



# *Stock Take Report 2011-12*

*A review of progress  
against Manchester 2020:  
the Strategic Plan for  
The University of Manchester*

# President's introduction

This 2011-12 *Stock Take Report* provides a detailed appraisal of progress against the goals and key performance indicators of the University's new Strategic Plan, *Manchester 2020*, and is a key component of the University's Planning and Accountability Cycle.

The new Strategic Plan was approved by the Board of Governors in May 2012 and was developed following widespread consultation across the campus. It builds on the strong foundations of previous strategic plans and the University's achievements since 2004, and lays out what we want to achieve by 2020. *Manchester 2020* reaffirms our overarching ambition to become one of the top 25 universities in the world and retains the three core goals of world-class research; outstanding learning and student experience; and social responsibility; together with eight enabling strategies. The Strategic Plan also identifies a number of high level indicators and targets that will be used to measure performance. This *Stock Take Report* is the first report on the goals and enabling strategies in *Manchester 2020*.

The University and its staff received some notable awards and recognition during 2011-12. We won the Queen's Award for Enterprise for our achievement in more than doubling annual overseas income over the last six years and the Queen's Anniversary Prize for our applied research and skills training for the nuclear industry. Amongst the many awards to individuals during the year were: Professor Tina Lavender, appointed a Dame Commander of the Order of the British Empire in the Queen's Birthday Honours for services to midwifery both in the UK and in Africa; Professor Colin Bailey, elected a Fellow of the Royal Academy of Engineering; Physicist Professor Brian Cox OBE, awarded the Michael Faraday Prize in the Royal Society's 2012 Awards, Medals and Prize Lectures for excellence in communicating science; Professor Nancy Papalopulu, in the

Faculty of Life Sciences, recognised by the European Molecular Biology Organisation (EMBO) for excellence in research; and Professor Andrew Russell, awarded the Bernard Crick Prize for outstanding teaching at the Political Studies Association Annual Conference. These public accolades illustrate the University's growing reputation and global significance.

Following the award of the Nobel Prize for Physics in 2010 to Professor Andre Geim and Professor Kostya Novoselov for groundbreaking research on the two-dimensional material graphene, the University is building a state-of-the-art National Graphene Institute (NGI). Chancellor of the Exchequer George Osborne visited the University in October 2011 and announced that the government would be providing £50 million worth of funding for graphene research in the UK, £38 million of which has been provided for the NGI. The institute is set to open in 2015.

We continue to work hard to improve the student experience for all of our students, so I was delighted that the results of the annual National Student Survey (NSS), showed that we have moved up four percentage points from 79% overall satisfaction to 83%. This is a major achievement and a real testament to the hard work of many of our staff as it represents the first step towards our goal of achieving at least 90% in the NSS – though of course, no one is complacent and there is much more to do.

The improved NSS scores indicate that the concerted efforts we have been making over the past three or four years to improve the student experience are beginning to bear fruit. Many of these





improvements have been effected on the front-line of learning in the classroom and the laboratory. Some major University-wide initiatives have also come on stream, including the launch of University College, which aims to enrich the educational experience of our students by providing a unique range of courses outside their own, and the opening of the £24 million Alan Gilbert Learning Commons in time for the 2011-12 academic year.

In terms of Goal Three and the social responsibility agenda, we continue to make an impact with a range of initiatives and activities, particularly in the areas of widening participation and public engagement, with major events taking place at the Manchester Museum, Whitworth Art Gallery and the Jodrell Bank Discovery Centre. We have completed a major review of how we can embed and promote social responsibility as a key feature of the work of our Schools and Faculties and in the day-to-day operational activities of the University, which will result in changes and inform how we prioritise our efforts and investments in this important area.

As a sign of our ongoing commitment to maintaining strategic momentum, we launched a number of major initiatives to meet our ambitions for *Manchester 2020* at the end of 2011, allowing us to make strategic investments - particularly to support students and staff. These were possible as we had made significant ongoing savings and generated further income. In November 2011 we launched a high-profile "World- Leading Minds" campaign to recruit new academic staff from across the

world. We also found additional resources to invest a significant sum in the development of our existing staff through an innovative "Investing in Success" scheme and a new President's PhD scholarship scheme.

During 2011 we began the process of planning and prioritising the future capital needs of the University for the next decade and in October 2012, the University's Board of Governors approved an Estate Masterplan which will create a single campus and will involve the construction of new teaching and research buildings, student facilities and major improvements to the public realm. The plan runs to 2022 and will require the investment of £1 billion. This is in addition to the £750 million spent since 2004, which has already seen the completion of ten new buildings and many large-scale refurbishments.

The fact that, in a very uncertain economic climate, we have found resources to invest in staff, and time to plan our future strategy and estate needs will, I hope, send a very clear signal that we remain a resolutely ambitious and forward-thinking university.

Professor Dame Nancy Rothwell  
President and Vice-Chancellor

# World-class research

The University will be one of the top 25 research universities in the world, where internationally-leading researchers produce research of the highest significance and impact. We will be recognised for our interdisciplinary research, for training outstanding researchers and giving parity of esteem to discovery, application, knowledge transfer and impact.

## KPI 1 World ranking

**Target: to be in the top 25 of the Shanghai Jiao Tong Academic Ranking of World Universities' by 2020**

The Academic Ranking of World Universities is published in August each year by Shanghai Jiao Tong University. It ranks the top 500 world universities on six measures including numbers of staff and alumni awarded Nobel Prizes; numbers of highly-cited staff; total publications; publications in Nature and Science and per capita performance with respect to the size of an institution. Following the significant rise of six places last year, The University of Manchester slipped back two places to 40th, due to a merger of two leading research institutes in France and an improved performance by the University of Maryland. Manchester remains the 5th highest ranked UK institution and is ranked 7th in Europe.

## KPI 2 Research grant and contract income

**Target: to increase total research income by 30% by 2015 and to double it by 2020, ensuring an increase in both international and business income as a percentage of total income and an increase in Manchester's share of UK research grant and contract income.**

In 2011-12, the University's research grant and contract (RGC) income reduced by 4.2% to £188.0 million. In part this is a reflection of the fact that research grant and contract funding is under increasing pressure from public funding austerity.

Total RGC income is broken down into a number of agreed Higher Education Statistics Agency (HESA) categories from which the totals of business income and international income are derived. International research income increased by 5.5% to £24.7 million in 2011-12, whilst business research and development income reduced by 4.1% to £18.7 million. The University's total share of UK RGC income fell from 4.43% to 4.17%.

Increasing RGC income has been identified as a key University priority. We need to improve applications and success, so it is pleasing to note that the value of awards increased by 8% in 2011-12 and early indications for 2012-13 are very positive.

## KPI 3 Quality

**Target: to improve the quality of research outputs, ensuring that 70% of staff are judged as world-leading or internationally excellent by peer review through REF or our own exercises, and to ensure that 20% of Manchester publications fall in the top 10% of cited papers in their field by 2020.**

The target for the proportion of staff judged world-leading or internationally excellent will be measured in the external 2014

Research Excellence Framework (REF) exercise while annual monitoring is based on an internal REF Preparation Exercise which rigorously assesses outputs, including through external peer review. The 2011-12 REF Preparation Exercise indicated good progress on this measure.

The citation KPI measures the percentage of publications (ie Web of Science/Scopus indexed publications) which have citation levels that place them within the top 10% of their subject areas. Data are produced by analysing the full set of articles held in the University's eScholar database within the specified date range. A percentile figure is calculated for each article by determining the position earned by its citation count in the distribution of world articles in the same subject area/journal category in the same year. In 2011-12, the overall University proportion of papers in the top 10% cited papers in the field published 2007-11 was 15.5%, although some areas achieved 20%. Reducing the number of uncited papers and ensuring that all publications are deposited in eScholar will continue to be addressed in the coming year in the preparations for the REF.

## KPI 4 IP commercialisation

**Target: a weighted portfolio of measures monitoring invention disclosures, licences, spin-outs and other IP commercialisation activities, ensuring that the UMI<sup>3</sup> group is also a value-for-money operation.**

2012-13 will be the first year of the three-year cumulative target period for this KPI. Overall, the University is on track to meet all targets for the full year 2012-13 given what is known about activities in the pipeline. There is a break-even target that over time, the income generated from UMI<sup>3</sup> (the University's innovation company) activities covers its cost to the University. Sales of shares in spin-outs during the year, realising some £2.3 million, are contributing to the on-track performance to break even on the University's service fee, by 31 July 2015. The portfolio of measures combines indicators from UMIP (the intellectual property commercialisation services) and UMIC (the Innovation Centre with state-of-the-art incubator premises and an enterprise conferencing and networking centre).

In 2011-12, invention disclosures increased by 16% to 371, the third successive year that the University exceeded 300 invention disclosures during a year. Twenty-five pathfinder and Proof of Principle projects were approved and there were 13 IP grants and translational awards. Thirty-eight licences were signed in 2011-12 and three spinouts were formed.

The occupancy rate of the three incubators in 2011-12 was 87% compared to 71% in 2010-11; 409 innovation events were held and a target of a 3% improvement in the carbon reduction commitment league table has been set.









# Outstanding learning and student experience

The University will provide a superb higher education and learning experience to outstanding students, irrespective of their backgrounds, and will produce graduates distinguished by their intellectual capabilities, employability, leadership qualities, and their ability and ambition to contribute to society.

## KPI 5 Student satisfaction

**Target: to achieve sector benchmark for Q22 in the National Student Survey by 2015 and at least 90% student satisfaction by 2020, ensuring that the University is in the upper quartile of Russell Group institutions by then.**

The University's overall approach is to improve the student experience, confident that, if we achieve this, the NSS score will move positively. The 2011-12 results indicate a significant improvement, with the average overall level of student satisfaction at The University of Manchester increasing from 79% in 2011 to 83% in 2012. Although still below the average satisfaction score for Russell Group institutions, the University is on track to meet its target of achieving sector benchmark by 2015.

The data available from the NSS show that each Faculty has examples of both dramatic improvement and sustained good practice. In the former category, Law increased from 70% to 87% overall satisfaction, Mechanical, Aerospace and Civil Engineering increased from 65% to 75%, whilst both Manchester Business School and Nursing, Midwifery and Social Work increased from 77% to 86% in 2012. In the latter category were Electrical and Electronic Engineering (96%), Life Sciences (93%), Chemistry (92%) and Dentistry (93%).

The University is improving its performance in all of the underlying component parts of the NSS as well as in overall satisfaction. However, there is volatility in the scores and the challenge for the University is to ensure that the improvements being made are sustained. All Schools have set targets which, it has been agreed, should be realistic but challenging, and a number of them are aiming for in excess of 90% overall satisfaction in the next survey.

## KPI 6 Positive graduate destinations

**Target: by 2020, to achieve a positive graduate destinations rate of at least 85% (as measured six months after graduation in the Destinations of Leavers from Higher Education Survey), ensuring that the University is ranked in the upper quartile of Russell Group institutions on this measure.**

The Destinations of Leavers from Higher Education Survey is undertaken six months after graduation and collects various data on the activities, job type and salaries (as appropriate) of all graduates, on a particular census date in the year. The key performance indicator focuses currently on the destinations of UK-domiciled undergraduates and measures the percentage in professional and managerial jobs and/or further study. It excludes from the calculation those unavailable for work, including those travelling.

In the latest data available, the proportion of graduates in professional and managerial jobs and/or further study six months after graduation was 72.1%. Although this was an improvement on the previous year, the University slipped in the rankings on this measure from 28th to 38th position and remains in the bottom quartile of the Russell Group. A significant focus is being put on employability and improving graduate destinations. A series of recommendations developed by the Employability Working Group are now being actioned. Schools and Faculties are also introducing a number of initiatives to encourage students to reflect on the skills they are developing through their academic programmes and to engage with their employability at an early stage.

## KPI 7 Widening participation

**Target: to outperform our OFFA Access targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, ensuring that we are in the upper quartile of English Russell Group institutions.**

Both these KPIs are HEFCE Performance Indicators and focus on UK-domiciled first degree new entrants. In assessing our relative performance to other universities, the University benchmarks itself against the 20 Russell Group institutions in England who are subject to the same undergraduate fee regime. Within this group, this University has the highest absolute number of students from both lower socio-economic classes and from low-participation neighbourhoods. Latest figures show that 25.9% of our home undergraduate students are from households with annual incomes of less than £25,000.

Low-participation neighbourhoods (LPNs) are postcode areas with a recognised low participation in higher education. The KPI measures the percentage of young, first degree entrants from LPNs and is based on the home postcode used in the Universities and Colleges Admissions Service (UCAS) application process. In the latest published data (2010-11 data published in 2011-12), the University had 8.4% entrants from LPNs (an increase from 7.5% the previous year) which was in the upper quartile of English Russell Group institutions. The University's Office for Fair Access (OFFA) target for 2012-13 is 7.5%.

Lower socio-economic group is an indicator based on the parental occupation classification declared through the UCAS application process. The University does not have this information at the point of application decision-making. In data for 2010-11 published in 2011-12, the University had 21.2% young new entrants from lower socio-economic groups. This compares to 21.3% in the previous year, and the University is in the upper quartile of English Russell Group institutions on this measure. For 2012-13, the University has a specific target with OFFA to achieve a minimum of 21.0% entrants from lower socio-economic groups.

# Social Responsibility

The University will contribute to the social and economic success of the local, national and international community by using our expertise and knowledge to find solutions to the major challenges of the 21st century, and by producing graduates who exercise social leadership and responsibility.

## KPI 8 Social responsibility

**Target: a weighted portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile, engagement with communities (especially those that are disadvantaged), sustainability, and economic and social impact.**

There is progress against a number of measures within the portfolio.

The equality and diversity measures focus on the two key areas where, historically, the University has performed poorly. The first is an annual increase in the proportion of women who are senior lecturers, readers and professors across all faculties until they are representative of the pool of female staff at lecturer level. In 2011-12, the proportion increased to 27% from 25% in 2010-11. During 2011-12, the University renewed its Athena SWAN<sup>1</sup> Bronze award; the Faculty of Life Sciences renewed its Silver; the School of Pharmacy and Pharmaceutical Sciences achieved Bronze; and the School of Chemical Engineering and Analytical Sciences achieved Silver. The Faculty of Engineering and Physical Sciences has a published commitment to its remaining Schools achieving submission for a (minimum) Bronze Athena SWAN award by November 2013 and the Faculty of Medical and Human Sciences is aiming to secure a Silver Athena SWAN Award by 2015.

The second key area in equality and diversity is to increase the proportion of ethnic minority staff at Grade 6 and above in the professional support services until this is representative of the ethnic minority profile of the national population. In 2011-12, the proportion increased to 7% from 6% in 2010-11.

Surveys of staff, students, stakeholders and the wider community will be taking place during 2012-13 to inform the University's more focused approach to social responsibility. Progress continues to be made against the targets relating to volunteering and the cultural assets. Student volunteering has been monitored regularly and over 5,000 students were engaged in volunteering activities in 2011-12, an increase of 7% on the previous year. Work is underway to identify and measure staff volunteering: one measure identified to date, is to increase the number of staff who are school governors from the 2011-12 baseline figure of 53.

Visitor numbers to the University's cultural assets continue to increase. In total, the number of visitors to the Manchester Museum, Whitworth Art Gallery, Jodrell Bank Discovery Centre and John Rylands Library increased by 18% to 768,394 in 2011-12 from 650,123 in 2010-11. One of the year's principal achievements for the Manchester Museum was the successful fundraising and planning for the three new galleries of archaeology and Egyptology, Ancient Worlds, which included a world first: the development of a haptic interface which allows users to touch fragile objects virtually. This will open up museum

collections which are not normally accessible to the visually impaired, as well as sighted, visitors. The Manchester Museums and Galleries Partnership (Whitworth Art Gallery, Manchester City Galleries and The Manchester Museum) won The Clore Award for Museum Learning 2012 for its innovative work with early years children, their families and carers, the most prestigious learning award in the UK. Between them, the cultural assets offer learning programmes for children, young people and families, and older people, particularly focusing on those from disadvantaged backgrounds. They also offer innovative partnerships, including the award-winning Arts for Health programme working with the NHS Trust, student participation programmes, volunteering and work placement programmes.

The University's environmental sustainability target is to reduce the absolute carbon footprint of a) carbon emissions from gas and electricity consumption and University owned vehicles by 40% by 2020 from a baseline year of 2007-08 and b) carbon emissions from procurement, travel, waste and water by at least the target set by HEFCE against a baseline year of 2012-13 by 2020.

Carbon emissions from gas, electricity, oil and steam reduced from 92,060 in 2010-11 to 80,420 in 2011-12, below the 2007-08 baseline for the first time (by over 5%). Total carbon emissions from data available for travel, waste and water also fell below 2007-08 emissions, by 4%.

A number of environmental sustainability initiatives are being implemented across the University, including in procurement decisions, the supply chain and encouraging sustainable modes of travel. At the same time, a number of University-wide initiatives aim to embed environmental sustainability further, including through the long-term maintenance programme, Revolving Green Fund, software programmes (such as PowerMan which has resulted in carbon savings of 1,994 tonnes CO<sub>2</sub> over the past year) and Pull Printing systems. There is also a growing network of Sustainability Enthusiasts (currently 105) and Green Impact Teams (currently 26).

A study assessing the social, economic, cultural and environmental impact of the University will be undertaken in 2012-13 to identify key outputs across a sample of some of the University's most significant initiatives for social responsibility. Using methodologies such as the Social Return on Investment (SROI) this study will help inform key messages and metrics to support the development of the University's evaluation strategy for social responsibility.

<sup>1</sup>The Athena SWAN Charter is a scheme which recognises and celebrates good employment practice for women working in science, engineering and technology (SET) in higher education and research.











# Enabling Strategies

## KPI 9 Staff satisfaction

**Target: to achieve 80% of staff satisfied with working at the University by 2020, ensuring that we are within the upper quartile of HEIs or similar organisations, and have at least a 50% response rate to the Staff Survey.**

This KPI will be measured through an internal Staff Survey of all staff to be undertaken in Spring 2013. The University has undertaken Staff Surveys previously (every two years or so) but for 2013, the Survey is being carried out by an external provider for the first time and should provide some external benchmarking data. Significant effort will be made to reach the target for participation.

## KPI 10 Estate

**Target: to achieve 80% of non-residential estate judged to be in good condition and functionally suitable by 2020.**

The measures used here relate to two indices within the Estates Management Statistics (EMS):

- a) 'good' condition refers to the condition of the estate;
- b) functional suitability (grades 1 and 2) refers to the appropriateness of the estate for its intended use.

The figures are expressed as a percentage of Gross Internal Area, and exclude the University's student residences. The proportion of the University's non-residential estate judged to be in good condition and functionally suitable has not changed for the last three years and remains at 72% for the condition and 79% for the suitability.

The University will make progress on this measure through the delivery of the Estate Masterplan, which has been approved by the Board of Governors.

## KPI 11 Financial outcome

**Target: to increase underlying financial outcome as a percentage of income to 7% by 2015, in order to provide cash for investment in strategic priorities.**

The underlying financial outcome is defined as retained surplus plus ERVS costs minus non-cash pension credits. The underlying surplus in 2011-12 was £48.4 million, or 6.0%, compared to £52.2 million (6.5%) the previous year.

Whilst the underlying financial outcome as a percentage of income of 6.0% is satisfactory, it is not sufficient to support the higher levels of long-term buildings maintenance expenditure, estate development and student investment that are needed. The level will need to be increased in the future as the change in the balance between the Funding Council core teaching grant and tuition fees, largely funded by the Student Loan Company, takes place. The University must continue to increase its funding streams by diversifying research income, increasing industry and commercial collaborations and developing substantial fundraising activities.

## KPI 12 Reputation

**Target: a weighted portfolio of measures, including reputation surveys, independent polling, media coverage and league tables.**

The portfolio of measures includes the University's position in the Times Higher Education World Reputation Rankings. The 2012 table of the top universities by reputation is based on a sample of 17,554 detailed responses from over 130 countries. In 2011-12, the University improved its ranking to 51st-60th in the world (from 61st-70th) and 7th in the UK (from 8th).

A public opinion omnibus poll in July 2010 asked "Which University would you put in 3rd, 4th and 5th place after Oxford and Cambridge?" and 19.3% respondents listed The University of Manchester in the top five. The next survey is due to be carried out in 2013. Increase in media coverage is based on annual increase in our coverage in the print media over the last four years. Advertising Value Equivalency (AVE) commonly measures the size and impact of the media coverage, and calculates what the equivalent amount of space would cost, if paid for as advertising. There has been a significant increase (26%) in the number of stories in print, from 12,929 in 2010-11 to 16,360 in 2011-12, although the corresponding AVE has dropped from £5.4 million to £5.1 million, which reflects lower advertising cost, rather than reduced impact.

The league table measure is based on the average position from the Times Good University Guide, the Guardian and the Independent. The main newspaper league tables all use broadly similar datasets for compiling the various measures in their rankings but there are subtle variations in the actual data used and different methodologies in calculating the measures and the overall score, which lead to the different outcomes. The University's average position in 2011-12 was the same as in 2010-11. As in previous years, the University's performance in the NSS undermines our overall performance. However, as the production of the league tables lags a year behind the most recent NSS results, it is hoped that the uplift in the 2012 NSS results will be reflected in some improvement in the 2012-13 league tables.

## KPI 13 Management compliance

**Target: a weighted portfolio of measures to include health and safety indicators, enforcement notices and internal compliance processes.**

The Health and Safety measure is a weighted portfolio of Health and Safety targets, which identifies 15 indicators against which an actual score has been calculated against a theoretical maximum. The outcome in 2011-12 was 92%. There were no enforcement notices in 2011-12: these relate to areas of compliance currently reported through Health and Safety Committee and the Research Compliance Committee. Internal compliance processes relate to the percentage "net" positive outcomes to core questions in the Annual Compliance Exercise. Core questions are those asked each year regarding key aspects of financial management, conflict of interest and health and safety. An important aspect of the Annual Compliance Exercise is to allow managers to answer negatively and then to ensure satisfactory resolution following the completion of an agreed action plan to defined timescales. There were 98.5% positive outcomes in 2011-12 compared to 99% in 2010-11.

