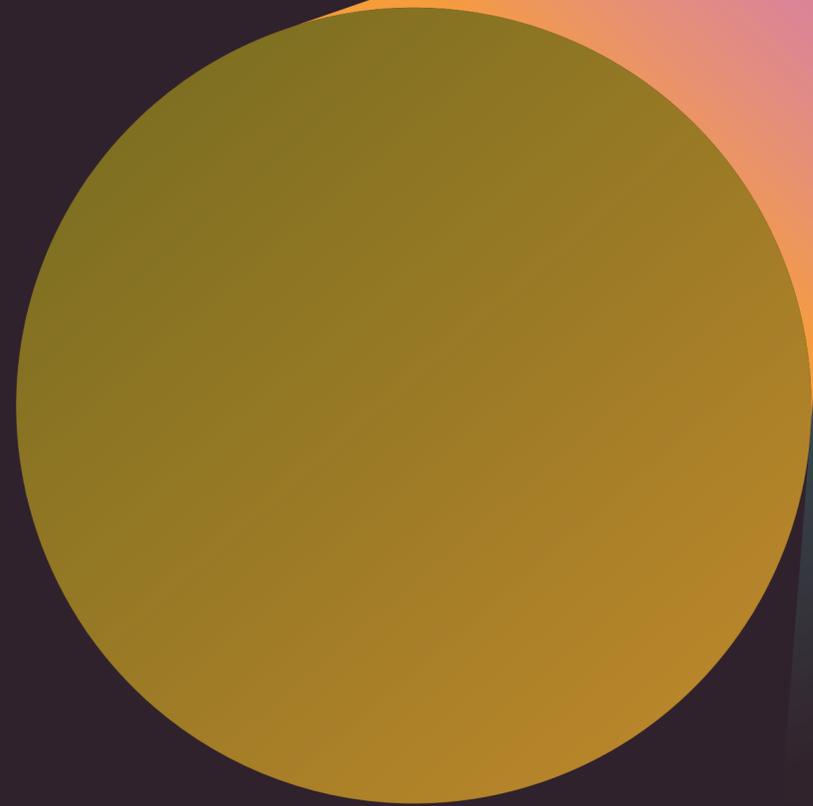


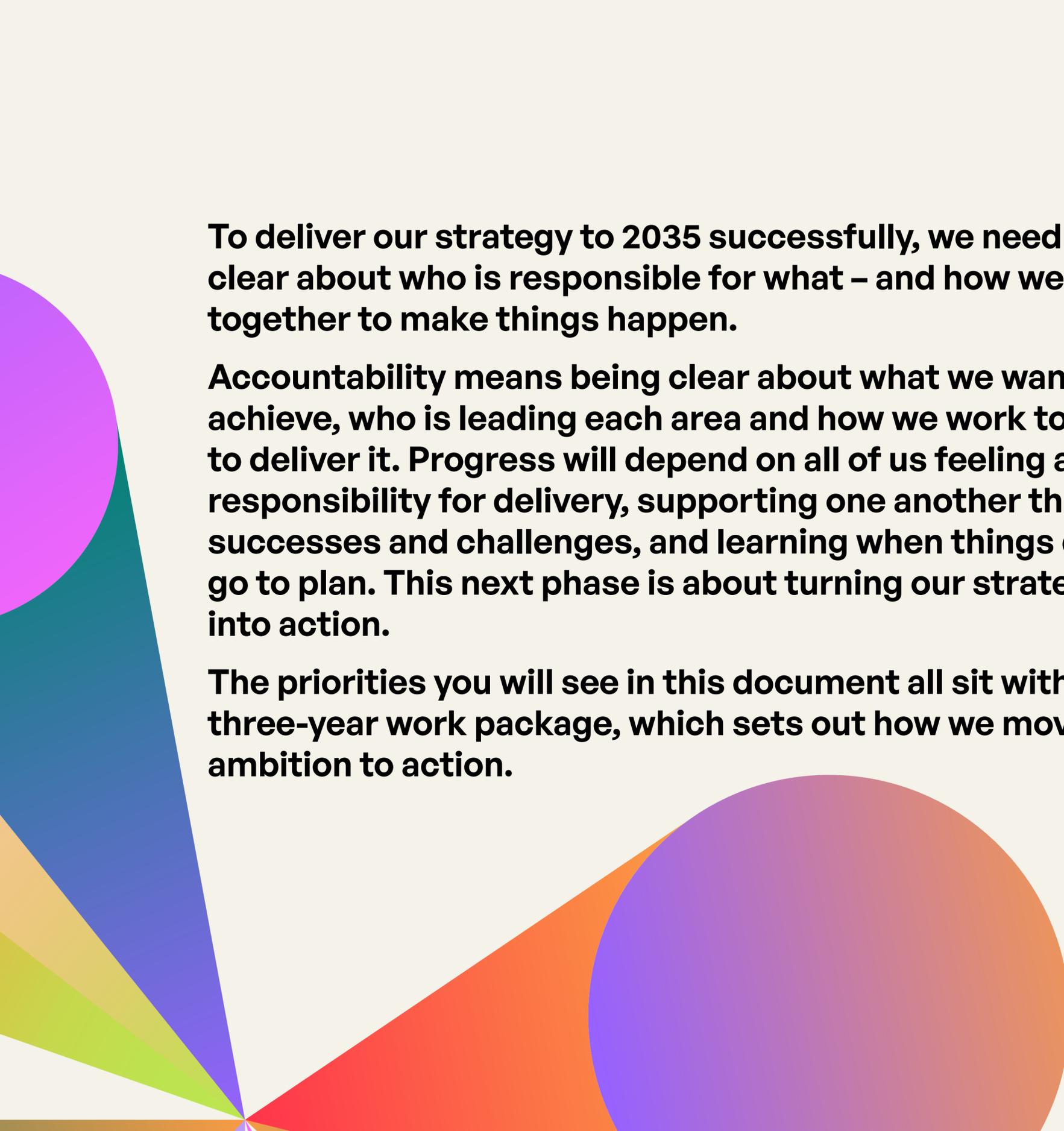


The University of Manchester

From Manchester
for the world

Accountability Framework





To deliver our strategy to 2035 successfully, we need to be clear about who is responsible for what – and how we work together to make things happen.

Accountability means being clear about what we want to achieve, who is leading each area and how we work together to deliver it. Progress will depend on all of us feeling a shared responsibility for delivery, supporting one another through successes and challenges, and learning when things don't go to plan. This next phase is about turning our strategy into action.

The priorities you will see in this document all sit within our three-year work package, which sets out how we move from ambition to action.

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Supporting references:

Our strategy to 2035

Delivery Handbook

Three-year work package

How we manage decisions and priorities

Our new committee structure plays an important role in this. Each committee focuses on a key area of delivery and feeds into the University Executive.

This is an evolving process and we are continuing to build the right ways of working. As the committees become more established, they will help us:

- reduce unnecessary bureaucracy
- define and embed priorities that last
- track progress more effectively
- make decisions in a more joined-up way

We will manage delivery through these structures rather than creating separate or competing processes.



What accountability looks like in practice

Our Delivery Handbook sets out how we intend to lead and deliver improvements as part of our strategy to 2035. We need to keep challenging ourselves about what accountability really means. For example:

Are we clear about who to involve in decisions?

Are we communicating decisions clearly and openly?

Are we following through on the decisions we make?

Are we giving people the authority, information and tools they need to deliver?

Are we using accountability to support progress and learning – not to assign blame?

These questions matter because how we work together will be just as important as what we deliver.

 [READ OUR DELIVERY HANDBOOK](#)

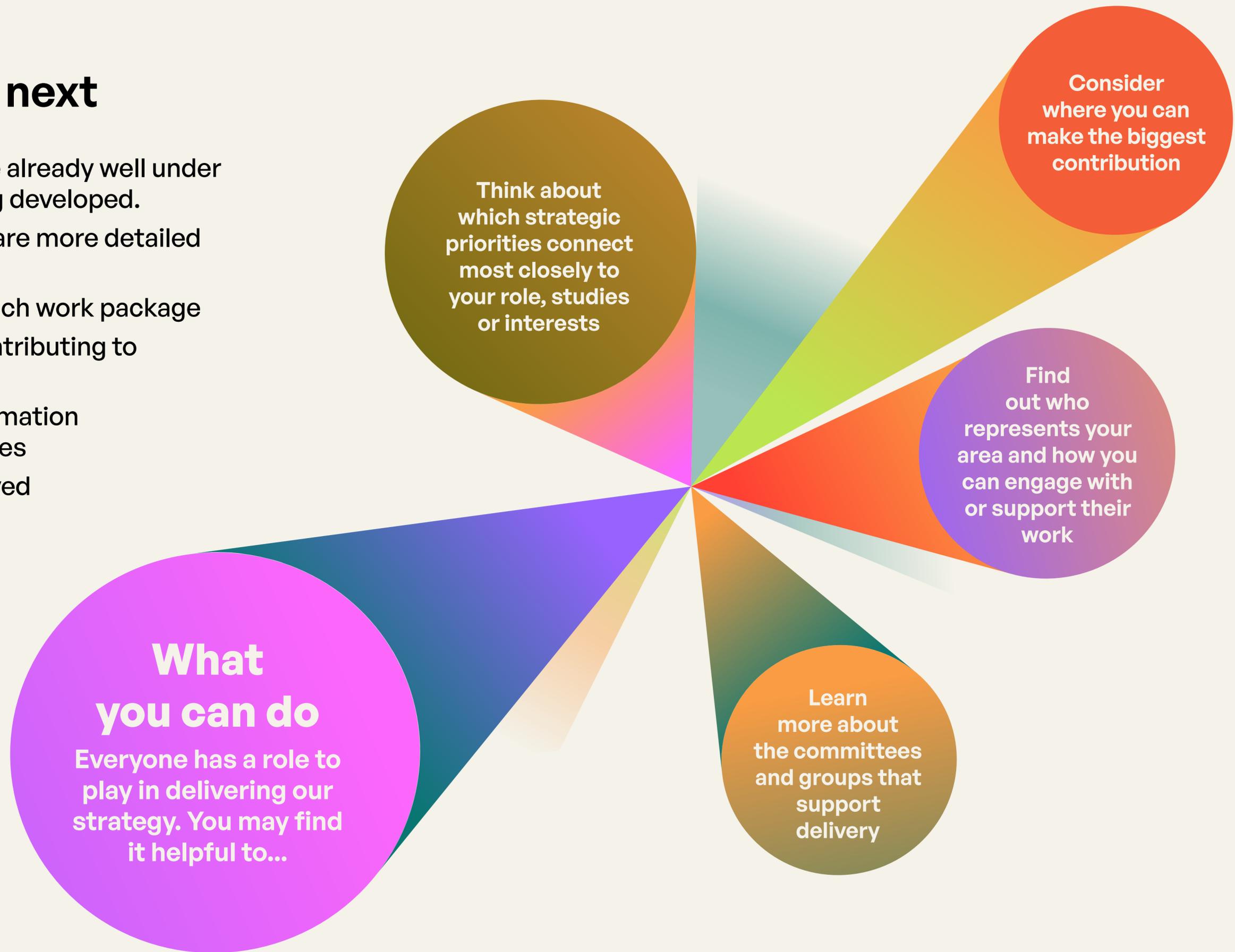


What happens next

Some of our priorities are already well under way. Others are still being developed.

Later this year, we will share more detailed information about:

- the priorities within each work package
- who is leading and contributing to each area
- how you can find information about specific initiatives
- how you can get involved



Sponsors

READ DUNCAN'S PROFILE



Professor Duncan Ivison
President and Vice-Chancellor

READ ASHLEY'S PROFILE



Professor Ashley Blom
Vice-President and Dean of the Faculty of Biology, Medicine and Health

READ KATE'S PROFILE



Kate Cambden
Executive Director of Development and Alumni Relations

READ FIONA'S PROFILE



Professor Fiona Devine
Vice-President and Dean of the Faculty of Humanities

READ COLETTE'S PROFILE



Professor Colette Fagan
Vice-President for Research

READ PATRICK'S PROFILE



Patrick Hackett
Registrar, Secretary and Chief Operating Officer

READ JENN'S PROFILE



Professor Jenn Hallam
Vice-President for Teaching, Learning and Students

READ JOHN'S PROFILE



Professor John Holden
Vice-President for Civic Engagement and Innovation

READ ELE'S PROFILE



Ele Morrissey
Executive Director of People

READ CAROL'S PROFILE



Carol Prokopyszyn
Chief Financial Officer

READ SARAH'S PROFILE



Professor Sarah Sharples
Vice-President and Dean of the Faculty of Science and Engineering

READ NALIN'S PROFILE



Professor Nalin Thakkar
Vice-President for Social Responsibility

The Board

The Board is Manchester's governing body and has ultimate accountability for the strategic direction of the University. It meets formally at least six times during each academic year.

The Board has 23 members, the majority of whom are not employed by the University. They are known as lay members and bring valuable external perspectives to the Board's work. The Chair of the Board, Philippa Hird, is appointed by the Board from among these lay members.

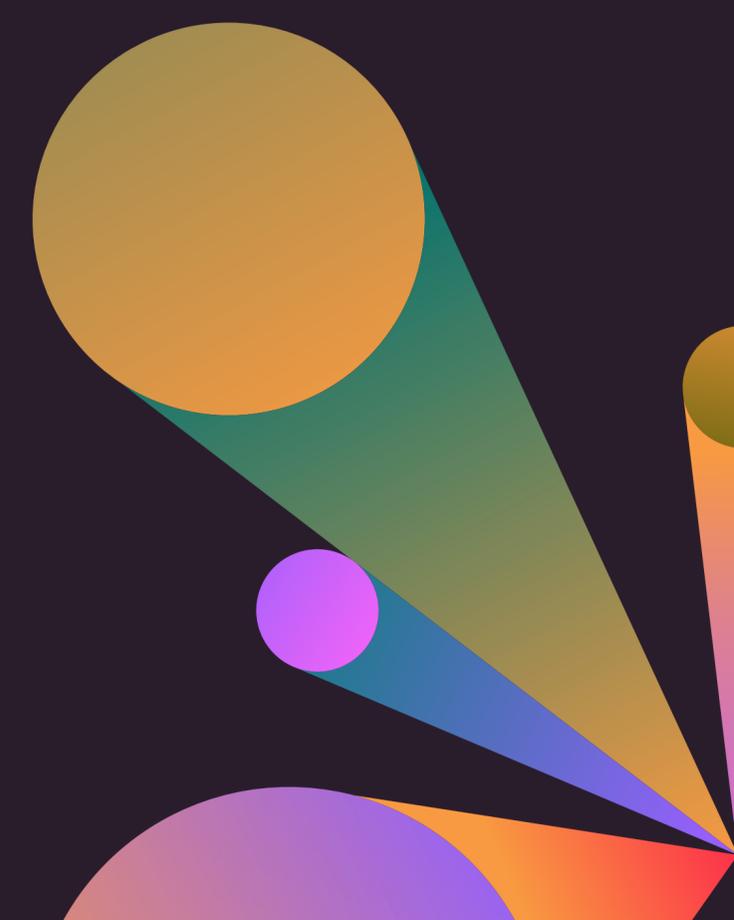
Following extensive engagement, in October 2025 the Board approved our strategy to 2035 and holds the University Executive to account for its delivery.

The following committees report to the Board:

- Audit and Risk Committee
- Finance Committee
- Nominations and Governance Committee
- Remuneration and People Committee



DISCOVER MORE ABOUT THE
BOARD AND ITS COMMITTEES



Executive committee structure

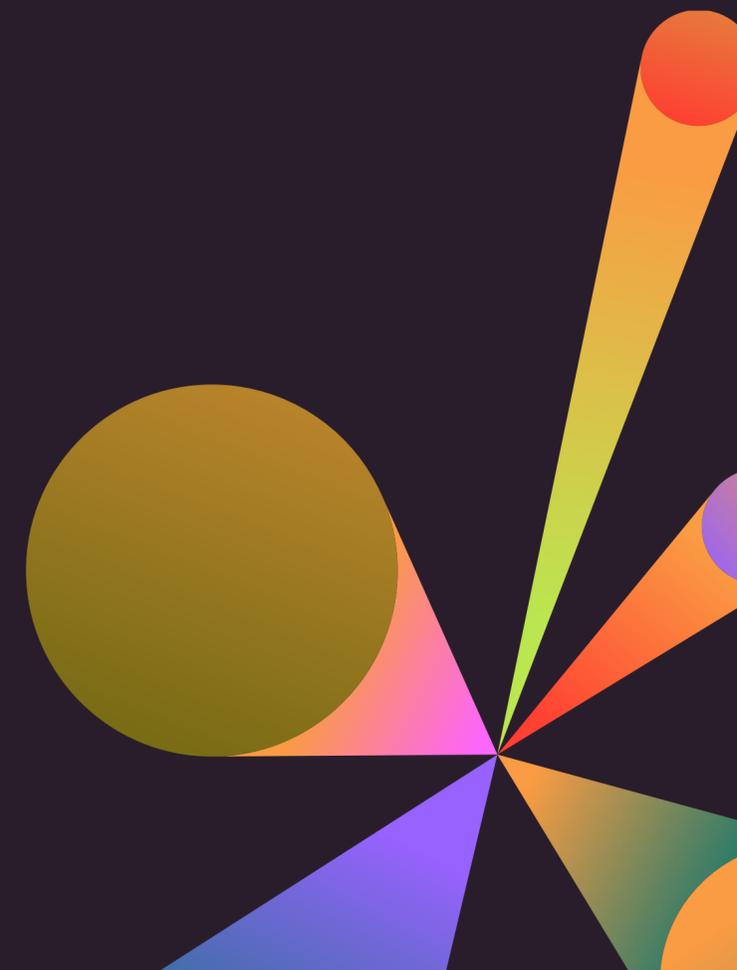
Committees are an essential component of university oversight. University Executive is supported by six executive committees and eight assurance committees.

Executive committees

- Infrastructure Committee
- Innovation Committee
- International Committee
- Research Committee
- Social Responsibility Committee
- Teaching, Learning and Students Committee

Assurance committees

- Cultural Institutions Governance Committee
- EDI Committee
- Environmental Sustainability Committee
- Gift Oversight Group
- Health Safety and Wellbeing Committee
- Information Governance Committee
- Research Compliance Committee
- Research Relationships Oversight Group



The following committees will provide oversight for the priorities in our three-year work package.

University Executive (UE)

Provides senior strategic leadership and coordinated decision making to guide institutional priorities, manage key risks and resources and ensure the effective delivery of our mission.

 [LEARN MORE ABOUT UE](#)

Gift Oversight Committee

Responsible for decisions on the acceptance of philanthropic donations to the University in line with official Gift Acceptance Policy and Processes.

Infrastructure Committee

Provides direction on which physical estate and digital infrastructure investments the University makes and how they are delivered, ensuring they align with our strategic ambitions. It advises on priorities, funding, delivery and sequencing.

Innovation Committee

Provides oversight, strategic direction and coordination for innovation matters, ensuring the development and implementation of effective strategies, policies and initiatives.

 [LEARN MORE ABOUT INNOVATION COMMITTEE](#)

Remuneration and People Committee

Approves University Executive remuneration and recommends people strategies and decisions to the Board. This is a Board committee.

 [LEARN MORE ABOUT REMUNERATION AND PEOPLE COMMITTEE](#)

Professional Services Leadership Team (PSLT)

Provides collective strategic oversight, coordination and decision making to ensure the University's professional services operate effectively, align with institutional priorities and enable academic and research success.

 [LEARN MORE ABOUT PSLT](#)

Research Committee

Provides oversight, strategic direction and coordination for research matters, ensuring the development and implementation of effective strategies, policies and initiatives.

 [LEARN MORE ABOUT RESEARCH COMMITTEE](#)

Teaching, Learning and Student (TLS) Committee

Provides strategic oversight and coordination to enhance the quality of teaching, learning and the overall student experience across the University.

Our priorities for the next three years

Over the next three years, we will deliver our first set of strategic priorities that strengthen our foundations and leaps.

TLS LEAPS

Teaching excellence

Enhancing our teaching via training, recognition, pedagogic capabilities and innovation.

Jenn Hallam

Sarah Sharples

TLS Committee

Curriculum development

Developing a signature curriculum that will prepare students to apply knowledge in practice.

Jenn Hallam

Fiona Devine

TLS Committee

Our priorities for the next three years

TLS LEAPS

Academic advising

Introducing an integrated academic-pastoral advising approach to support our student experience.

Jenn Hallam

Ashley Blom

TLS Committee

Partner-enabled learning

Connecting existing innovations from across our curriculum and scaling up our partner-enabled learning offer.

Jenn Hallam

John Holden

TLS Committee

Manchester Online

Expanding our teaching beyond our physical campus into new markets.

Jenn Hallam

Fiona Devine

TLS Committee

Our priorities for the next three years

TLS LEAPS

PGT Review

Responding to changes in PGT markets and student expectations.

Jenn Hallam

Fiona Devine

TLS Committee

RESEARCH LEAPS

Platforms and challenges

Mobilising our infrastructure and expertise to supercharge our interdisciplinary research platforms.

Colette Fagan

Sarah Sharples

Research Committee

Research enablers

Better supporting the delivery of excellent research, including the Research Lifecycle Programme and the One Research Facility project.

Colette Fagan

Patrick Hackett

Research Committee

Our priorities for the next three years

RESEARCH LEAPS

Strategic recruitment

Building new research teams to accelerate impact.

Colette Fagan

Ashley Blom

Research Committee

INNOVATION AND PARTNER LEAPS

Fundraising campaign

Increasing philanthropy and engagement via our first major fundraising and volunteering campaign, Challenge Accepted.

Duncan Ivison

Kate Cambden

UE

Gift Oversight Committee

Alumni relationship management

Introducing a new customer relationship management platform for alumni and donors.

Patrick Hackett

Kate Cambden

Infrastructure Committee

Our priorities for the next three years

INNOVATION AND PARTNER LEAPS

Innovation plan

Mobilising and integrating all our innovation assets to turn research and teaching into real-world impact, faster.

John Holden

Colette Fagan

Innovation Committee

FOUNDATIONS

AI Pathfinder projects

Supporting colleagues and students to innovate AI-based solutions to real-world challenges.

Patrick Hackett

Ashley Blom

Infrastructure Committee

AI scale-up including CoPilot

Scaling up our use of AI where it can deliver value.

Patrick Hackett

Ashley Blom

Infrastructure Committee

Our priorities for the next three years

FOUNDATIONS

Brand programme

Strengthening and modernising our brand to attract the best students, colleagues and partners to Manchester.

Duncan Ivison

Patrick Hackett

Infrastructure Committee

Core technology

Renovation of our core technologies and data to underpin improved services for students and colleagues.

Patrick Hackett

Ashley Blom

Infrastructure Committee

Digital skills

Expanding our Digital Skills Suite with the launch of workshops and surgeries.

Ele Morrissey

John Holden

Remuneration and People Committee

Our priorities for the next three years

FOUNDATIONS

External Digital Experience

Creating a world-class, inclusive and personalised digital experience for all our stakeholders, wherever they are in the world.

Patrick Hackett

Fiona Devine

Infrastructure Committee

Future Foundations

Modernising our finance and people technologies to improve service delivery and data.

Carol Prokopyszyn

Ele Morrissey

Sarah Sharples

Infrastructure Committee

Infrastructure plan

Developing an integrated plan across our digital and physical estates to guide long-term investment.

Patrick Hackett

Ashley Blom

Infrastructure Committee

Our priorities for the next three years

FOUNDATIONS

Leadership framework

Establishing a University-wide approach to leadership development.

Ele Morrissey

Nalin Thakkar

Remuneration and People Committee

Performance and development reviews

Redeveloping and relaunching the performance and development review process.

Ele Morrissey

Nalin Thakkar

Remuneration and People Committee

PS service improvement

Delivering small-scale service improvements and rethinking how we work across Professional Services to support our strategy.

Patrick Hackett

Fiona Devine

Ashley Blom

Sarah Sharples

PLST

UE

Our priorities for the next three years

FOUNDATIONS

Residences

Investing in new student accommodation at our Fallowfield site.

Patrick Hackett

Jenn Hallam

Infrastructure Committee

ServiceNow automation

Improving responsiveness to service requests from students and colleagues.

Ele Morrissey

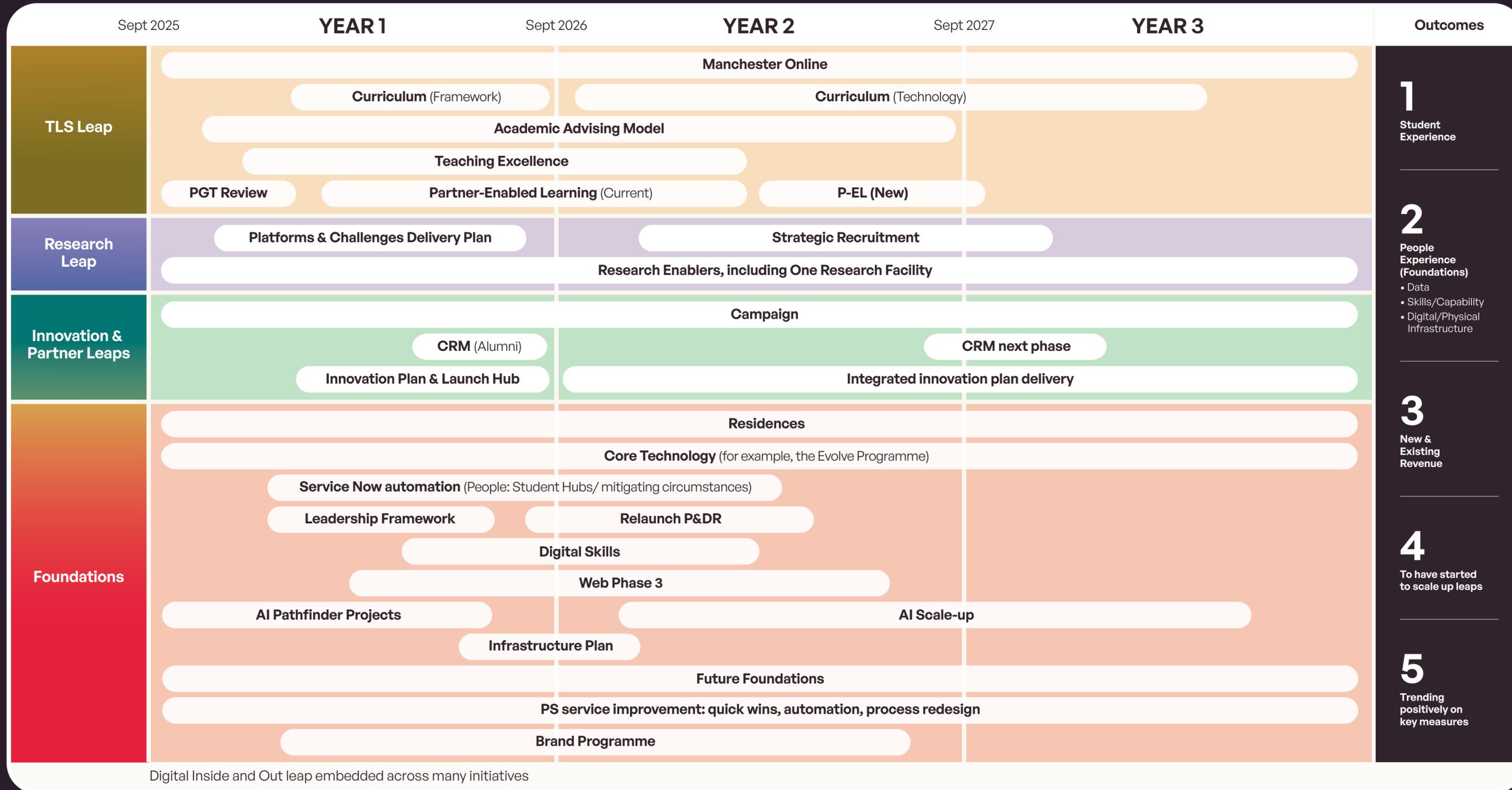
Jenn Hallam

Patrick Hackett

Infrastructure Committee

TLS Committee

Three-year work package



 **READ OUR THREE-YEAR WORK PACKAGE**

