

Strategic Planning in the University
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What am I going to cover today?

Planning Framework:
 Manchester 2020

 The Planning and Accountability Cycle

Strategic Planning Tools

How successful?





The Planning Framework

- Strategic Vision approved
 November 2011
- Manchester 2020 Strategic
 Plan approved May 2012.
- Refresh of Manchester 2020 approved July 2015, launched Oct 2015.





Strategic Vision 2020

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

http://www.manchester.ac.uk/aboutus/facts/vision/



Strategic Plan

Three Core Goals:

- World-Class Research
- Outstanding Learning and Student Experience
- -Social Responsibility

Six Enabling Strategies:

- Quality People
- World-Class Estate
- Financial Sustainability
- A Reputation for Excellence
- An International Institution
- Quality Services





KPIs and Targets

- Small number of KPIs and targets
- Focus on performance against target.
- Cascaded to Faculty and School where appropriate.
- More effective Board monitoring of performance.





High-Level KPIs and Targets

Key Performance Indicator	Performance to date		Targets			
	2012/13	2014/15	2015	2020		
Research						
1 World Ranking - Shanghai Jiao Tong	41	41		25		
2 Total research grant and contract income	£199.6m	£262.4m	£255m	£392.4m		
3 Quality						
i) research – world leading or internationally excellent	78% (outputs)	64% (RRE)	70%			
ii) citations - top 10% of field	22%	21.5%		27%		
4 IP Commercialisation	portfolio measure					
Teaching and Learning and the Student Experience						
5 Student Satisfaction NSS Q22	85%	86%	86%	90%		
6 Positive Graduate Destinations	71.9%	78.5%		85%		
7 Widening Participation						
i) low participation neighbourhoods	6.2%	7.9%		8.7%		
ii) lower socio-economic groups	20.4%	23.8%		23.8%		



High-Level KPIs and Targets

Key Performance Indicator	Performance to date		Targets			
	2012/13	2014/15	2015	2020		
Social Responsibility						
8 Social Responsibility	portfolio measure					
Enabling Strategies						
9 Staff Satisfaction						
i) overall satisfaction	82%	82%		80%		
ii) response rate	71%	70%		50%		
10 Estate						
i) good condition	73%	73%		80%		
ii) functional suitability	79%	81%		80%		
11 Financial Outcome (EBITDA)	7.5%	8.1%		10%		
12 Reputation	portfolio measure					
13 Management: Compliance	portfolio measure					



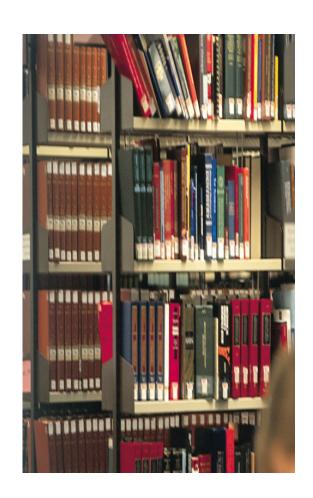
Planning and Accountability Cycle

Planning v accountability

Institutional v Faculty/PSS

Planning v budgeting

One year v five year





Planning & Accountability Cycle

