

# Stock Take Summary 2011

*A Review of Progress Against Advancing the Manchester 2015 Agenda*

## Introduction

The 2011 Stock Take Report provides a detailed appraisal of progress against the University's Strategic Plan in 2009-10 and is a key component of the University's Planning and Accountability Cycle.

The new version of the University's Strategic Plan, *Advancing the Manchester 2015 Agenda*, came into effect during 2009-10. The Plan confirms the University's overall vision for 2015 – to be one of the top 25 world-leading institutions – but clarifies and refines the Goals and Key Performance Indicators. The Strategic Plan now has three Core Goals - Research, Higher Learning and Social Responsibility - and six Enabling Goals. The 2011 *Stock Take Report* reports progress against this Strategic Plan and these Goals and Enabling Goals.



This annual Stock Take Report provides a factual account of the progress which The University of Manchester made towards achieving its strategic goals and stated planning targets during the period under review, namely the academic year 2009-10. As such, it is formally and principally a document for the University's Board of Governors to measure and monitor the University's performance over the previous 12 months. We also produce this summary document to inform the wider University community and other external stakeholders of our progress.

The Stock Take Report covers just the first few weeks of my tenure as President and Vice-Chancellor. Consequently, almost all of the activity and progress reported here occurred during the leadership of my predecessor, the late Professor Alan Gilbert. I want to pay tribute to Alan for his vision and outstanding contribution to the transformation of the University over our first six years. He handed over to me a University that is in great shape and I welcome the opportunity to build on this legacy.

As Alan said in his introduction to this document last year, the key challenge for the University during 2009-10 was to remain relentlessly strategic, whilst making preparations for a much more difficult operating environment and a major change in Government higher education policy.

I believe that this document shows that we managed to achieve that difficult balancing act by demonstrating a positive momentum towards many of our strategic goals, albeit at a slower rate of progress than in the more benign environment that followed the creation of the new University in 2004.

In *Research*, most of the data presented show a steady improvement in our performance, but also a significant gap between us and the very top performers in the UK and overseas. We are currently using the intelligence gained from our own Research Profiling Exercise to develop a comprehensive research strategy which addresses how we can diversify our sources of research

income and significantly increase the proportion of our research that is world-class and world-leading.

In *Higher Learning*, we are making progress, but some of the problems we are tackling remain stubbornly intractable. Thus the results of the National Student Survey (NSS) show minor improvement, but not nearly enough progress. We have put in place new policies and structures to ensure the greater personalisation of the student experience and improve the provision of 'feedback' to students. We must now ensure that these important policy changes are adhered to and are effective.

I am determined that *Social Responsibility* will be a defining feature of the University, such that ours will be not only a distinguished, but also a distinctive, University. The results of some impressive activities and initiatives are reported in this document, but we are still approaching many of these activities in a piecemeal and disjointed fashion. We are now well advanced in the preparation of a comprehensive strategy and operational plan to co-ordinate better our activities in this area.

Overall, this Stock Take Report shows that The University of Manchester is continuing to make positive progress towards its Manchester 2015 Goals and is in a relatively strong financial position. But – like all UK universities – we face some major challenges. I believe that the University's annual Planning and Accountability Cycle and this annual Stock Take exercise provide a powerful discipline to ensure that our reactions to the new higher education climate and financial adversity will be strategic, not *ad hoc*.

A handwritten signature in black ink that reads "Nancy Rothwell". The signature is written in a cursive, flowing style.

Professor Dame Nancy Rothwell  
President and Vice-Chancellor

# Goal One Research

**To make The University of Manchester one of the 25 strongest research universities in the world by appointing and retaining world-leading researchers, producing research outcomes of the highest international significance and giving postgraduate research training, applied and translational research and knowledge transfer activities parity of esteem with fundamental and curiosity-driven research.**

Although not occurring within the 2009-10 academic year, it would be remiss not to include the highlight of the University's research achievement to date, with the award of the Nobel Prize for Physics to Professor Andre Geim and Professor Konstantin Novoselov for their pioneering work with graphene, which was discovered at the University in 2004. This highly-prestigious award is testimony to the world-leading research being carried out in physics and more broadly across the University.

## **KPI 1.1 Annual improvement in Shanghai Jiao Tong "Academic Ranking of World Universities" 2009-15.**

The Shanghai Jiao Tong "Academic Ranking of World Universities" is generally regarded by research-led universities around the world as the most reliable measure of international ranking. However, it is limited as it does not assess most of our disciplines in the arts and humanities, or in subjects allied to medicine, many of which are particularly strong. As with other rankings that rely on inputs from citation data and bibliometric analysis, it favours science and engineering institutions over full service universities.

The University dropped three places from 41st to 44th in the 2010 "Academic Ranking of World Universities" produced by Shanghai Jiao Tong University. A preliminary analysis shows that the scores under each of the performance measures were similar to last year but there was a significant fall in per capita performance. In terms of performance in other measures, The University of Manchester is broadly consistent with previous years, though it slipped back slightly in ranking on the number of publications in *Nature* and *Science*.

## **KPI 1.2 Annual improvement in the mean citation impact of research publications produced in the University.**

Consistent with last year, the University commissioned a specific citation data set from Thomson Reuter. The data cover the years 2005-09 and report the number of articles

published and total citations appearing to date, using this data to calculate the impact of our research in terms of average citations per article. We also benchmarked this data against a wide range of national and international institutions, and against aggregate data for UK Russell Group institutions.

Although citation data are recognisably problematic, the data available confirm that the University continues to underperform against its peer institutions. Citation data from Thomson Reuters show that for the most recent five years, 2005-09, whilst this University produced a high volume of Web of Science publications (17,134), it had a citation rate per publication (impact) of 6.23, which was lower than comparable institutions.

Improving citation performance is a key priority in the University's new Research Strategy.

## **KPI 1.3 Annual improvement in research grant and contract income per academic staff full-time equivalent (FTE) relative to UK benchmark universities.**

In a difficult financial climate, overall research grant and contract (RGC) income increased by 1.7% to £194.6 million in 2009-10, which is modest in comparison to some of the RGC income growth seen earlier. This does, however, represent an increase of 67% on the 2003-04 figure. The RGC income per academic member of staff increased by more than 2% in 2009-10 compared to 2008-09. There was an increase in the value of RGC awards in 2009-10 compared to 2008-09, but there was a sharp decline in the value of applications. RGC funding is likely to come under increasing pressure from public funding austerity, so strategies for significantly diversifying research funding streams, especially from industry and EU sources, are increasingly important.

The latest available external data show that there was a significant increase (13.4%) in The University of Manchester's RGC income per academic full-time equivalent (FTE) from 2007-08 to 2008-09. While this increase is common across benchmark universities, Manchester did outperform them slightly. However, the difference in average RGC income per academic FTE between the University and the top performers in the benchmark group does show there is still a significant gap in performance.

## **KPI 1.4 Annual growth in postgraduate research student enrolment and improvement in completion rates relative to norms of UK benchmark universities.**

The number of full-time postgraduate research (PGR) students in 2009-10 (3,073) is the highest yet for the University, with a 3% increase on 2008-09 equating to a 15% increase from 2004-05. Total PGR enrolments (including part-time) increased by 2% on 2008-09.

In terms of benchmarking enrolment data, the latest sector data relate to 2008-09. Using data

from the Higher Education Statistics Agency (HESA) (which are collected over a different time period), PGR enrolments at Manchester dropped by 3% from 2007-08 to 2008-09, slightly more than for the benchmark universities, while in some key competitors there were even greater drops. There was also a drop in the University's first year PGR enrolments in 2008-09, compared to 2007-08, whereas there was a small increase for the benchmark institutions.

The number of postgraduate research awards has continued to increase. There were 936 awards in 2009-10, an increase of 1% on 2008-09 and 26% on 2004-05.

Completion rates over a seven year period have improved. Data published in September 2010 relate to students who started their degree in 2000-01, 2001-02 and 2002-03 with one of the two legacy institutions. The trend data show a significant improvement over the three years in The University of Manchester's completion rate from 80% to 86%, with the University's overall rate comparable with key competitors. However, the seven-year period is not a good measure of quality and internal figures show that the five-year full-time completion rate dropped in 2010 (2004-05 starters). Improving PGR completion rates and increasing PGR enrolments, even in difficult economic times, will remain a priority for the University and initiatives such as the introduction of eProg, the new University-wide progression system and skills training catalogue for PGR students, will help to address this. Further work will be required to benchmark this key aspect of quality.

## **KPI 1.5 Continuous improvement in total third party investment in University intellectual property as measured through a three-year rolling average.**

In terms of knowledge transfer, there has been a strong performance against a range of indicators. Overall, there has been a 20% increase in invention disclosures to 342 in 2009-10 from 286 in 2008-09, which represents a 56% increase from the base year of 2004-05. It is the first time the University has exceeded 300 invention disclosures during a year. Twenty-one projects were awarded Proof of Principle money across the University in 2009-10, an increase of six on the previous two years. The value of these awards has continued to increase and exceeded £1.6 million in 2009-10. Although the number of grants associated with Intellectual Property (IP) projects has fallen, there was a 93% increase in value year-on-year to £3.7 million. The number of licences issued during 2009-10 has increased to its highest level over the last six years, but despite this, the income associated with licences has decreased by 9% from last year.

## Goal Two

### Higher Learning



**To provide superb higher education to outstanding students from all backgrounds and to produce graduates distinguished around the world for their professional employability, leadership qualities and broad liberal education.**

It is clear that significant progress continues to be made in implementing the recommendations of the Review of Undergraduate Education initiated in 2007. Work is ongoing to streamline curricula in order to release staff time to provide students with personal academic advice, support and feedback. The University was one of only two higher education institutions to produce a Higher Education Achievement Report (HEAR) for the 2010 graduation cohort. In the future, students will be paying a higher proportion of the costs of their university education. Consequently, they are likely to have much higher expectations of their university experience and be more discerning in their choices. The University must be ready to respond to this change in market demand if it is to continue to attract and retain high quality students.

#### **KPI 2.1 Annual improvement in overall student satisfaction as measured by the National Student Survey (NSS) and the University's internal Unit Satisfaction Surveys.**

The University improved its overall student satisfaction as measured by the National Student Survey (NSS) from 77% in 2009 to 79% in 2010. However, the University is still performing below the level of its benchmark institutions on this measure.

The data available from the NSS show that each Faculty can offer examples of both dramatic improvement and sustained good practice. Significant changes can be achieved within a single academic year: for example, student satisfaction in Electrical and Electronic Engineering increased from 67% in 2009 to 98% in 2010, and Social Policy moved from 48% in 2009 to 88% in 2010. For some subject areas, a radical change in approach may be required, whilst for others it is a matter of sustaining an already excellent standard.

Improving student satisfaction continues to be one of the most pressing challenges facing the University, and a culture of continuous enhancement of teaching and learning is being embedded throughout the University.

A number of University-wide policies have now been put in place to address issues of key importance to students, such as the timeliness and quality of feedback on their work. All Schools are continuing to focus on improving the quality of the student experience within their School and individual programmes of study. However, it is not yet clear that improvements are being experienced uniformly by all students in all Schools. Assuring this continues to be a priority.

Results from the University's internal course Unit Satisfaction Surveys, conducted each semester, continue to improve with a positive trajectory in the overall mean scores.

#### **KPI 2.2 Annual improvements in student retention and progression rates.**

There has been a worsening in student retention in the latest published data with the University's performance below its benchmark after steady improvements in the previous three years. This has been noted in the Operational Performance Reviews (OPRs) and plans to address this are being formulated.

#### **KPI 2.3 Annual improvement in ranking among Russell Group universities in terms of graduate employment outcomes.**

Graduate destinations are currently measured through the Destinations of Leavers from Higher Education Institutions Survey taken six months after graduation. Graduate employment is defined as employment in a graduate or graduate track job or enrolment in postgraduate study. The latest publicly available data show that 71.1% of The University of Manchester graduates were in graduate employment six months after graduation, and that the University is ranked 35th in the sector for this indicator, down from 33rd last year. Although there has been some improvement on this measure over recent years, this area is still a weakness in terms of performance.

#### **KPI 2.4 Annual improvement in student satisfaction with the quality of learning materials and student support provided online by the University.**

As evidenced in the course Unit Satisfaction Surveys, there has been a significant increase in satisfaction that the amount of online material was appropriate. However, it is recognised that, together with the question relating to feedback, levels of satisfaction with online learning resources are significantly lower than with the other questions. Schools have expanded their use of blended learning and most units have a Blackboard presence at undergraduate and postgraduate taught levels. The University is planning the implementation of a Managed Learning Environment, which will integrate key web-based applications to support further a range of online teaching, learning and assessment styles, and deploy key applications such as instant messaging and plagiarism detection, and add value to students' learning.

#### **KPI 2.5 Survey-by-survey increases in the number of students confirming that they have received at least weekly contact from their Academic Advisor/mentor/tutor outside formal lectures and tutorials.**

The University's internal student satisfaction survey is conducted biennially, most recently in 2008-09. Actions following that survey continue to be implemented. There has been an ongoing emphasis on personalised learning with students being assigned an Academic Advisor, and the review and reform of the undergraduate curriculum across the University. One aspect of this has been to reduce the number of course units with small numbers of students enrolled. This work is ongoing and the academic time freed up as a result will enable more time for personalised learning. The University has also appointed a Student Communications Officer to help drive forward improvements in communication and engagement with undergraduate and postgraduate students.

## Goal Three

### Social Responsibility



**To make the University a force for good, locally, nationally and internationally, by bringing knowledge to bear on the great issues facing the world in the 21st century, and by producing graduates prepared to exercise social leadership and environmental responsibility.**

The University considers social responsibility to be a distinguishing feature of its Mission and will continue to prioritise this activity and, wherever possible, will embed the concept and activities within Goals One and Two.

#### **KPI 3.1 Annual increases in the proportion of black and minority ethnic (BME) staff in the University's staff profile, and in the proportion of women in academic positions at the level of Reader and above.**

The University continues to prioritise equality and diversity issues. It monitors data on a regular basis and has put in place practices which aim to increase the proportion of black and minority ethnic (BME) staff in the University's staff profile and the proportion of women in academic positions at the level of Reader and above. In December 2009, the University implemented its Single Equality Scheme after extensive involvement and consultation with staff, students and the wider University community. Actions taken to increase the proportion of BME staff in the University's profile include: continuing to build links and engage with the local community, and revising and extending staff recruitment and selection training modules, including a core equality element, which are mandatory for all recruiting managers.

#### **KPI 3.2 Formal annual assurance from the Associate Vice-President (Equality and Diversity) that staff and students with disabilities are being properly supported and provided for as evidenced by user satisfaction surveys.**

The Disability Support Office continues to support increasing numbers of students and staff. The 2009 internal student satisfaction survey appeared to show a drop in student satisfaction with the support provided by the student support services. This contradicted anecdotal evidence of much higher levels of satisfaction from users of these services. Focus groups were conducted with students which

resulted in a number of actions, including: changing the name of the Academic Advisory Service to the Student Guidance Service; redesigning user-evaluation procedures; and establishing activities to raise awareness among both staff and students, highlighting 'local' staff to whom students can turn for advice and information. The Disability Support Office has instigated a year-long survey of all disabled students and, as part of the University's Single Equality Scheme, a survey of disabled staff is also underway. The full results of both surveys will be available in 2011 but, in the meantime, students responding to the International Student Barometer Survey in 2010 reported 96% satisfaction with the Disability Support Office. 2009-10 was the second year of the operation of the service for disabled staff, with a dedicated staff disability advisor, and saw a significant increase in the number of staff using the service.

The Associate Vice-President (Equality and Diversity) has reviewed the evidence provided to him by the Disability Support Office and reported that the user satisfaction survey confirmed that staff and students are being properly supported by the Disability Support Office. He also receives specific information on staff issues through the disability staff network, which is able to raise any issues of concern through the Equality and Diversity Forum. The feedback that he has received through both these mechanisms confirms that both staff and students are being properly supported.

#### **KPI 3.3 Annual increases of ten per cent over the period 2009-15 in the number of students engaged in supervised volunteering through the Manchester Leadership Programme or other programmes.**

The number of students on the flagship Manchester Leadership Programme (MLP) increased by 300 in 2009-10 to meet the target of 901. Of these, 231 students opted to take the online version of the MLP's Leadership in Action unit. In the volunteering component, the Manchester Leadership Award (which students achieve if they complete both the academic and community service parts of the MLP) is available at three levels. It is hoped that breaking the volunteering commitment into smaller slots of hours will encourage students to engage with community activity. In 2009-10, a new *Volunteer of the Year Award* was launched with categories for students and staff. The overall winners of each category also received a new University *Social Responsibility Medal*. Overall, some 3,130 students were engaged in volunteering activities, totalling almost 43,800 hours of volunteering.

#### **KPI 3.4 Annual increases in the number of Manchester Equity and Merit Scholarships awarded to support the education of talented students from disadvantaged backgrounds in some of the world's poorest countries.**

The University remains committed to widening participation in higher education, focusing on enabling access for students from disadvantaged sectors of society, locally, nationally and internationally. It continues to provide generous levels of scholarships and bursaries for home students. It is also continuing to invest in its Equity and Merit scholarship programme for overseas students: there were 19 new Equity and Merit Scholarships awarded during 2009-10, in addition to 15 continuing students, and all of the undergraduate students graduated in July 2010 with First Class or Upper Second Class degrees. More than 70 students were studying validated programmes delivered by Mildmay International and the Kenya Association of Professional Counsellors and the selection of full-time students was extended to Rwanda and Bangladesh, in addition to Uganda.

As part of its wider commitment to widening participation, the University successfully piloted a new admissions process which helps identify the most exceptional applicants to The University of Manchester from disadvantaged backgrounds. Standard application information is now complemented with contextual data and, following pilot exercises in 2008-09 in a number of Schools, this is being rolled out across the whole University in September 2010 for first entry in September 2011. The Manchester Access Programme also continues to be successful. For 2009 entry, 157 students who had completed the Manchester Access Programme applied and received offers from The University of Manchester and 99 were admitted following their results.

#### **KPI 3.5 Annual growth in the numbers of external visitors to the Manchester Museum, the Whitworth Art Gallery, the John Rylands Library, Deansgate, and the Jodrell Bank Observatory, together with attendances at University-sponsored public lectures and cultural events.**

The University's cultural assets continue to act as magnets for attracting visitors to the University. Between them, they offer learning programmes for children, young people and families, particularly focusing on those from disadvantaged backgrounds. They also offer innovative partnerships in arts and health work with NHS Trusts, student participation programmes, volunteering and work placement programmes for people with disabilities.

## Goal Three

### Social Responsibility



2009-10 was one of the most successful years for the Manchester Museum, with over 340,000 visitors, the highest recorded figure in the Museum's history. This reflected a more extensive public programme with 271 different events in total, covering talks, tours, 'Big Saturdays' and 13 weeks of holiday programmes. The previous year's exhibition on Lindow Man won 'Best Archaeological Innovation' at the British Archaeology Awards in July 2010.

Total visitor numbers at the Whitworth Art Gallery continued their upward trajectory, climbing to 171,500. This represents a consolidation of the success experienced since 2005, with attendances at the Gallery more than doubling. It also reflects the continuing impact of an ambitious exhibition and events programme which aims both to capture part of the growing tourism market to Manchester and to cater to the interests and needs of University staff and students and local audiences, most notably families from local communities. The Gallery's international press profile also continues to grow, with extensive coverage for *Walls Are Talking*. Work continues on the major capital expansion of the Gallery and an international RIBA (Royal Institute of British Architects) competition to appoint architects attracted 139 submissions from practices all over the world.

The interim visitor centre at Jodrell Bank Observatory piloted an education programme using temporary space funded by the Science and Society strand of the Science and Technology Facilities Council. The programme offered formal learning sessions on physics and astronomy to school groups ranging from primary to 'A' level, tailored to the curriculum and, where appropriate, included sessions in the Jodrell Bank inflatable Planetarium, interactive 'A' level experiments, and talks from Jodrell Bank

scientists. Visitor numbers increased by 15% to 83,900 through the inclusion of new types of 'family friendly' events in the visitor centre programme. These have informed the design of the events programme for the launch season of the Jodrell Bank Discovery Centre in 2011.

The John Rylands Library, Deansgate trebled its number of events. The total number of visitors increased from 76,400 in 2008-09 to 85,900 in 2009-10 and almost all public programme events attract capacity audiences. The events programme continues to develop in both the number and diversity of events and exhibitions. As a result there has been a significant increase in visits from new audiences such as families and young people. The production of an Audience Development Plan will consolidate this work and enable the Library to approach new audiences. An Education and Learning Officer has also been appointed to build on the foundation work begun with local schools.

In addition to the above, the University increased its number of designated public events, which included public lectures, performance arts and exhibitions, resulting in an increase in attendees of 33%.

#### The Manchester Beacon for Public Engagement

The Manchester and Salford centre – one of six UK centres for public engagement funded by the Higher Education Funding Council for England (HEFCE), the Research Councils UK (RCUK) and supported by the Wellcome Trust - is a collaboration between The University of Manchester, Manchester Metropolitan University, The University of Salford, the Museum of Science and Industry and Manchester: Knowledge Capital (M:KC).

In its second year, the Manchester Beacon has built on its initial visioning and scoping work. It has also progressed activity to drive change and develop internal University cultures that foster, support and recognise public engagement activity. During 2009-10, the Beacon made 22 'seed' awards involving over 60 staff across all disciplines and community partners. It developed an evaluation support pack for public engagement with accompanying podcasts and provided professional development in public engagement for 277 early career researchers. It also supported staff and generated new connections with the community and developed innovative public engagement activities.

## Enabling Goal One

### Quality People



**To be an exemplary employer successful in recruiting, developing and retaining outstanding people.**

**KPI 1.i The continuing appointment of virtuoso scholars, including the appointment of a further Nobel Laureate or equivalent by 31 December 2010, ideally on a full-time basis.**

Although outside the timescale for this year's Stock Take Report, the award of the Nobel Prize for Physics to Professor Andre Geim and Professor Konstantin Novoselov in October 2010 has meant that the University has exceeded its milestone in this key performance indicator. In addition, during 2009-10, a number of academic colleagues received recognition in the form of awards, prizes, honours and appointments. These included: Professor David Denning, who was made a Fellow of the Academy of Medical Sciences, and Professor Nick Grey who was awarded a National Teaching Fellowship. Professor Louis Appleby was appointed as the first National Clinical Director for Health and Criminal Justice and Professor Alistair Burns was appointed as the first National Clinical Director for Dementia. Professor John Gledhill was

elected a Fellow of the British Academy and Professor Carole Goble was awarded fellowship of the Royal Academy of Engineering. Professor Fiona Devine received an OBE in the Queen's New Year Honours List, whilst Professor Brian Cox received an OBE in the Queen's Birthday Honours List. Professor Dame Nancy Rothwell was appointed President of the Society for Biology and Professor Nigel Scrutton received a Royal Society Wolfson Merit Award. Professor Andre Geim was awarded one of only five Royal Society 2010 Anniversary Research Professorships. Dr Maria Balshaw was one of five recipients of the 2010 Paul Hamlyn Foundation Breakthrough Fund, which aims to support exceptional cultural entrepreneurs.

**KPI 1.ii Annual increase in the proportion of core academic staff classified on the basis of internal research profiling as world-leading and/or internationally significant researchers.**

During June to September 2009, the University undertook a detailed internal exercise for profiling the research activities of its staff to build a better understanding of the research strengths and weaknesses of the University. A second exercise has just commenced.

**KPI 1.iii Annual increases over the period 2009-15 in the proportion of all academic promotions being made primarily on the basis of teaching excellence.**

The University continues to monitor the number of academic promotions being made primarily on the basis of teaching excellence. In the 2009-10 OPRs, the Faculties reported an increase of 24% in the number of promotions based primarily on excellence in teaching.

**KPI 1.iv Annual improvement over the period 2009-15 in the proportion of staff having undertaken professional training and development programmes.**

The Staff Training and Development Unit and IT Services carried out 1,776 training sessions for 11,864 attendees across the University. This represents an increase from 2008-09 of 39% (sessions) and 34% (attendees). In addition, there were numerous external professional training opportunities from which staff benefited.

## Enabling Goal Two

### A Reputation for Excellence

**To strengthen the power of "Manchester" as a higher education brand, nationally and internationally, by engaging and mobilising staff, students, alumni and other key stakeholders around the aspirations and achievements of the Manchester 2015 Agenda.**

**KPI 2.i Survey-by-survey increases in the proportion of respondents to the University's Staff Satisfaction Survey reporting support for the Manchester 2015 Agenda.**

In the 2010 Staff Satisfaction Survey there was a significant increase in the proportion of respondents who agreed that "I understand the University's goals" compared to 2008. This could reflect the change in *Advancing the Manchester 2015 Agenda* to identifying three core goals rather than the nine goals of the previous Strategic Plan.

**KPI 2.ii Annual growth in the numbers of alumni attending functions and engaging in the online alumni community worldwide.**

During 2009-10 there was a 24% growth in alumni events (following a 27% increase the previous year) A major focus for 2010-11 will be to relaunch the online site, Your Manchester Online.

**KPI 2.iii A growing proportion of respondents to the University's regular External Stakeholder Survey expressing understanding of and support for the 2015 Agenda.**

The University conducted its third external Stakeholder Survey in 2010. The respondents were supportive of the University's core goals and considered that the University is of high quality and excellence in the UK, whilst recognizing that further improvement would be necessary in order to realize its ambition to be in the top echelon worldwide. The stakeholders agreed that the merger had been successful and that the institution knew what it stood for. In terms of ambition and strategic drive the University was applauded and thought to be distinctive.

**KPI 2.iv Annual growth in volume of positive media coverage of the University measured by professional monitoring procedures.**

In 2009-10, 11,650 stories were covered by the media, an increase of 9% on 2008-09. The total value of the coverage in 2009-10 was £2.4 million based on Advertising Value Equivalency measures (AVE). AVEs commonly measure the size and impact of the coverage, and calculate what the equivalent amount of space, if paid for as advertising, would cost. In a typical month, 86% of the University's coverage is positive, 11% neutral and 3% negative.

## Enabling Goal Three

### Quality Management



**To adopt the highest professional standards in managing our people, assets and financial resources and in pursuing continuous quality improvement.**

#### **KPI 3.i Continuous improvement in levels of staff satisfaction with line management as indicated in the University's Staff Satisfaction Surveys.**

Overall satisfaction with respondents' current line manager increased in the 2010 staff survey, with high levels of agreement for being accessible and supportive.

#### **KPI 3.ii Annual success in achieving targeted budget surpluses.**

The University remains committed to managing its financial resources so as to guarantee continuing annual budget surpluses. During 2010, it introduced a voluntary severance scheme and an

increased flexible working scheme in order to reduce payroll costs to prepare for forthcoming public funding reductions. In 2009-10, the University's operating surplus before exceptional items was £23.5 million, compared with £16.8 million for 2008-09. This was ahead of expectations, and demonstrates the University's effective financial management and strengthening of its financial position, despite the economic situation. However, although this surplus equates to 2.9% of income, it is still below the HEFCE target of 4% and is insufficient to support the longer term sustainability of the University.

#### **KPI 3.iii Year-on-year increases in operating cash generated as measured in the end of year accounts.**

Available cash resources (inclusive of short term investments) at July 2010 were £19.1 million higher than in July 2009. It is essential that the University has strong cash reserves given the economic climate.

#### **KPI 3.iv Annual reduction in the overall "cost of administration" as a proportion of recurrent expenditure.**

The cost of administration is defined as:

- central administrative costs (comprising Estates, Finance, Human Resources and other central Professional Support Services Offices); plus
- cost of Professional Support Services staff within Faculties and Schools.

The total net cost of administration therefore does not include general University overheads such as depreciation, energy costs, etc, or the cost of Academic Services such as the John Rylands University Library, the Manchester Museum or the Whitworth Art Gallery.

In 2009-10 the pay cost of the Professional Support Services was 30.5% of the total University pay costs, compared to 32.8% in 2008-09, 33.2% in 2007-08 and 35.5% in 2006-07. The cost of administration as a proportion of University expenditure over the same three year period has fallen from 19.8% in 2006-07 to 16.7% in 2009-10; and in the last two years the outturn has been under budget, with the cost in 2009-10 amounting to £125.9 million compared to £131.9 million in 2008-09. The cost of general University overheads was reduced from 7.8% of total University expenditure in 2008-09 to 6.8% in 2009-10.

## Enabling Goal Four

### World Class Infrastructure

**To develop and maintain a world class campus, with buildings, infrastructure, equipment and estates support services that are fit-for-purpose in a world-leading university.**

The University's estate is the largest single campus of any higher education institution in the UK providing 850,000 m<sup>2</sup> of accommodation with a replacement value in excess of £2 billion, on 288 hectares of land. The University has made good progress in its programme to create an environment that will attract and retain the best international scholars and students, as well as providing world-leading facilities for research and high-quality learning environments. More than £400 million has already been invested in state-of-the-art buildings, major refurbishments and public realm works.

#### **KPI 4.i All capital projects to be completed on time and within budget.**

The current capital programme is on time and on budget. Projects include:

- The Alan Gilbert Learning Commons
- Accommodation for Chemical Engineering and Analytical Science
- Accommodation for Optometry
- Dalton Cumbria Facility
- Fire Risk Assessment works
- Works to comply with the Disability Discrimination Act
- Jodrell Bank Discovery Centre
- Whitworth Art Gallery Extension
- Manchester Cancer Research Centre

#### **KPI 4.ii Survey-by-survey improvement in levels of student satisfaction with the University's facilities and infrastructure.**

Two thirds of students were satisfied with the environment and facilities in the last internal student satisfaction survey, carried out in 2008-09.

The scores for the question in the course Unit Satisfaction Survey "the facilities I needed for my work were available" show that levels of satisfaction with facilities have been on a positive trajectory for the last six years.

#### **KPI 4.iii Survey-by-survey improvement in levels of staff satisfaction with the overall environment.**

There has been a steady increase over the last three surveys in the levels of staff satisfaction with their physical working environment. Staff satisfaction with the overall campus environment is higher than with the physical working environment which perhaps reflects the improvements made recently to the public realm. It may not be surprising that satisfaction has been lower during periods of capital development and the associated disruption to the working environment, but it is hoped that there should be noticeable improvements in future.

#### **KPI 4.iv The proportion of non-residential buildings defined as being in good condition and the proportion with good or excellent functional suitability as defined by the Estates Management Statistics Service (EMS) Definition D20a and D21.**

The quality and the functionality of the building stock has improved since 2004 but further investment is required to bring the entire stock to condition A and B and functionality 1 and 2 (EMS definition).

The proportion of non-residential buildings defined as being in 'good' condition (i.e. condition A and B in the annual EMS) is 72% and the proportion with 'good' or 'excellent' functional suitability (i.e. Grades 1 and 2) as defined by the EMS Definition D20a and D21 is 77%. The figures are expressed as a percentage of Gross Internal Area and the target for building condition and for functional suitability is 80% by 2015.

To make environmental sustainability a key priority in the management and development of the University.

### **KPI 5.i Annual reduction of the University's absolute carbon footprint by at least three per cent per annum, 2009-20.**

At present only Scope 1 and 2 emissions (namely, those generated directly from sources controlled by the University, and those generated by purchased electricity, respectively) have been measured with targets published in the University's Carbon Management Plan. Work is ongoing to establish the extent of Scope 3 emissions (largely related to procurement and commuter travel). Once established, a total University carbon footprint will be known and a target for reduction can then be set. This will be available for 2011.

The University published its Carbon Management Plan which was endorsed by the Board of Governors in March 2010. This sets out details of the University's carbon footprint and planned measures for reducing carbon emissions over five years. The main target from the plan is to reduce the University's absolute carbon footprint by at least 40% by 2020 from a 2009 baseline.

### **KPI 5.ii Annual reductions in carbon emissions from energy consumption.**

The University reduced its carbon emissions from energy consumption by 3.1% in 2009-10. In order to reduce the carbon emitted, all Estates

projects undergo rigorous analysis to ensure lifetime energy and carbon consumption is minimised. Over the past year, this has included replacement of the old inefficient server cooler with new units, estimated to save over 750t CO<sub>2</sub> per annum and replacement of lighting on four floors of the Library with new LED tubes, which is estimated to reduce the annual energy consumption by 300t CO<sub>2</sub>. A feasibility study was produced on the installation of a Combined Heat and Power plant and a more detailed design is now being developed.

### **KPI 5.iii Annual increases in the percentage of total waste sent for recycling.**

The target is to send 30% of total waste for recycling by 2015. The proportion in 2009-10 was 27% compared to 23% in 2008-09. The University is recycling much larger amounts of some materials (plastic bottles in particular). These weigh very little, so the increase is less noticeable as the figures are based on weight rather than volume.

### **KPI 5.iv Reduction in utilities consumption of five per cent per annum between 2009-15.**

The total University figures have been compiled for 2009-10 (the base year). Further details on progress against this KPI will be provided in future Stock Take reports.

## Enabling Goal Six

### Internationally Competitive Funding

To provide The University of Manchester with a resource base consistent with its aspirations as one of the leading 25 universities in the world.

The University needs to diversify and expand funding from non-Government sources both to secure long-term international competitiveness and to respond to domestic pressures on public spending.

**KPI 6.i Annual improvement in a) the University's research unit-of-resource per academic staff full-time equivalent (FTE) and b) the University's teaching resource per student FTE, relative to our benchmarking comparators.**

In the previous version of the Strategic Plan, the University reported on increasing the unit-of-resource funding (defined as recurrent income from all sources per academic staff FTE). In the updated version of the Strategic Plan, this KPI has been redefined in order to show separately the research unit-of-resource per academic FTE and the teaching resource per student FTE.

The research unit-of-resource increased by 2% in 2009-10 compared to 2008-09. Information obtained for benchmarking comparators for the two years 2007-08 and 2008-09 shows that The University of Manchester increased its total research unit-of-resource by 13% in 2008-09. This is a faster rate than the comparator institutions. However, in absolute terms, the University is still below the average for the benchmark group which is heavily skewed by the significantly better performance of the top four institutions.

The University's student load increased by over 2,000 FTE in 2009-10 to 36,600 FTE. However, as there was an increase of £22 million in tuition fee and educational contracts income, the teaching resource increased by 1%.

Figures for the two years 2007-08 and 2008-09 show that Manchester's rate of increase in teaching resource was greater than the average of the benchmark comparators such that in absolute terms whereas in 2007-08 Manchester was below the comparator institutions' average, in 2008-09 it was above it.

**KPI 6.ii Growth of ten per cent per annum over the period 2009-15 in income from fees for fee-based educational services (including Executive Education and Continuing Professional Development (CPD) programmes and income from international fee-based enrolments in on-campus programmes).**

During 2009-10, full-time international student fee income grew strongly to £93.4 million, up by 19.2%, reflecting increased recruitment. This follows an increase of £14.8 million (20.6%) in total international student fee income last year. However, income from short courses and other teaching contracts was lower in 2009-10 than in 2008-09. Over the two year period 2007-08 to 2009-10, the total increase in income from fees for fee-based educational services has increased by 31%.

**KPI 6.iii Growth of 20% per annum over the period 2009-15 in income from programmes delivered wholly online to off-campus students.**

Manchester Business School Worldwide (MBSW) again grew strongly in 2009-10, with total income up £2.7 million (27%) compared to 2008-09 and up 70% compared to 2007-08. Income from home fees relating to MBSW students has increased by 50% between 2007-08 and 2009-10, whilst income from overseas fees relating to MBSW students has increased by 85%.

In addition to MBSW, the Faculties identified a further £1.7 million fee income in 2009-10 attributable to programmes delivered wholly or predominantly online to off-campus students.

**KPI 6.iv Growth of 20% per annum in income from donations and bequests.**

After very strong increases during the years immediately following the merger, donation income received in the year 2009-10 was slightly lower than the previous year, reflecting large receipts in 2008-09 for specific areas including the Brooks World Poverty Institute. However, the number of donors continues to increase and the University remains ahead of the original target for income derived from benefaction. The fall in 2009-10 is likely to reflect the global economic crisis and there is a recognized need to ensure that the University is well placed to build on the generosity of its donors.

## Priorities for Future Action

The full version of this Stock Take Report was considered by the annual Board of Governors' Planning and Accountability Conference held in March 2011. The Conference also considered future plans in all key areas of the University in the light of major changes to the university sector in the UK.

The Board meeting following the Conference also approved a fee for undergraduate students of £9,000 for the intake in 2012 to enable the University to continue its significant investment in measures to support students. These include investment in the student experience, widening participation and a generous package of bursaries and fee waivers. The fee level and the details of our access package are subject to approval by the Office for Fair Access.

The Board considered the known cuts to funding, assumptions about the likely future impact of funding reductions and the need to invest in improving the student experience and in maintaining funds for capital. The Board approved a package of measures to include a savings target of £7 million in non-pay costs and a further £20 million in pay costs which will include a new voluntary severance scheme to bridge the gap in funding expected by 2014-15.

The Board of Governors considered draft strategies for Research, Goal Three – Social Responsibility activities, and Internationalisation. It also heard about Project Platinum, a new project which will review the efficiency and effectiveness of all of our processes across the University.

Notwithstanding the financial pressures, it is these strategies and projects, together with an on-going programme of activity to improve the student experience that will form the focus of the University's work in the months ahead.



The University of Manchester  
Oxford Road  
Manchester  
M13 9PL

tel +44 (0)161 306 6000  
[www.manchester.ac.uk](http://www.manchester.ac.uk)

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