice-Presidents, as appropriate and a student representative, meets the Registrar and Secretary, the Directors of Finance, Human Resources, Estates, Student Experience, IT and other Directors or Heads of Office as appropriate.

In assessing the performance of the Professional Support Services against its Operational Priorities and identified key performance indicators, the primary focus is on its effectiveness and efficiency and how it supports academic excellence in the Faculties, Schools and Research Institutes of the University. Account is also taken of the findings of Satisfaction Surveys of students, staff and other stakeholders.

In particular, the review focuses on the quality of: support provided for key academic activities; the delivery of key enabling services such as IT, estates management, commercial and residential services; financial and HR professional support; support for the student experience; the efficiency and effectiveness of routine business processes; sustainability; risk management and compliance with the University's statutory and legal obligations.

THE PLANNING AND ACCOUNTABILITY CYCLE

THE ANNUAL PERFORMANCE REVIEW PROCESS

The Review Group conducting the APRs is supported by the Planning Support Office and undertakes detailed analysis and evaluation of performance against the Operational Priorities derived from *Advancing the Manchester 2015 Agenda*, including metrics derived from KPIs and the findings of student and staff satisfaction surveys.

The APRs are essentially formative. Their outcomes include (i) the identification of areas of emerging good practice to be consolidated and generalised over the next 12 months, (ii) the documentation of any underperformance together with agreed processes for remediation, and (iii) advice about any re-planning that seems desirable to improve the alignment of Faculty, School and Professional Support Services Directorate plans, as appropriate, with the priorities of *Advancing the Manchester 2015 Agenda*. From one year to the next, the focus will remain on the extent to which gaps between current performance and *Agenda* targets are narrowing. The Registrar and Secretary, assisted by the Planning Support Office, is responsible for monitoring follow-up activities.

SATISFACTION SURVEYS

The University conducts five major Surveys as part of its performance review process. These are as follows:

- the Student Course Unit Survey is conducted each semester to monitor levels of satisfaction and/or dissatisfaction with the teaching, learning and learning support provided to students;
- the Student Satisfaction Surveys are conducted biennially to monitor the satisfaction of undergraduate, postgraduate taught and postgraduate research students with their experience at the University, to augment the results of the external National Student Survey;
- a Staff Satisfaction Survey is conducted biennially with all staff employed at the University. Annual Performance Reviews will focus on those areas where morale problems appear to exist, dissatisfaction appears serious and/or where there is obvious room for improvement or potential for building on good practice;
- Management Satisfaction Surveys are conducted annually to seek the views of key individuals at various levels of the organisation on the effectiveness of leadership and management across the University. There are specific, tailored surveys seeking levels of satisfaction with leadership and management of Faculties, the Professional Support Services and the John Rylands University Library;

- a Survey of External Stakeholders is conducted biennially to seek systematic feedback from the University's most significant external stakeholders, including local and regional business and community leaders, regional and national politicians, media representatives, heads of public sector agencies with particular links to the University, leading educationalists from the tertiary and secondary sectors, and so on. The focus is on the levels of external understanding and support for the activities and goals of the University, and perceptions of where The University of Manchester is succeeding and where it might be expected to perform more effectively.

PLANNING AND ACCOUNTABILITY CONFERENCES

To complete each annual round of planning and accountability, the APR reports and surveys feed into two key Annual Conferences at which performance against plan in the previous year informs the beginning of a new round of planning and budgeting. Table Two lists the key Annual Conferences, which are supported by discrete Away Days of the Senior Executive to discuss and review activities and priorities in the light of the Annual Performance Reviews, the Budget and Five Year Planning.

THE ADVANTAGES OF FORMAL ACCOUNTABILITY STRUCTURES

These formal accountability processes linked to annual cycles of planning, implementation, reporting, performance evaluation and re-planning have been developed in the University both to assist the Board in discharging its onerous responsibilities and to facilitate quality improvement at all levels of the University. They also serve to strengthen the University in other important ways.

Firstly, exemplary internal processes of planning and accountability safeguard institutional autonomy. A robust, formal accountability structure that creates a credible, consistent set of systematic and transparent internal processes is also intended to meet the needs of Government agencies and other external bodies without additional preparation. The result is a University better able to control its own destiny.

Secondly, such formal structures minimize the burden placed on academic staff by *ad hoc* administrative demands and reporting obligations. The Planning and Accountability Cycle has been designed to simplify, not complicate, the many reporting and compliance obligations demanded of University staff at all levels. By replacing repeated *ad hoc* requests for information with systematic, timely reporting processes, the accountability arrangements seek to minimise duplication in reporting.

Finally, an effective accountability structure promotes collegiality. Because it provides regular opportunities for staff and students to evaluate the programmes, activities and services offered by the University, and the quality of professional support services provided, such a structure empowers the University community. By disseminating information in a predictable form, it also helps create an environment in which devolved decision-making is possible.

Table Two: Planning and Accountability Cycle – Key conferences

Date	Conference	Participants	Officers Responsible
February	Faculties and Schools Conference Objectives <ul style="list-style-type: none"> • Strategic and Operational performance review • Forward Planning • Professional Development 	<ul style="list-style-type: none"> • Heads of School • Associate Deans • Heads of Faculty Administration • Planning and Resources Committee • Senior Executive Team 	<ul style="list-style-type: none"> • President and Vice-Chancellor • Registrar and Secretary
March	Planning and Accountability Conference Objectives <ul style="list-style-type: none"> • Report on performance against previous year's Operational Priorities • Review and updating of University Strategic Plan • Setting operational priorities for the forthcoming year 	<ul style="list-style-type: none"> • Board of Governors • Planning and Resources Committee • Senior Executive Team 	<ul style="list-style-type: none"> • President and Vice-Chancellor • Registrar and Secretary

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