

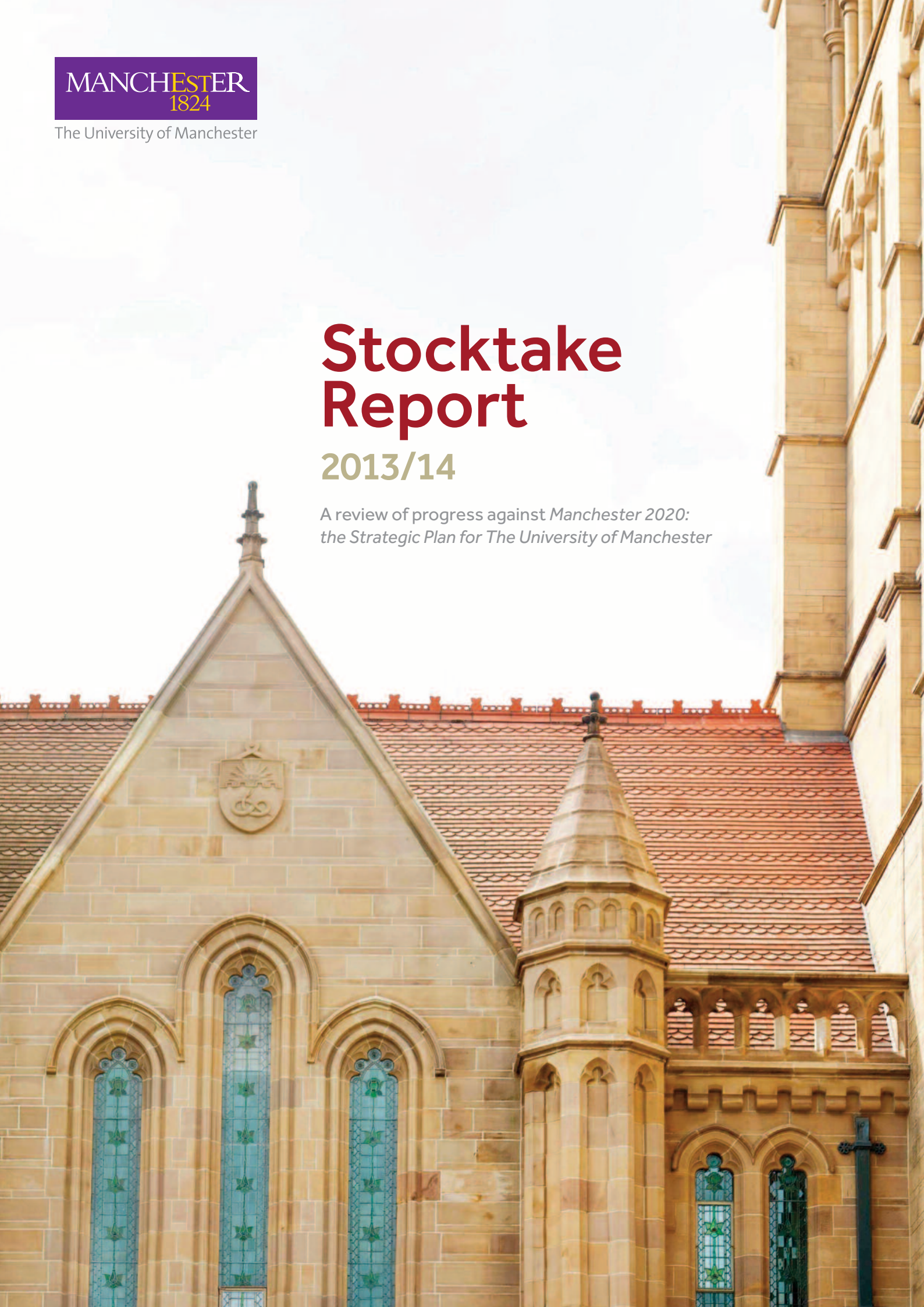
MANCHESTER
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The University of Manchester

Stocktake Report

2013/14

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



Introduction

Professor Dame Nancy Rothwell
President and Vice-Chancellor



The *Stocktake Report* provides a detailed appraisal of progress against the goals and key performance indicators of the University's Strategic Plan, *Manchester 2020*. It is a key component of the University's Planning and Accountability Cycle.

Universities exist for public good: they deliver new knowledge, thinking and application, transformational education and, at Manchester, a distinctive social responsibility role.

During 2013/14, the University continued to maintain a strong financial performance despite a challenging external environment. This is important because generating an operating surplus is crucial for us to have funds available to invest in priority activities and to reach our ambitious goals.

The University's research beacons (addressing global inequalities, advanced materials, cancer, energy and industrial biotechnology) are examples of pioneering discoveries, interdisciplinary collaboration and cross-sector partnerships that are tackling some of the biggest questions facing the planet. Investment in new facilities for these beacon areas is illustrated by the construction of the Manchester Cancer Research Centre and the National Graphene Institute, and the opening of the Cumbrian research facility for the Dalton Nuclear Institute.

Some notable awards and successes included the £6 million funding awarded to the University for the development of the Square Kilometre Array telescope, headquartered at Jodrell Bank, and eight new Doctoral Training Centres awarded by the Research Councils. The University received a Queen's Anniversary Prize in recognition of our world-leading imaging techniques and extensive knowledge base in advanced materials technology.

Royal honours were awarded to Professors Carole Goble (CBE for services to science) and Douglas Kell (CBE for services to science and research), Dr Timothy Peakman (OBE for services to medical research) and Lenox Green (OBE for his voluntary work with youngsters and families). Other recognitions of our staff included Professor Gareth Morris, who was elected Fellow of the Royal Society, and Dr Teresa Anderson and Professor Tim O'Brien who were awarded the Kelvin Medal for outstanding contribution to the public understanding of physics. Professors Andre Geim and Kostya Novoselov were awarded the Freedom of the City

of Manchester in honour of their work on graphene, which won them the Nobel Prize for Physics in 2010.

This report assesses the University's research performance during the period of submission to the 2014 Research Excellence Framework (REF). We made 35 submissions to 30 units of assessment, making ours one of the broadest submissions of any university. The results, announced after the period covered by this report in December 2014, showed that 83% of research activity at The University of Manchester was judged to be 'world-leading' (4*) or 'internationally excellent' (3*). During 2013/14, our research grant and contract income increased by 7% to £214 million. This included significant increases in both international income (up 10%) and business income (up 29%).

In 2013/14 we consolidated our previous increases in the National Student Survey. One of our largest investments in the student experience, the Alan Gilbert Learning Commons, a bespoke learning space designed in consultation with our students, won us the Facilities Project category in the 2014 *Guardian* University Awards. Graduate level employability rose by 4% to 76% and a new partnership model was developed between the Directorate for the Student Experience, Faculties and Schools. We had another strong year for student recruitment and exceeded our Office for Fair Access targets for recruitment of students from low-participation neighbourhoods and lower socio-economic groups.

There have been some great successes among the University's signature programmes for social responsibility. Our school governors partnership continued to recruit staff and alumni as volunteer school governors at local state schools where their skills are most needed. The scheme won both the national and international awards at the Environmental Association for Universities and Colleges Green Gown Awards 2013. 'The Works', our initiative to help local unemployed people to prepare for and return to work, either with the University or with local

employers, goes from strength to strength: the programme supported 773 people into work during 2013/14, bringing the number of new appointments since its launch to 1,931. 'The Works' won the *Times Higher Education* Award for Outstanding Contribution to the Local Community.

We received a record gift income of £19.5 million, double the level achieved the previous year, to support a diverse range of activities across research, teaching, learning and the student experience, social responsibility, and our cultural institutions. We are in touch with more than 380,000 of our global alumni, with more than 1,700 former students becoming directly involved in a variety of student experience projects.

People are by far our most important asset and we are one of the largest employers in the region. Our *Measuring the Difference* report commissioned in 2013 showed that the University helped to create and support 21,000 new jobs in the previous 12 months. Meanwhile, our commitment to the representation of women in the workplace was illustrated by five further Athena SWAN awards. Following the staff survey in 2013, we have been implementing actions informed by the results in four key areas: behaviours; leadership and management; performance and development review; and reward and recognition.

The University has set itself a challenging strategic vision for 2020. In many areas the University is on track to deliver its Strategic Plan, but there are some areas that will require further work if the University's very ambitious goals are to be met.

However, to quote Michelangelo, "*The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark.*"



Professor Dame Nancy Rothwell
President and Vice-Chancellor

This report relates to 2013/14 and, as such, by the time it goes to print some details are out of date and where there are more recent developments these are highlighted.

Goal one

World-class research



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

KPI 1 World ranking

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

The Shanghai Jiao Tong Academic Ranking of World Universities, published annually, ranks the top 500 world universities on six measures: numbers of staff and alumni awarded Nobel Prizes; numbers of highly-cited staff; total publications; publications in *Nature* and *Science*; and per capita performance with respect to the size of an institution. The University of Manchester's absolute score in the 2014 rankings increased compared to 2013. We rose three places to 38th in the world, rose to 7th in Europe, and remain the 5th highest ranked UK institution.

KPI 2 Research grant and contract income

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

The University increased its research grant and contract (RGC) income by 7% to £214 million, following a rise of 6% in the previous year to £200 million. This achievement represents an 84% increase on the 2003/04 pre-merger figure (£116 million), and is on track to meet the original target to double that figure by 2015.

Total RGC income is broken down into a number of agreed Higher Education Statistics Agency (HESA) categories from which the aggregates of business income and international income are derived. Whilst international income increased by 10% to £32 million, business income increased by 29% to £30 million, meeting our 2015 target

ahead of schedule. Business income also increased as a percentage of total RGC income. The University's total share of UK RGC income remained at 4.2%.

KPI 3 Quality

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

The University of Manchester's place as one of the UK's top research universities was confirmed in the results of the 2014 Research Excellence Framework (REF) published in December 2014. 83% of research activity at The University of Manchester was judged to be 'world-leading' (4*) or 'internationally excellent' (3*). The University was ranked in fifth place in terms of research power (grade point average times number of staff submitted; and on 4*/3* times number of staff submitted). The University had one of the broadest submissions of any university in the UK, with research evaluated in 35 discipline areas.

The citation KPI measures the percentage of publications with citations in the top 10% of their subject areas. In 2013/14, overall, 25% of all University items published in the period 2009-13 were in the top 10% of their field, compared to 22% last year (items published 2008-12).

Thomson Reuters has recently updated the list of highly cited researchers in the sciences and social sciences covering the 11-year period 2002-2012. The University of Manchester has eight highly-cited researchers on the new list: two in Physics and one in each of Biology &

Biochemistry, Economics & Business, Environment/Ecology, Geosciences, Psychiatry/Psychology and Social Sciences general.

KPI 4 Intellectual property commercialisation

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

2013/14 is the second year of the three-year cumulative target period. UMI³ (the University's innovation company) has met or exceeded most of its targets for 2013/14. It is also on track to meet its financial target that over the time of the whole plan, the income generated from UMI³ activities covers the cost of the UMI³ management fee to the University.

In 2013/14, there was a record number of invention disclosures (422). There were 94 Pathfinder and proof of principle projects funded and IP grants and translational awards to the University, compared to 44 the previous year. Some 464 licences were signed in 2013/14, compared to 43 in 2012/13, reflecting the introduction of some new ways of working and the launch and first-year success of the new UMIP software licensing portal (Click2Go). Seven spin-outs were formed, compared to four the previous year.

WORLD RANKINGS



RESEARCH GRANT AND CONTRACT INCOME



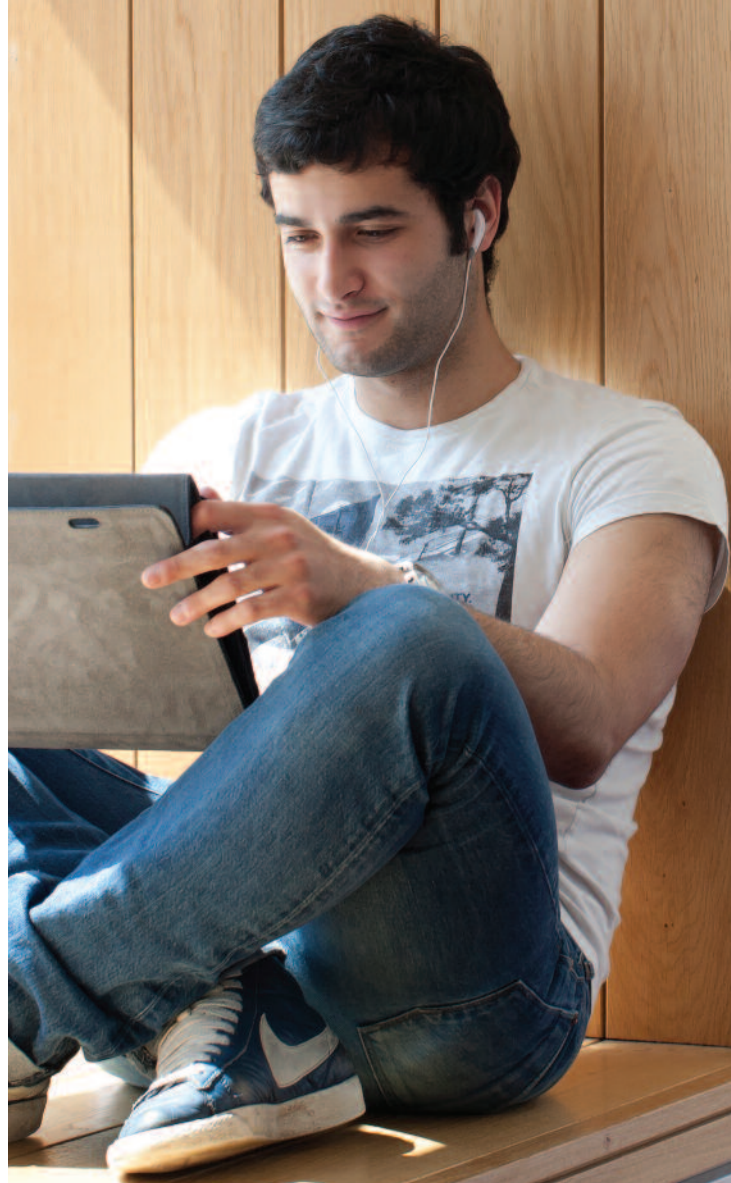
RESEARCH AT MANCHESTER



83%

of research submitted to REF ranked 4* and 3* world-leading or internationally excellent

Goal two
Outstanding
learning
and student
experience



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

KPI 5 Student satisfaction

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

85% of final-year undergraduates agree that they are satisfied overall with their experience at The University of Manchester. This result places the University 19th equal out of the 24 Russell Group institutions. Although this result means that we have sustained the improvements made over recent years, it is somewhat disappointing not to have advanced further towards our target of 90% student satisfaction – a reminder that there is still work to do to ensure that we achieve our goal of delivering an excellent teaching and student experience.

Areas of particularly strong performance included the School of Computer Science, where 94% of students were satisfied or very satisfied with their overall experience, an increase from 87% last year. The Schools of Chemistry, Physics and Astronomy, Environment, Education and Development, Electrical and Electronic Engineering, and the Faculty of Life Sciences all sustained overall satisfaction of 90% or more. Students at The University of Manchester are also consistently more satisfied than those at other comparator universities with learning resources, especially the Library (achieving 93% satisfaction) and IT services (92%).

KPI 6 Positive graduate destinations

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

The Destinations of Leavers from Higher Education Survey collects various data on the activities, job type and salaries (as appropriate) of all home/EU graduates six months after graduation.

Overall, 92% of our graduates are employed or in further study six months after graduation. The proportion of graduates in professional and managerial jobs and/or further study (positive graduate destinations) was 76%, up from 72% the previous year, an improvement against our comparators though we remain in the bottom quartile of the Russell Group on this measure.

KPI 7 Widening participation

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

Both KPIs are measured by HESA Performance Indicators and focus on UK-domiciled first degree new entrants, and are benchmarked against the 20 Russell Group institutions in England which are subject to the same undergraduate fee regime. Overall, the University performs well on these widening participation indicators. We outperformed our OFFA access requirement and remained in the upper quartile of English Russell Group institutions for both KPIs.

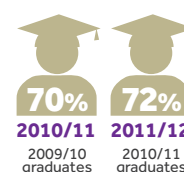
The KPI measures the percentage of young, first-degree entrants from low-participation neighbourhoods (LPNs) - postcode areas with a recognised low participation in higher education - and is based on the home postcode used in the Universities and Colleges Admissions Service (UCAS) application process. In the latest available data (2012/13 data published in 2013/14), the University had 8.2% of entrants from LPNs and was placed third in the English Russell Group.

Lower socio-economic group is an indicator based on the parental occupation classification declared through the UCAS application process. In data for 2012/13 published in 2013/14, the University had 25.3% of its young new entrants from lower socio-economic groups and was placed second amongst the English Russell Group institutions.

STUDENT SATISFACTION



POSITIVE DESTINATIONS



WIDENING PARTICIPATION



8.2%
low-participation neighbourhoods
(benchmark 7.2%)

25.3%
lower socio-economic groups
(benchmark 24.2%)

Goal three

Social responsibility



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

KPI 8 Social responsibility

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

A new strategy for social responsibility was launched in November 2013. Five core priorities and six signature programmes were agreed to provide focus on the University's efforts in social responsibility.

Research with impact

A signature programme focusing on addressing inequalities in Greater Manchester was agreed and named 'Just Greater Manchester'. Led by academic staff in the Faculties of Humanities and Medical and Human Sciences, the programme highlights and brings together Manchester's most significant research addressing issues of equality and fairness in its city region, focusing initially on four themes: education (e.g. schools and equity), work and employment (e.g. the living wage), health (e.g. reducing the risk of diabetes in Salford), and place (e.g. housing and neighbourhoods).

Socially responsible graduates

The Ethical Grand Challenges signature programme will provide every undergraduate with the opportunity to confront key ethical grand challenges through the completion of a common programme in each year of study – sustainability (Year 1); social justice (Year 2); and workplace ethics (Year 3). Two pilot events on sustainability were run in 2014, with a much larger event planned for Welcome Week 2015.

We encourage students to participate in the University College for Interdisciplinary Learning to broaden their educational horizons by taking course units (including the Manchester Leadership Programme (MLP)) outside the boundaries of their degree programme. The number of students participating in University College courses including MLP increased by 20% in 2013/14 to 1,686.

Engaging our communities

The total number of visitors to the Manchester Museum, the Whitworth, Jodrell Bank Discovery Centre and The John Rylands Library dropped by 12% to 744,873 in 2013/14 from 851,018 in 2012/13, but this reflected the fact that the Whitworth was closed to the public from 2 September 2013 in order to complete a major capital development project - it re-opened on 14 February 2015. During 2013/14, the University's four cultural institutions and the Office for Social Responsibility developed a new Cultural Access Programme for launch in 2014/15, targeting the 1,000 most local nine-year olds and their families to access out-of-school learning opportunities. Visits started in October 2014.

The Manchester Access Programme (MAP), which targets and supports talented students from backgrounds currently under-represented in higher education, had 170 MAP entrants in 2013/14. For 2014 entry we exceeded our target for students progressing into the University, with a total of 233.

The number of staff who are school governors increased from 117 to 129. A campaign to recruit alumni was launched in November 2013 and 124 registered to become governors, representing 6% of new governor registrations in the UK. The scheme won both the national and international awards at the Environmental Association for Universities and Colleges Green Gown Awards 2013.

Responsible processes, including equality and diversity

The equality and diversity measure focuses on three key areas. The proportion of women who are senior lecturers, readers and professors, remained at 28% in 2013/14. However, significant progress continued to be made with Athena SWAN awards (a scheme which recognises and celebrates good employment practice for women working in science, engineering and technology in higher education and research). The University now has four Schools with Silver awards (Chemical Engineering and Analytical Science, Chemistry, Pharmacy and the Faculty of Life Sciences) and ten with Bronze. The

proportion of ethnic minority staff at Grade 6 and above in the professional support services remained at 7% in 2013/14. The proportion of BME staff who are senior lecturers, readers and professors remained at 10%. In 2014/15, the University is planning to be in the trial of the Race Equality Charter Mark, which aims to inspire a strategic approach to making cultural and systemic changes that will make a real difference to minority ethnic staff and students.

'The Works' programme supported 773 people back into work (603 into The University of Manchester) during 2013/14, with a cumulative total of 1,931 gaining successful employment outcomes since 2010. 'The Works' won the *Times Higher Education* Award for Outstanding Contribution to the Local Community.

Environmental sustainability

The University's environmental sustainability (ES) target is to reduce the absolute carbon footprint of carbon emissions from gas and electricity consumption and University-owned vehicles by 40% by 2020 from a baseline year of 2007/08 and normalised for any change in overall footprint. Total carbon emissions in 2013/14 decreased by 1.4% on the previous year to 76,197 tCO₂, a 5.4% reduction from the baseline. This included a decrease in absolute carbon emissions from gas and oil.

There are a growing number of ES-related initiatives and opportunities across campus. In 2013/14 there were over 70 Green Impact teams in the University compared with 41 in 2012/13. The Procurement Team within the Directorate of Finance is working to promote and deliver sustainable procurement and has recently achieved Flexible Framework Level 4: one of only four universities to attain this level.

The Make a Difference: Think Sustainability signature programme will provide every member of staff with the opportunity to engage in a programme of carbon and natural resource literacy by 2017/18. The programme materials will be piloted with staff during 2014/15 for a phased roll-out starting in 2015/16.

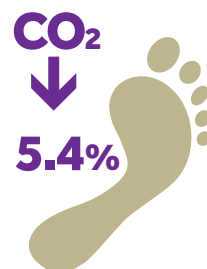
VISITORS TO CULTURAL INSTITUTIONS



NUMBER OF SCHOOL GOVERNORS



SUSTAINABILITY



Total carbon emissions from energy consumption **76,197 tonnes CO₂ -5.4% compared to baseline**

Enabling strategies



KPI 9 Staff satisfaction

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

The last internal staff survey was undertaken in spring 2013 by an external provider, Capita Surveys and Research, and achieved a response rate of 71%. Some 82% of staff agreed they were satisfied with their job at the University and 94% of staff thought the University was a good place to work. During 2013/14, work has been progressing on four key areas: behaviours; leadership and management; performance and development review; and reward and recognition. The results of a short poll in June 2014 showed that 55% of respondents believed that positive action was being taken as a result of the survey. The next survey will take place in spring 2015.

KPI 10 Estate

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

The measures used here relate to two measures within the Estates Management Statistics:

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

The figures are expressed as a percentage of gross internal area, and exclude the University's student residences. The proportion of the University's non-residential estate judged to be in good condition has remained at 73% but there has been a pleasing increase from 79% to 81% in functional suitability, thereby meeting this part of the target. The improvement in functional suitability reflects progress to date in delivering key projects associated with the

Campus Masterplan. Work is continuing, including the Manchester Business School Executive Education Centre and Hotel, Manchester Engineering Campus Development, and refurbishment of several existing buildings. The University is also building a £60m Graphene Engineering Innovation Centre (GEIC). The GEIC will be critical in the development of commercial applications and in maintaining the UK's world-leading position in graphene and related 2-D materials.

KPI 11 Financial outcome

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

The University is now monitoring earnings before interest, taxation, depreciation and amortisation (EBITDA) as its financial KPI. EBITDA (on a HEFCE calculation basis) was £68.6 million (7.7% of income) for the year compared with £61.8 million (7.5% of income) in the previous year.

There was a very strong performance in cash income from gifts, which doubled in 2013/14 to £19.5 million. This was ten times the level received in 2004.

KPI 12 Reputation

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

The portfolio of measures includes the University's position in the *Times Higher Education World Reputation Rankings*. The 2014 rankings are based on a survey carried out between March and May 2013, which received 10,536 responses from 133 countries. In 2013/14 the University dropped back slightly in the rankings to 51-60th from 47th in the world, and from 7th to 8th in the UK.

The University last commissioned a UK independent omnibus opinion poll, to ask the question, "Which University

would you put in 3rd, 4th and 5th place after Oxford and Cambridge?" in March 2013, when 17% of respondents listed The University of Manchester in the top five. The next poll is due to be carried out in 2015.

Advertising value equivalency (AVE) measures the size and impact of media coverage of the University, and calculates what the equivalent amount of space would cost, if paid for as advertising. The University met its 2020 target with a significant increase of 22% in numbers of stories published in 2013/14, to 24,062 compared with 19,695 the previous year, with the corresponding AVE increasing from £5.0 million to £7.6 million.

The league table measure is based on the average position of the University in the *Times Good University Guide*, the *Guardian* and the *Independent*. Our average position in 2013/14 was 30th.

KPI 13 Management compliance

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

We measure 15 health and safety indicators against which an actual score is calculated to give a theoretical maximum of 100%. The outcome in 2013/14 was 92%, the same as the previous two years. There were no enforcement notices in 2013/14. Internal compliance processes relate to the percentage 'net' positive outcomes to core questions in the Annual Compliance Exercise. Core questions are the questions asked each year regarding key aspects of financial management, conflict of interest and health and safety. An important aspect of the Annual Compliance Exercise is to allow managers to answer negatively and then to ensure satisfactory resolution following the completion of an agreed action plan to defined timescales ('gross' and 'net' responses). There were 99.2% positive outcomes in 2013/14 compared to 99.6% in 2012/13.

STAFF SATISFACTION



82%
staff satisfied with their job

UNIVERSITY ESTATE



Estate functional suitability has exceeded the target of 80%

FINANCIAL OUTCOME



Earnings before interest, taxation, depreciation and amortisation (EBITDA) £68.6m (7.7% of income)

UK MEDIA COVERAGE



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