



Faculty of Medical and Human Sciences

*2013 Prospectus and
five year Strategic Plan*

“ *The thing about Manchester is...it all comes from here.* ”

From Noel Gallagher, pointing to his heart.
BBC2 September 1998.



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“ *What Manchester thinks today
England will think tomorrow.* ”

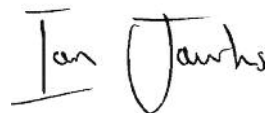
JB Priestly: *The English Journey* 1934

Dean's introduction

Our Faculty is in the process of implementing a new strategy and structure which is intended to transform our contribution to research and education in medicine and health. We aim to build on the reputation of Manchester as a world leading centre for biomedical sciences and their clinical application.

Our new strategy was developed through an extensive consultation process, involving all staff, which identified challenging and exciting objectives. We are confident that our aims can be achieved through a commitment to excellence and an ethos of collegiate and collaborative working. This will be combined with the highest quality interactions with other University of Manchester Faculties, our NHS partners via MAHSC (Manchester Academic Health Science Centre) and our broader higher education and NHS partners in the new GM-AHSN (Greater Manchester Academic Health Science Network).

This document provides an overview of the Faculty at the start of 2013 and is work in progress. During the next few months each of our Schools and Institutes will be producing their more detailed strategic plans and we will commence a series of visits by external advisory panels. We have a lot to do to achieve our ambitious objectives but we now have a clear sense of direction and momentum. I am grateful to all of the academic and support staff in the Faculty for their contribution to these plans and for the quality of their work.



Ian Jacobs
Dean, Faculty of Medical and Human Sciences
Vice President, The University of Manchester
Director of Manchester Academic Health Science Centre
Professor of Cancer and Women's Health





The University and Faculty

Our University has a tradition of world-leading innovation which has led to a stepwise improvement in the health, wealth and wellbeing of populations across the world since the industrial revolution. Sitting at the heart of the City of Manchester, which is a global hub, excelling in arts, music, sport and commerce, the University is a beacon for research and education with a deep commitment to the economic transformation of Manchester and the North West of England. Tracing its origins back to John Dalton's Mechanic's Institute and John Owen's philanthropic desire to educate the local population, The University of Manchester was England's first 'civic' and now its largest campus-based university. No fewer than 25 Nobel Laureates have worked at the University and since the merger of the Victoria University of Manchester with UMIST in 2004 we have delivered in excess of 1,600 invention disclosures and formed 17 new companies attracting £117m in third party benefit, demonstrating a formidable track record of commercialisation.

Our Academic and Support staff in the Faculty of Medical and Human Sciences (FMHS) number over 2,000 and work to deliver three core priorities:

- Development and delivery of the highest quality education and training for health professionals and scientists.
- Conducting outstanding, world leading research in the biomedical and health sciences.
- Social Responsibility to make a contribution to the 'greater good'.

Each year we train over 400 doctors, 90 dentists, 150 pharmacists and 900 nurses, midwives and allied health professional staff. We are the largest supplier of healthcare graduates to the NHS within the North West of England but many of our graduates go on to deliver healthcare provision and scholarship in developed and developing health systems across the globe. Through the use of cutting edge technology, the highest quality workplace-learning environments and a highly trained educational faculty, we strive to deliver a personalised learning experience to each of our students so that they develop a real sense of identity and belonging to a world-class university. This in turn fully prepares them for life after graduation making the 'Manchester-made' graduate the first choice for healthcare employers. Our extensive postgraduate and continuing professional development programmes are hosted by our new Faculty Graduate School providing support and training to postgraduates undertaking a diverse range of study from short-term professionally linked programmes through to research training in multidisciplinary areas. We believe that we are a complete resource for lifelong healthcare learning.

The scale, breadth and structure of our Faculty provide outstanding opportunities for basic biomedical research discoveries to be rapidly translated into effective new therapies with a strong emphasis on knowledge transfer and partnerships with industry. Our new matrix structure is designed to enhance opportunities for novel and multidisciplinary research (diagram). The matrix involves five schools (Medicine, Dentistry, Pharmacy & Pharmaceutical Sciences, Psychological Sciences and Nursing, Midwifery & Social Work) and six research institutes (Cancer Sciences, Cardiovascular Sciences, Population Health, Brain, Behaviour & Mental Health, Human Development, Inflammation & Repair) with an emphasis on affiliation across these structures. The leadership team for each of the Institutes involves clinicians,

basic scientists and healthcare researchers from both our own Faculty and our sister Faculty of Life Sciences. Our academics have the benefit of access to the large, stable population in the North West providing unique opportunities to study and address most causes of disease and deprivation. The opportunities are further enhanced by strong links to our partner Faculties (Humanities, Engineering, Physical Sciences, and Life Sciences) and the NHS through the Manchester Academic Health Science Centre (MAHSC). These partnerships facilitate rapid translation into practice and targeted biomedical, technological and psychosocial research based on clinical need.

In addition to our research and education activity, the Faculty is committed to make a major contribution to the greater good for society by contributing to solutions of the major challenges of the 21st century and the social and economic success of our local, national and global communities. We will ensure that social responsibility is embedded within all of our education and research activities, ensuring the highest ethical standards of professional practice from our staff and students. We are committed to equality and diversity in all our activities and to building on successful programmes such as the Manchester Access Programme which targets talented students from under-represented backgrounds and a wide ranging global health programme which will help deliver sustainable capacity building within the health systems of developing economies.

Whether you are a visitor or a prospective student, staff member or collaborator, we hope that you will be engaged by the enthusiasm and vibrancy of our students and staff, our commitment to improving health and quality of life and the diversity of opportunity in research, and education that our faculty has to offer.



From left to right

Professor Tony Whetton
Deputy Dean
& Deputy Head of Faculty

Professor Alistair Burns
Deputy Dean (Clinical Affairs)

Kay Day
Head of Faculty Administration



Nicola Davies
Head of Faculty Finance

Heather Graham
Head of Faculty
Human Resources

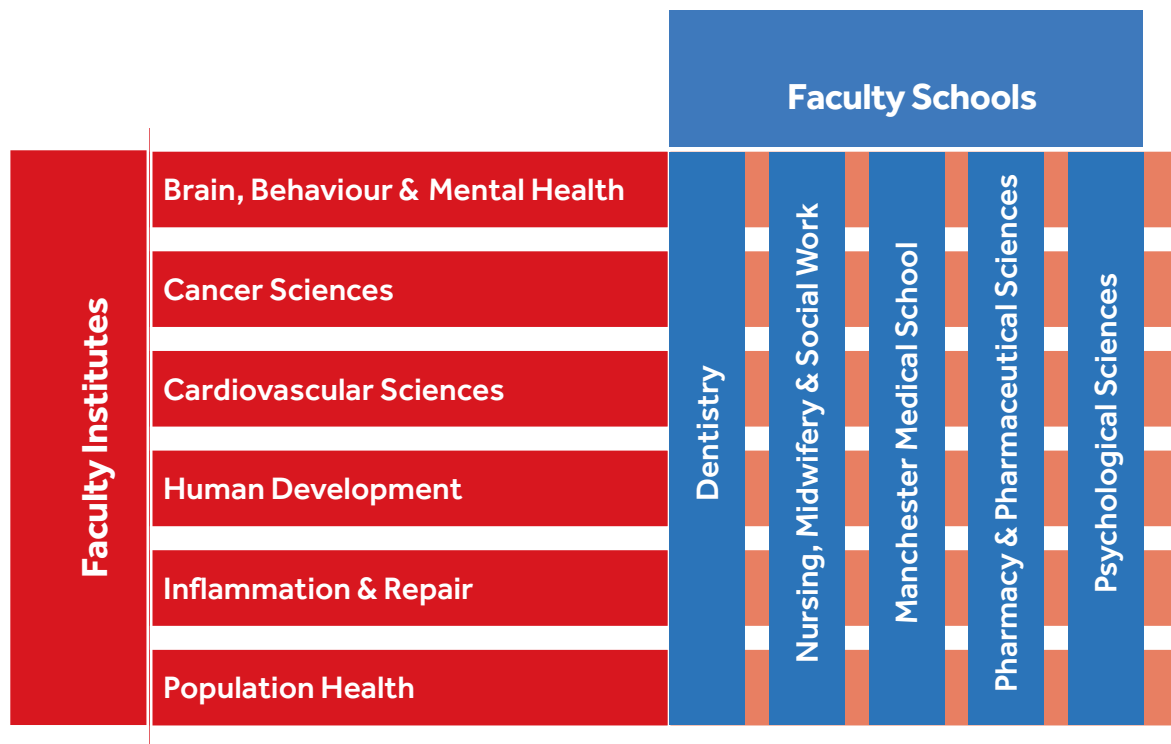
Shahina Mohamed
Operations Director
to the Vice President & Dean

“ For Manchester is a place where people do things..... a synonym for energy and freedom and the right to do and to think without shackles. ”

Judge Parry 1912

Faculty of Medical and Human Sciences Structure

Matrix of six Faculty Institutes and five Faculty schools intended to facilitate cross cutting interactions





Institutes

*of the Faculty of Medical
and Human Sciences*

Institute of Brain, Behaviour and Mental Health	8
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Institute of Brain, Behaviour and Mental Health

Institute Director
Professor Shôn Lewis

**Centre for Clinical
and Cognitive Neuroscience**
Lead: Professor Daniela Montaldi

Centre for Mental Health and Risk
Lead: Professor Jenny Shaw

**Centre for New Treatments and
Understanding in Mental Health**
Lead: Professor Gillian Haddock

**Centre for Developmental
Science and Disorders**
Lead: Professor Elena Lieven

Head of Institute Administration
Andrea Hutcheson

Institute Accountant
Ian Storer

Our overarching goal in IBBMH is to create an internationally leading institute of research and education in cognitive science, mental health sciences and clinical neuroscience at the University of Manchester. We have 146 core staff member, with 14 lecturers and senior lecturers, 1 reader and 18 professors. In addition, the lifeblood of the new organisation is our affiliated members, who number the highest of any FMHS Institute.

Our research model is of translational research and innovation pipelines, leading from basic biological, cognitive and developmental sciences into models of normal and abnormal function which produce theory-driven applications and interventions which are then evaluated with randomised trials in health and disease. Basic science research into understanding cognitive processes and mechanisms will have an important place, in some cases feeding through to translational research, in others as high quality research in its own right. Our four thematic Centres are designed to bring together established and emerging expertise in basic and translational science in new ways and, to this end, three of our four Centres are jointly with the School of Psychological Sciences. Our Centres are designed to be flexible, facilitatory and evolutionary.

Our research uses a range of methodologies from genetics/genomics and cell biology; electrophysiology and eye-tracking; advanced biostatistics, epidemiology and informatics; developmental sciences, though to qualitative research and implementation science. Our neuroimaging includes structural and

functional MR platforms with advanced image analysis. We pioneered pharmaco-MRI research in the UK. We are one of just 2 UK campuses with a molecular imaging (PET) facility where we run research into dementia and neurodegeneration, pain, and psychosis and mood disorders.

Since 2009, our core staff have won 22 major (revenue > £500k) grant awards totalling £25.4m. As a result, our main NHS partner, the MAHSC-affiliated Manchester Mental Health and Social Care Trust, has the 2nd highest NIHR Research Capability Funding award of the 60 mental health trusts nationally. We have strong engagement with MRC and with NIHR, with 7 NIHR Senior Investigators and 7 chief investigators on NIHR programme grants; plus since 2004 we have jointly managed the NIHR Mental Health Research Network.

The links

www.mhsc.nhs.uk
www.lancashirecare.nhs.uk
www.mahsc.ac.uk
www.mhrn.info.uk

Key achievements

- Since 2009, 30 first or senior author published articles in specialist journals of impact factor >10, including BMJ, Lancet and Nature.
- Our clinical academic staff include the National Director for Dementia Services (Burns) and National Director for Mental Health (now Prison Health; Appleby).
- High level of strategic engagement with NIHR.

Institute of Cancer Sciences



Welcome to the Faculty Institute of Cancer Sciences which is based at The Christie and Central Manchester NHS Foundation Trust sites as well as the main University campus. As such our research and teaching activity co-locates with the largest scale cancer clinical service in the UK. In our Faculty, Pharmacy, Nursing, Health Economics, Imaging and Psychology are our partners to enable coverage of the full spectrum of cancer-related studies.

Via our contributions to undergraduate medical education and our highly rated (by the students) MRes in Oncology, we are committed to educating the next generation of healthcare practitioners in oncology to the highest standards.

The best teaching goes with the best research and we are at the forefront of ground breaking and practice changing research in to cancer. Clear evidence for this is the fact that we came first in Unit of Assessment 2 (Cancer Studies) in the Research Assessment Exercise 2008. This was a government sponsored exercise to rank all research in UK Universities which defined us as a world leading cancer research centre with over 95% of our submitted scientific papers determined to be international class.

Since then we have increased our staff numbers in oncology and worked with partners at the Christie to build a major new Phase I/II clinical trials centre, biomarker research and oncology imaging research. Another sign of our success is the new building for cancer research, the Manchester

Cancer Research Centre that will be opening in 2014 at a cost of £28m. Manchester was also chosen by the Department of Health to become one of the first areas to provide the cutting edge technology of proton beam therapy with a £250m project underway to add this activity to our radiotherapy portfolio. We have a total staff number of 140 and this will grow with the new building and new activities described above. Our work is intimately linked with the CR-UK Paterson Institute for Cancer Research as well as the NHS Trusts who host much of our research. Within these synergistic partnerships we have prioritised for development: Melanoma; Haematological Oncology; Personalised Medicine; Women's Cancers; Radiotherapy Related Research and Lung Cancer

Our interest is in the complete clinical translational pipeline. Given the opportunities we share with our partners, our tightly focussed strategy, our connection to other discipline areas and the major patient base we seek to serve we will continue to lead internationally by growing our clinical translational research base.

Institute Director Professor Tony Whetton
Centre for Haematological Oncology Lead: Professor John Radford
Centre for Paediatric, Teenage & Young Adult Cancer Lead: Professor Vaskar Saha
Centre for Personalised Therapy Lead: Professor Richard Marais
Centre for Radiotherapy Related Research Lead: Professor Tim Illidge
Centre for Women's Cancer Lead: Professor Henry Kitchener
Head of Institute Administration Rebecca Moss
Institute Accountant Sue Hill

The links
<ul style="list-style-type: none"> Institute of Cancer Sciences www.cancer.manchester.ac.uk Paterson Institute for Cancer Research www.paterson.man.ac.uk Manchester Cancer Research Centre www.mcrc.manchester.ac.uk Manchester Academic Health Science Centre www.mahsc.ac.uk The Christie NHS Foundation Trust www.christie.nhs.uk Central Manchester University Hospitals NHS Foundation Trust www.cmft.nhs.uk University Hospital of South Manchester NHS Foundation Trust www.uhsm.nhs.uk/Pages/default.aspx

Key achievements

- **First place** in Research Assessment Exercise 2008 for Cancer Studies category.
- **Manchester Cancer Research Centre (MCRC)** - £28.5m new building for cancer research.
- **Teenage Cancer Trust** – 10 years funding for research into cancer in young people and how best to treat it.
- **Breakthrough Breast Cancer Unit** – funded since 2008, this is one of only three Units within the UK.
- Major **practice changing** publications including in leading cancer journals (eg Lancet, Journal of Clinical Investigation).



Institute Director Elect
Professor Bernard Keavney

Cardiac Centre
Lead: Professor Tony Heagerty

Stroke and Vascular
Lead: Professor Pippa Tyrrell

Professors:
David Eisner
Mark Boyett
Ludwig Neyses
Andrew Trafford
Ann Canfield
Charles McCollum
Cliff Garratt
George Hart
Mark Nelson

Head of Institute Administration:
Rebecca Moss

Institute Accountant:
Sue Hill

Institute of Cardiovascular Sciences

The Institute of Cardiovascular Sciences comprises 31 academic staff (27 FTE: 11 professors, 1 reader, 8 senior lecturers and 7 lecturers) and 8 PSS staff.

After an international search, Professor Bernard Keavney has been appointed as Director of the Institute (from April 2013). The Institute currently has two Centres (Cardiac and Stroke & Vascular). Stroke research is carried out at Salford Royal Hospital, the other Institute principal investigators are based on the University Campus in the Core Technology Facility and the Stopford Building. There is a comprehensive research portfolio which spans stem cell biology through to bedside clinical research. The portfolio is supported by contracts won from the MRC, British Heart Foundation (BHF), Diabetes UK, The Wellcome Trust and NIHR.

Stroke research includes MRC funded translational stroke research programme across FLS and FMHS, carotid surgery studies supported by Wellcome Trust and BHF, stroke rehabilitation supported by NIHR and implementation studies as part of the Greater Manchester CLAHRC.

Annual research grant income is approximately £4m and published output includes approximately 100 papers of which two thirds appear in the top specialist or non-specialist journals.

Recent major awards include a programme grant for Andrew Trafford and Ashraf Kitmitto from the BHF as well as Fellowships for Andrew Trafford and Adam Greenstein.

The Institute has a highly successful BHF funded 4 Year PhD programme as well as a very competitive NIHR Academic Clinical Fellowship track which has led to a 100% conversion of the clinicians recruited to externally funded Fellowships.

With the appointment of the new Director, Professor Keavney, there is the exciting opportunity of expanding into cardiovascular genetics to complement the very strong physiology and vascular biology groups already on site. There will be the consolidation of the research groups both in the Core Technology Facility and in the AV Hill building, thereby making sure that the majority of Principal Investigators are in close proximity.

The links

www.cardiovascular.manchester.ac.uk

www.bhf.org.uk

Key achievements

- 4th place in Research Assessment Exercise 2008 for Cardiovascular Research.
- Annual research grant income greater than £4m.
- BHF 4 Year PhD Studentship and NIHR Academic Clinical Fellowship programmes renewed 2012.
- Supported by 5 programme grants (BHF plus MRC).
- Recent Senior Fellowship Awarded to Professor Andy Trafford and Intermediate Clinical Fellowship Awarded to Dr Adam Greenstein (both BHF).

Institute of Human Development



In the Institute of Human Development (IHD), our first focus is on the health and wellbeing of the unborn child, children and young people as well as their mothers and wider families. Our equally important second focus is on people with diabetes and endocrine disorders and those who have problems with vision and hearing. Our mission is to apply genetic and systems biology approaches to diagnose and treat disease, and prevent ill-health through screening.

Each Centre undertakes basic laboratory studies to examine the precise mechanisms of diseases of pregnancy (fetal growth restriction, stillbirth and pre-eclampsia), of childhood (growth failure, developmental delay, blindness and deafness) and of adults (diabetes women's health). Technological expertise includes next generation sequencing (Genetic Medicine), proteomics and metabolomics (Endocrinology/Diabetes, Women's Health) and Bioinformatics in Healthcare Research. Whilst the Centres undertake local clinical trials, The WTCCRF allows clinical trials to be undertaken on children including 10 global first in man studies in 2010. The Nowgen Centre underlines the importance of working with patients and the public to improve the acceptability and understanding of science. The major strengths of IHD are in focusing on basic sciences.

IHD has MRC grants to the value of £5m and 5 MRC Fellows. Professor Neil Hanley and Dr Rachel Lennon have Wellcome Trust Fellowships and Professors Yanick Crow and Daniel Brison have £3.1m of EU grants.

We support the evolution of personalised medicine within the NHS including the development of improved screening for pregnancy complication and cancers of both

childhood and adult-onset. This will improve the lives of our local population and the health of those further afield in the UK and globally.

Training is at the heart of the Institute's mission. In addition to training of undergraduates and Medical students we run masters programmes in Eye and Vision Sciences, Genetic Counselling, Genetics, Maternal and Fetal Health. The Nowgen Centre runs extensive courses in Schools to broaden exposure of science to the next generation.

A central aim of the IHD is to examine the key role that genetic and systems biology knowledge plays in our understanding of an individual's health and disease, how this will influence future healthcare provision across the NHS and how identification of relevant genetic, protein and metabolic factors will provide information regarding risk, natural history and therapeutic targets. The Centres in the Institute are linked by the common theme of human development and much of our research is world-leading.

We have 38 academic staff: 17 Professors, 2 Readers, 9 Senior Lecturers and 10 Lecturers, plus 102 Research staff, 43 PSS staff, 63 Affiliate staff and 150 Honorary staff.

Institute Director Graeme Black
Endocrinology & Diabetes Lead: Professor Neil Hanley
Genetic Medicine Lead: Dr Bill Newman
Hearing & Deafness Lead: Professor Chris Plack
Ophthalmology & Vision Research Lead: Professor Paul Bishop
Paediatrics & Child Health Lead: Professor Peter Clayton
Women's Health Lead: Dr Melissa Westwood
Head of Administration Gabrielle Brennan
Institute Accountant Ian Storer

Key achievements

- National Centre for screening and prevention of familial cancer syndromes including development of NICE guidelines for breast cancer screening.
- National Centre for Cleft Research has undertaken trials to improve diagnosis, treatment and surgery for Clefting syndromes.
- Willink Biochemical Unit has improved care for children with severe degenerative Lysosomal Storage Disorders and has undertaken trials of novel drugs never previously tested in man.
- CADET centre is a unique clinical facility that has identified and tested new treatments for Diabetes, a common cause of blindness and heart disease and heart disease.

The links
www.manchesterbrc.org/index.php
www.manchesterbrc.org/OurFacilities/CADET.php
www.tommys.org
www.nowgen.org.uk/index.php
www.ngrl.org.uk
www.manchesterbrc.org/OurFacilities/WillinkBiochemicalGeneticsUnit.php
www.childrenscrf.org/index.php
www.thehealingfoundation.org/thf2008/thfCleftLipandPalateResearchProgramme.htm



Institute of Inflammation and Repair

Institute Director
Professor Ashley Woodcock

Dermatology
Lead: Professor Chris Griffiths

Gastro-intestinal Science
Lead: Professor Shaheen Hamdy

Immune Mechanisms
Lead: Professor Tracy Hussell

Musculoskeletal Research
Lead: Professor Jane Worthington

Regenerative Medicine
Lead: Professor Judith Hoyland

Respiratory and Allergy
Professor Adnan Custovic

Head of Institute Administration:
Andrea Hutcheson

Institute Accountant
Ian Storer

The Faculty Institute of Inflammation and Repair is based on three major Foundation Trust sites in Manchester (South, Central and Salford), as well as on the main University campus. We are a key component of the Manchester Academic Health Science Centre (MAHSC), and contribute to the Experimental Medicine Strategy Board (EMSB).

These strong relationships harness the research power and discoveries of the Faculties of Medical and Human Sciences and of Life Sciences and rapidly translate them for the benefit of patients with inflammatory disease. This discovery to care pathway is enabled by NIHR-funded Trust facilities and programmes including: the Clinical Research Facility at University Hospital South Manchester, the Wellcome Trust Clinical Research Facility and the Musculoskeletal Biomedical Research Unit at Central Manchester. We have 315 staff including 36 Professors, 1 Reader, 20 Senior Lecturers and 14 Lecturers. Our close NHS Collaborations are underpinned by our 166 Trust employed honorary staff.

We are committed to undergraduate and postgraduate teaching of the highest quality. For the undergraduate medical course (UGT Lead: Paul Dark), we provide leadership for 6 out of 8 early year modules, provide 10 of 35 science mentors, and every senior clinical academic acts as a student mentor. The Institute is the largest provider of postgraduate education in the Healthcare Sciences in the UK with an annual intake of >80 students

(PGT Lead: Phil Padfield). We have over a 100 closely-mentored PhD and MD students, with >90% in-time completion (PGR Lead: Cath O'Neil).

We run a budget in excess of £30m, of which >£15m is externally funded research income. We have an accelerating Youth team with NIHR Fellows, Clinical Lecturers Senior Lecturers, and Clinician Scientists, University of Manchester funded Stepping Stones Fellows, MRC/Wellcome Fellows, and the MRC Clinical Pharmacology and Therapeutics Clinical Research Training programme. We have a strong Intellectual Property and spinout performance, and strong relationships with major Pharma.

Our aim is to be a World-leading centre for Inflammation and Repair, translating basic science to patient benefit. We have recently established the unique £15m Manchester Collaborative Centre for Inflammation Research (MCCIR) jointly funded by AZ, GSK, and The University of Manchester. This will underpin and expand our world class translational Research Centres.

The links

www.inflammation-repair.manchester.ac.uk/

- Manchester Academic Health Science Centre
www.mahsc.ac.uk/
- Central Manchester NHS Foundation Trust
www.cmft.nhs.uk
- University Hospital of South Manchester NHS Foundation Trust
www.uhsm.nhs.uk/
- Salford Royal NHS Foundation Trust
www.srft.nhs.uk/
- UHSM Respiratory and Allergy Clinical Research Facility
www.uhsm.nhs.uk/racrf
- Wellcome NIHR Clinical Research Facility
www.wtcrf.nhs.uk

Key achievements

- MRC Stratified Medicine Initiative Maximising therapeutic response in co-lead. £5.9m
- MRC STELAR consortium (£1.5m; UK Asthma cohorts)
- MRC Clinical Pharmacology and Therapeutics Clinical Training Programme (with Liverpool) £3m
- EU IFAAM Lead (Food Allergy Management) €9m
- Manchester Collaborative Centre for Inflammation Research; £15m
- NIHR BRU 2012-17; £5M plus £1.3m capital
- NIHR CRFs (UHSM and CMFT) 2012-17; £5m
- NIHR Programme Grant: Investigation and Management of Psoriasis Associated Co-morbidities (IMPACT) £2.1m
- Salford Lung Study: world-first prospective population based clinical effectiveness study (GSK); £35m

Institute of Population Health



Our mission is to improve population health and reduce inequalities in health through high quality research and education, and translate that expertise into improved health and wellbeing for people locally, nationally and internationally.

Our research and education is organised around two key areas.

First, we work to increase knowledge about the factors which underpin disease causation, progression and response to treatment applying epidemiology approaches to the analysis of unique databases which link clinical, biological, imaging and environmental information about patients. The findings are applied to advance population health in a range of ways, including the development of biomarkers to predict which individuals will respond well or badly to a particular treatment.

Second, we work with healthcare policy makers, providers and patients to develop and test ways to improve people's access to care, experience of care and quality of care – paying particular attention to the consequences for marginalised peoples. The role that new technologies play in allowing patients and clinicians to meet and share information in virtual space, rather than face-to-face, forms an important part of this work.

The research we do is multidisciplinary in nature, demanding high levels of expertise in a wide range of fields both clinical and nonclinical. The Institute employs 312 people including: 56 academic staff and 140 researchers; specialist software and technical engineers; and 112 members of the

Professional Support Services. There are 80 affiliated academic members of staff and over 170 honorary staff who contribute actively to the Institute's programmes of teaching and research.

Education and training is the principal way in which we mobilise knowledge from research to improve population health and wellbeing. We aim to give our students, both undergraduate and postgraduate, the best possible education by aligning teaching and training to our areas of research strength. We use leading edge methods of teaching and continually innovate to improve these. Our capability in distance learning allows us to bring a first class University of Manchester education to students across the world, including low and middle income countries in sub Saharan Africa, the Middle East and Asia.

We forge strategic alliances with healthcare policy makers, providers, patients and industry to mobilise knowledge from research for patient benefit. Through the CLAHRC (Collaboration for Leadership in Applied Health Research and Care) we have successfully worked to improve health and care for people with vascular conditions across Greater Manchester. Spin-out companies generated by the Centre for Imaging Science have revolutionised automated image interpretation across the world.

Institute Director:
Professor Bonnie Sibbald

Deputy Director:
Professor Matt Sutton

Centre for Biostatistics
Lead: Professor Graham Dunn

Centre for Epidemiology
Lead: Professor Raymond Agius

Centre for Health Economics
Lead: Professor Matt Sutton

Centre for Health Informatics
Lead: Professor Iain Buchan

Centre for Imaging Sciences
Lead: Professor Steve Williams

Centre for Primary Care
Lead: Professor Peter Bower

Head of Institute Administration:
Lucy Crompton

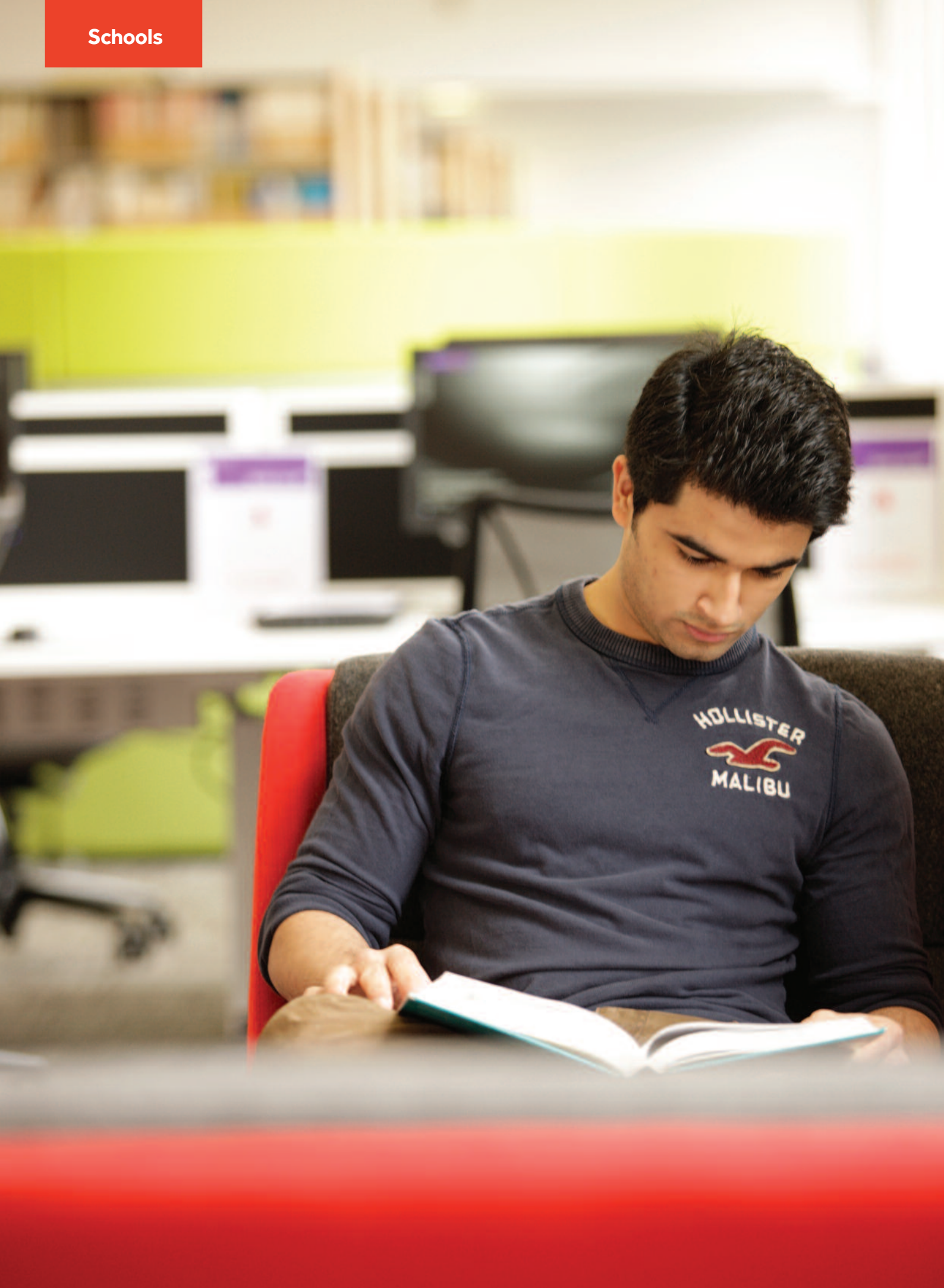
Institute Accountant:
Ian Storer

Key achievements

- Centre for Health Informatics hosts the MRC Centre for Health e-Research (HeRC).
- Centre for Primary Care is a member of the NIHR National School for Primary Care Research; co-leads the Department of Health Policy Research Unit for NHS commissioning; leads the NIHR CLAHRC for Greater Manchester; and was recently awarded an NIHR Patient Safety Translational Research Centre.
- Centre for Imaging Science is an acknowledged international leader in the field of automated image interpretation using PET and MRI.

The links

- Institute of Population Health www.population-health.manchester.ac.uk/
- NIHR CLAHRC for Greater Manchester <http://clahrc-gm.nihr.ac.uk/>
- Imaging facilities www.mhs.manchester.ac.uk/imagingfacilities/



Schools

*of the Faculty of Medical
and Human Sciences*

School of Dentistry	16
Manchester Medical School (MMS)	17
School of Nursing, Midwifery and Social Work	18
School of Pharmacy & Pharmaceutical Sciences	19
School of Psychological Sciences	20



Head of School
Professor Iain Mackie

Director of Research
Professor Martin Tickle

Director of Postgraduate Education
Dr Julian Satterthwaite

Director of Undergraduate Education
Professor Anthony Roberts

**Associate Director of External Affairs
and Student Experience**
Professor Hugh Devlin

Clinical Lead
Dr Mike Pemberton, UDHM

Head of School Administration
Gabrielle Brennan

School Accountant
Kimberley Jones

School of Dentistry

The School is at the heart of the University campus, it has no departments and operates with a team orientated approach to its organisation and management .

The School of Dentistry is proud to run two undergraduate programmes graduating Dentists and Dental Therapists: a significant strength of the School distinguishing it from many competitors. The National Student Satisfaction Survey was very positive in 2012: 92% overall satisfaction with their student experience. There have been significant recent investments to improve student assessment, feedback and development and equipping students with iPads to allow mobile learning on outreach placements.

The School is one of the largest providers of postgraduate dental education in the UK, offering research programmes over one (MPhil), three (PhD) or four (Phd Clin) years and taught Masters programmes over one, two and three years. We have a range of shorter diploma and certificate courses, combined with the opportunity to study many of our courses part-time. The School has a track record of excellent PGR successes with previous students now senior research-active academics, and leading research teams themselves.

The School came top for research quality in the 2008 RAE. The aim of the School's research is to undertake world leading research which will improve oral health, reduce inequalities in oral health and improve

the quality of dental services. The School hosts the highly successful Cochrane Oral Health Group which has had a major influence on policy and clinical practice. We also host the Healing Foundation Centre for Cleft Research, a £2.4m initiative to support cleft research. Recent grant successes include \$1million from the US Centre for Disease Control to undertake a series of systematic reviews on public health interventions, a £1.7m trial funded by the NIHR Health Technology Assessment to assess the effectiveness of caries prevention in practice. We also have a very successful NIHR Integrated Academic Training programme with one career and three NIHR clinician scientists. Future plans include undertaking an evaluation of water fluoridation and research into quality and patient safety in dentistry.

Our students train in NHS Primary Care Centres in inner city locations, delivering dental care to local people and we link with Manchester Academy to demonstrate the potential for a career in dentistry to their students.

Staff: 15 Professors, 1 Reader, 8 SLs, 1 SRF, 9 Ls, 1 RF, 58 TFs/Tutors, 16 research project staff, 21 PSS staff, 102 honorary staff.

The links

<http://ohg.cochrane.org>
www.cmft.nhs.uk/dental.aspx
www.archwaydental.ne
www.colgate.co.uk/app/Colgate/UK/HomePage.cvsp

Key achievements

- Professor Helen Worthington wins IADR Distinguished Scientist Prize.
- Dr Paul Brocklehurst NIHR Clinician Scientist obtains first PI project grant £250k NIHR HS&DR grant.
- Dr Chris Ward and Dr Lisa Mohamet formed a spin off company growing neurons from stem cells (Stratstem).
- Cochrane systematic review produces a demonstrable change in clinical practice in the NHS, stopping prophylactic use of antibiotics in the dental care of patients with valvular heart disease.
- Novel 4-yr PhD (Clin) allows for clinical training to be combined with doctoral research.

Manchester Medical School (MMS)



The Manchester Medical School is the organisation within the Faculty which manages the curriculum content, delivery, structure and assessments of medical undergraduate education for approximately 2,200 UG medical students, of whom about 7.5% are overseas students. We are the largest medical school in the UK supplying the majority of the medical workforce across Greater Manchester and the North West of England.

Our school has a long tradition of creating outstanding Doctors as Scholars and Practitioners and our graduates are recognised throughout the world for their high standards of professionalism.

The main function of the School at both UG and PG level is to manage programmes and to ensure they are relevant and delivered to the highest academic standards as defined by our regulators, The University of Manchester and the General Medical Council.

This important activity is needed because much of our teaching is undertaken by other organisations across Manchester University, the broader University sector and NHS partners. For instance, students in the 3rd, 4th and 5th years of the medical undergraduate (MB ChB programme) have their prior medical teaching by staff of the UoM Faculty of Life Sciences, St Andrew's University and the International Medical University in Malaysia; and their teaching in "Manchester" in years 3-5 is delivered in 400 NHS funded units from huge Teaching Hospital Trusts to GP surgeries across the North West of England. As a consequence our "campus" covers an area of more than 1,000 square miles.

To ensure a high level student experience within such a devolved learning environment we have a robust, professional Quality Assurance department.

Our Medical School is well known for being innovators in medical education and was the first UK medical school to introduce problem-based learning in 1997 and more recently being the first medical school in the UK to use iPADS to technologically enhance the student learning experience.

Our major strategic aims are:

- To ensure the best learning environment for our students.
- To produce safe, knowledgeable, trustworthy and self motivated doctors and biomedical researchers best equipped for working within the modern NHS and HEIs.
- To enable our students, through seeing real doctors and biomedical scientists in the widest diversity of clinical, research and geographic settings across our "campus", to make the best career and life style decisions possible.

Head of School
Professor Tony Freemont

Phase 1 lead
Professor Douglas Corfield

Phase 2 lead
Dr Mahesan Nirmalan

Phase 3 lead
Professor Mike Horan

Hospital Deans
Professor Stephen Hawes
Professor Felicity Stewart
Dr Mark Pugh
Professor Ray McMahon

Head of School Administration
Dr Alison Howarth

School Accountant
Sue Hill

The links

- Institute of Cancer Sciences
www.cancer.manchester.ac.uk
- Paterson Institute for Cancer Research
www.paterson.man.ac.uk
- Manchester Cancer Research Centre
www.mcrcc.manchester.ac.uk
- Manchester Academic Health Science Centre
www.mahsc.ac.uk
- The Christie NHS Foundation Trust
www.christie.nhs.uk
- Central Manchester University Hospitals NHS Foundation Trust
www.cmft.nhs.uk
- University Hospital of South Manchester NHS Foundation Trust
www.uhsm.nhs.uk/Pages/default.aspx

Key achievements

- Development of the first mobile learning environment for our students in the UK.
- To maximize study opportunities for intercalating undergraduate and biomedical science students by creating a portfolio of clinically relevant masters programmes. within a structured, integrated environment.
- Producing graduates who are amongst the most likely in the country to be allocated their favoured Foundation (1st medical) post.



Head of School
Professor Karen Luker

Cancer Supportive & Palliative Care
Professor Gunn Grande

Long-Term Conditions & Self-Care
Professor Nicky Cullum (Adult)
Professor Peter Callery (Child)

Mental Health
Professor Karina Lovell

Social Care & Population Health
Professor Alys Young

**Externally Funded Unit
Personal Social Services Research
(PSSRU)**
Professor David Challis

Education
Director of UG Education
Professor Philip Keeley

Director of PG Education
Professor Heather Waterman

Head of School Administration
Cameron Scouler

School Accountant
Kimberley Jones

School of Nursing, Midwifery and Social Work

The School comprises 19 Professors, 1 Reader, 17 Senior Lecturers and 61 Lecturers. There are 52 PSS Staff.

The School offers a number of undergraduate and postgraduate programmes including the B.Nurs (Hons), B.Midwif (Hons) and MA Social Work. We have 2,291 undergraduates and 392 postgraduates. Our students benefit from programmes which are designed in partnership with stakeholders to provide excellent and employable, research minded professionals able to work with other disciplines and demonstrate strong leadership qualities. Our curricula imbue students with notions of social responsibility, global citizenship and a broader idea of society.

The School was the highest-ranked school in the last RAE with extensive national and international collaborations. We aim to be a world leader in multidisciplinary translational research targeted at improving health and social care delivery. We focus in areas of strength reflected in our 4 research groups, our close collaboration with all the Faculty Institutes and the Personal Social Services Research Unit (PSSRU). PSSRU is one of the constituent groups in the NIHR School for Social Care Research with recent grant income of £4m. We have particular strength in mental health research (a new programme grant award of £1.9m on care planning in mental health services); cancer, supportive and palliative care (recent papers in Journal of

Clinical oncology & BMJ, and our research into breast cancer management informed the Cancer Reform Strategy); long term conditions (leading roles in GM CLAHRC, and work on self care for both older people and children was recently highlighted in NIHR annual review). Our Active Ageing group which focuses on falls prevention has a €1m grant to implement evidence-based practice across Europe.

Central to our research endeavour is the improvement of health and social care for the users of services and the population, not only in the UK but beyond, so that people will be able to live healthier, better lives. Work in the School contributes to the University's social responsibility agenda, e.g. our programme of research relating to health and social care of disadvantaged groups such as the British Sign Language community and the PSSRU's pioneering work on personal budgets. Our world leading research contributes to the identification, prevention and management of prolonged labour.

We also host the UK Centre for the History of Nursing, the only dedicated research centre for the discipline in the UK. We plan to build further on our already impressive strengths.

The links

www.nursing.manchester.ac.uk

www.nursing.manchester.ac.uk/ukchnm

www.netscc.ac.uk/about/pdfs/Annual_review_2010_11/Long-term_care_for_young_and_old.pdf

Key achievements

- Development of policy advice on falls prevention for the WHO and European Commission.
- Two Cochrane Editors (Wounds and Pregnancy & Child Birth) whose work has underpinned National & International clinical guidelines.
- Instrumental in the introduction of HIV/AIDS home-based care in Kenya, serving 37,000 HIV patients and 57,000 orphans.
- Developed, evaluated and implemented remotely interventions to increase access to psychological therapy.
- Only School of NMSW with two Fellows of The Academy of Medical Sciences.
- Highest ranked School of Nursing in the 2008 Research Assessment Exercise

School of Pharmacy & Pharmaceutical Sciences



The vision of the School of Pharmacy & Pharmaceutical Sciences is to become the UK's leading School of Pharmacy and be internationally recognised for undertaking research that drives the transition of new drugs in early development to their safe use by patients, helped by healthcare professionals whose knowledge and expertise about medicines is informed by the highest quality education and training possible.

The Manchester M.Pharm has been designed to ensure that our graduates put patients at the centre of their care philosophy as they optimise use of medicines. We develop professionalism by ensuring that we maximise exposure to clinical practice in the workplace. The Centre for Pharmacy Postgraduate Education sits within the School and exemplifies our approach to life long learning.

The best teaching is informed by the best research and we produce healthcare professionals that are not only fit for the future but who will go on to be the pharmaceutical leaders of tomorrow. Our researchers interact with our students and also collaborate with multidisciplinary and multinational groups from across the globe hence the last research assessment classed much of our research work as being world leading.

Our research in the pharmaceutical sciences focuses upon: finding biological markers that can predict if someone will develop a disease; identification of targets suitable for therapeutic intervention and then de-risking the drug development process by predicting how a new drug will behave in the body by using the most up to date computational

techniques. The drug design process then goes on to investigate how we can get the molecule in question to its site of action and this may involve the use of nanomaterials and new biopharmaceutical techniques. Our molecules to man approach can be illustrated with work from our experimental oncology group which resulted in acceleration of novel cancer therapies into clinical trials to improve patient outcomes.

In the pharmacy practice group we have three priority areas for research that relates strongly to the real challenges experienced by patients and the health service in relation to medicines use: Pharmacoepidemiology and drug safety - this research provides insight into treatment outcomes and leads to more patient-focused and cost-effective options; workforce behaviour: this research examines performance to ensure optimal care is delivered; Prescribing and patient safety: research on process and outcomes of prescribing aims to reduce prescribing errors.

Our interdisciplinary nature of our research connects us with the Pharmaceutical industry and the NHS, and hence it has major impact beyond our own academic environment.

Head of School
Professor Kay Marshall

Director of Research
Professor Ian Stratford

Director of Undergraduate Teaching
Dr Jason Hall

Director of the Centre for Pharmacy Postgraduate Education
Professor Chris Cutts

Pharmacy Practice Lead
Professor Karen Hassell

Modernising Pharmacy Careers Co-Chair
Professor Peter Noyce

Head of School Administration
Anna Reeder

School Accountant
Kimberley Jones

Staff Profile:
13 Professors; 5 Readers;
10 Senior Lecturers; 20 Lecturers;
19 Professional Support Staff

The links

www.pharmacy.manchester.ac.uk

- Centre for Applied Pharmacokinetic Research
www.pharmacy.manchester.ac.uk/capkr
- Centre for Pharmacy Workforce Studies
www.pharmacy.manchester.ac.uk/cpws
- Modernising Pharmacy Careers Programme Board
www.mee.nhs.uk/programme_boards/modernising_pharmacy_careers_p.aspx
- General Pharmaceutical Council
www.pharmacyregulation.org
- Manchester Academic Health Science Centre
www.mahsc.ac.uk
- Centre for Pharmacy Postgraduate Education
www.cppe.ac.uk

Key achievements

- Well established links with major teaching hospitals to ensure that our students receive an excellent clinical education.
- In the 2008 Research Assessment Exercise 70% of our research was judged to be world leading.
- We were one of the first Schools of Pharmacy to gain an Athena Swan Award.
- Research awards since 2008 in excess of £7.8m.

**Head of School**

Professor Rachel Calam

Experimental and Neuroscience

Lead: Professor Daniela Montaldi

Clinical and Health

Lead: Professor Gillian Haddock

Human Communication and Deafness

Lead: Professor Gina Conti-Ramsden

Director of Research

Professor Wael El-Deredy

Director for Undergraduate Studies

Dr Fiona Kevan

Director of Postgraduate Teaching

Dr Susan Speer

Director of Postgraduate Research

Dr Andrew Stewart

Commercialisation & Continuing Professional Development

Dr Warren Mansell

Head of School Administration

Anna Reeder

School Accountant

Kimberley Jones

School of Psychological Sciences

The School of Psychological Sciences (SPS) is a major centre for research and teaching. We cover a wide range from basic sciences in psychology, language, communication and hearing through to the translation of these into applications in health and education.

The School is made up of three sections: Experimental and Neuroscience; Clinical and Health, and Communication and Deafness. We have 17 professors, 1 reader, 20 senior lecturers, 37 lecturers and 22 clinical tutors and teaching assistants. Many staff are part time (42%); some are jointly with the NHS. There are 30 professional support staff. We engage in internationally recognised research and attract significant funding from UK and US research councils, government sources, including the NHS, charities, and industrial partners.

We have major strengths in cognition and cognitive neuroscience; neuroscience and aphasia; psychological treatments for disorders; behaviour change; language learning and disorders, and audiology and deafness. Staff belong to joint Centres with the Institute of Brain, Behaviour and Mental Health, and staff from the School lead three of these: Clinical and Cognitive Neuroscience; Developmental Science and Disorders, and Mental Health and Wellbeing. The School is the home of the Centre for Health Psychology, and our Audiology and Deafness group affiliate with the Centre for Ophthalmology

and Vision Research in the Institute of Human Development. The Centres offer an exceptional breadth of opportunities for significant, ambitious research collaborations.

The School is committed to providing teaching and learning of the highest possible quality. Across our undergraduate and postgraduate programmes there is common purpose in aiming for excellence in sharing the excitement of our sciences and in training the professionals of the future. A significant proportion of our teaching is rated excellent, with year on year improvement. There is strong demand for our sciences in healthcare, social care and education as well as the world of business. We aim to educate curious, knowledgeable graduates with a commitment to lifelong learning, and to train highly skilled, compassionate healthcare and education professionals in Audiology, Clinical Psychology, Speech and Language Therapy and Teaching of the Deaf. We have a very strong outreach team which has picked up numerous awards for its work and shows tremendous commitment to widening participation in, and broadening the reach of, psychological sciences.

The linkswww.psych-sci.manchester.ac.ukwww.psychologicalscience.orgwww.efpa.eu**Key achievements**

- We have substantial grants in basic and translational sciences, and impact through national guidelines for psychological treatments.
- The new Centre for Health Psychology will act as a hub for cutting edge research.
- External examiners note many examples of good practice, and innovative teaching and assessment methods in our programmes.
- We have some outstandingly high levels of student satisfaction for our teaching.
- We have award-winning work in widening participation, outreach and sustainability.

MAHSC

*Manchester Academic
Health Science Centre*

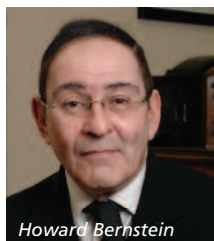
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MAHSC

Manchester Academic Health Science Centre





Howard Bernstein



Ian Jacobs



Alistair Burns



Mike Deegan



David Dalton



Karen James



Caroline Shaw



Michele Moran

Chair
Sir Howard Bernstein

Director
Professor Ian Jacobs

Clinical Director
Professor Alistair Burns

Domain Chairs:

Cancer:

Caroline Shaw

Cardiovascular:

Mike Deegan & Karen James

Human Development:

Karen James

Mental Health:

Michele Moran

Population Health:

David Dalton

Trauma & Inflammation:

Mike Deegan

The links

- www.mahsc.ac.uk
- www.mimit.org.uk
- www.nweh.org.uk
- www.mcrc.manchester.ac.uk

MAHSC: The Manchester Academic Health Science Centre

MAHSC (Manchester Academic Health Science Centre) is a partnership between The University of Manchester and six NHS organisations which include some of the most highly rated NHS trusts in the country:

- Central Manchester University Hospitals NHS Foundation Trust
- Manchester Mental Health and Social Care Trust
- Salford CCG (formerly NHS Salford) as lead representative for GM CCGs
- Salford Royal NHS Foundation Trust
- The Christie NHS Foundation Trust
- University Hospital of South Manchester NHS Foundation Trust.

Designation as an AHSC is given to partnerships between universities and teaching hospitals which can demonstrate excellence across research, innovation, education and patient service.

From its base in the Faculty of Medical & Human Sciences, MAHSC's vision is to be a leading global centre for the delivery of innovative applied health research and education into healthcare. In particular MAHSC aims to harness the strengths of its members to deliver excellence in translational medicine.

Through partnership with the Greater Manchester Academic Health Science Network (GM AHSN), MAHSC acts as a beacon within

the local health system, providing clinical leadership and helping health care organisations reap the benefits of research and innovation to drive improvements in care.

MAHSC and The University of Manchester

The University's Faculties of Medical & Human Sciences, and Life Sciences, form one of the largest health science groups in Europe. The University of Manchester's other Faculties (Humanities and Engineering & Physical Sciences) also have strong health-relevant expertise in social, economic and managerial sciences, and in materials science and quantitative systems biology.

MAHSC brings together expertise from across the University to: support dialogue and exchange; develop collaborative projects; establish integrated strategic initiatives and forge rewarding career pathways in health science.

MAHSC brings together the potential capacity of 23,500 NHS staff and 9,700 academic staff. The Faculty of Medical & Human Sciences teaches almost 6,000 multi-healthcare professionals, with training provided in MAHSC partner organisations. Combined income across MAHSC partners in 2011/12 was £49m for NHS partners and a further £77m from health related academic research.

MAHSC's work is organised within six clinical domains. Each Domain is chaired by the Chief Executive of one of the member organisations

Key achievements

- Joint Cardiac Centre.
- MAHSC Clinical Trials Unit.
- NIHR award of £12.5m for three Clinical Research Facilities.
- NW e-Health.
- Manchester: Integrating Medicine and Innovative Technology.
- MAHSC Global Health Theme.
- MAHSC Conference Series.

MAHSC

Global Health Theme



MAHSC Global Health brings together NHS links with institutions overseas, the Humanitarian and Conflict Response Institute (HCRI) and cross-faculty GH research. Within MAHSC Global Health, a Centre for Women's Global Health in the School of Nursing, Midwifery & Social Work, alongside the development of a number of other such research centres, will combine into a robust interdisciplinary cross faculty Global Health research theme creating a nationally and internationally recognised MAHSC Centre for Global Health.

We have already established a comprehensive cross-faculty global health education and learning programmes that encompass undergraduate, postgraduate and continuing professional education.

A MAHSC Centre for Volunteering has been established, to look to the creation of the 'Manchester Made' branded volunteer, who will provide support to existing and future overseas NHS health links. Through the academic and volunteering centres we are building an increased capacity for research and teaching in those countries where we have health links, and accredited training courses for health care volunteers wishing to engage with partners overseas. The MAHSC Volunteering Centre will also provide a programme of support to local diaspora, addressing health inequalities they experience here, as well as those in their country of origin.

Members of MAHSC Global Health work with policymakers in the global health agenda at national, governmental and international levels including providing support to the All Party Committee on Global Health and working with World Health Organization (WHO) and the UN. Current staffing includes a Theme Lead, a full time Coordinator for Global Health, an administrator, an honorary Senior Lecturer in Global Health at the Humanitarian and Conflict Response Institute to support Global Health development in the medical undergraduate curriculum, a Lecturer in GH at HCRI to support the masters' programmes, and a Professor of Global Health & Humanitarian Affairs. The directors of the Research and Volunteering Centre will be appointed shortly followed by key strategic appointments at professorial level.

Theme Director
Professor Tony Redmond

MAHSC Steering Group leads
Professor Ged Byrne
Professor Dame Tina Lavender
Professor Rajan Madhok

HCRI Directors
Professor James Thompson
Dr Rony Brauman
Dr Tim Jacobi
Professor Bertand Taithe
Dr Tania Muller

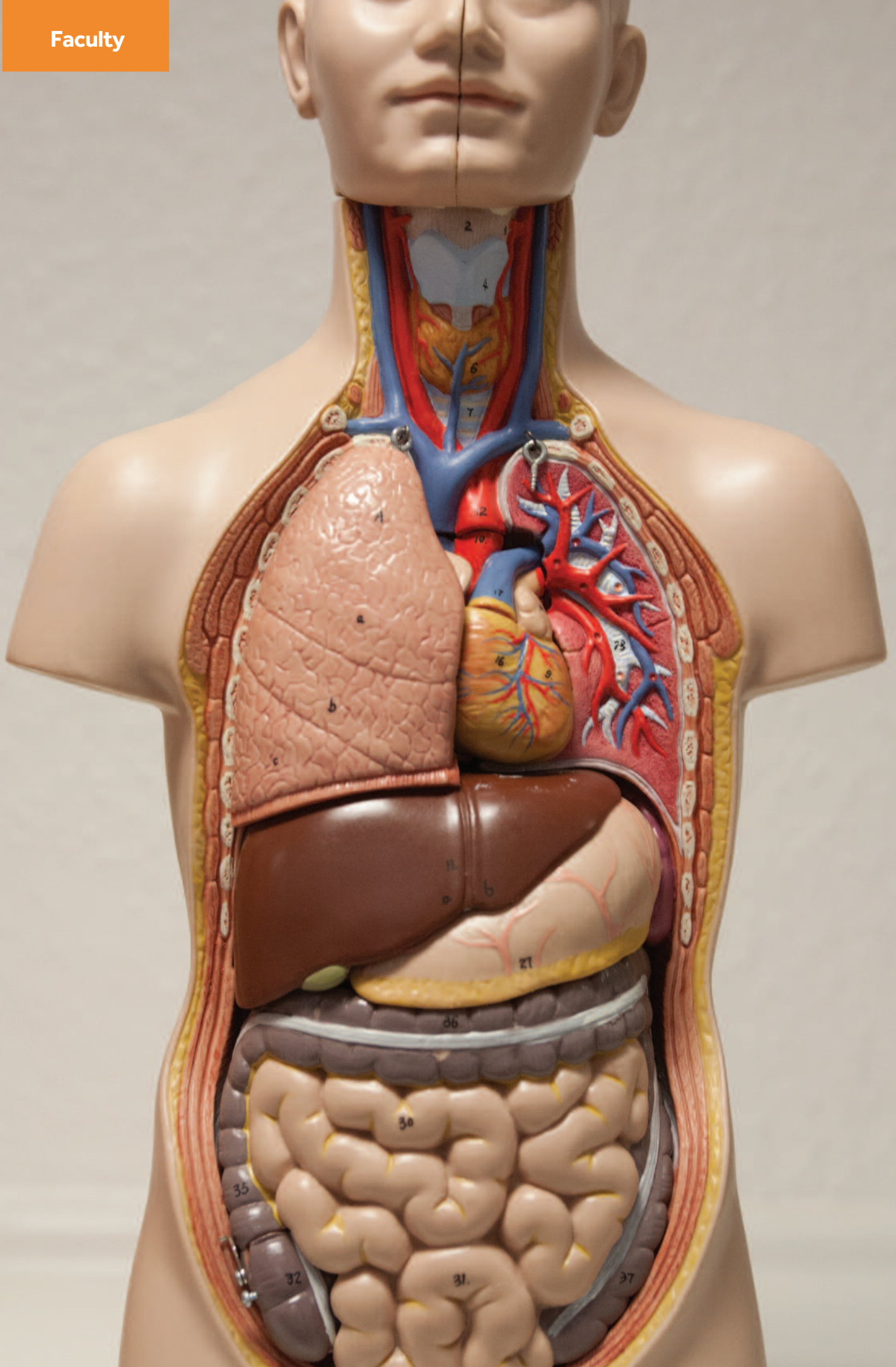
Head of Administration for HCRI
Rebecca Whitehead

Key achievements

- Links and MoUs established with Harvard Humanitarian Initiative, the Department of Global Health, Karolinska Institute, Sweden, The Tata Institute, Mumbai, India.
- Advisors to Institute of Disaster Management and Reconstruction, University of Sichuan, China.
- Hosting of the International Emergency Trauma Register funded by Department of International Development.
- Key partnership for Global Health with the International Federation of the Red Cross.
- Advisors to All Party Parliamentary Group on Global Health.

The links

www.hcri.ac.uk
www.ifrc.org
www.uk-med.org
www.dfid.gov.uk
www.tiss.edu
<http://ki.se/ki/jsp/polopoly.jsp?d=12350&l=en>
<http://globalhealth.harvard.edu>



Cross-cutting Faculty structures

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Associate Dean
Professor Nick Grey

Innovation and Teaching
Dr Steven Prymachuk

Scholarship in Teaching and Learning
Dr Christine Bundy

Promoting and Rewarding Teaching Excellence
Professor Douglas Corfield

Faculty Education Academy

The Faculty of Human & Medical Sciences recognizes that key to all high quality educational programmes, and to improving and maintaining the student experience, is a culture of excellence in teaching and learning. The Faculty Education Academy (FEA) serves to develop and support this culture.

The goal of the FEA is to support all academics across the Faculty and to develop individuals and groups so that they may deliver excellence in teaching. The primary aims of the FEA are to:

Support best academic practice in teaching and learning through innovation and scholarship by:

- Establishing clear, inclusive and transparent networks across the Faculty to provide a communication forum around teaching and learning.
- Showcasing and celebrating existing best practice across the Faculty through internally and externally facing events including specialist seminars and an annual FEA teaching and learning conference.
- Developing support for and recognition of educational scholarship.

Promote and reward teaching excellence through the development of individual academics by:

- Providing guidance for promotion on a teaching focused career pathway.
- Offering effective mentorship and staff development opportunities across all stages of an individual's career pathway.
- Recognising and developing teaching quality through constructive feedback based on student and peer evaluation of teaching.

The links

www.mhs.manchester.ac.uk/about-us/structure/educationacademy

www.heacademy.ac.uk

www.hee.nhs.uk

www.hefce.ac.uk

Recent successes

- Production of metrics for teaching contribution.
- Introduction of educational Masterclasses for continuing professional development in Education.
- Introduction of Faculty Peer Review framework.
- Annual conference on Teaching and Learning.

The Faculty Graduate School



The Graduate School promotes excellence in graduate education in the Faculty of Medical & Human Sciences through recruitment of the very best students, helping to deliver an excellent student experience and ensuring the highest standards of quality in the programmes we deliver.

Delivering a High Quality Graduate Education

All graduate students, whether studying for a research degree or on one of our taught programmes, are members of the Graduate School and we have strong links into Schools and Institutes via our Postgraduate support structures for both PGR and PGT students. We direct Graduate Education Strategy consistent with the aims of the University, Faculty, Schools and Institutes and promote consistency and improve standards by shared good practice. Our website and newsletter communications raise the profile of Graduate activity internally in the Faculty and University and externally to prospective students and other partners including Research Councils, NHS, Professional Bodies, Royal Colleges and International sponsors.

Our recruitment strategy

The Graduate School has an important role in the recruitment of the very best students onto our PG programmes: We attract excellent PGR students by pairing our internal Faculty funding with RCUK Doctoral Training Grant awards. The success of this approach was

recognized this year when the MRC assessed our 'Doctoral Training Grant Portfolio' as being in the top 4 among UK HEIs. We also work with Schools and Institutes to deliver strong and viable PGT programmes linked to our research strengths and/or the workforce requirements of our professional bodies. This is reflected by some notable external funding successes for PGT studentships, from MRC, NIHR and the DoH Modernising Scientific Careers scheme.

Enhancing the Student Experience

A key aspect of the Graduate School is to provide an excellent student experience for our postgraduates who will be the researchers and health leaders of the future. Our excellent support structures and the academic and PSS staff who populate them, together with the new Graduate School initiatives around the PG hubs, Graduate Society and PG showcases will all help us to deliver this. In 2013 the Graduate School will be forging links with other International Graduate Schools to share best practice and benefit our own students.

Associate Dean for Graduate Education
Professor Pam Vallely

**Graduate School Board
and academic committee leads:**

Postgraduate Research

Dr Clare Austin

Postgraduate Taught

Dr Phil Padfield

Continuing Professional Development
TBA

Training

Dr Judy Williams

Academic lead for student progression

Professor Pete Bower

Student recruitment

Dr David Berk

e-learning

Dr Katie Reed

Student representatives

Omolade Femi-Ajayo and Alison Cooke

Administrative team

Lead: Helen Myers

Recent successes

- We are pleased to have secured funding for the first of four Postgraduate hubs. These physical spaces will allow graduate students to meet, work, share ideas and socialize together across the disciplines. This purpose-built, student-centred space opened in Stopford in January 2013.
- We are proud to announce the launch of our Graduate Society run by students for students.
- We supported a number of successful external studentship bids this year for both PGR and PGT to MRC, BHF, ESRC, and DoH.

The links

www.manchester.ac.uk/mhs/postgraduate



Mike Dixon

Associate Dean for Research
Professor Mike Dixon

Director of Research Deanery
Dr Graham Cadwallader

Head of Faculty Research
Support Services
Catherine Barrow

Faculty Research Support Services
Delivery Team Manager
Shirley Hannan

Faculty Research Accountant
Julie Thomson

Research Planning and Support

The Research Deanery and the Research Support Services provide an integrated research support service for the academic community.

The Research Deanery and the Research Support Services provide an integrated research support service for the academic community.

A key challenge identified within this strategic plan is the need to increase our capability to deliver outstanding research through a sustained increase in our research grant income and quality of our outputs. The Research Deanery has been created to develop, drive and support strategic research initiatives that will help enable the faculty to achieve its ambitious goals in this regard.

The Deanery brings together a team of research strategy coordinators and aims to provide a flexible service that is both proactive in anticipating major research challenges and also responsive to opportunities as they arise. It can offer tailored support to individuals or groups of academics, which may include:

1. developing collaborative research interactions, cross-faculty initiatives and interactions with external partners/funding agencies.
2. supporting the development and project management of large, complex research initiatives that will lead to funding opportunities.
3. providing detailed strategic portfolio analysis and targeting of research ideas to the most appropriate source of funding.
4. guiding and assisting in preparing scientific and strategic aspects of research grant applications.

5. enabling access to technology and methodology platforms.

Key priorities for the future include the need to capitalize on the new Faculty structure and create more opportunities to accelerate discoveries from basic and clinical sciences into healthcare improvements. The Deanery works closely alongside the Faculty Research Support Service.

The Faculty Research Support Service encompasses a team of experienced research administrators (Research Support Managers) and Research Finance Officers to work closely with the academic community. It is an efficient and fully integrated service which provides a service-oriented one-stop-shop for research active academics within each School and Institute within the Faculty. There are three research delivery teams providing operational cradle-to-grave support for grant proposals at pre- and post-award. The research delivery teams support business processes providing electronically managed and harmonised workflows for costing, peer review, approvals, submission, account creation, recruitment, reminders for key project dates, and reporting. It also provides research support for Research Governance and Ethics, management information and is responsible for the Research Excellence Framework submission for the Faculty.

The links

www.mhs.manchester.ac.uk/research/support/deanery

www.mhs.manchester.ac.uk/research/support/service

Recent successes

- MRC Health eResearch Centre (HeRC), £4.5m
- MRC stratified medicine initiative (~£4m joint with QMUL)
- MRC Confidence in Concept Fund (£500k) to secure funds to pump-prime translational research activity
- Wellcome Trust Institutional Strategic Support Fund (£1m) joint with FLS

Business Engagement and Innovation

We work with our MAHSC partners to help us combine successfully enterprise and academia. This means we translate quickly our scientific successes into better outcomes for patients. Few other research centres have such strong business alliances. We are investing in the future, with 80 new recruits, and we expose our academics to industry, for example, by formal strategic alliances with AstraZeneca (AZ) and GlaxoSmithKline (GSK).

An exciting strategic development is the creation of the Manchester Collaborative Centre for Inflammation Research (MCCIR), a 5 year £15m development with AZ and GSK, with £1m p.a. training Academy, and ~£30m from GSK for the Salford Lung Study. In the Manchester Cancer Research Centre (MCRC), AZ supports Biobanking, Biomarkers and Clinical Research Training, in complete alignment with our research partner, Cancer Research UK.

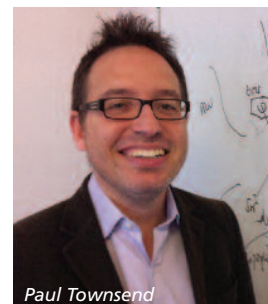
We will continue to develop open innovation relationships (eg neuroscience), conduits between our academics and industry and develop our collaborative enterprise pathways, for example:

In drug discovery: Our MCRC Drug Discovery Unit has progressed in several core areas (target validation, hit-finding and portfolio development). Our novel discovery programme in the Centre for Advanced Discovery and Experimental Therapeutics (CADET) utilises bioinformatics to integrate proteomic, metabolomic and transcriptomics into pre/clinical studies - core FMHS strengths.

In drug development: We have established pharma relationships (eg Centre for Applied Pharmacokinetics Research, Centre for Drug Safety Science with Liverpool, Centre of Excellence in Biopharmaceuticals, Biologics Register etc). We have also embedded relationships with CROs for GMP formulation (eg Quay), simulations in man (eg Simcyp), GLP analysis and first in man studies (eg ICON), the Medicines Evaluation Unit and translation into later phase studies via the NIHR GM CLRN - the highest performing network in England.

In medical devices: MIMIT™ is the first translation outside the USA of the highly successful CIMIT® for medical and health innovation.

In m-health: our ecosystem includes stakeholders in informatics (Microsoft, Intel), telecoms (Telefonika, Vodafone), pharma (AZ, GSK) & healthcare (JHI, Bosch Healthcare) globally respected arenas of synergy.



Paul Townsend



David Clarke

Associate Deans

Professor Paul A. Townsend (Elect)
Professor David Clarke 2008-2012

Business Engagement Managers

Cat Headley, Lisa Hearty

Innovation

Dr Rich Ferrie & Dr Arnaud Garcon (UMIP)

Drug discovery

Dr Donald Ogilvie (MCRC), Professor Garth Cooper & Professor Paul Bishop (CADET)

Drug development

Professor Brian Houston (CAPKR)
Professor Ian Kimber (CDSS)
Professor Alan Dickson (COEBP)

Medical devices

Professor Jackie Oldham
Professor Gus McGrouther (MIMIT)

m-health

Professor Chris Taylor & Carmel Dickinson

Recent successes

- Our business research & enterprise performance:
- 30% growth in research with businesses over the last 3 years (£22m) on target to increase by 50% by 2015, with intention to treble by 2020.
- 80% growth in invention disclosures with over 480 during the last 5 years.
- Over 30 grants (£5m) associated with IP projects over the last 5 years.
- 30 proof of principle awards (£2.1m) over the last 5 years.
- 133 licenses and £2.7m in royalties over the last 5 years.

The links

www.paterson.man.ac.uk/Research/groups.aspx?id=10

www.manchesterbrc.org/OurFacilities/CADET.php

www.liv.ac.uk/drug-safety

www.pharmacy.manchester.ac.uk/capkr

www.coebp.ls.manchester.ac.uk

www.mimit.org.uk

<https://intranet.nibhi.org.uk/mi/default.aspx>

<http://umip.com>



Chris Cutts



Ged Byrne

Associate Dean for External Relations
Professor Chris Cutts

Associate Dean for Communications
Professor Ged Byrne

Faculty External Relations, Social Responsibility and Communications

NHS contracts

The Faculty has contracts with the NHS (£25m) covering undergraduate training for nursing, midwifery and speech & language therapists. It also covers qualified workforce learning for clinical psychology, pharmacy, mental health, healthcare scientists, including Continuing Professional Development (CPD). Quality, performance metrics and relevance to NHS outcomes are monitored.

We will facilitate seamless and risk free transfer of NHS education commissioned contracts with the University to the new NHS education commissioning structures (Local Education and Training Boards) and ensure the education outcomes framework is embedded into University quality assurance process for NHS commissioned education contracts. Moreover we will continue to identify opportunities to retain the CPD funding provided to NHS staff.

Social responsibility

The whole Faculty team should have the opportunity to engage with activities which have a positive impact on others (Goal 3). The Faculty supports this and ensures it is recognised. Social Responsibility activities include the work of MAHSC (eg Global Health), public engagement, heritage projects, supporting volunteering and the vital work to widening participation. The Faculty has engaged with Nowgen, experts in public engagement, to support this work.

We will continue to work with the University to shape future University strategy for Social Responsibility thus supporting Faculty

implementation, communicate with Schools and Institutes to ensure they are aware of the opportunities and their successes are recognised and work with the University College to embed social responsibility into education.

Sustainability

The Faculty supports environmental sustainability work at a University and local level, such as a school, laboratory or institute. The Faculty has the largest number of Sustainability Enthusiasts in the University and a growing number of Green Impact Teams. Many of our students are exposed to this agenda when they undertake the Manchester Leadership Programme.

We will continue to increase the number of enthusiasts and Green Impact teams, strengthen the support for sustainable laboratories and create a cross-faculty learning programme on sustainability.

Communications

Our communications strategy ensures staff and students are aware of, and share in, the values, objectives and aims of the Faculty and University and understand their contribution towards making these real and achievable. We aim to communicate the values of the Faculty to all stakeholders and to continue to build trust in the Faculty by everyone who is engaged with the Faculty Staff and Students. We support and promote the strategic direction of the Faculty and contribute to providing the best student experience possible.

The links

- Health Education England www.hee.nhs.uk
- North West LETB www.northwest.nhs.uk
- Manchester Academic Health Sciences Centre www.mahsc.ac.uk
- Widening participation in the Faculty www.mhs.manchester.ac.uk/undergraduate/wideningparticipation
- Sustainability www.sustainability.manchester.ac.uk

Recent successes

- Our Faculty out performs the University in widening participation performance (10.2% compared to 8.4%) and Russell Group (5.8%).
- The Faculty has maintained the NHS funding for undergraduate and postgraduate education representing over income of £25m.
- 10 Sustainability Enthusiasts and 8 Green Impact teams across the Faculty, with some award winners.
- Investment in to ensuring better use and greater access to the Faculty and Medical School museum collection.

Five year Strategic Plan

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“*The plan derives from a bold mission which mandates FMHS to make a unique contribution to people’s health and quality of life.*”

Executive summary

This document presents an ambitious plan to achieve a transformation in the performance of the Faculty of Medical & Human Sciences (FMHS). It follows from an extensive consultation exercise and includes bespoke proposals to achieve the strategic goals and enabling goals laid out in the new Strategic Vision for the University. It is set in the context of local and regional partnerships, and the national higher education and health care scene.

The plan derives from a bold mission which mandates FMHS to make a unique contribution to people’s health and quality of life, regionally, nationally and globally. The strong ethos to support this encompasses professionalism, excellence and innovation, transparency, collaboration and teamwork, and improving the lives of others by acquiring and applying new knowledge.

The potential for improvement is based on:

- the strengths of The University of Manchester, The University of Manchester 2020 vision.
- the broad range of excellence in the health-related professions within FMHS.
- partnerships with outstanding NHS partners (six of which have joined with The University of Manchester to create the Manchester Academic Health Science Centre – MAHSC).
- the social, economic and health needs of the Greater Manchester region and population.

This potential is counterbalanced by concerns about:

- aspects of the quality of the undergraduate education programme.
- the danger of FMHS falling out of the group of UK leaders in biomedical and health science research.
- the dramatic changes in the external economic and academic environment.

Excellence in education will be achieved by focusing on the student experience, methods of teaching, staff development/mentoring, postgraduate and career-long education

In research, the priority areas (cancer, cardiovascular science, inflammation and repair, population science, human development and brain, behaviour and mental health) will form the basis of six new Faculty institutes with five cross-cutting themes (health and social inequalities, prevention and screening, ageing and the life course, stratified and personal health, and global health).

Social responsibility will be realised by utilising our expertise and the opportunities available to us to have a positive impact on others, including conducting research and education that has an impact on clinical practice and treatment outcomes, public engagement in the work of the Faculty and improving the environmental sustainability of our operations.

The six enabling goals will focus on recruiting and retaining quality people, achieving lean and efficient professional support services, maximising infrastructure usage, improving collaboration and communication (particularly through MAHSC) and pursuing innovative methods of income generation. A new structure is proposed which retains the strong effective management arrangements of existing professional Schools and introduces a new series of Faculty institutes in established or emerging priority areas.





“ *This approach to strategic planning was built on widespread engagement with Faculty staff.* ”

Process and consultation

An extensive process commenced on 1 April 2011 with the intention of informing a new strategic plan, which will lead to a transformation in the quality of research and education of the Faculty of Medical & Human Sciences.

This document describes the Faculty strategy. It aims to develop and improve on existing activities and proposals for a series of new initiatives.

The **new initiatives (which are highlighted in blue throughout the document)** include:

- Education Academy
- Northern Health Science Alliance
- Graduate School
- Strategic recruitment initiative
- Six priority areas of research focus
- Fundraising initiative
- Five cross-cutting research themes
- Creation of a strategic investment fund
- Research Deanery
- New Faculty matrix structure
- Conference series + health festival
- Creation of six Faculty institutes

A number of these new initiatives, particularly the **Education Academy, Graduate School** and **Research Deanery**, relate to important University-wide strategic priorities and these will be developed further in the months ahead to ensure that they align fully with the University's new **2020 Strategic Vision**.

Consultation process

This approach to strategic planning was built on widespread engagement with Faculty staff and included:

- Visits by the Dean to each of the nine Schools within the Faculty.
- An online survey, open to all Faculty staff, to which over 500 staff responded.
- A series of 20 discussion groups on topics identified from responses to the online survey. The discussion groups were open to all staff and were attended by ~300 staff members.
- Three 'town hall' meetings open to all staff.
- Discussion groups including undergraduate and postgraduate students, and student representatives.
- Discussion at an open meeting with PSS staff.
- Visits by the Dean to each of the partner NHS trusts.
- A series of discussions involving the Faculty Senior Management Team, including associate deans and heads of Schools.
- Writing groups led by an associate dean or head of School to prepare preliminary drafts of each goal.
- Discussion at an away day of senior Faculty staff.

Mission and ethos

Mission

“*To mobilise the academic opportunities available to us in Manchester to make a unique contribution to improving people’s health and quality of life regionally, nationally and globally.*”

We will achieve this by:

- Educating and training the highest quality health professionals, in a broad range of disciplines, all proud to have had their learning experience in Manchester.
- Delivering outstanding research in key areas of medical and health sciences, which have a global impact.
- Playing a key role in health care delivery and health improvement in Manchester and further afield.

All of this will be delivered in a collegial environment with an ethos of caring for others through excellence, innovation, collaboration, teamwork, professionalism and transparency.

Ethos

The starting point for this strategy is a brief statement about the ethos we wish to embrace as a Faculty. This provides a framework for the three strategic priorities and six enabling goals outlined below.

Our University and the region has a rich history of **freedom of intellectual thought and expression** combined with a track record of **turning ideas into practice**, which is as relevant as ever today and is treasured by our staff. It is a key reason that many of our staff are at The University of Manchester. The Faculty regards this ethos as the fundamental basis for our drive to achieve **excellence and innovation**. This commitment runs in parallel with a desire to use the unique opportunities and freedom of The University of Manchester environment to **improve the lives of others through both acquiring knowledge and the application of knowledge**. We will direct our expertise and opportunities to have an impact on health and well-being, starting in the Manchester region and extending globally. Maintaining this ethos requires an environment which values **transparency, collaboration and teamwork**, in which our staff treat each other with **mutual respect**.

The Faculty recognises that protecting our ethos in the 21st century requires an ever higher standard of **professionalism** in academia, administration and management along with a willingness to accept scrutiny and assessment and to act on it. The Faculty will seek the **highest quality professionalism** in all aspects of the work staff undertake, delivered in a manner which enhances rather than hampers our ability to **live up to our core ethos and mission**.

Background and context

This document describes the five-year strategy for FMHS within the framework set by the University’s new Strategic Vision for 2020. It is written in the context of the broad outlook for higher education and health care as well as the key relationships with the other University of Manchester faculties and with our NHS partners, through the establishment of the Manchester Academic Health Science Centre (MAHSC) in 2009 and other links.





“ *This provides opportunities for education and research, which are unique amongst the UK’s leading universities.* ”

Opportunities and strengths

Our Faculty has some unique opportunities and strengths, which make achieving our mission feasible.

Part of an outstanding University

First, the Faculty is based in an outstanding University which, following the 2004 merger, is not only the largest single-site campus in the UK, with the largest number of students, but also has an excellent track record in research, as demonstrated both generally by a research power exceeded only by Oxbridge in the 2008 RAE and specifically by the award of two Nobel prizes in Physics in 2010. The strength of Humanities, Engineering and Physical Sciences, and Life Sciences at The University of Manchester provides exceptional opportunities for the Faculty to develop and enhance cross-disciplinary initiatives.

Research strength and professional expertise

Second, the Faculty contains individuals and Schools with a broad range of excellence in the health-related professions including nursing, midwifery, social work, pharmacy, dentistry, psychology, audiology, speech and language therapy and medicine. This provides opportunities for education and research which are unique among the UK’s leading universities. Some of the Schools are already established as national leaders in the context of research as reflected by the RAE performance in Nursing, Pharmacy and Dentistry.

NHS partnership

Third, the Faculty has strong relationships with outstanding NHS partners which are critical in achieving our mission. Six of these NHS partners have joined with The University of Manchester to create MAHSC (Manchester Academic Health Science Centre) the only Department of Health-accredited Academic Health Science Centre outside the South East. MAHSC provides unprecedented opportunities to ensure research and education to impact on clinical care on a large scale.

Regional context, global significance

Fourth, the Faculty, University and NHS partners, through MAHSC, are all set in the context of the social, economic and health needs of the Greater Manchester region and population. This setting of a large, stable population with challenging health problems and needs provides a perfect opportunity for progress of both local and global significance.

Finally, there is recognition from the leadership of the University and NHS trusts of the crucial importance of the success of the Faculty not only for the future of The University of Manchester and the NHS partners, but also for benefit of the regional health care network and the population of Greater Manchester.



“ We aim to be the first choice of school leavers wanting a career in medicine and other health professions. ”

Challenges

Reputation

There is much to do to enhance the reputation of Manchester in undergraduate training in medicine and health. This is a flagship enterprise for our mission and its success is a prerequisite for broader achievement. We aim to be the first choice of school leavers wanting a career in medicine and other health professions. Improving our performance in this area as reflected by National Student Survey (NSS) data is of the highest priority. Measuring the quality of education is difficult and NSS is just one aspect of quality, but we have to accept the challenge of transforming the student experience and ensuring the highest quality learning. The Faculty will expect to be in the top quartile for NSS scores in all undergraduate courses.

Competition for funding

The Faculty needs to take steps to ensure that we remain in the group of UK leaders in biomedical and health science research. Funding awards for research in the Faculty have not increased at the same rate as our major competitors in recent years. Awards from the MRC and the Wellcome Trust are of particular concern. In the 2008 Research Assessment Exercise, of the 595 FTE of eligible Category A staff in the Faculty, 38% were not returned. Although there were some excellent returns and the proportion of 1* and 2* rated staff was lower than in the rest of the University, the overall performance was not up to the standard achieved by the other University of Manchester Faculties. In some Schools the proportion of staff not returned or rated 1*/2* was 15–20% higher than in the rest of the University. We need to take steps to improve the quality of research activity from existing staff and recruit additional high-quality researchers to ensure that more of our research is ranked as of international standard.

Changing HE landscape

These challenges are set in the context of a dramatic change in the external environment during the last two years, which is bringing unprecedented changes to the higher education, health, and social care sectors. It will require the Faculty and The University of Manchester to create funds for investment through savings and income generation, whilst remaining highly competitive and sustaining the ethos of The University of Manchester environment, which is so highly valued both within and outside the university.

The strategic approach outlined below reflects these opportunities, strengths, weaknesses and pressures, and has been prepared within the framework of the overall strategy for The University of Manchester and the Manchester 2020 Vision. The intention is for detailed strategic plans for the professional Schools, the areas of research focus/priority, the [Research Deanery](#), [Education Academy](#) and [Graduate School](#) to be developed within the framework of this document in due course.

“*The strategic priorities and enabling goals reflect the specific needs of FMHS.*”

Strategic focus

The three strategic priorities and six enabling goals below are intended to ensure that FMHS can respond to the reality of the radical changes in the higher education sector, while retaining our core ethos, providing a high-quality environment, encouraging innovation and improving quality, so as to be recognised among the leading centres for biomedicine and health worldwide. The priorities and enabling goals reflect the overarching strategic goals of The University of Manchester but are adapted to reflect the specific needs of FMHS.

Strategic priorities

Priority 1

Excellence in education and training for health professionals

To work with our partners to be first choice in the UK for undergraduates seeking the highest standard of training in nursing, midwifery, social work, dentistry, pharmacy, psychology, audiology, speech and language therapy and medicine, linked with provision of outstanding postgraduate courses, career-long development opportunities and introduction of innovative teaching and learning methods.

Priority 2

World-leading research in medical and health sciences

To undertake cutting-edge research in key focus areas, which are recognised globally as being both innovative and having an impact on health care, so as to change lives for the better. This will be achieved through clear and focused research strategies in areas of established, emerging or potential strength, along with seed funding to support initiatives and priorities which recruit, train and retain the research stars of the future.

Priority 3

Social responsibility – A contribution to the greater good

To mobilise the resources in the Faculty as a force for good, with a particular focus on contributing to health care delivery and health improvement in Greater Manchester, nationally and globally. This will be achieved by working in close collaboration with our NHS partners to bring knowledge and expertise to bear on carefully selected themes which address the major health challenges facing the world in the 21st century and by producing health scientists and professionals superbly equipped to take on responsible leadership roles. The Faculty will continue to facilitate admission to health care programmes for students with non-traditional backgrounds regardless of gender, disability, ethnic origin, religion or belief, sexual orientation, marital status, age or nationality.



Priority 1

Excellence in education and training for health professionals

The Faculty aspires to be recognised as the leading centre in the UK for training and career-long professional development of health professionals across a broad range of disciplines including Nursing, Midwifery, Social Work, Audiology, Clinical Psychology, Pharmacy, Dentistry and Medicine. The Faculty values and will support the educational contribution it makes in other areas but it is in the breadth, quality and scale of education of health professionals that it expects to make a unique contribution. Mindful of its social responsibilities, the Faculty will continue to facilitate the admission to health care programmes for students with non-traditional backgrounds and to ensure that there is both equality and diversity in recruitment.

(a) The student experience

The student experience will be enhanced by steps to personalise the learning experience for students and to achieve a strong sense of identity and belonging to their School and University. One simple example will be the establishment of a ‘welcome’ event for new starters in each School in 2012 that will showcase professionalism and encourage a sense of collegiality and membership of their School and University.

Schools will ensure that students have an academic advisor and an identified member of staff who will be responsible for overseeing their teaching and learning experience. There will be a demonstration of commitment to the student experience through:

- Production of a staff-student charter for each school, which explicitly states mutual expectations of the teaching and learning process.
- Identification of the added value of a University of Manchester degree by advancing the “*Purposes of a Manchester Education*” and University College with embedded goals within each curriculum.
- A commitment to delivering and closely monitoring timely and effective feedback and communication.
- Improving student employability by preparing them for the workplace and by listening to, and responding to, the needs and wishes of employers and reflections of students graduating in the previous year.

Key performance indicator	Target
1. Improvement of the Medical School facilities.	To have a new building for the Medical School to be functional before 2020.
2. Year-on-year increase in student satisfaction as measured by the National Student Survey.	All programmes to reach $\geq 90\%$ by 2015.
3. Increased student communication and engagement monitored on a regular basis via a reporting template.	To include four posts per month on blogs including updates for students, student engagement, celebrating School successes in teaching and learning. Weekly web-based updates. Monthly face-to-face contact with students by Heads of Schools (or alternative) to seek student feedback and to report on actions taken arising from feedback.
4. Improve student employability	All programmes to be in the national top 10% for employability.

(b) Methods of teaching

- Particular attention will be paid to ensuring that optimal methods of delivery of teaching are incorporated in the curriculum, in the context of the current requirements of professional bodies, evolving technology and the expectations of students. The Faculty will seek student views regarding teaching methodology and each School will be expected to review existing approaches.
- The Schools will promote opportunities for eLearning, introduction of new teaching technologies and for cross-disciplinary teaching. They will consider carefully the optimal balance between problem-based teaching and didactic teaching methods.
- All students will be encouraged to select course units from the University College for Interdisciplinary Learning.
- Teaching excellence will be facilitated by requiring staff to select teaching methods on the basis of published evidence or evidence gathered through robust internal evaluation.

Key performance indicator	Target
1. Systems in place to monitor and improve teaching performance.	Improvement in teaching quality measured by peer review output and by the results of NSS Q1-4 being ≥90% by 2015.

(c) Staff development and mentoring

- The Faculty will have a culture of excellence in teaching and learning, and will establish a team of the highest calibre educators through:
- A sustained effort involving in-house training.
 - Showcasing innovations in teaching and learning in health sciences with a focus on online learning and the development of blended and distance learning through new teaching and learning masterclasses.
 - Providing mentoring for educators to develop their teaching and learning portfolio.
 - Seeking and acting upon feedback from service users, patients, regional and national bodies and other partners to enhance the quality and relevance of our programmes.
 - Recognising and rewarding excellence in teaching and learning through a range of teaching and learning awards for both staff and students.
 - Promoting curriculum review and development in line with University policy.
 - Adopting timely and efficient communication routes to inform staff across the whole Faculty about processes, initiatives, developments and opportunities in teaching and learning.

In order to drive and oversee these developments the Faculty will create a new **Education Academy** directed by the Associate Dean for Teaching and Learning, which will act as a hub of activity for all educators across the Schools and will link in to the NHS. The objective of the Academy will be to enhance the quality of education and nurture excellence in teaching and learning across all health care professions. The Academy will promote the status and recognition of our best teachers by awarding Faculty Academy Fellowships to the best teachers in the Faculty and NHS partners to complement the existing University of Manchester and national awards.

(d) Postgraduate and career-long education

The Faculty is committed to career-long learning and development opportunities and to enhancing the coordination of research and education. We will advance this through the establishment of a **Faculty Graduate School** that will:

- Act as a home for all Faculty postgraduate students, both research and taught.
- Oversee all postgraduate teaching in the Faculty including Masters/Diploma/Certificate programmes, continual professional development activity, the graduate training programme and the new academics programme.
- Link with the Faculty Education Academy to act as a home for health science educationalists and promote educational innovation in this area.
- Improve efficiency by appropriate sharing of academic, administrative, estates, marketing and recruitment resources for postgraduate programmes.
- Promote excellence in teaching and learning in graduate education and establish clear links with research strengths in the Faculty.
- Promote teaching links between Schools, Faculties and external partners.

The **Faculty Graduate School** will be directed by the Associate Dean for Graduate Education and will align with the Manchester Doctoral College and University PGT strategy to provide the highest standards of postgraduate research, experience, teaching and training.

(e) Measurement of quality of teaching with recognition/reward of teaching excellence

The Faculty acknowledges the challenges of identifying measures of teaching quality and the need to give greater attention to the reward and recognition of excellence in teaching. We will:

- Support an initiative at University of Manchester level to establish metrics suitable for assessment of excellence in teaching (see Enabling Goal 1).
- Increase the range of School and Faculty awards for excellent students and teachers to further recognise and encourage excellent teaching and learning.
- Seek to promote colleagues on the grounds of teaching and learning excellence, confirming parity of esteem between teaching and research.
- Support peer review of teaching and feedback.

Key performance indicator	Target
1. Systems in place to monitor and improve teaching performance.	Improvement in teaching quality measured by peer review output and by the results of NSS Q1-4 being ≥90% by 2015.
2. Steady increase in percentage of staff promoted where the strength of teaching contributes significantly to the promotion.	50% by 2017.

Priority 2

World-leading research in medical and health sciences

The Faculty recognises a need to raise the level and ambition of our activities so as to increase greatly the proportion of our research which reaches internationally competitive standards of excellence. The breadth of disciplinary expertise across the Faculty provides unique opportunities for interdisciplinary research. Links with other Faculties and with the NHS provide outstanding opportunities to link basic research with translation and clinical application in large populations. This provides further opportunities for knowledge transfer and the establishment of innovative partnerships with industry. To achieve the full potential of the Faculty research effort we will:

(a) Identify priority areas for research focus

To achieve a step-change in our research capacity and capabilities, we have identified a limited number of priority areas for multidisciplinary research that will link across the professional schools in the Faculty. These areas have been identified on the basis of research excellence and critical mass; opportunities for interdisciplinary research; integration with MAHSC thereby facilitating links with partner NHS trusts; potential pull-through from basic and health sciences into clinical and service translation; and emerging strategic initiatives in other Faculties within the University thereby contributing to enhanced inter-faculty collaboration. The **six priority areas of research focus** are:

PRIORITY AREAS OF RESEARCH FOCUS:
Brain, behaviour and mental health
Cancer sciences
Cardiovascular science
Human development
Inflammation and repair
Population health

Key steps in taking forward the priority research areas will include:
<ul style="list-style-type: none"> • Research investment and recruitment.
<ul style="list-style-type: none"> • Research-active staff in the Faculty being affiliated to one or more priority areas.
<ul style="list-style-type: none"> • Defining the focus of effort and activity within each of these priority areas to ensure that achievement of world-leading research is a realistic objective. We will not attempt to cover the full spectrum of research in each of these six areas.
<ul style="list-style-type: none"> • Maximise alignment between these priority areas and the research activity of the professional schools. This will establish a matrix of research activity and ensure that investment in the priority areas strengthens the research base of the schools.
<ul style="list-style-type: none"> • Agreeing targets and objectives for each priority area.

Key performance indicator	Target
1. To identify and support the development of internationally recognised centres of research excellence.	At least five to be externally funded by 2015.
2. Coordinate, support and manage a rolling programme of research applications (including fellowships) with the aim of doubling overall research income by 2020.	Research grant and contract income to be increased by 9% a year.
3. Devise and implement a strategic plan aimed at doubling MRC support.	To be in the top five for MRC support by 2017.

The priority research areas will form the basis for six new **Faculty institutes**, which will have clear academic targets (see *Enabling Goal 6: A Faculty structure able to support and deliver excellence*).

(b) Establish cross-cutting themes/grand challenges

To address some of the “grand challenges” for health and medicine in the 21st century a small number of cross-cutting themes will be supported. These have been identified based on the following principles:

- Relevance to the six areas of research priority and five health professional schools.
- Impact on health care locally in Greater Manchester.
- Relevance to our Priority Goal 3 – Social responsibility.

The Faculty survey and discussion groups identified a large number of initial suggestions which were narrowed to **four cross-cutting research themes** under the overall umbrella of ‘**Health and Wellbeing**’:

CROSS CUTTING THEMES:
Ageing and the life course
Health and social inequalities
Prevention and screening
Stratified and personalised health
[In addition the Faculty will work closely with the MAHSC Global Health Theme]

(c) Increase the number of internationally competitive researchers

In RAE 2008, 68% of the returned staff of the Faculty were rated 3* or 4*. However, as 38% of staff were not returned the proportion of Faculty staff rated as 3* or 4* was 42%. The Faculty will aim to have over 75% of our research outputs recognised as excellent and internationally competitive. In order to achieve this we will:

- Increase critical mass by a **strategic recruitment initiative** focussed on world-leading researchers with an emphasis on individuals who map to the six priority areas, the professional schools and the cross-cutting themes.
- Complement this by nurturing future research leaders, by investing in the development of existing staff and encouraging appropriate individuals to apply for personal awards (including Research Council/NIHR fellowships, Wellcome Trust Investigator Awards and European Research Council grants).
- Invest in studentship funding and provide a research training environment which supports early career researchers and enables them to contribute to quality research across FMHS themes.
- Take steps to optimise the performance of our staff and provide mentorship and guidance.

Key performance indicator	Target
1. Establish leadership and support/ coordination for cross-cutting areas, ensuring that they are interwoven within Faculty/institute/ School strategies by the end of 2013.	To obtain at least one external grant for a cross-cutting theme by the end of 2013 and at least three additional substantive external grant awards by the end of 2017.

The Faculty will provide coordinating support to help develop these themes across priority areas, across professional Schools and outside the Faculty with MAHSC and other University of Manchester Faculties.

Key performance indicator	Target
1. Improvement in international competitiveness by recruitment of outstanding researchers.	Six new high-level academics by the end of 2012 and approximately 50 across all areas by 2017.
2. 70% of staff to be judged as A or B in REF or REFPE by 2020.	60% to be judged A or B by 2017.
3. Increase the postgraduate student population.	To increase postgraduate student numbers by 20% by 2017.

(d) Enhance the quality of research support

The Faculty Research Office will improve the effectiveness and efficiency of research support and its activity will be complemented by the establishment of a team of scientifically trained coordinators with experience of working in funding agencies. The **Research Deanery** coordinators will interact directly with researchers to:

- Identify funding opportunities for individuals and groups.
- Provide guidance on preparation of research grant applications and increase the capacity for successful grant applications.
- Develop the cross cutting-themes and other research networks.
- Support the development of large, complex initiatives.
- Provide intelligence about funding agencies.
- Oversee Faculty technology and methodology platforms.
- Assist the development of the priority research areas and new Faculty institutes.
- Assist with developing industry links and activity.

The **Research Deanery** will be led by the Associate Dean for Research supported by the Director of the **Research Deanery** and a small team of research coordinators.

(e) Achieve the full potential of our links with University structures and external partners including the NHS and industry

Realising the full potential of links across the University will be a high priority. This includes:

- Linking with other Faculties, with University institutes and with The University of Manchester Research Institute.
- Development of key strategic relationships with external partners in industry and the NHS.
- Development of the intellectual property arising from our research.
- Through NHS partners, ensuring that advances in health care policy and practice are translated into improved patient care.
- Ensuring that we communicate effectively the substantial body of our research that addresses Priority Goal 3 – Social responsibility.
- Working with NHS partners to maximise NIHR awards and their impact.

Key performance indicator	Target
1. Coordinate, support and manage a rolling programme of research applications (including fellowships) with the aim of doubling overall research income by 2020.	Research grant and contract income to be increased by 9% a year.
2. Devise and implement a strategic plan aimed at doubling MRC support.	To be in the top five for MRC support by 2017.

Priority 3

Social responsibility – a contribution to the greater good

The Faculty is committed to utilising our expertise and the opportunities available to us in medicine and health to have a positive impact on others.

(a) Research and education

We will ensure that through our education and research we continue to make significant contributions to improving the health and well-being of the local, national and global population by continuing to:

- Conduct high-quality research and education that has a measurable impact on clinical practice, treatment outcomes, service delivery, and patient experience.
- Publish research results via journals relevant to each specialty, in order to enhance dissemination and increase the number of media and press releases related to our research successes.
- Enhance collaborations with industry and other partners to increase the number of clinical trials and health science and services research related to specific health challenges to accelerate the development of new health care technologies and treatments, thereby enabling new technologies to reach patients faster and more effectively.
- Work with partner NHS trusts (for example, through the CLAHRC¹) to ensure knowledge from research is translated into improvements in routine patient care and reductions in inequalities in care provision for the people of Greater Manchester and beyond.
- Actively support the GMHIEC² programmes to improve clinical care through the application of research innovation through education.
- Support the work of the GMLEP³/AGMA⁴, 'Health is Our Business Group' and engagement with the 'Manchester Corridor' initiative in order to enhance our economic contribution to the local and regional environment.

Key performance indicator	Target
1. Develop and publicise major impact case studies for each of the six priority areas in order to demonstrate the impact of research.	At least five major impact case studies for each of the priority areas by 2013.
2. Work with MAHSC to deliver socially responsible activities.	To deliver by 2017: more than ten demonstrable health advances in routine practice in Greater Manchester; at least three MAHSC/University of Manchester-generated policy/protocol or project activities to be adopted at international level; and a trebling of the number of industry-funded clinical trials.
3. Through the joint MAHSC/University of Manchester Global Health Theme, establish externally-funded and sponsored multi-professional strategic global health partnerships with organisations in developing countries.	A minimum of two partnerships by 2014.

¹ Collaboration for Leadership in Applied Health Research and Care

² Greater Manchester Health Innovation and Education Cluster

³ Greater Manchester Local Enterprise Partnership

⁴ Association of Greater Manchester Authorities

- Promote and pursue research and education activities related to the major health and well-being challenges and public health at local, national and global level (see priority 2b above).
- Identify, establish and actively support Faculty-wide strategic health partnerships with organisations in developing countries that enable us to build on the interdisciplinary research and education strengths within the Faculty, MAHSC and other key partners and seek external funding to support this endeavour including external sources of sponsorship to enable staff and student exchanges from partner countries.
- Facilitate admission to health care programmes for students with non-traditional backgrounds regardless of gender, disability, ethnic origin, religion or belief, sexual orientation, marital status, age or nationality.
- Organise an annual global health conference to showcase and promote our activities through the new MAHSC global health theme, which brings together staff, students and alumni working in the developing world.

(b) Public engagement

- Increase our proactive involvement in public engagement activities, to both disseminate and raise the profile of our contribution and impact by continuing to:
- Work with the Public Engagement Advisory Group to identify ways to further enhance our public engagement strategy and activities.
 - Further strengthen our partnership with Nowgen through the development and delivery of joint public engagement activities and increased participation in the Manchester Science Festival and other similar public events.
 - Educate students for global citizenship and social responsibility by embedding social responsibility in all undergraduate curricula working with the supporting student volunteering activities.
 - Further embed patient and public partnerships and collaboration as a core feature in the development, design and delivery of all educational programmes and research. We will establish a joint FMHS/MAHSC patient and public engagement in education and research forum.
 - Support MAHSC’s Population Engagement Initiative, working with MAHSC to sign up 1,000 ‘citizen scientists’ by 2015.
 - Develop and establish an ongoing high-profile **MAHSC/FMHS conference series**. This will cover the spectrum of health disciplines and topics from basic science, through translational research, to education, clinical care and health care management/organisation. The conference programme will aim to educate in all aspects of science, education, health care and health care management; make best use of innovation in technology and care nationally and internationally; and increase and enhance partnerships with the commercial sector. Through this initiative we will make a major contribution to innovation, enterprise and economic development in the region in an effort to deliver research progress and higher quality health care to the people of Greater Manchester and on a global basis.

Key performance indicator	Target
4. To outperform the benchmarks for recruiting students from Low Participation Neighbourhoods and from lower socio-economic groups.	By 2017, recruitment of students from Low Participation Neighbourhoods to be greater than 11% and recruitment of students from lower socio-economic groups to be greater than 26%.

Key performance indicator	Target
1. In collaboration with key partners, develop and deliver new public engagement activities and increase the number of staff and students involved in key public engagement events.	A minimum of six new public engagement activities each year. The number of staff and students involved in key public engagement events to be increased by 10% p.a.
2. Work with MAHSC to increase engagement with the community.	Establish a high-profile MAHSC/FMHS conference series (6-12 events p.a.) Establish a joint FMHS/MAHSC patient and public involvement in education and research forum by 2013. Sign up 1,000 ‘citizen scientists’ by 2015.
3. Develop and deliver a city-wide ‘Manchester Health Festival’.	Deliver the Festival by 2014. Develop seedcorn funding for four flagship schemes each year by 2013.

- Work, through MAHSC, with NHS and industry partners, local and regional groups and the media to develop and deliver an annual high-profile, **Manchester Health Festival** to complement the well established Manchester Science and International festivals. This will engage a wide range of staff, students and health organisations in a focus on key health challenges through a broad range of activities and events across the city.
- Develop an annual FMHS ‘social responsibility/public engagement flagship scheme’ which invites application from all Schools/research groups for recognition and promotion of specific projects and initiatives, with those selected receiving seedcorn funding to further develop, support and disseminate their work.
- Increase public awareness of the social responsibility/public engagement work of the Faculty and MAHSC through working with the Faculty Web Team to develop ‘Our contribution and impact’ web pages on School and Faculty websites, and raise the profile of these in internal and external communications.
- Ensure that the profile of social responsibility and public engagement as a core activity is a central feature of the redesigned New Academics Programme.

(c) Sustainability

- The Faculty supports the University’s environmental and sustainability campaign and will therefore:
- Contribute to University of Manchester sustainability programmes through sustainability champions.
 - Reduce its utilities consumption through energy reduction initiatives and by decreasing the estate footprint (see Goal 3 – World-class infrastructure).
 - Encourage staff to decrease the amount of paper that is used and to use recycled paper wherever possible.
 - Wherever possible, to use video or teleconferencing to replace meetings that require travel and to encourage staff to use public transport by increased use of flexible working hours. In order to promote this goal we will explore investment in the highest quality video conferencing equipment.
 - Increase collaborations with the Sustainable Consumption Institute.
 - Ensure that all undergraduate programmes educate for environmentally responsible citizenship.

“ We will focus on improving quality in all aspects of the work of the Faculty. ”

Enabling goals

Goal 1

People of quality

We will focus on improving quality in all aspects of the work of the Faculty. This will be achieved through a combination of an ambitious targeted recruitment effort, mentoring and processes for recognising excellent performance.

Goal 2

Quality management and support structures

We will build upon existing excellence in academic administration with steps to improve efficiency and provide greater support to the academic agenda through a series of initiatives including enhanced research and education coordination.

Goal 3

World-class infrastructure

We will optimise access to the excellent estate and equipment both within the University and via MAHSC NHS partners and rationalise their use to facilitate our overall mission.

Goal 4

Effective collaboration, communication and partnership

We will maximise the benefits of effective collaboration within the Faculty, with other Faculties, with local NHS partners primarily via MAHSC, with UK academic partners and with funding agencies in the UK and internationally.

Goal 5

Financial sustainability and new income streams

We will ensure financial sustainability through a challenging period is an essential prerequisite for success. It will require teamwork to achieve optimal management of existing resources and efficiencies, combined with initiatives to increase income and reduce costs.

Goal 6

A Faculty structure able to support and deliver excellence

We will develop a Faculty structure which facilitates delivery of the strategy, allows appropriate emphasis on both education and research, provides a mechanism for delivering the focus required to achieve the highest quality performance and encourages collaborative, multidisciplinary working.



Enabling goals

Enabling goal 1

Quality people

In order to achieve our priority goals we will need to focus on improving our quality profile to make it comparable to the leading international centres for medicine and health by:

- Recruitment of outstanding individuals targeted to strategic priorities.
- Initiatives to encourage and assist existing staff at all levels to reach their potential.
- Introduction of a process of contribution planning and personal development.
- Recognition for individuals who achieve excellence.

(a) Recruitment plans and requirements

We will complement efforts to support career development with an ambitious recruitment effort:

- Finance recruitment, targeted to strategic priorities, from a **Strategic Investment Fund** with matching funds for clinical-academic posts from NHS partners.
- Recruit a combination of established world-leading researchers and emerging research leaders at a range of career stages. These appointments will map to the six areas of focus and link to the professional Schools and the cross-cutting themes. The intention is to recruit at least one outstanding researcher in each of the six priority areas by the end of 2012 and a minimum of three in each area by the end of 2014.
- Invest in recruitment of outstanding teachers and map recruitment efforts to areas of need in the professional Schools.
- Ensure that there is no bias in the recruitment and selection process with regard to equality and diversity.

(b) Nurturing and guiding careers

A key aspect of our efforts to strengthen the quality profile of our staff is supporting and developing staff early in their careers. We will enhance the existing capacity of the Faculty with initiatives coordinated by the new **Education Academy, Graduate School** and **Research Deanery**. This will include:

- The New Academics Programme.
- Faculty Stepping Stones Awards.
- The Clinical Academic Fellowship and Lectureship programme.
- Personal career awards (for example, WT/ERC).
- Leadership training and guidance.
- Additional initiatives in provision of mentoring and careers guidance.

We will ensure that all staff are aware of the requirements and routes for promotion and are encouraged to apply as soon as appropriate. We will put particular effort in to the retention of promising staff, long-term career and succession planning, and programmes of leadership training.

(c) Rewarding outstanding performance

In order to ensure the highest quality in both teaching and research, we will:

- Ensure that all staff understand the promotion criteria.
- Encourage line managers to advise staff about their prospects for promotion with the objective of encouraging them to apply as early as their progress allows.
- Engage with the University of Manchester Human Resources Subcommittee in a review of promotion criteria to ensure that they adequately reflect current academic expectations.
- Increase the number of staff who achieve promotion via the teaching track.

Staff who perform to the highest standards will be recognised and rewarded through:

- Salary enhancement via the professorial banding scheme or the Recognising and Rewarding Exceptional Performance scheme.
- Recognition through the new **Faculty Education Academy** Fellowships which will complement University of Manchester and national awards.
- Award of Faculty prizes.

(d) Equality and diversity

To improve equitable working practices and professional opportunities for staff within the Faculty in line with the Equality Act 2010 and the Public Sector Equality Duty the Faculty will, via a Faculty equality and diversity committee:

- Consider all data pertinent to equality and diversity in relation to Faculty promotions and recruitment.
- Consider general employment issues in the Faculty and how these may impact inequitably on some groups of staff and why.
- Consider how promotions, recruitment and general employment issues might be improved in relation to equality and diversity.
- Ensure that all Schools within the Faculty are involved in applications for Athena Swan awards no later than November 2014.

Enabling goal 2

Quality support structures

Our administrative structure will be designed to support the delivery of the academic strategy, facilitate the partnership between academic and Professional Support Service (PSS) colleagues and promote team working and cross-functional working. PSS colleagues will deliver a professional service, will be customer focussed, (recognising that key external stakeholders include both staff and students), and will be collegial, flexible and adaptable.

(a) Structure

PSS will strive for a structure which is as simple as possible. The structure will be flexible, responsive to the needs of the academic community, efficient and effective. In order to ensure that we avoid the development of a silo mentality, the PSS will facilitate working collaboratively across boundaries in the Faculty academic structure and working across boundaries in functional areas. We will also work closely with our colleagues across the University, particularly those in the central directorates, to develop smooth, transparent and efficient processes.

The size and geographical spread of the Faculty precludes the possibility of all academic staff being supported by PSS staff who are located in close proximity to them. We will therefore ensure that staff and students know who their key contacts are. We will achieve this through streamlined administrative processes which are communicated to colleagues through the Faculty intranet. The functionality of the intranet will be improved to enable colleagues to easily identify who is responsible for each process and to whom they can address queries. We will also ensure that the line management structure of PSS staff is clear.

(b) Team work

Given the issues of geography as mentioned above, PSS will move more towards working in teams across the Faculty. This will provide more robust support for academics, as individuals will not work in isolation and will be part of a wider group, which will deal with fluctuating workloads, provide cover and share good practice. This teamwork will have the benefit of facilitating administrative processes which cross functional boundaries, as most do. Where administrative processes cross functional boundaries we will ensure that a named individual in each area has responsibility for solving the cross-boundary issues.

(c) Quality improvement

The PSS will adopt an ethos of continuous improvement of efficiency and effectiveness and reduction of bureaucracy wherever possible. We will investigate whether The University of Manchester "lean management" principles can be applied to streamline our administrative systems. The continuous improvement principle will be embedded via the establishment of action learning teams across the Faculty.

(d) Excellence

We will strive for excellence in our PSS staff and, to achieve this an ethos of continual development will be promoted. PSS staff will be developed to the highest standard and supported and encouraged, primarily through the P&DR process, to identify their training and development needs. Staff will be encouraged to join the University mentoring scheme to participate either as a mentor or mentee. Career development will also be supported by a series of career development workshops run in the Faculty.

(e) MAHSC

The Faculty PSS will seek to streamline processes across MAHSC following the example of the MAHSC Joint Research Office. We will engage with colleagues in the MAHSC partner trusts to generate a teamwork approach to problem solving issues, which cross organisational boundaries.

Enabling goal 3

World-class infrastructure

The Faculty currently occupies 45,410 m² in 35 buildings on campus, at trust sites and in commercial, multi-occupied buildings. Our strategy is to move away from off-site occupancy unless there is clear added value and benefit to research and collaboration.

a) Utilisation of space

The Faculty will rationalise its utilisation of space by overcoming the cultural issues of:

- Single offices allocated to staff who are perhaps on site only two days a week.
- Staff sharing offices.
- Staff having two offices.
- Duplication of research facilities on campus.
- Retention of redundant furniture and equipment.

Current space also needs to be considered in terms of its condition (general decoration, IT and telecoms connections, toilet provision) and functional suitability (eg a poorly lit space with no ventilation would be deemed excellent if its use was storage space but poor for office space etc).

(b) Future strategy – principles, objectives and challenges

Principles in considering rationalisation of estate and facilities in new structure will be:

- All estate and facilities should clearly support the Faculty/MAHSC research and teaching goals.
- Estate and facilities should be fit for purpose.
- The need to reduce our overall space footprint.
- Aim to make estate cost effective (ie research/teaching income matched to estate cost).

⁵ Centre for Advanced Discovery and Experimental Therapeutics

⁶ Biomedical Imaging Institute

⁷ Wolfson Molecular Imaging Centre

⁸ Wellcome Trust Clinical Research Facility

⁹ Central Manchester University Hospitals NHS Foundation Trust

¹⁰ University Hospital of South Manchester NHS Foundation Trust

¹¹ Salford Royal NHS Foundation Trust

(c) New needs for estate/equipment

The Faculty will:

- Develop a new joint strategy with FLS, with which there are shared buildings and services, for equipment and charging.
- Plan to centralise all 'omics' facilities: build upon CADET⁵ whilst recognising cancer research income supporting this activity at Christie site, hence need for team building.
- Develop a Manchester Institute of Biotechnology biomedical research axis.
- Establish a joint Faculty/MAHSC plan for biobanking.
- Implement the BI⁶ imaging strategy for MRI and other modalities. WMIC⁷ is an iconic building and hub for PET imaging and oncology imaging. The investment having been made and the deficit having been cut, the Faculty will support its development as a financially viable facility.

(d) Linked estates and equipment needs with MAHSC partners

- Focus cancer research on the high-quality estate on the Christie site.
- Focus experimental medicine research infrastructure on the high-quality embedded BRC space and activity at CMFT⁹. Experimental medicine facilities at other sites need to appropriately match activity and the relevant patient groups (for example, respiration at OHSM¹⁰, dermatology and neuroscience at SRFT¹¹).
- Laboratory facilities at all MAHSC NHS sites are needed to support trials activity.
- Agree strategy for dealing with high-cost PFI space. This will need consideration of grant and commercial contract costing, ensuring usage of such space is maximised.
- Clinical trial facilities at WTCRF⁸, UHSM and SRFT (ie in MAHSC) need a joined up strategy.
- Develop a clinical trials unit, ideally building upon adult cancer facilities at the Christie, and paediatric facilities at CMFT.

Enabling goal 4

Effective collaboration, communication and partnership

Opportunities for collaboration and partnership depend critically on a far-reaching, imaginative and inclusive communications strategy. This will engage all stakeholders and success will be measured in part by an enhanced awareness of the Faculty's strategy and an increase in grants and publications, which represent interdisciplinary and inter-Faculty, national and international alliances. There will be a clear understanding of the remits, boundaries and interfaces between FMHS and MAHSC (as well as with other related structures such as BRC and CLAHRC).

Particular areas of strategic importance are:

(a) Working across the Faculty and with other Faculties

To raise a greater awareness of the expertise which resides within FMHS and the other three faculties of The University of Manchester, the Faculty will:

- Encourage interdisciplinary collaboration through relationships and networks.
- Introduce a series of broad-topic, pan-Faculty and inter-Faculty translational research seminars, which will be webcast to peripheral sites.
- Produce e-Brochures detailing the research capabilities of individual Schools and Institutes; these will be used to showcase examples of interdisciplinary collaboration and the information used to advertise capabilities to industry.
- Inform administrative staff more effectively of the relative research and educational strengths and strategies of their Schools/institutes and include them in academic meetings.

(b) Communication

Effective and efficient proactive communication will lie at the heart of successful and improved collaborations and partnerships. This will be achieved by:

- Enhancing internal and external communications.
- Developing social networking capability aimed at fostering interdisciplinary research and working with the Faculty Media Relations Officer, to further promote FMHS to local and national media.
- Redesigning the current Faculty website to better showcase and promote achievements and successes reflecting any new structure. We will incorporate interactive sections for researchers looking to collaborate.
- Developing an electronic FMHS newsletter in a similar web-based format to the University staff update as well as producing a quarterly FMHS bulletin suitable for external audiences.
- Continuing FMHS open meetings and further developing their online accessibility.
- Maximising uptake of the opportunities inherent in Media City.

(c) Funding agencies

The Faculty will:

- Increase the level of intelligence gained from research councils, TSB, NIHR, DH bodies etc, and be pro-active in increasing the number of staff serving on the boards of such bodies.
- Establish an annual programme of visits from representatives of the funding agencies to Manchester.

(d) NW regional links

The Faculty will:

- Have a higher profile and dialogue with NW collaborators and stakeholders. In particular, the SHA or its replacement; NICE for technology development and input to and test-bed for quality standards; the Postgraduate Deanery or its replacement; AQuA¹² to disseminate evidence based outcomes.
- Develop collaborative links with Liverpool and with other research-active NW HEIs and NHS trusts through creation of a **Northern Health Science Alliance**.

(e) MAHSC

MAHSC strategy will be separate to, but symbiotic with, that of the Faculty. To achieve this, the following are required:

- Clear communication about delineation of the roles of MAHSC and FMHS (ie differences, commonalities and potential bridges and synergies).
- Alignment of the Faculty research priorities with MAHSC sections.
- Cooperative and collaborative working on a range of cross-cutting initiatives including fundraising, conference programmes, the Research Office and the 'grand challenge' themes.
- Integrated planning of undergraduate, postgraduate and continuing professional education across the Faculty and MAHSC.
- Expansion of interactions with other AHSCs both in the UK and overseas.

(f) NHS

The Faculty has close relationships with its NHS partner trusts, exemplified by MAHSC and the memorandum of understanding with each partner trust. These strong relationships are multi-faceted and exist at the most senior levels within the organisations. We will:

- Continue to build relationships with NHS engagement around research, trials, and innovation, which will be closely aligned with MAHSC's strategic priority. Unmet clinical need will provide foci for developing interdisciplinary research aimed at addressing population health and improving quality of care. There will be a commitment to mobilising existing knowledge to improve health care in the NHS trusts and in the community.
- Have closer engagement with NHS partners to ensure the delivery of first-class undergraduate and postgraduate education and training to meet the changing needs of the NHS.
- Work closely with the new Clinical Commissioning Groups and Health and Wellbeing Boards and expand our partnerships with trusts beyond Greater Manchester.

(g) Industry and charities

The Faculty will:

- Increase collaborative partnerships with industry (using the MCCIR¹³ as a model) and increase the number of consultancies.
- Accelerate exchange of staff between FMHS and industrial partners and aim to be the place in the UK to carry out clinical trials.
- Develop e-Health as a platform for real-life Phase IV studies and pharmacovigilance.
- Utilise opportunities to partner with industry to help realise our global health strategy.
- Partner strategically with charities and engage with, and build on, introductions available from alumni.

¹² Advancing Quality Alliance

¹³ Manchester Collaborative Centre for Inflammation

Enabling goal 5

Ensuring financial sustainability

We will focus on three critical factors required to maintain financial stability and long-term sustainability – income generation, investment in key strategic areas via a Faculty strategic fund, and cost reduction.

(a) Income generation

Additional and existing income must generate a positive contribution or ultimately lead to other activities that will generate a positive contribution. The Faculty aims to increase its underlying financial outcome as a percentage of income to 18% by 2020. The additional positive contribution will enable the creation of a **strategic investment fund**. We will:

(i) Improve the contribution from existing activities

- Postgraduate programmes will be closely reviewed and a *de minimis* profitability level based on full economic cost will be established for new and existing courses unless there are strategic reasons for introducing or continuing non-profitable programmes.
- We will improve cost recovery on research and other grant income, in particular on industrial contracts. Professional advice on costing, pricing and negotiation will be available through the **Research Deanery** and embedded business engagement.
- The value of research investment will be understood and owned in terms of impact and return on investment, with a strong emphasis on knowledge transfer and innovation partnerships.

(ii) Generation of contribution from additional activities

- **Philanthropy:** A close working relationship has been established with the Division of Development and Alumni Relations to utilise better the available resources to enable a more determined effort for fund raising for the Faculty. A major **fundraising initiative** for medicine and health is planned which includes the appointment of a Faculty fund raising lead, linking with MAHSC partners and the development of compelling propositions attractive to potential donors.
- **Development of partnerships:** Development of key relationships with partners (including MAHSC partners, industrial partners and other institutions) will generate opportunities to benefit from the partners' relationships with other funders, enabling access to other sources of funds, and sharing investment costs and returns. Relationships with partners will be facilitated and maintained within the Business Engagement Team.

- **Discretionary income:** Other income sources include consultancy, CPD and royalties, and within the Faculty there is relatively little income of this nature. There is opportunity for growth, although the focus must be on profitability rather than income. The business engagement function within the **Research Deanery** will drive this forward, as part of research impact. Staff will be encouraged to engage in such activities.

(b) Strategic investment fund

In order to achieve financial sustainability while making progress towards strategic goals, a strategic investment fund will be established. The strategic investment fund will be utilised to support initiatives that are in line with the Faculty strategic priorities and which will be self-sustaining in the long term. These funds will be generated from an agreed central contribution, savings compared with current level of expenditure and additional positive contribution generated by new and existing activities.

(c) Cost reduction

- **Cost reduction** is critical at a time when external funding is tight and strategic investment is required. This will be achieved through Faculty savings targets and increased process efficiency.
- **Process efficiency** (see Enabling Goal 2): Processes must be, where possible, consistent both within schools and across the University while retaining some flexibility. A simple structure will enable consistent and efficient processes.
- **Space utilisation** (see Enabling Goal 3): A major cost within the Faculty is space, both within the University estate and outside the estate, in particular within NHS trusts. Improvements in space utilisation will generate immediate financial savings, alongside commitment to 45% reduction in energy costs and carbon footprint.

Enabling goal 6

A Faculty structure able to support and deliver excellence

In order to realise our mission and objectives, the Faculty requires a structure which:

- Supports both the educational and research priorities.
- Enhances the ethos required for delivery of our social responsibility priority.
- Ensures understanding and commitment of our staff to strategic priorities.
- Provides clear line management structures.
- Facilitates discussion and development of plans to deliver priorities and objectives.

Research: Education Matrix

The accepted structure is a modification of the matrix approach. The Health Professional Schools are arranged in the vertical axis and six Faculty institutes, reflecting the six priority research areas are arranged in the horizontal axis. Four of the professional Schools (Nursing, Midwifery and Social Work; Psychological Sciences; Pharmacy and Pharmaceutical Sciences; and Dentistry) will retain responsibility and line management for staff involved in research as well as education. The Manchester Medical School remains, as at present, primarily responsible for line management of teaching staff but not research. The six Faculty institutes are responsible for line managing research conducted by staff based in the institutes. Research-active staff in the professional Schools, affiliate with (but are not line managed by) one or more of the Faculty institutes. A key aspect of this option is that the Medical School will contract with each of the Faculty institutes for delivery of an agreed number of hours of high-quality teaching each year. Staff in the institutes are expected to deliver high-quality teaching and learning alongside their research.

This structure will:

- Clearly identify the six priority areas of research focus and provided a structure for delivery.
- Protect the identity and strengths of the four health professional Schools.
- Provide added value through promoting interlinking research strategies from the four health professional schools and six institutes.
- Facilitate greater engagement in teaching by research-active staff by making the contractual process between the Medical School and institutes explicit in the structure.
- Enhance cross-disciplinary research through the affiliation of research-active staff in the health professional Schools with Faculty institutes.
- Allow greater integration with MAHSC given the alignment of the institutes with MAHSC sections.

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