Schools to set Operational Priorities in line with the Faculty Strategy key priorities. No more than 2 objectives under each main goal, outlining the longer term (3 year plan) goal for the objective, as well as the detailed (complete table) for the in-year objective and activities.

Deadline for submission to Faculty – 26th June 2023

## Research

Longer term objective (i.e. by the end of the 3-year plan): **Increased focus on impact-oriented collaborative research activities without sacrificing quality of research outputs.**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Increase in industry research income** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Horizon scanning of industrial funding opportunities | Work with the Faculty Business Engagement (BE) team to do a detailed review of potential income, disseminate through to Divisions to guide focus areas. | A roadmap of potential income to guide strategic focus within the school, guided by detailed forecast and competitor analysis against similar forms of income. | Director of Research; Hums PS lead for BE |  |
| Set up interdisciplinary industry funding working group | - Compare income baseline and then 6 monthly review. - Action working plan created and reviewed regularly.  - Promote inter-school and inter-faculty collaborations through Directors of Research networking and through University of Manchester platforms such as Digital Futures. | A pro-active network that works together to improve School success in industry research income – increase by £50k. (average annual revenue per investigator is £350k, so aim will be to increase to £400k). | Director of Research; Hums PS lead for BE |  |
| Enhance industry facing marketing/web presence and collateral | Work with Comms & Marketing colleagues to improve access for industry into research. | Improved and increased connections with industry – aim to have established 7 more links and attracted over £300k by the end of the period. | Director of Research; Hums  PS lead for BE; AMBS Director for Comms & Marketing |  |

Longer term objective (i.e. by the end of the 3-year plan): **Developing the next generation scholars through a vibrant PGR community**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Increase the quality of PGRs and their sense of belonging in the school.** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Recruit excellent PGR candidates | Reduce delay in the time for making offers and funding decisions. | First round of decisions and offers out by end of January 2024. | PGR Director; PGR Divisional Coordinators; Doctoral Academy |  |
| Continue to embed a strong  research culture amongst the PGR  community | Support PGRs to organise self-study groups and divisional “Brown Bag” seminars. | Higher participation rate for PGR study groups and “Brown Bag” seminars. | PGR Director; PGR Divisional Coordinators; PGRs |  |
| Emphasise impacts of PGRs’  research | Deliver doctoral network series on the topics of PGR research impacts. | Higher attendance for the doctoral network series. | PGR Director, Doctoral Academy |  |

## Teaching and Learning

Longer term objective (i.e. by the end of the 3-year plan): **Development of three new specialist MSc programmes in line with the Faculty of Humanities’ ‘Size & Shape’ agenda**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Specialist MSc programme portfolio widened in line with market demands** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Successful launch of new MSc Digital Marketing with first student intake in September 2023 | Cohort intake size. | Achievement of September 2023 programme intake target.  Diversified student intake. | Director of T&L; Director PGT Programmes |  |
| Finalise development of new MSc Sustainable Business in preparation for first student intake in September 2024 | NPP process finalised and student recruitment commences. | Achievement of September 2024 programme intake target.  Diversified student intake. | Director of T&L; Director PGT Programmes |  |
| Start development of new (blended learning) MSc Fintech programme with anticipated first student intake in 2025-26 | NPP process commences. | NPP Stage 1 completed and NPP Stage 2 progressed (possibly completed). | Director of T&L; Director PGT Programmes |  |

Longer term objective (i.e. by the end of the 3-year plan): **To improve the student experience and student outcomes**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Enhanced student experience** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Enhancing student facilities within AMBS including, but not limited to, increase in workstations, increase in social facilities and spaces. | Numbers of workstations and social spaces, survey of students to measure satisfaction with facilities. | Increase in score in NSS, more positive student feedback and a reduction in complaints about lack of facilities. | HoSO; HoTLSE |  |
| Review of Academic Advising units to include creating more of a cohort identity. | Student and staff satisfaction survey. | Increase in score in NSS, more positive student feedback. | Director of UG programmes, HoTLSE |  |
| Implement planned growth in opportunities for UoM students to participate in entrepreneurship education through MEC. | % students participating in entrepreneurship education.  Number of student startups | Growth in reputation for entrepreneurship. | Director of Masood Entrepreneurship Centre |  |

## Social Responsibility and EDI

Longer term objective (i.e. by the end of the 3-year plan): **Create a more sustainable working environment and embed sustainable processes**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Support the Humanities Environmental Sustainability Strategy** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Introduce the School Operations STAR model to support sustainable travel and compliance with the UoM Travel Policy. | Launch and review of the STAR workflow. | Increase in take up of more sustainable travel options. | School Operations Manager |  |
| Promote the Environmental Travel funding available at UoM and Faculty level; and discuss School level to align with other Humanities Schools. | Budget identified and engagement with communications. | Increase in take up of applications to the fund. | School Operations Manager |  |
| Engage with Food on Campus regarding removal of the plastic bottles in AMBS outlets. | Removal of bottles and promote sale of sustainable water bottles. | No bottles; successful website and social content campaign. | School Operations Manager |  |
| Review and implement more efficient ways of travelling as part of our ‘flying Faculty model’ in TNE delivered programmes as well as the active adoption of more suitably qualified and able local academics, where appropriate. | number of flights compared to baseline 2018/19. | Number of flights reduced. | Global MBA Director;  Head of MBA and Global MBA Operations |  |

Longer term objective (i.e. by the end of the 3-year plan): **Create a more inclusive working environment and student experience**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Further embed SR and EDI in Core Goals, Operations and across the School** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Head of School staff engagement programme | Regularity and attendance of colleagues at planned engagement sessions | Blend of feedback from colleagues and tangible, well communicated actions as follow up. | HoS; HoSO |  |
| SR and EDI statements in unit outlines | Increase in % of course unit outlines with SR and EDI statements. | Higher adoption rate of statements. | SR Director; EDI Lead |  |
| Showcasing impact of SR and EDI in the Curriculum | Survey and case studies of graduating students and alumni. | Website and social media content. | SR Director; EDI Lead |  |
| Develop preliminary guidance on how to be inclusive in teaching | Guidance produced, communicated and circulated. | Colleagues are more confident in being inclusive and are applying techniques in the classroom. | SR Director; EDI Lead |  |
| Continuously promote and track research that contributes to UN SDGs | Review of monthly reports by SR Committee members of PURE data and Funding Awards data. | Most research contributes to SDGs; website and social media content. | SR Director; Research Director |  |
| Athena Swann Action Plan | Bronze Renewal submitted in May 2024. | Successful renewal and development of a set of strategic priorities for 2024/25. | EDI Lead |  |
| Further strengthen ESG in the MBA curriculum | % ESG in curriculum included in unit specifications | Maintaining high ESG position in Financial MBA ranking. | FT & Global MBA Directors |  |

## Enabling objectives

Longer term objective (i.e. by the end of the 3-year plan): **Accessibility and delivery of management information to inform decision making**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: e.g. Improve management information across the School** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Good practice network for academics on how to access MI and how to use it. | Staff engagement in network. | Greater accessibility to MI across the School and understanding of how this informs decision making. | HoSO; School Operations Manager |  |
| Regular reporting of standardised reports to enable reliable progress reporting.  (Specifically incorporating Exec Ed and MEC progress reporting) | Increase in standard agenda items at core School committees. | Embedded data reporting across all core School groups, with appropriate time for reflection and discussion. | Core goal / core activity committee Chairs |  |
| Power BI reports for key data for the School. | Regularity and accessibility to key data reports. | Consistent data driven decision making. | School Planning & Data Analyst |  |

Longer term objective (i.e. by the end of the 3-year plan): **Position the School to be a continued school of opportunity, placing people at the heart of all that we do**

In year objective/activities (please complete the table below):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective: Building ‘our purpose’** | | | | |
| **Activity** | **How will this be measured?** | **What does success look like?** | **Owner** | **Outcome** |
| Enhanced induction programme and continuous professional development for all School colleagues. | Roll out of School wide programmes. | Well defined and communicated induction programme with clear expectations for new starters.  Continuation of lunch and learn programme, senior leadership insights profiles, broadening availability of good practice initiatives within Divisions. | HoS; HoSO; SOM |  |
| Delivering bicentenary activity at AMBS | Wide range of School based activities across the year. | School wide engagement in bicentenary. | Director of Comms, Marketing & Recruitment |  |
| Developing AMBS’ narrative/brand values/purpose | Successful delivery of project. | High levels of internal and external engagement and awareness. | HoS; Director of Comms, Marketing & Recruitment; HOSO |  |
| Effective workforce planning, | EDI statistics; Faculty metrics; alignment of specialist delivery to academic and PS expertise. | Recruiting and retaining top quality appointments from junior to senior level (including targeted appointments to priority research areas).  Diverse academic and PS community with capacity to deliver against core goals and Business School specific activity.  High levels of specialist expertise. | SLT; PSLT |  |

\* Engagement programme, EDI engagement, enhanced facilities for students highlighted above