

The background of the entire page is a photograph of a modern building facade. The building features a complex arrangement of windows and panels. Some panels are made of a perforated metal mesh, while others are large glass panes. The lighting suggests a sunset or sunrise, with warm orange and yellow tones reflecting off the building's surfaces. The sky is a clear, pale blue.

MANCHESTER
1824

The University of Manchester

Stocktake Report

2014/15

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

Introduction

Professor Dame Nancy Rothwell President and Vice-Chancellor

The 2014/15 *Stocktake Report* provides a detailed appraisal of progress against the goals and key performance indicators of the University's strategic plan, *Manchester 2020*, and is a key component of the University's planning and accountability cycle.



This is the fourth *Stocktake* to report on the goals and enabling strategies in *Manchester 2020* and relates to our performance during 2014/15.

During the course of 2014/15, we began a review of the University's strategic plan, *Manchester 2020*, and set out a refreshed version, which was published in October 2015. The new document retains the three core goals of world-class research, outstanding learning and student experience, and social responsibility, and consolidates the current eight enabling strategies into six. It refocuses our vision, laying out our plans to be an innovative university that is adaptable, nimble and able to make tough choices in order to ensure we are well placed in the evolving higher education landscape. Next year's *Stocktake* will report against this refreshed plan.

During 2014/15, the University performed in line with our expectations, making good progress towards many of our strategic goals, but with significant challenges ahead.

Our total income in 2014/15 exceeded £1 billion and we attracted more than £345 million in external research funding (including Higher Education Funding Council for England grants). There was further demonstration of the excellence of our research, particularly where we have a concentration of high-quality research activity.

There are good examples of this success in each of our five research beacons. Our work on cancer was bolstered with grants worth around £13 million from the Medical Research Council and £11 million from Cancer Research UK, and we opened our new building for the University's Manchester Cancer Research Centre in collaboration with Cancer Research UK and the Christie Hospital NHS Foundation Trust. Our strength in biotechnology research was recognised with a £10 million grant for our new Manchester Synthetic Biology Research Centre for Fine and Speciality Chemicals. Our pioneering work in advanced materials was reflected in the opening of the National Graphene Institute and the announcement that we will be home to the Sir Henry Royce Institute for Materials Research and Innovation. We also announced plans for the £60 million Graphene Engineering Innovation Centre, which will reinforce Manchester's position as a globally leading knowledge base in graphene research and commercialization. Our reputation for research in addressing global inequalities resulted in new

collaborations with Age UK and the World Health Organization. We extended our partnership with the National Grid for energy research. It was also officially announced that we will host the headquarters of the Square Kilometre Array (SKA), the world's largest radio telescope, at Jodrell Bank.

A number of our staff received recognition and awards during 2014/15. These included: Professor Alistair Burns (Institute of Brain, Behaviour and Mental Health), who was honoured with a CBE, as were Professor Rachel Griffith (School of Social Sciences), Dr Maria Balshaw, Director of our Whitworth Art Gallery and Manchester City Art Gallery, and Dr Rory Brooks, Chair of our Global Leadership Board and a great supporter of the University, while Dr Erinma Ochu, in the Faculty of Life Sciences, was awarded an MBE. Professor Aneez Esmail has been included in a list of 100 outstanding healthcare professionals whose impact extends beyond their professional sphere. He has also been presented with a prestigious Higher Education Academy (HEA) Principal Fellowship award. A Royal Society Professorship has been awarded to Professor Sir Kostya Novoselov. Professors Caroline Dive, Yanick Crow and Andrew Loudon have been elected to Fellowship of the Academy of Medical Sciences. Dr Patrick O'Malley has won the Royal Society of Chemistry's Higher Education Teaching Award 2015 for his pioneering technological innovation in chemistry teaching, and Professor Danielle George delivered the 2014 Royal Society Christmas Lectures.

In 2014/15, the results of the National Student Satisfaction Survey showed that we increased the overall level of student satisfaction to 86%. In the latest Destinations of Leavers from Higher Education Survey, 79% of Manchester graduates were in a "positive" destination compared to 76% in the previous year, while 94% of our graduates are employed or in further study six months after graduation. We also exceeded our Office for Fair Access targets for recruitment of students from low-participation neighbourhoods and lower socio-economic groups. We had another strong year for student recruitment. We received more undergraduate applications than any other institution in the UK and welcomed more international students than any other British university. One of our massive open online courses (MOOCs), 'Introduction

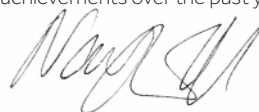
to Physical Chemistry', won the online and distance learning award at the Guardian University Awards.

A key consideration in all of our activity is social responsibility. Fifteen of our Schools hold Athena SWAN awards for their commitment to advancing gender equality in employment in higher education and research. In 2014 we entered the Stonewall Top 100 Employers at 43rd place. We also took part in the pilot year for the Equality Challenge Unit's Race Equality Charter and achieved the bronze award. 'The Works', our scheme to help unemployed people living in disadvantaged areas in our neighbouring communities here in Manchester to improve their skills and employment, was highly commended in the Green Gown Awards. Our School Governor initiative has seen 433 staff and alumni taking up roles in 160 schools and won the community prize in the Times Higher Education Awards. Our cultural institutions welcomed more than 970,000 visitors, with our art gallery, the Whitworth, receiving 80,000 visitors in the month after its reopening in February 2015, following a £15 million redevelopment and being named Museum of the Year by the Art Fund.

Our campus environment is a vibrant space of glass and steel, alongside beautiful and carefully restored older buildings like the Whitworth, which was nominated for the RIBA Stirling Prize, and our ever-growing public spaces, thanks to our £1 billion Campus Masterplan.

Our achievements over the last ten years have been impressive and have been possible only because of the hard work and dedication of our colleagues across the University. Going forward, with finite resources, we must focus on our strengths if we are to meet our ambitious goals and become a great, rather than just good, university. We must explain clearly what is truly distinctive about our research, graduates, influence and impact, globally and locally; what difference our education makes to our students, and what difference our research and social responsibility work make to the world.

I would like to thank our many wonderful staff who contributed to the achievements over the past year.



Professor Dame Nancy Rothwell
President and Vice-Chancellor

This report relates to 2014/15 and, as such, by the time it goes to print some details are out of date, and where there are more recent developments these are highlighted.

Goal one **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 Shanghai Jiao Tong Academic Ranking of World Universities, published annually, ranks the top 500 world universities on six measures: 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. In 2015, The University of Manchester was ranked 41st in the world, 8th in Europe and remains the 5th highest ranked UK institution.

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 2014/15, the University increased its research grant and contract (RGC) income by 23% to £262 million, thereby exceeding the 2015 target of £255 million. This achievement represents a 126% increase on the 2003/04 pre-merger figure (£116 million), when the original target set was to double that figure by 2015.

Total RGC income is broken down into a number of agreed Higher Education Statistics Agency (HESA) categories from which the aggregates of business income and international income are derived. In 2014/15, international income increased by 8% to £35 million. Business income met the 2015 target

of £30 million. In the context of the significant increase in total RGC income, both international and business income decreased as a percentage of total RGC income. The University's total share of UK RGC income increased to 4.4% from 4.2% the previous year.

KPI 3 Quality

Target: to improve the quality of research outputs, ensuring that 70% of research is judged as world-leading or internationally excellent by peer review through REF or our own exercises, and to ensure that 27% of Manchester publications fall in the top 10% of cited papers in their field by 2020.

The University of Manchester's place as one of the UK's top research universities was confirmed in the results of the Research Excellence Framework (REF), published in December 2014. At a University level, overall 83% of research activity was judged to be "world-leading" (4*) or "internationally excellent" (3*). The University was ranked in fifth place in terms of research power (calculated by grade point average times number of staff submitted, or by 4*/3* grades times number of staff submitted). The REF exercise recognised the University's excellent research environment and how its research is having a genuine economic and societal influence, as evidenced by a series of impact cases studies, from new drugs and inventions to public policy.

The citation KPI measures the percentage of publications with citations in the top 10% of their subject areas. In 2014/15, overall, 22% of all University items published in the period 2010-14 were in the top 10% of their field.

KPI 4 Intellectual property commercialisation

Target: a weighted portfolio of measures monitoring invention disclosures, licences, spin outs and other IP commercialisation activities, ensuring that the UMI³ group is also a value for money operation.

Over the time of the current business plan period, the income generated from UMI³ (the University's innovation company) activities has more than covered the cost of the cumulative UMI³ management fee to the University. The targets are cumulative for three years. For the 2012/13 to 2014/15 period, overall the University met or exceeded the majority of its targets.

For the second successive year, the University exceeded 400 invention disclosures, achieving a record number of 447 in 2014/15 and surpassing the three-year target. There were 198 pathfinder and proof of principle projects funded and IP grants and translational awards to the University over the three-year period to 2014/15, exceeding the cumulative target of 170. The value to the University of the three-year successes from externally funded IP and translational awards associated with UMI³ projects is some £30 million.

Over the same three-year period, some 2,010 licences were signed, against an original target of 221, including 1,503 in 2014/15. The principal reason for this significant increase, particularly in the last two years, is the introduction of new ways of working and, especially, the launch and success of the new UMIP software licensing portal (Click2Go), which is able to market a new class of licences. Seven spin-outs were formed in 2014/15.

WORLD RANKINGS

UK

5

EUROPE

8

WORLD

41

ANNUAL RESEARCH GRANT AND CONTRACT INCOME 2004/05 TO 2014/15

£262m	2014/15
£214m	2013/14
£200m	2012/13
£188m	2011/12
£196m	2010/11
£195m	2009/10
£191m	2008/09
£176m	2007/08
£174m	2006/07
£147m	2005/06
£131m	2004/05

RESEARCH AT MANCHESTER

REF2014
Research Excellence Framework

83% ★★★★★
of research submitted to REF ranked 4* and 3*

Goal two

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.

In 2015, overall student satisfaction at The University of Manchester rose by 1% to 86%, the same as the sector average. The result means that the University has risen to the third quartile within the Russell Group institutions. The University's overall satisfaction score of 86% represents its highest score since the survey began and is an encouraging indicator of progress towards the target of 90%.

Within the University, the highest score was achieved by the School of Dentistry, where 97% of students were satisfied or very satisfied with their overall experience, an increase from 78% the previous year. The Schools of Chemistry, Electrical and Electronic Engineering, and the Faculty of Life Sciences have all achieved overall satisfaction of 90% or more in each of the last three years, with Computer Science and Physics and Astronomy doing so in 2014 and 2015. Students at The University of Manchester are consistently more satisfied than those at comparator universities with learning resources, especially the Library (maintaining 93% satisfaction) and IT services (maintaining 92%). There was also a pleasing improvement in satisfaction with personal development to 83%, after remaining static for the previous three years.

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 home/EU and international graduates on a particular census date in the year. The key performance indicator focuses 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.

Overall, 94% of the University's graduates are employed or in further study six months after graduation. In the latest data available, the proportion of graduates in professional and managerial jobs and/or further study (defined as positive graduate destinations) six months after graduation was 79%, compared with 76% the previous year and an improvement against our comparators, moving the University out of the bottom quartile of the Russell Group on this measure.

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.

The KPI is measured by Higher Education Statistics Agency (HESA) performance indicators and focuses on UK-domiciled first degree new entrants. For both measures, the University benchmarks itself against the 20 Russell Group institutions in England which are subject to the same undergraduate fee regime. In 2014/15, the University outperformed its Office for Fair Access (OFFA) access requirement and remained in the upper quartile of English Russell Group institutions.

The KPI measures the percentage of young first degree entrants from low-participation neighbourhoods (LPNs) and is based on the home postcode used in the Universities and Colleges Admissions Service (UCAS) application process. In 2013/14 (the latest available data), 7.9% of the University's entrants were from LPNs, exceeding the target and placing the University joint fourth in the English Russell Group.

Lower socio-economic group is an indicator based on the parental occupation classification declared through the UCAS application process. HESA data for 2013/14 show that 23.8% of our young new entrants were from lower socio-economic groups, thus outperforming our target, and placing the University joint third amongst the English Russell Group institutions.

In 2013/14, 30% of the University's 'new fee system' home undergraduate students were from households with annual incomes of less than £25k.

STUDENT SATISFACTION



POSITIVE DESTINATIONS



WIDENING PARTICIPATION



Goal three

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.

The University's five core priorities and 'Signature Programmes' have provided continued distinctiveness, ambition and focus for social responsibility, as recognised by the number of national awards achieved and feedback from our External Stakeholders' Review.

Research with impact

The *Just Greater Manchester* signature programme, which aims to address inequalities in the city-region through research, was launched in November 2014. This engaged more than 2,500 national and regional researchers, policy-makers and stakeholders. A new website presence was developed to highlight some of the University's research on issues of inequality in Greater Manchester in the areas of health, education, work and place.

Socially responsible graduates

The *Ethical Grand Challenges* signature programme provides every undergraduate with the opportunity to confront key ethical grand challenges through the completion of a common programme in each year of study. A sustainability simulation pilot was delivered (Year 1), a social justice pilot, 'JustFest' (Year 2) and a 'workplace ethics' element (Year 3). Evidence from these pilots is being used to scale activity further so that the programme can be rolled out to every undergraduate student by 2016/17.

Students are supported to make a difference in their local communities by volunteering, through the accredited Manchester Leadership Programme (MLP), Students' Union, Sport and the Legal Advice Centre. Students are also encouraged to participate in the University College for Interdisciplinary Learning to broaden their educational horizons, by taking course units (including the MLP) outside the boundaries of their degree programme. The number of students participating in University College

courses, including MLP, increased by 20% in 2014/15 to 2,020.

Engaging our communities

The total number of visitors to the Manchester Museum, the Whitworth Art Gallery, Jodrell Bank Discovery Centre and The John Rylands Library increased by 31% to 972,448 in 2014/15. The Whitworth re-opened on 14 February 2015, following a transformational £15 million capital development project. It has achieved a record level of visitors and won numerous awards, including the prestigious Art Fund Museum of the Year. The Manchester Museum was awarded the annual Lever Prize by the North West Business Leadership Team for its 'Real Life Science' programme, and its work with older people is now acknowledged as sector leading. The John Rylands Library has been using social media to showcase unique objects to a wider audience. Jodrell Bank Discovery Centre won a major Heritage Lottery grant to create a new exhibition pavilion to conserve and restore the heritage of the site, and won funding from the Royal Academy of Engineering to lead a UK national programme of public engagement with the engineering of the Square Kilometre Array. Other cultural institutions of the University continue to contribute to our community engagement mission, including the Ahmed Iqbal Ullah Race Relations Resource Centre, based in the Central Library, and Contact, the campus-based professional theatre with a focus on young people and diversity.

The Manchester Access Programme (MAP), which targets and supports talented local students from backgrounds currently under-represented in higher education, had 233 entrants in 2014/15, compared to 170 in 2013/14.

A *Cultural Access Programme* targeted local nine-year-olds and their families to access out-of-school learning opportunities. The *School Governors Initiative* won the Times Higher Education prize for Outstanding Contribution to the Local Community in 2014. The University filled more than 3% of all UK governor vacancies last year. In 2014/15 there were 161 members of staff and 272 alumni who were school governors.

Responsible processes, including equality and diversity

The University's processes and policies aim to balance efficiency with opportunities to create social, economic and environmental benefit, particularly by increasing staff equality and diversity.

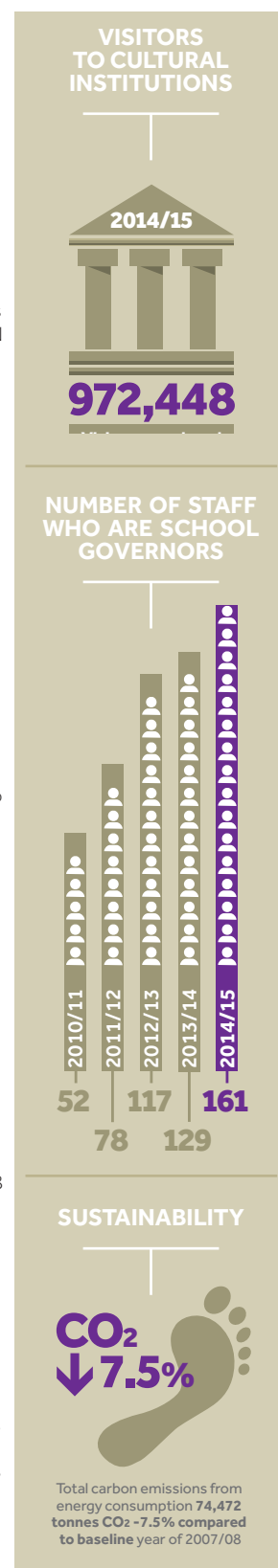
The proportion of female academics at senior lecturer, reader and professor increased to 30% in 2014/15, compared with 22% in 2007/08. Significant progress continued to be made with Athena SWAN awards (a scheme which recognises and celebrates good employment practice for women working in science, engineering and technology [SET] in higher education and research). The University now has six Schools with silver awards and nine with bronze. The proportion of BME staff in the professional support services at grade 6 and above rose to 8% in 2014/15. The proportion of black and minority ethnic (BME) staff who are senior lecturers, readers and professors remained at 10%. The University is one of only eight institutions to have been awarded the Race Equality Charter Mark at bronze level, which aims to inspire a strategic approach to making cultural and systemic changes that will make a real difference to minority ethnic staff and students.

The *Works* signature programme supported 459 people back into work (316 into The University of Manchester), with a cumulative total of 2,390 local people gaining successful employment outcomes since 2010 (1,319 into The University of Manchester).

Environmental sustainability

The target is to reduce the absolute carbon footprint of carbon emissions from gas and electricity consumption and University-owned vehicles by 40% by 2020 from a baseline year of 2007/08 and normalised for any change in overall footprint. Total carbon emissions in 2014/15 decreased by 2.3% on the previous year to 74,472 tCO₂, a 7.5% reduction on the baseline. This included a decrease in absolute carbon emissions from electricity and oil.

The signature programme in this area, *Make a Difference: Think Sustainability*, is being piloted during 2015/16. It will provide every member of staff with the opportunity to engage in a programme of carbon and natural resource literacy by 2017/18.



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.

The second internal Staff Attitude Survey undertaken by an external provider, Capita Surveys and Research, took place in 2015. It achieved an impressive response rate of 70% and, as in the 2013 survey, 82% of staff agreed they were satisfied with their job at the University, thereby meeting the 2020 target. Some 94% of respondents agreed that "the University is a good place to work".

KPI 10 Estate

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

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

- 'good' condition refers to the condition of the estate;
- 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 has remained at 73%. As reported last year, functional suitability is 81%, thereby meeting this part of the target.

Good progress has been maintained in delivering the extensive Campus Masterplan and nine projects were completed during the year. The University won two prestigious regional building awards: Client of the Year at the Education Estates 2015 Awards; and the Greater Manchester Building of the Year 2015 award. Going forward, the University will be home to the Sir Henry Royce Institute for Materials Research and Innovation, and plans

have also been announced for the £60 million Graphene Engineering Innovation Centre. Plans have also been unveiled for the Manchester Engineering Campus Development (MECD), the largest capital project ever undertaken by the University, which is due to open in 2020.

KPI 11 Financial outcome

Target: to increase underlying financial outcome as measured by EBITDA to 10% by 2020 in order to provide cash for investment in strategic priorities.

The University is now monitoring earnings before interest, taxation, depreciation and amortisation (EBITDA) as its financial KPI. EBITDA (on a HEFCE calculation basis) was £81.9 million (8.1% of income) for the year, compared with £68.6 million (7.7% of income) in the previous year. There was also a very strong performance in cash income from gifts, which amounted to £18 million in 2014/15.

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 2015 rankings are based on a survey carried out between November 2014 and January 2015, which received 9,794 validated responses from 142 countries. The University's target is to be ranked 40th-50th in the world and 5th in the UK by 2020. In 2014/15 it was ranked 50th in the world, remaining in 8th place in the UK.

Every two years, the University commissions a UK independent omnibus opinion poll, to ask the question, "Which University would you put in 3rd, 4th and 5th place after Oxford and Cambridge?" The most recent poll was carried out in April 2015 and 18% of respondents listed The University of Manchester in the top five, compared to 17% in the last poll

which was carried out in March 2013. Advertising Value Equivalency (AVE) measures the size and impact of media coverage of the University, and calculates what the equivalent amount of space would cost, if paid for as advertising. The University has met its 2020 target with a significant increase of 61% in numbers of mainstream stories published in 2014/15 to 38,795, compared with 24,062 the previous year, with the corresponding AVE increasing from £7.6 million to £9.8 million.

The league table measure is based on the average position of the University in the *Times Good University Guide*, the *Guardian* and the *Independent*. The University's average position in 2014/15 was 28th, compared to 30th in 2013/14.

KPI 13 Management compliance

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

The University measures 15 health and safety indicators against which an actual score is calculated to give a theoretical maximum of 100%. The outcome in 2014/15 was 87%. Following significant discussions at the Occupational Health, Safety and Training Advisory Group and the Safety, Health and Environment Committee, the health and safety management profile programme has been revised and the audit team has been doubled. There were no enforcement notices in 2014/15. Internal compliance processes relate to the percentage 'net' positive outcomes to core questions in the Annual Compliance Exercise. Core questions are the questions 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 ('gross' and 'net' responses). There were 100% positive outcomes in 2014/15 compared to 99.2% in 2013/14.

STAFF SATISFACTION



82%
Staff satisfied with job

UNIVERSITY ESTATE



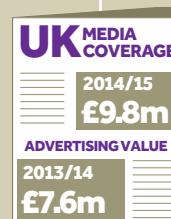
Estate functional suitability has exceeded the target of 80%

FINANCIAL OUTCOME

EBITDA
£81.9m

Earnings before interest, taxation, depreciation and amortisation (EBITDA) £81.9m (8.1% of income)

UK MEDIA COVERAGE



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