



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?



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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>i) research – world leading or internationally excellent</i>	78% (outputs)	64% (RRE)	70%	
<i>ii) citations – top 10% of field</i>	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>i) low participation neighbourhoods</i>	6.2%	7.9%		8.7%
<i>ii) lower socio-economic groups</i>	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>i) overall satisfaction</i>	82%	82%		80%
<i>ii) response rate</i>	71%	70%		50%
10 Estate				
<i>i) good condition</i>	73%	73%		80%
<i>ii) functional suitability</i>	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

