

Manchester 2020

The University of Manchester's
Strategic Plan





Chairman's foreword

The University of Manchester's Strategic Plan, Manchester 2020, was approved in May 2012. It built on the strong foundations established since the formation of the new University in 2004 and articulated in previous strategic plans.

The Strategic Plan has now been refreshed to reflect the developments and achievements that have taken place since 2012 and the new opportunities and challenges that the University is likely to face in its ambition to be a world-leading university, recognised globally for the excellence of its research, outstanding learning and student experience, and its social, economic and cultural impact.

The three core goals: world-class research; outstanding learning and student experience; and social responsibility have been updated and enhanced, and are supported by six enabling strategies.

The refreshed Strategic Plan also updates the small number of high-level key performance indicators that will be used to measure performance. Targets have been set and the Board of Governors will monitor the University's progress against these indicators and targets on a regular basis.

The future is challenging, but very exciting. Our success over the past decade ensures that that we will approach these challenges with confidence, commitment and enthusiasm.

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

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We want to be ranked as one of the world's leading universities by 2020, but we also want to be better recognised for our impact on the world, for the revolutionary spirit that defined our history and will drive our future success, and for being part of Manchester.



President's introduction

The University of Manchester was founded in 2004 by bringing together two excellent institutions: the University of Manchester Institute of Science and Technology (UMIST) and the Victoria University of Manchester.

The merger of these two great universities provided a unique opportunity and a platform for our inaugural President and Vice-Chancellor, Professor Alan Gilbert, to set out a bold and ambitious vision for the 'new' University which was outlined in his 2015 Agenda.

When I was appointed President and Vice-Chancellor in 2010, I was determined not only to maintain the momentum and progress achieved by Alan, but also to set new targets and goals, build on our successes and create a distinctive profile for the University on the global higher education scene.

It was not a good time to be formulating and articulating a visionary agenda for the future. The world was in the midst of an economic crisis, there were major cuts to public funding and significantly higher undergraduate fees were being introduced. Despite this turbulent external environment, we were still making progress and we developed the next stage of our plan, Manchester 2020, retaining the original ambition of the 2015 Agenda but building on it with some new aspirations.

Now, just over a decade after the merger and the publication of our original

strategic plan, it is the right time to take a hard look at our performance and to set out a new vision. We will build upon the original plan and set challenging new targets that take account of the changes that have taken place over the past decade across the higher education sector and in wider society.

Progress

Our vision is built upon three core goals, and we have performed well against all of these. The first, world-class research, is the goal that has grabbed most attention. This stated our aim to be among the top 25 universities in the world, as measured by the Shanghai Jiao Tong Academic Ranking of World Universities. In 2015 we were ranked 41st, a huge improvement on our 78th place in 2004. Going forward, we will be measuring our position not just by this ranking, but by international league tables more widely and by the impact of our research.

We sought in 2004 to double our total research income by 2015, a target we have now exceeded. We aimed to have at least eight iconic scholars among our staff; today there are three Nobel laureates working at the University and we have world-leading scholars heading our research in areas as diverse as cancer, nanomaterials and development studies.

The second of our core goals is the provision of an outstanding learning and student experience. We want to ensure a

higher quality experience for all our students, as measured by the National Student Survey (NSS), with a target of at least 90% student satisfaction by 2020, ensuring that the University is in the upper quartile of Russell Group institutions. We have improved in undergraduate student satisfaction, attaining a score of 86% in 2015 (up from 77% in 2009).

We also aimed to achieve a positive graduate destinations rate of at least 85% by 2020 (as measured six months after graduation in the Destinations of Leavers from Higher Education survey). The latest figure, for 2013/14 graduates, was 79%, representing a big improvement on 67% in 2004, although we are still behind some of our competitors. We remain the most popular university for undergraduate applications and we continue to excel in the recruitment of quality international students.

If our first two goals ask 'what are we good at?' then our third goal, social responsibility, gets to the heart of the question 'what are we good for?' We make a huge contribution to society, through our research, our education and a wide range of remarkable activities undertaken by our staff, students and alumni.

In November 2013 we launched a new and focused approach in this area and we have achieved some real successes. For example, our school governor initiative and The Works, our employment scheme for local communities, have won national

President's introduction



awards. Social responsibility is also firmly embedded into how we run our university. In our major campus redevelopment we have a partnership framework agreement to ensure that our building projects bring environmental as well as social benefits, such as providing training and creating jobs for local unemployed people.

Alongside our progress against these three core goals, there are many other notable achievements from the past decade. Our 2015 staff survey revealed that 92% of respondents are proud to work at the University and 94% believe it to be a good place to work. We collaborate closely with the city of Manchester, international companies, local NHS organisations and educational institutions, from universities across the world to the schools on our doorstep.

The transformation of our campus and surrounding area has exceeded our predictions in 2004, with more than £750 million invested and a further £1 billion to follow by 2022, amounting to one of the biggest facilities investments ever made by a UK university. Among the highlights are the spectacular National Graphene Institute, the Manchester Cancer Research Centre building in Withington, the Alan Gilbert Learning Commons and the award-winning redevelopment of our art gallery, the Whitworth, which was named museum of the year in 2015. We secured major funding on the bond market to help us finance this exciting work.

Our reach grows wider all the time. We were recognised with the Queen's Award for Enterprise in 2011 after doubling our

international income in just six years. At Jodrell Bank we will host the international headquarters for the Square Kilometre Array, the world's largest international science collaboration.

The University now engages with an even wider and more diverse cohort of learners with the launch of our first massive open online courses, or MOOCs. We count 154 nationalities among our student population and 129 among our staff, and we keep in touch with more than 300,000 alumni worldwide.

Challenges

As a university we need continually to recognise the changing global landscape of higher education. Over the past ten years there has been a massive growth in

the number of universities worldwide, with substantial investment being made by institutions in many parts of the world.

Students' expectations have been changing towards a more flexible delivery of distance and lifelong learning. There is also an increasing need to bring together diverse expertise from across multiple disciplines to solve global research questions. This brings new opportunities and challenges of collaboration rather than competition between universities globally, and growing partnerships with private organisations.

Universities in the UK are constantly facing the possibility of change, not only to research and education funding, but also to student fees and policies that impact on the attractiveness of the UK as

a place to study. The scale and breadth of activity at our university is an advantage, but resources are always limited and future funding will be challenging.

A new vision

It is with these challenges in mind that we have refreshed our Manchester 2020 plan. In some cases we are raising the level we aspire to, either because we have exceeded the current targets or because we need to step up; in other cases we have revised goals in response to a changing external environment.

Ambition is important, but we must also focus on our strengths if we are to be a great rather than just a good university. With thousands of universities across the world and well over 100 in

the UK, we need to explain clearly what is truly distinctive about our research, graduates, activities, influence and impact.

Our three core goals remain key to our aspirations, and we are still committed to being among the leading universities in the world. While rankings can help us benchmark our performance, they do not tell the whole story about the quality and impact of our work. We need to articulate more clearly where and why we are better than many of the other excellent universities around the world.

When Alan Turing created the first calculating machine, at the root of all future digital technology; when Ernest Rutherford split the atom to redefine modern physics; when Arthur Lewis wrote

President's introduction



his seminal works on economic development; or when Jean McFarlane led the establishment of a nursing department at Manchester and became England's first ever professor of the subject, they were not motivated by breaking records or fame. They wanted to solve fundamental problems and make changes to improve our everyday lives.

We will therefore use a range of measures to better reflect the nature and activities of the University. We will focus on areas of research that exemplify our exceptional strengths, showcasing innovative, interdisciplinary work and great achievements.

Advanced materials, addressing global inequalities, industrial biotechnology, energy and cancer: these research

beacons demonstrate areas of investigation where we are finding solutions to some of the world's biggest challenges. We will require further focus, investment and a commitment to quality in our research in order to capitalise on opportunities to build on excellence, securing both major funding and recognition.

This focus on quality and distinctiveness will extend to our students' educational and wider experience, further improving employability in our graduates at all levels. We will add value through a range of experiences and opportunities beyond what is taught in the classroom by taking a new approach to the student experience. Students will be able to take part in an integrated scheme that allows them to take advantage of a range of programmes

outside their own degree and of the many extracurricular opportunities we offer at Manchester. Activities such as international study, social responsibility projects, volunteering and internships will allow them to experience real-world challenges as soon as they join us.

We will deliver on our aims to make a difference to society through our social responsibility goal. Attention will be focused on delivering and evaluating our work to address social challenges. Through our teaching, buildings, activities and processes, we will make a measurable difference to society.

There is also an opportunity to build upon our influential role in the development and prosperity of our region. Manchester today is a truly international city with

thriving industries and culture, and devolution of power to the Greater Manchester Combined Authority will give the area greater control over its own progress. As a partner of the city we are a vital provider of knowledge, enterprise, graduate talent, employment and cultural engagement. We are perfectly placed to help drive the region forward and to play a significant part in the emergence of the Northern Powerhouse.

Conclusion

We want to be ranked as one of the world's leading universities by 2020, but we also want to be better recognised for our impact on the world, for the revolutionary spirit that defined our history and will drive our future success, and for being part of Manchester.

We must be an innovative university that is adaptable, nimble and able to make hard choices in order to ensure we are well placed for what the future will bring. As the landscape of higher education evolves, we need to be well placed to contribute to its direction.

In short, we must be better still at what we do best. This plan sets out our vision for how we will make this happen.

Professor Dame Nancy Rothwell
President and Vice-Chancellor

The University of Manchester will be a world-leading university recognised globally for the excellence of its research, outstanding learning and student experience, and its social, economic and cultural impact.

Strategic vision 2020

The University of Manchester was the first and most eminent of the civic universities, furthering the frontiers of knowledge through research and teaching, but also contributing to the well-being of its region and society more widely. These aims have guided the institution ever since and continue to drive our strategic vision:

The University of Manchester will be a world-leading university recognised globally for the excellence of its research, outstanding learning and student experience, and its social, economic and cultural impact.

We will be ambitious, focused and distinctive, celebrated for:

- the strength and scale of our work across science, engineering, humanities, and life and medical sciences;
- the excellence and breadth of our research, particularly its interdisciplinarity, for training outstanding researchers and giving parity of esteem to discovery, application, knowledge transfer and impact;
- our outstanding teaching and learning experience, the quality and diversity of our students, and the ability of our graduates to contribute to society;
- making a difference to the social and environmental well-being of our communities and wider society, including through the quality and accessibility of our cultural institutions;

- being a truly international institution which is a major contributor to the economic, social and cultural transformation of the city of Manchester, the north, the UK and the world.

Our guiding principles and values

We will be guided in all of our activities by our motto 'Cognitio, Sapientia, Humanitas' (Knowledge, Wisdom, Humanity).

We will be led by the discovery of new knowledge, and aim to maximise the impact of that knowledge through education, innovation and delivering value to society.

We will be an independent and autonomous organisation that will work to uphold rigorously the principles of freedom of thought and speech, and encourage tolerance of diverse views and beliefs.

We will be agile, flexible and adaptable, but will value our rich academic heritage and traditions.

We will be an accessible organisation, committed to advancing equality and diversity.

We will be an ethical organisation with exemplary policies, procedures and behaviours.

We will be committed to environmental sustainability, setting and meeting the highest possible standards across the full range of our activities.

Key performance indicators and targets

KPI 1. Global standing

Target: To be recognised as one of the 25 leading universities in the world, with 20% of subject areas in the top 20, as measured by our position in international league tables.



Our ambition is to be a world-leading university, where researchers produce work of the highest significance and impact. We will be distinguished by our interdisciplinary research, for training outstanding researchers and giving parity of esteem to discovery, application, knowledge transfer and impact.

Goal 1

World-class research

The three central objectives of our research strategy are to achieve research of the highest quality, to support and develop excellent people, and to have an impact beyond academia which yields economic, social and cultural benefits. Our ambition is that by 2020, over 90% of our staff will be judged as producing world-leading or internationally excellent research; we will have at least five distinctive beacon areas of world-leading research led by researchers at the very top of their fields; and we will rank among the top three universities in the UK for application and exploitation of research.

There are four supporting areas of action: providing focus and capitalising on our critical mass and interdisciplinary capabilities; providing the right financial, physical and knowledge resources; meeting the highest standards of research integrity; and ensuring alignment of strategy at all levels of the institution. The research strategy is coordinated with the University's other core goals, for outstanding learning and student experience and for social responsibility, and with the wider aims of the city and region. The overarching driver is that a university which is excellent in research and research impact is far better equipped to meet and exceed the expectations of its students and wider stakeholders.

Key strategies

Perform research of the highest quality, and continue to raise the level and ambition of our activities to world-leading standards of excellence

To meet this target we will manage the quality of our research by publishing in leading outlets and attracting high levels of citations for the great majority of outputs.

We will:

- improve the quality of outputs and number of citations through a proactive approach to peer review, improved management information on citation performance, more targeted support and guidance on publication strategies and ensuring all researchers meet the University's commitment to open access;
- develop partnerships with world-leading institutions and leverage further the University's strategic business partnerships to drive high-quality, high-impact research.

Attract, develop and nurture the careers of excellent researchers and become the location of choice for staff at all career stages

We will provide an integrated approach to career development, beginning at postgraduate level with outstanding research and training, and continuing with a programme of mentoring and support for early career researchers. We will identify potential research leaders where appropriate, and provide an environment that attracts and retains those at the peak of their research careers.

In particular, we will:

- continue the prestigious President's Doctoral Scholar Award scheme to attract the best doctoral students to Manchester and, through the Manchester Doctoral College, deliver our ambitious plans for postgraduate research students, ensuring the highest standards of supervision and training for research that meet international standards of excellence and student experience;
- provide a comprehensive and targeted package of career support for all researchers, from early career researchers through to potential and established research leaders;
- recruit and invest in the best independent fellows and top-class and/or iconic researchers who complement or reinforce our identified strengths.

Goal 1

World-class research

Ensure our work has impact beyond academia and yields economic, social and cultural benefits, whenever the opportunity arises

We aim to inspire, invent and innovate. We will establish and maintain key relationships with external partners in business, the NHS, schools and educational establishments, government, third sector and other complementary organisations in our city, region and nation, in Europe and beyond, with a view to shaping our research agenda to benefit the wider society.

We will seek to bring to market the intellectual property arising from our work and our groundbreaking inventions, and will ensure individuals have parity of esteem for translational research and knowledge exchange.

We will work with intellectually challenging problems of real-world relevance and will communicate widely the substantial body of work that addresses societal challenges, including beacons such as inequalities and energy, and extending to key areas such as sustainability, security and the ageing society. In this and other ways, our research will also contribute to our social responsibility goal.

We will:

- be the partner of choice for business and other external organisations worldwide through the quality and focus of our research, and the efficiency of our outward interfaces;
- identify and strengthen our key external relationships and manage them strategically for the long-term benefit of the research agenda;

- draw upon Manchester’s heritage, image and population to give our research a distinctive identity, attract knowledge-based investment to the city and ensure there is a high-value legacy from the EuroScience Open Forum, European City of Science and other major events;
- create impact, through impact plans for individual researchers and research groups, promoting academic mobility outside the higher education sector, capitalising on business relations activity and becoming distinctive through the use of our cultural institutions;
- ensure parity of esteem for impact-generating translation and knowledge transfer activities;
- commercialise research wherever appropriate, through a balanced approach of spinning out, licensing and sale of intellectual property activities, and continue support for student and alumni enterprises;
- ensure that our work contributes substantially to the regional and national economies, and to societal challenges, well-being and health.

In addition we will implement four supporting strategies.

Exploit the critical mass and interdisciplinary scope of the University to secure a position among world leaders in targeted fields

Building upon existing successes we will identify research beacons where, through key recruitment and investments, we can construct a broad front of excellence. These areas are addressing global inequalities,

advanced materials, cancer, energy and industrial biotechnology. We will work in partnership with international research leaders and exploit our wide range of capabilities to form new and ground-breaking interdisciplinary combinations across the full range of subjects.

The University of Manchester Research Institute will identify and support interdisciplinary opportunities and provide a framework to drive forward our responses to societal challenges.

Draw upon a broad range of financial, physical and knowledge resources

While seeking to increase our share of funding from research council and UK charitable sources, we will also diversify to achieve a substantial increase in funding from business, European and international sources. We will provide state-of-the-art facilities and equipment, and pioneer arrangements for their more efficient use, including sharing. Our administrative support will be integrated, using fit-for-purpose information systems and ensuring that the needs of our researchers and sponsors are comprehensively met.

Ensure the highest standards of research integrity

Building on recent progress, we will develop and implement communication procedures to ensure that research ethics and all other dimensions of integrity are part of the values of our staff and govern our behaviour.

Ensure the research strategy is based on mutual commitment and alignment at institution, Faculty and School levels.

Key performance indicators and targets

KPI 2. Total research grant and contract income
Target: To double total research grant and contract income by 2020 (from a baseline of 2010), 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.
KPI 3. Quality
Target: To improve the quality of research outputs by 2020, ensuring that 90% of staff are judged to be producing world-leading or internationally excellent research by peer review, through the Research Excellence Framework or our own exercises, and to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK’s top five institutions.
KPI 4. Doctoral degrees
Target: To increase our postgraduate research student-to-staff ratio to be within the top five UK institutions and to ensure that at least 90% of students complete on time.
KPI 5. IP commercialisation
Target: To generate a cumulative £1 billion of economic impact by 2025 with £250 million generated in the period 2015-20.





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

Goal 2

Outstanding learning and student experience

Manchester: no boundaries, no barriers

Our ambition is based on an effective partnership between students and staff, as set out in our Student Charter. We will remove barriers to study and recruit students who are most likely to benefit from, and contribute to, the exceptional educational environment at The University of Manchester. We will attract students who want to study in a large research-intensive university, where they can make a positive contribution to society through their learning.

We will deliver a personalised student experience in a rich, inclusive and diverse environment, where students and staff will be recognised for their achievements and encouraged to keep developing. Our global outlook and commitment to interdisciplinarity will remove boundaries, with flexible learning and excellent teaching ensuring we fully support students to reach their potential.

Students will make The University of Manchester their first choice because of the outstanding higher education we provide. We will demonstrate our impact via the quality of our graduates, many of whom will go on to be recognised as world leaders through their contribution to knowledge advancement and wider society.

We will combine the objectives for outstanding learning and student experience with those of world-class research, while embedding social responsibility into all our teaching and student opportunities. Our students will not only profit from learning in a research-intensive university and acquiring the key skills of excellent researchers, but will also develop their intellectual curiosity, their willingness to take risks and to be creative. We will prepare our students for life after university, as responsible citizens and future leaders, and challenge them to give something back to the University, their peers and wider society, be that locally or globally.

The goal of producing outstanding graduates through an excellent learning environment that challenges and enhances intellectual and personal attributes is supported by four cross-cutting themes that underpin all that we aspire to do: enhancing the student experience through partnership; personalised support for learning and well-being; recognising and rewarding excellence; and promoting interdisciplinary learning.

The five distinctive characteristics of a University of Manchester education, as set out in the teaching, learning and student experience strategy, are:

- excellent teaching;
- distinctive graduate attributes;¹
- making a difference;
- learning through research;
- global awareness.

Key strategies

We have three broad objectives for the teaching, learning and student experience strategy: to enhance the quality of the student experience; to reduce barriers to study by attracting outstanding students irrespective of their backgrounds; and to produce graduates who are highly employable with a wider understanding of their responsibilities as global citizens. We will develop approaches to achieve these aims through the quality of people at the University and the environment in which they work.

Enhance the quality of the student experience

Students will be taught by well supported, enthusiastic and engaging teachers who treat students as individuals in a motivating environment that encourages curiosity and a critical approach to learning.

¹ The distinctive attributes of a Manchester graduate will be: critical thinking, higher-order reasoning and analytical skills; mastery of a discipline; understanding of research principles; broad intellectual and cultural interests; preparedness for professional and vocational work; ability to confront personal values and make ethical judgements; preparedness for active citizenship and leadership; advanced written and verbal communications skills; and valuing equality, diversity and fairness.

Goal 2

Outstanding learning and student experience

We aim to:

- ensure the highest quality experience for all of our students by meeting our expectations and commitments stated in our Student Charter;
- promote research-informed teaching by embedding research and associated skills in teaching;
- create a sense of identity and belonging to The University of Manchester by working in partnership with students and developing Student Experience Action Plans with student engagement;
- provide all students with individualised support;
- ensure the needs of postgraduate students are taken into account in strategic and operational decision making alongside those of undergraduates.

Attract and enhance the quality of people (students and staff)
We will attract the most able students based on their potential, and we will recruit and develop the highest calibre of staff.

We will have:

- students taught by highly motivated, committed and skilful staff, who are leading scholars at the forefront of their disciplines. Staff appointments will reflect the fact that students are at the heart of the University, as we recruit outstanding scholars who understand the attractions of working in a university that values student education;
- parity of esteem for teaching and research through recognising and rewarding excellent teachers, promoting the opportunities for staff to develop, and encouraging innovation in teaching;

- an environment that values cultural diversity and is fundamentally committed to equality of opportunity by promoting equality and diversity in all that we do;
- exemplary fair access, recruiting students and staff based upon their potential. We will use contextual data to inform undergraduate student admissions and use outreach, the Manchester Access Programme and financial support to attract the most able students.

Ensure the quality of resources, environment and facilities
Staff and students will work and study in facilities that are world class, that support accessible learning, and that promote a sense of place.

We will have:

- the highest quality teaching resource, including staff and infrastructure, where we seek to remove the boundaries to learning through use of technology;
- a safe and inspiring working environment, providing 24/7 study spaces and world-class library facilities, IT and learning environments;
- a sense of belonging and identity, by creating an inclusive working and learning environment with access for all students, and social spaces based upon programme and discipline identity;
- a welcoming and attractive campus, and will promote Manchester and the region as a place to live and study;
- postgraduate opportunities to study through blended and distance learning.

Promote the educational and social impacts of teaching and learning
We will produce outstanding graduates judged on their academic achievements, their employability, their leadership qualities and their willingness to contribute to their communities and wider society.

We will ensure that:

- all students benefit from opportunities to acquire the core skills, knowledge and personal attributes necessary for employment and further study; we will prepare students for a range of career paths by providing opportunities for work experience, embedding employability in the curriculum, engaging students in employability and developing research skills;
- undergraduate and postgraduate students are supported in planning their future careers;
- students are provided with opportunities and support to develop their technical and information skills so that they become highly digitally literate and well-equipped for employment in a digital economy;
- our graduates are informed, thoughtful and globally responsible citizens; we will promote the University College for Interdisciplinary Learning, providing a suite of signature undergraduate course units to broaden intellectual and cultural interests, and we will extend the 'purposes of a Manchester education' to all students;
- students are supported through the personalised learning policy, and we will invest in student retention through core skills support;

- students have outstanding opportunities for volunteering and contributing to communities inside and outside the University, which will be recognised through the Higher Education Achievement Report;
- as an international institution we will promote global awareness, providing students with access to courses and activities that address global questions, together with opportunities for studying, volunteering and working outside the UK.

Key performance indicators and targets

KPI 6. Student experience
Target: To achieve at least 90% student satisfaction for Q22 in the National Student Survey by 2020, and that the University is in the upper quartile of Russell Group institutions.

KPI 7. Employability
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), and that the University is in the upper quartile of Russell Group institutions.

KPI 8. Widening access
Target: To meet our widening participation targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, and that the University is in the upper quartile of English Russell Group institutions.





The University will make a difference to the social and environmental well-being of our communities and wider society through our teaching, research, engagement and operations.

Goal 3 Social responsibility

We were England's first civic university and our founders invested us with the progressive desire to improve people's lives through research and teaching. Today we are distinctive in UK higher education as the first university to make social responsibility a core strategic goal.

Our commitment to social responsibility addresses the fundamental question 'What are we good for?' Our view is that universities are primarily for public benefit and should be able to deliver this benefit in a way that has a positive impact on people's lives. A key component of this is to mitigate the effects of climate change across all of our key activities.

Key strategies

We will focus on five strategic priorities for social responsibility: research with impact; responsible graduates; engaging our communities; responsible processes; and environmental sustainability. Within these priorities we will also deliver a focused range of practical 'signature programmes', which are regularly updated, emblematic of our vision for social responsibility, and where we have recognised we can lead the sector in their impact.

Research with impact

We will ensure our research and discovery make a positive difference to society. Much of this work is already embedded into our research goals, in particular through our research beacons. Examples of research with impact include:

- creating and sharing knowledge to address local and global inequalities;
- improving and transforming products, from providing clean water to creating sustainable energy storage devices, through to the development of advanced materials;
- finding ways to prevent and cure cancer and improve the lives of those affected by the disease around the world;
- pioneering the systems of the future, so that energy can travel new routes, going further and faster, leaving no carbon footprint;
- leading a new bio-industrial revolution, so that we can deliver renewable and sustainable materials, biopharmaceuticals, chemicals and energy that will transform the UK and European industrial landscape.

Responsible graduates

Each year we generate more graduates than any other British university. Through their education and broader experiences at Manchester, we will ensure our students are not only highly employable, but are also able to act as informed, thoughtful and critical citizens and future leaders, capable of exercising ethical, social and environmental responsibilities. We are supporting the social responsibility of our graduates through:

- structured student volunteering programmes locally, nationally and globally, addressing areas such as educational opportunities, vulnerable people, healthy living and sport, culture, and the environment;

- an Ethical Grand Challenges programme for all undergraduate students, covering environmental sustainability, social justice and workplace ethics;
- the Manchester Leadership Programme, which combines academic credit-bearing units with volunteering to provide students with opportunities to become responsible leaders of tomorrow;
- applied forms of teaching and learning in community and organisational settings, which benefit our students and wider society;
- supporting student social enterprises through programmes, funding and competitions.

Engaging our communities

By engaging and partnering with a range of people and organisations, we will harness our knowledge, resources and visitor attractions to make a difference within our university, local communities and wider society. Our cultural institutions will be at the vanguard of our social responsibility agenda, embodying world-class excellence and locally relevant social benefit. They provide a gateway to the University for hundreds of thousands of learners, families and members of the local community from under-represented groups. We will also continue to prioritise work with schools and colleges, and public engagement activities more broadly.

Goal 3
Social responsibility

Examples include the following.

- **Public engagement, festivals and events.** We will deliver a diverse range of public and community events and activities – engaging and involving the public in science, history, literature, public policy, culture, music festivals and our research.
- **School and college liaison.** Our far-reaching school and college liaison activities will work with primary, secondary and further education students as well as teachers, careers advisers and parents to target intensively activity with less advantaged communities to widen educational opportunities. We will also support the strategic development of state schools and colleges through staff and alumni engagement in our School Governor Initiative.
- **University cultural institutions (Manchester Museum, The Whitworth, The John Rylands Library, Jodrell Bank Discovery Centre).** These will deliver world-class education and engagement programmes with events, programmes and exhibits for diverse local, national and international audiences. In addition, performance venues on campus – the Martin Harris Centre for Music and Drama and the independent Contact Theatre – will continue to work with staff and students and attract diverse audiences from across the city region and beyond.

Responsible processes

Our operations, processes and policies will balance efficiency with opportunities for creating social and environmental benefit. We will ensure our commitment to responsible processes runs through the way we undertake operational activity in areas such as staff development, human resources and financial management.

We will:

- proactively support the region’s employment and skills infrastructure by contributing to the development of sustained training and employment opportunities in our local communities through The Works and other initiatives;
- ensure that opportunities for ‘in-work’ progression are available to those of our staff in entry-level roles;
- ensure that social, economic and environmental factors are built into our processes for the procurement of goods and services and how we invest our money;
- develop and promote policies to support public service and staff development through community service;
- enable staff to maximise their charitable support through our Payroll Giving scheme;
- support staff equality and diversity through disabled, lesbian, gay, bisexual and trans, black and minority ethnic, international and religion- and belief-based staff networks;
- support the Athena SWAN Charter for enhancing the recruitment and advancement of women in science, technology, engineering, mathematics and medicine in higher education and

research, and to recognise work undertaken in arts, humanities, social sciences, business and law, and in professional and support roles, to address gender equality more broadly;

- implement a new Race Equality Charter Mark to improve the representation, progression and success of ethnic minority staff and students in higher education.

Environmental sustainability

Our research, teaching, engagement, infrastructure and processes are guided by our commitment to environmental sustainability. We want to support our staff and students to have a positive impact on the environment and enable them to make a difference in the areas in which they operate, influence and control. Our priorities reflect those for our wider social responsibility work.

- **Research with impact.** Through our significant research groupings and networks, the University is at the forefront of tackling key global challenges such as climate change, population growth, overconsumption, food and water security, loss of biodiversity and pollution. We will encourage cross-disciplinary networking, facilitate high-quality knowledge exchange with external organisations and apply the research that we carry out to our own campus.
- **Responsible graduates.** We aim for every graduate to leave the University empowered with the knowledge and practical skills to make a positive environmental impact in their personal and professional lives. We will support sustainability as a key theme across

the curriculum and in all aspects of the wider student experience, and will provide opportunities to use the campus as a living laboratory for teaching and research.

- **Engaging our communities.** We will embed a culture of environmental sustainability across the University and work in partnership with our staff, students, alumni and wider society on shared environmental goals. We will help to promote opportunities to engage with sustainability, particularly through our Make a Difference: Think Sustainability staff programme, empowering people to take positive action and make positive change.
- **Responsible processes.** We will prioritise processes that support positive environmental behaviour and decision making. We will ensure long-term sustainability is embedded within the maintenance, development and planning of our estate and IT infrastructure; through the goods, services and work procured; and across our research and teaching activities.

Key performance indicators and targets

KPI 9. 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.



To position the University as an exemplary employer and a destination of preference for all staff, both nationally and internationally.



To provide a world-class estate which meets the needs of The University of Manchester in 2020 and beyond.



Enabling strategy 1

Quality people

Our staff are the key factor in our success and in order to achieve our strategic ambitions we need to build their capacity, capability and commitment to our goals.

Continuing to develop a performance-orientated culture is a priority over the next few years at both an individual and a team level. Encouraging, nurturing and rewarding development, progression and contribution are vital to engage and motivate our existing workforce, and to attract the brightest and the best staff. We need to develop the right environment in which people can grow - one that allows creativity, discovery and scholarship, and one in which managers are not afraid to make and follow through difficult decisions.

We need to continue to develop a culture which seeks and embraces change and continuous improvement in everything the University undertakes. Our staff should feel this is a fulfilling place to work and that they are empowered to be creative, challenge constructively, put forward new ideas and make decisions. Our policies and procedures need to enable and support the delivery of our strategic and operational objectives while being accessible, user-friendly and at the leading edge of best practice.

Our key objectives within the people strategy are to:

Develop and embed a performance orientated culture

Achieving our strategic vision will require high-performing individuals and teams. Staff will need to understand the standards and level of performance required from them. An effective performance and development review process will significantly contribute to achieving this objective alongside recognising and rewarding real performance contribution. Emphasis will be placed on developing the coaching and mentoring capability of our leaders and managers supported by learning programmes to encourage both individual and team development.

Improve the quality of leadership and management

Managers at all levels of the University must have the capability to manage in and across structures and be able to embrace and undertake complex transformational change. Creating the leadership abilities to realise the potential of individuals and teams will be a key component of a revised University-wide learning and development strategy.

Motivate, engage and inform our workforce

Engaging with our staff and understanding what matters to them is important in being able to motivate and inform them.

It will also help to provide the competitive advantage we require locally, nationally and internationally.

Attract the brightest and the best staff

In order to achieve our strategic ambitions it is essential that, as well as developing and rewarding our own high-performing and achieving staff, we are able to recruit the brightest and best staff both nationally and internationally.

Develop responsive, capable staff

There are many challenges facing the University and in order to deliver our strategic goals we must develop staff to be competent and responsive to the changing demands and empowered to find solutions. Our revised learning and development strategy will align to the achievement of our strategic goals and continually growing and developing the capability of our staff and our teams.

Key performance indicators and targets

KPI 10. Staff satisfaction

Target: To maintain at least 80% of staff satisfied with working at the University by 2020, remaining within the upper quartile of higher education institutions or similar organisations, and have at least a 75% response rate to the staff survey.

Enabling strategy 2

World-class estate

The University has the largest single campus of any higher education institution in the UK, providing over one million square metres of buildings and land with a replacement value in excess of £3 billion. The quality of the building stock has seen significant improvement since 2004 with over £750 million invested. We will continue to invest in the existing stock of buildings to maintain the improvements already made while embarking on an ambitious Campus Masterplan that will see more than £1 billion invested to create a world-class campus.

The concept that underpins all aspects of our estates strategy is the creation of an urban university, a place of fine urban architecture, civilised city squares, and walks and streets that interconnect with all parts of the University and integrate us with the surrounding city.

In developing a new estates strategy we have analysed the existing campus footprint, identified problems and opportunities, and prioritised major works to provide the best quality environment that we can to support the University's needs and also provide the opportunity to welcome national and regional facilities to co-locate with our own state-of-the-art facilities. The strategy envisages the consolidation of the campus into a more compact and coherent footprint that will provide some distinctive new buildings to enhance our teaching and research portfolio.

The completion of the Campus Masterplan will free up considerable land holdings in the north of the campus for redevelopment, to contribute to the future economic success of the city in a location that takes advantage of connections to the region and beyond.

The aims of the estates strategy are to:

Consolidate the campus to provide world-leading, efficient and sustainable facilities

We have developed a plan to relocate our North Campus activities while reducing our cost base and our carbon footprint.

Ensure that the estate and buildings meet the University's teaching and learning, research, academic and social needs

Through the estates strategy we have developed a campus blueprint, which meets emerging new requirements in research and the student experiences, but is also flexible enough to adjust to changing circumstances and respond to external initiatives.

Create a sense of place

The estates strategy will provide a physical environment that creates a sense of place – the urban university in the heart of a vibrant city. Through innovative architecture and urban design it will reflect the University's academic ideals and provide a development context and design

framework to manage future developments. It will also provide green spaces to provide places for contemplation and reflection while supporting our sustainability and biodiversity goals.

Maintain the estate to an appropriate and agreed standard

The overall quality of the estate will continue to be further improved, ensuring existing stock is refurbished and maintained to an appropriate and agreed standard. Securing sufficient resource to invest in routine maintenance will be a key challenge but it is crucial that the estate meets all health and safety, statutory, regulatory and HEFCE requirements.

Obtain best value

It is essential that the University obtains best value from all and for all its estate assets. Capital projects should be completed to time, cost and quality targets, and the overall estates strategy will provide a solid basis for capital planning and investment. The estates strategy will also be a key driver in contributing to our carbon management plans.

Key performance indicators and targets

KPI 11. Estate

Target: To achieve 80% of non-residential estate judged to be in 'good' condition and functionally suitable (grades 1 and 2) by 2020.

To ensure The University of Manchester is financially sustainable to enable it to deliver its aspirations as one of the top universities in the world



Enabling strategy 3

Financial sustainability

Given the changes to the funding model for UK higher education, it is important that The University of Manchester diversifies and develops its income streams and manages its costs to provide the resources needed to support research, teaching and enhancing the student experience, and to deliver the Manchester 2020 vision.

Austerity is likely to continue in the UK throughout most of the period to 2020 and this means that the University must reduce its reliance on UK government sources of income. Growing and diversifying our income streams as well as proactively managing our cost base will enable the University to compete with its international peers in an increasingly global sector.

To ensure financial sustainability we intend to:

Increase research funding from EU and international sources

Diversifying the sources for the University's research funding is a key requirement to develop our research activity and support world-leading research. We will ensure sufficient resource and expertise is applied to support this important activity.

Internationalise the student experience

We will maintain our success in attracting more overseas students than any other UK higher education institution but will, in addition, seek to develop overseas collaborations with global strategic partners to increase the diversity of our income streams and deliver our programmes around the world. The development of distance learning capabilities will facilitate this objective.

Increase industry and commercial collaborations

The University is already a leader in collaboration with UK industry and commerce. We will continue to develop and maintain relationships with key business partners in the UK but also overseas, via targeted countries, their national industries and international partners. We will ensure that these relationships are translated into funding for world-class research and impact, global student employability and other activities.

Continue to commercialise intellectual property

We will build on our leading position in this area and continue to invest in it both to support our core academic priorities and to develop further future income streams.

Continue to develop substantial fundraising income

We have made good progress in increasing the level of donations received and this will continue throughout the period. We have invested additional resources in this area and have set challenging growth targets. Key priorities include increasing the proportion of gift income that is discretionary, and developing a culture for philanthropy across all academic units.

Actively manage costs to ensure value for money

As well as diversifying and growing income streams, we will ensure an active management of our cost base is maintained, taking action to ensure financial sustainability where appropriate.

Key performance indicators and targets

KPI 12. Financial outcome

Target: To increase EBITDA as a percentage of income to 10% by 2020 in order to provide cash for investment and strategic priorities.

To strengthen the power of The University of Manchester brand, nationally and internationally, by celebrating our achievements and distinctiveness and by engaging staff, students, alumni and other key stakeholders to achieve the Manchester 2020 vision and act as ambassadors for our brand.

Enabling strategy 4

A reputation for excellence

Premier international universities have potent reputations that make them destinations of choice for the best students, teachers, scholars and researchers in the world. They are iconic institutions and their brands are synonymous with excellence.

The University of Manchester has earned and enjoys a good reputation. We aim to build on this and create a great reputation. Reputations are built primarily on the foundation of high-quality activities, outputs and achievements, but professional communications, marketing and stakeholder engagement can play an important role in building a clear and distinctive identity and a compelling narrative for the University.

The University's key priorities in this area are:

Distinctive identity and clear messages

To develop and deploy a clear identity and a compelling narrative for the University that promotes our distinctive features and activities. All of our communications will contain clear and concise messages and compelling stories that demonstrate our quality, ambition, links with the city, global reach, breadth and strength, and commitment to breaking down barriers.

Professional and powerful communications

The University will be guided by a communications and marketing plan that will establish clear objectives, audiences and messages to enhance the University's reputation. Our communications and marketing activities will be evaluated and measured. We will adopt a 'digital first' approach and our communications will be two-way and engaging, rich in storylines and beautifully presented with arresting video and images.

Engaging and mobilising staff and students

Staff and students are the University's most powerful advocates and brand ambassadors. Good staff and student engagement and effective two-way internal communications are essential to keep the campus community informed and motivated to achieve our ambitious strategic goals.

Engaging and mobilising alumni

The University has more than 300,000 alumni around the world, many with the potential to become powerful and influential advocates and supporters. We will seek to engage alumni as partners encouraging them to contribute personally as citizens, not just financially as donors, to addressing major global challenges and to help the University's mission in key target countries.

Strategic stakeholder engagement

The University will identify, prioritise and systematically engage with external stakeholders and policymakers through a coordinated programme of targeted communications, meetings and events. We will seek to engage with key opinion leaders and decision makers locally, nationally and internationally, whose views and/or responsibilities may impact on the reputation and development of the University.

Key performance indicators and targets

KPI 13. Reputation: portfolio of measures

Target: A weighted portfolio of measures, including surveys, independent polling, measures of output (media coverage, web analytics etc) and league tables.

The University will be a truly international institution, with a global reach in its research, teaching and social responsibility.



Enabling strategy 5

An international institution

As a leading international university, our global reach, impact, collaborations, and mobility are essential ingredients to drive forward research and innovation excellence, quality teaching and learning, and our social responsibility agenda. Strengthening of our international reputation will allow us to attract the best international talent in terms of staff and students, inward investment, and act as a local and national gateway to the rest of the world. Our staff and students will have the opportunity to understand, learn from, and respect the diverse cultures throughout the world, developing their skills, addressing socio-economic challenges and forging long-term relationships.

To enhance our position as a truly international institution, the University will prioritise the following areas of activity:

Research collaborations

In order to ensure that the University has an international reputation for world-leading research, we will engage in international research collaborations with the best partners, wherever they may be, to address global challenges and access global facilities, data and populations. Our research priorities will help to determine

the countries and territories in which we aim to broaden our collaborations and influence. We will strengthen our links with governments and funding agencies in priority countries to enhance our ability to compete globally for research funding and recruitment of world-class staff.

International business engagement

In order to build further and confirm the University's international reputation for research and innovation, impact and student employability, we will engage in strategic partnerships with key businesses and commercial organisations overseas in pursuit of mutually beneficial goals, ensuring that Manchester remains a partner of choice.

Diversified student population

International students are a key element in ensuring the diversity and quality of our student population. We are committed to continuing the development of well-funded scholarship programmes to attract and support the very best students from around the world, and to ensure lifelong ties through our growing alumni activity. Alumni networks are being further enhanced in key target countries to assist in raising the University's presence.

Student experience

The University will ensure that the international dimensions of its degree programmes are strengthened and that students develop the skills necessary to shape them as global citizens, able to compete in an increasingly diverse global job market. We will provide outstanding opportunities for our students to be exposed to new cultures, languages and work opportunities at home and abroad, regardless of their background or location.

Transnational education

We will focus delivery of our high-quality education and training on our world-class campus in Manchester and, building on the success of Manchester Business School Worldwide, will pursue the delivery of provision beyond our geographic boundaries where there is a strong fit with our strategic ambitions.

To provide high-quality services that are fit for purpose, flexible, accessible, responsive and cost-effective, and to ensure legal and statutory compliance.



Enabling strategy 6

Quality services

The University of Manchester is a large and complex organisation, managed and supported by a matrix of organisational structures, resources, IT systems, and cross-cutting processes which deliver key services in support of the University's vision and strategic goals of world-class research, outstanding learning and student experience, and social responsibility. The University is committed to ensuring that these structures, systems and processes are effectively aligned and fit for purpose; are efficient, flexible and agile; and are cost-effective and responsive to changing external and internal requirements in order to deliver high-quality services.

In pursuing this ambition, the University's key priorities are:

To offer high levels of expertise

Many of the University's non-academic staff will be leaders in their field, providing high levels of professional knowledge, skills and expertise. This will include acquiring, creating, and managing the information assets that result from our research and power our research, teaching and learning, making them accessible to prospective and existing staff and students. Our staff will be supported and developed to work as a single team in delivering efficient and effective services, with particular emphasis on leadership and management and the capacity to innovate.

To improve efficiency and effectiveness

We are committed to providing effective, efficient services that are customer-focused and represent value for money. We will do this through detailed analysis of costs, delivery against agreed performance standards and customer effectiveness feedback, benchmarked externally where possible. Building on work to ensure a culture of continuous improvement, we will encourage and support our staff to be innovative in pursuit of service enhancement, and we will improve our capacity for effectively delivering change management projects. By delivering cost-effective services, the University is ensuring maximum investment in frontline services.

To standardise processes

The University will provide up-to-date IT systems and equipment that can be integrated with a variety of digital technologies and deliver a high-quality experience for students and staff. We will also implement agreed operating models and associated standard processes to ensure that these processes are clearly understood and consistent throughout the organisation in order to maximise efficiencies and ensure high standards of delivery. We will provide accessible and intuitive digital services, underpinned by effective infrastructure and processes that are easy, safe and secure to use. Our resources, systems and processes will be seamless, customer-focused and

personalised, and will ensure effective working. We will emphasise digital solutions that will offer rapid and location-independent access to resources and services at point of need.

To ensure legal and statutory compliance

The operating framework for all higher education institutions is complex and the requirements of legal compliance and external accountability are growing. It is crucial that the University discharges its legal responsibilities effectively and without disproportionate administrative burden. The University is proactive in identifying new risk and compliance issues, such as cyber security and data protection controls. These risks are managed through targeted interventions, together with support of managers, staff training and monitoring.

Key performance indicators and targets

KPI 14. Management: compliance

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

Summary of our
Key performance indicators and targets

KPI 1

Global standing

Target: To be recognised as one of the 25 leading universities in the world, with 20% of subject areas in the top 20, as measured by our position in international league tables.

KPI 2

Total research grant and contract income

Target: To double total research grant and contract income by 2020 (from a baseline of 2010), 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.

KPI 3

Quality

Target: To improve the quality of research outputs by 2020, ensuring that 90% of staff are judged as producing world-leading or internationally excellent research by peer review, through the Research Excellence Framework or our own exercises, and to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK's top five institutions.

KPI 10

Staff satisfaction

Target: To maintain at least 80% of staff satisfied with working at the University by 2020, remaining within the upper quartile of higher education institutions or similar organisations, and have at least a 75% response rate to the staff survey.

KPI 11

Estate

Target: To achieve 80% of non-residential estate judged to be in 'good' condition and functionally suitable (grades 1 and 2) by 2020.

KPI 12

Financial outcome

Target: To increase EBITDA as a percentage of income to 10% by 2020 in order to provide cash for investment and strategic priorities.

KPI 4

Doctoral degrees

Target: To increase our postgraduate research student-to-staff ratio to be within the top five UK institutions and to ensure that at least 90% of students complete on time.

KPI 5

IP commercialisation

Target: To generate a cumulative £1 billion of economic impact by 2025 with £250 million generated in the period 2015-20.

KPI 6

Student experience

Target: To achieve at least 90% student satisfaction for Q22 in the National Student Survey by 2020, and that the University is in the upper quartile of Russell Group institutions.

KPI 13

Reputation: portfolio of measures

Target: A weighted portfolio of measures, including surveys, independent polling, measures of output (media coverage, web analytics etc) and league tables.

KPI 14

Management: compliance

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

KPI 7

Employability

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), and that the University is in the upper quartile of Russell Group institutions.

KPI 8

Widening access

Target: To meet our widening participation targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, and that the University is in the upper quartile of English Russell Group institutions.

KPI 9

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.

