



Manchester

2020

*The Strategic Plan for
The University of Manchester*

“The future is
challenging, but
very exciting.”

Chairman's foreword

The University of Manchester's Strategic Plan 2020 marks the next stage in the continuing development of the University as we aim to be one of the top 25 research universities in the world. It builds on the strong foundations established since the establishment of the new University in 2004 and articulated in previous strategic plans.



This new Strategic Plan has been developed in order to support our Strategic Vision, which sets out what we want to achieve as a university by 2020, and is set in the context of the opportunities and challenges that the University is likely to face over the next decade.

The three core goals: world-class research; outstanding learning and student experience; and social responsibility have been reviewed and further enhanced and, in addition, the University has now identified eight enabling strategies.

The new Strategic Plan also identifies a small number of high-level indicators that will be used to measure performance. Targets have been set and the Board of Governors will monitor the University's progress against these high-level key performance indicators and targets on a regular basis.

The future is challenging, but very exciting. Our success over the past decade ensures that that we will approach these challenges with confidence and enthusiasm.

Anil Ruia
Pro-Chancellor and Chairman of the Board of Governors

Contents

Chairman's foreword	
President's introduction	2
Strategic vision 2020	4
Goal 1 – World-class research	6
Goal 2 – Outstanding learning and student experience	10
Goal 3 – Social responsibility	14
Enabling strategy 1 – Quality people	18
Enabling strategy 2 – World-class estate	19
Enabling strategy 3 – Managing information	20
Enabling strategy 4 – Internationally competitive funding	21
Enabling strategy 5 – A reputation for excellence	22
Enabling strategy 6 – An international institution	23
Enabling strategy 7 – Quality processes	24
Enabling strategy 8 – Environmental sustainability	25



President's introduction

The University of Manchester has a rich and proud heritage dating back to 1824. We are the birthplace of many discoveries which have had a major impact on society, including the development of the first modern computer, the splitting of the atom by Rutherford, the first degree in nursing, and the birth of modern economics and medical ethics.



Twenty-five Nobel Laureates have worked at the University, with three currently on our staff. Our pioneering track record mirrors the proud heritage of our city, which was the birthplace of the Industrial Revolution, the suffragette movement and the worldwide cooperative movement.

Since the foundation of our University in 2004 we have seen many successes, including:

- Manchester being one of the most popular universities in the UK, attracting students from all backgrounds;
- a striking rise in our position (from 78th to 38th) in the Shanghai Jiao Tong Academic Ranking of World Universities;
- an outstanding performance in the 2008 UK Research Assessment Exercise (third for research power);
- the award of the 2010 Nobel Prize in Physics to two of our staff, Andre Geim and Konstantin Novoselov;
- a formidable track record in commercialisation of research with 1,600 invention disclosures and 17 new companies formed, attracting £173 million in third-party investment;
- the transformation of the campus through the largest capital investment programme ever undertaken by a UK university;
- a 70% growth in visitors to our public places, including the Manchester Museum, the Whitworth Art Gallery, the John Rylands Library and the Jodrell Bank Discovery Centre.

We can rightly be proud of what we have achieved since 2004. But the environment in which we are operating is changing, and in some areas we cannot be satisfied with the speed or scale of our progress. We need to take action now if the University's standing and reputation is to be strengthened further. In particular we need to address several pressing challenges to:

- ensure a higher quality experience for all of our students, as measured by the National Student Survey (NSS);
- improve the employability of our students, as measured by the national Destinations of Leavers from Higher Education (DLHE) survey;
- ensure that much more of our research is ranked as internationally excellent or world-leading in the 2014 Research Excellence Framework (REF) exercise;
- improve the rate of increase in research grant and contract income;
- increase the number of postgraduate research students.

Of these, none is currently more important than ensuring that all of our students have a rewarding and satisfactory experience. Failure to achieve this will seriously damage the University's reputation across all of its activities. We must remain resolutely strategic, focusing resource and effort in selected areas and ensuring that all our activities are excellent and/or truly distinctive to Manchester.

If we are unable to meet these challenges, this will lead to The University of Manchester accepting a role as one of many good, but not truly great, universities in the world. This Strategic Plan sets out what we want to achieve as a university by 2020.

Professor Dame Nancy Rothwell
President and Vice-Chancellor

“We will be guided in all of our activities by our motto ‘Cognitio, Sapientia, Humanitas’ (Knowledge, Wisdom, Humanity).”

Strategic vision 2020

By 2020 The University of Manchester will be one of the top 25 research universities in the world, where all students enjoy a rewarding educational and wider experience; known worldwide as a place where the highest academic values and educational innovation are cherished, where research prospers and makes a real difference, and where the fruits of scholarship resonate throughout society.

We will seek excellence, inclusivity and impact in all that we do, and the University will be:

- exceptional in our breadth and strength, building on our significant scale, and involved in research and education in science, engineering, humanities, and medical sciences;
- recognised for the breadth of our research quality and as the largest provider of quality postgraduate education in the UK;
- known for the diversity of our students and the quality and employability of our graduates;
- a truly international university, which is also a major contributor to the economic, social and cultural transformation of the city of Manchester and the North West region.

Our guiding principles and values

We will be guided in all of our activities by our motto ‘Cognitio, Sapientia, Humanitas’ (Knowledge, Wisdom, Humanity).

We will be led by the discovery of new knowledge, and aim to maximise the impact of that knowledge through education, innovation and delivering value to society.

We will be an independent and autonomous organisation that will work to uphold rigorously the principles of freedom of thought and speech, and which will encourage tolerance of diverse views and beliefs.

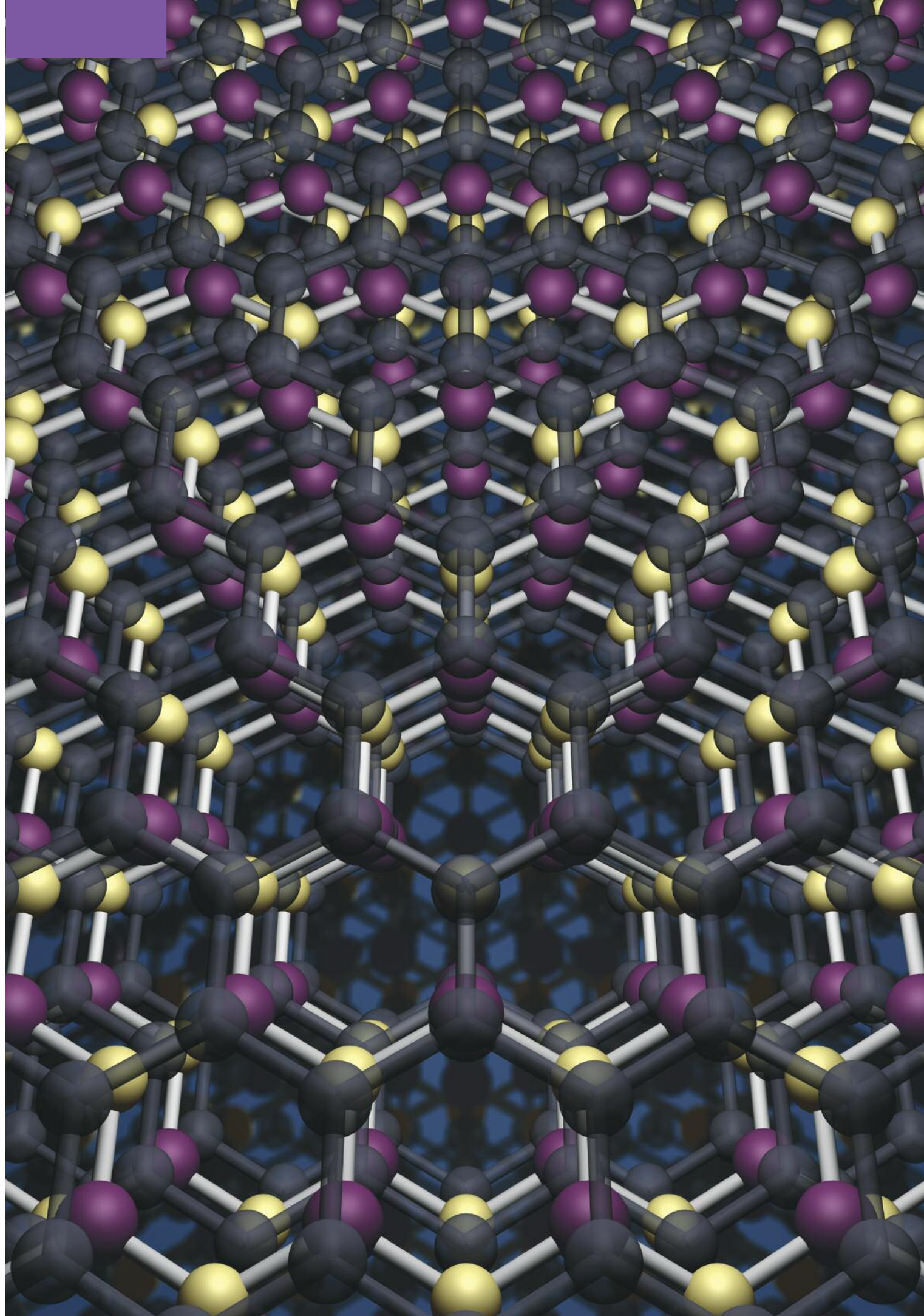
We will be agile, flexible and adaptable, but will also value our rich academic heritage and traditions.

We will be an accessible organisation, committed to advancing equality and diversity.

We will be an ethical organisation with exemplary policies and procedures which will lead to the highest standards in all our activities.

We will be committed to environmental sustainability, setting and meeting the highest possible standards across the full range of our activities.





1

Goal one

World-class research

The University will be one of the top 25 research universities in the world, where internationally-leading researchers produce research of the highest significance and impact. We will be recognised for our interdisciplinary research, for training outstanding researchers and giving parity of esteem to discovery, application, knowledge transfer and impact.

The three central objectives of the research strategy are to achieve research of the highest quality, to support and develop excellent people, and to have an impact beyond academia which yields economic, social and cultural benefits. It is the University's ambition that by 2020 over 80% of its research outputs will be internationally excellent and it will have at least five clusters of world-leading research. It will have at least eight iconic scholars (Nobel Laureates or equivalents), and will rank among the top three universities in the UK for application and exploitation of research.

There are four supporting enabling areas of action: providing focus and capitalising on our critical mass and interdisciplinary capabilities; providing the right financial, physical and knowledge resources; meeting the highest standards of research integrity; and ensuring alignment of strategy at all levels of the University. The research strategy is coordinated with those for the other main goals of the University, for outstanding learning and student experience, and for social responsibility. The overarching driver is that a university which is excellent in research and research impact is far better equipped to meet and exceed the expectations of its students and wider stakeholders.

“An impact beyond academia which yields economic, social and cultural benefits.”



Key strategies

Perform research of the highest quality, and continue to raise the level and ambition of our activities to world-class and world-leading standards of excellence. To meet this target we will take active steps to manage the quality of our research by publishing in leading outlets and attracting high levels of citations for the great majority of outputs.

- We will:
- improve the quality of outputs and number of citations through a proactive approach to peer review, improved management information on citation performance, more targeted support and guidance on publication strategies and ensuring all researchers publish their output through e-Scholar;
 - develop partnerships with world-leading institutions and leverage further the University's strategic business partnerships to drive high-quality, high-impact research.

Attract, develop and nurture the careers of excellent researchers and become the location of choice for staff at all career stages. The University will provide an integrated approach to career development, beginning at postgraduate level with outstanding research and training, and continuing with a programme of mentoring and support for early career researchers. We will identify potential research leaders where appropriate and provide an environment that attracts and retains those at the peak of their research careers.

- In particular, we will
- establish the prestigious President's Doctoral Scholar Award scheme to attract the best doctoral students to Manchester and, through the Manchester Doctoral College, provide leadership and oversight for the University's ambitious plans for postgraduate research students, ensuring the highest standards of supervision and training and postgraduate research student experience;
 - provide a comprehensive and targeted package of career support for all researchers, from early career researchers through to potential and established research leaders;
 - recruit top-class and/or iconic researchers who complement or reinforce our identified strengths, as opportunities arise.

Ensure our work has impact beyond academia and yields economic, social and cultural benefits, whenever the opportunity arises. We will establish and maintain key relationships with external partners in business, the NHS, schools and educational establishments, government and other complementary organisations in our city, region and nation, in Europe and beyond, with a view to shaping our research agenda. We will seek to bring to market the intellectual property arising from our work and will ensure individuals have parity of esteem for translational research and knowledge transfer. We will work with intellectually challenging problems of real world relevance and will communicate widely the substantial body of work that addresses societal challenges, such as sustainability, energy, security and the ageing society. In this and other ways, research will also contribute to Goal Three: Social Responsibility.

- We will focus on:
- becoming the partner of choice for business and other external organisations through the quality and focus of our research, and the efficiency of our outward interfaces;
 - identifying the University's key external relationships and managing them strategically for the long-term benefit of the research agenda;
 - building on how Manchester's heritage, image and population can give our research a distinctive identity and attract knowledge-based investment to the city;
 - creating impact, through impact plans for individual researchers and research groups, promoting academic mobility outside the higher education sector and capitalising on business relations activity;
 - demonstrating impact through case studies and improving the capture of impact;
 - ensuring parity of esteem for impact-generating translation and knowledge transfer activities;
 - commercialising research wherever appropriate, through a balanced approach of spinning-out, licensing and sale of intellectual property activities, and introducing support for student and alumni enterprises;
 - ensuring that our work contributes to societal challenges and, where relevant, drawing on alliances with stakeholder groups.

In addition the University will focus on four supporting strategies to:

Exploit the critical mass and interdisciplinary scope of the University to secure a position among world leaders in targeted fields. Building upon existing successes we will identify those themes where, through key recruitment and investments, we can construct a broad front of excellence. We will work in partnership with international research leaders and exploit our wide range of capabilities to form new and ground-breaking interdisciplinary combinations across the full range of subjects. The University of Manchester Research Institute (UMRI) will identify and support interdisciplinary opportunities and provide a framework to drive forward our responses to societal challenges.

Draw upon a broad range of financial, physical and knowledge resources. While seeking to increase our share of funding from Research Council and UK charitable sources, we will also diversify to achieve a substantial increase in funding from business, European and international sources. We will provide state-of-the-art facilities and equipment, and our administrative support will be integrated, using fit-for-purpose information systems and ensuring that the needs of our researchers and sponsors are comprehensively met.

Ensure the highest standards of research integrity. Building on recent progress, we will develop and implement communication procedures to ensure that research ethics and all other dimensions of integrity are part of the values of our staff and govern our behaviour.

Ensure the research strategy is based on mutual commitment and alignment at institution, Faculty and School levels.

Key performance indicators and targets

Key performance indicator	Target
1. World ranking	To be in the top 25 of the Shanghai Jiao Tong Academic Ranking of World Universities by 2020.
2. Research grant and contract income	To increase total research income by 30% by 2015 and to double it by 2020, ensuring an increase in both international and business income as a percentage of total income and an increase in Manchester's share of UK research grant and contract income.
3. Quality	To improve the quality of research outputs, ensuring that 70% of staff are judged as world-leading or internationally excellent by peer review through REF or our own exercises, and to ensure that 20% of Manchester publications fall in the top 10% of cited papers in their field by 2020.
4. IP commercialisation	A weighted portfolio of measures monitoring invention disclosures, licences, spin-outs and other IP commercialisation activities, ensuring that the UMI ³ group is also a value-for-money operation.





2

“*Enthusiastic and engaging teachers who treat students as individuals in a motivating environment.*”

Goal two

Outstanding learning and student experience

The University will provide a superb higher education and learning experience to outstanding students, irrespective of their backgrounds, and will produce graduates distinguished by their intellectual capabilities, employability, leadership qualities, and their ability and ambition to contribute to society.

The quality of the higher education we provide is characterised by an outstanding student experience, the benefits of studying in a research-intensive university, the high quality of graduating students, a rich and diverse learning environment, our commitment to social responsibility, and the excellent employability of our graduates.

We will achieve our vision for outstanding learning by continually enhancing the quality of student experience, recruiting the highest quality of students and staff, and providing an outstanding learning environment. The excellent quality of the learning experience will be reflected through students who are motivated to learn from enthusiastic and engaging teachers, treated as individuals, and who are challenged by leading researchers and practitioners. Our success will be demonstrated by The University of Manchester being the destination of choice for excellent students, and the outstanding qualities of our graduates, some of whom will go on to be recognised as world leaders through their contributions to knowledge advancement and their wider commitments to society.

We are committed to a student experience that encourages curiosity-driven inquiry, based on a research-informed curriculum that promotes questions about the world in which we live. At The University of Manchester, research and teaching are a partnership for both staff and students, where recognition and monitoring of the skills and attributes gained through this partnership feature through the employability strategy and preparation for the world of work. The impact of this higher education experience for students will be evident through their employability because they will be at the forefront of knowledge and understanding, both in their own discipline and beyond. They will acquire skills for employment, including through work experience, understand their personal attributes and wider social contributions, and have the confidence to develop and achieve career aspirations and goals.

Key strategies

We have two broad objectives for the teaching, learning and students strategy: to enhance the quality of the student experience, and to produce graduates who are highly employable and have a wider understanding of their responsibilities as global citizens. We will develop strategies to achieve both of these through the quality of people at the University and the environment in which they work.

Enhance the quality of the student experience. Students will be taught by well supported, enthusiastic and engaging teachers who treat students as individuals in a motivating environment that encourages curiosity and a critical approach to learning.

We aim to:
<ul style="list-style-type: none"> ensure the highest quality experience for all of our students by presenting our expectations and commitments in a student charter;
<ul style="list-style-type: none"> promote research-informed teaching by embedding research in teaching;
<ul style="list-style-type: none"> create a sense of identity and belonging to The University of Manchester by working in partnership with students and developing Student Experience Action Plans with student engagement;
<ul style="list-style-type: none"> provide all students with individualised support, adopting individualised learning through the personalised learning policy;
<ul style="list-style-type: none"> ensure the needs of postgraduate students are taken into account in strategic and operational decision making alongside those of undergraduates.

Attract and enhance the quality of people (students and staff). We will attract the most able students based on their potential, and we will recruit and develop the highest calibre of staff.

We will have:
<ul style="list-style-type: none"> students taught by highly motivated, committed and skilful staff, who are leading scholars at the forefront of their disciplines. Staff appointments will reflect the fact that students are at the heart of the University, as we recruit outstanding scholars who understand the attractions of working in a university that values student education;
<ul style="list-style-type: none"> parity of esteem for teaching and research through recognising and rewarding excellent teachers, promoting the opportunities for staff to develop, and encouraging innovation in teaching with opportunities for pedagogic development;
<ul style="list-style-type: none"> an environment that values cultural diversity and is fundamentally committed to equality of opportunity by promoting equality and diversity in all that we do;
<ul style="list-style-type: none"> exemplary fair access, recruiting students and staff based upon their potential. We will use contextual data to inform student admissions and use outreach, the Manchester Access Programme (MAP) and financial support to attract the most able students.

Ensure the quality of resources, environment and facilities. Staff and students will work and study in facilities that are world class, that support individualised, blended and distance learning, and that promote a sense of place.

We aim to have:
<ul style="list-style-type: none"> the highest quality teaching resource, including staff and infrastructure, in a rich e-Learning environment, by upgrading infrastructure for distance and mobile learning, investing in student learning facilities, and ensuring staff time is prioritised for teaching and students;
<ul style="list-style-type: none"> a safe and motivating working environment, providing students with the opportunity to study 24/7, and ensuring a high standard of student accommodation;
<ul style="list-style-type: none"> a sense of belonging and identity, by creating an inclusive working and learning environment with access for all students, and social spaces based upon programme and discipline identity;
<ul style="list-style-type: none"> The University of Manchester as a welcoming and attractive place to study and will develop the Oxford Road corridor and promote Manchester and the region as a place to live and study.

Promote the educational and social impacts of teaching and learning. We will produce outstanding graduates judged on their academic achievements, their employability, their leadership qualities and their willingness to contribute to their communities and wider society.

We will ensure that:
<ul style="list-style-type: none"> all students benefit from opportunities to acquire the core skills, knowledge and personal attributes necessary for employment and further study; we will prepare students for a range of career paths by providing opportunities for work experience, embedding employability in the curriculum, engaging students in employability and developing research skills;
<ul style="list-style-type: none"> our graduates are informed, thoughtful and globally responsible citizens; we will develop the University College for Interdisciplinary Learning, providing a suite of signature undergraduate course units to broaden intellectual and cultural interests, and we will extend the 'purposes of a Manchester education'¹ to all students;
<ul style="list-style-type: none"> students are supported through the personalised learning policy, and we will invest in student retention through core skills support;
<ul style="list-style-type: none"> students have outstanding opportunities for volunteering, work experience and study abroad, and we will implement the Higher Education Achievement Report (HEAR) for all students.

¹ The distinctive attributes of a Manchester graduate will be: critical thinking, higher order reasoning and analytical skills; mastery of a discipline; understanding of research principles; broad intellectual and cultural interests; preparedness for professional and vocational work; ability to confront personal values and make ethical judgements; preparedness for active citizenship and leadership; advanced written and verbal communications skills; and valuing equality, diversity and fairness.

Key performance indicators and targets

Key Performance Indicator	Target
5. Student satisfaction	To achieve sector benchmark for Q22 in the National Student Survey by 2015 and at least 90% student satisfaction by 2020, ensuring that the University is in the upper quartile of Russell Group institutions by then.
6. Positive graduate destinations	By 2020, to achieve a positive graduate destinations rate of at least 85% (as measured six months after graduation in the Destinations of Leavers from Higher Education Survey), ensuring that the University is ranked in the upper quartile of Russell Group institutions on this measure.
7. Widening participation	To outperform our OFFA access targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, ensuring that we are in the upper quartile of English Russell Group institutions.





3

Goal three

Social responsibility

The University will contribute to the social and economic success of the local, national and international community by using our expertise and knowledge to find solutions to the major challenges of the 21st century, and by producing graduates who exercise social leadership and responsibility.

Social responsibility will be embedded in our research and learning activities, and will be recognised as a distinguishing feature of The University of Manchester by our staff, our current and prospective students, our alumni and our other key stakeholders. It will encompass sustainability, ethics and integrity, finding solutions to global challenges, public engagement, community support, and equality and diversity.

“ *Social responsibility will be embedded in our research and learning.* ”

Eight 'Areas of Social Responsibility' have been identified, under three headings: responsibility to people associated directly with the University; responsibility to people in our vicinity; and global responsibility. Much of the work in each area is successful in that it is already embedded into Goals One and Two, or one of our enabling strategies. We will therefore concentrate our efforts on areas that are not already part of our current work practices and approaches. We will generate culture change by creating a portfolio of flagship activities that exemplify our approaches and signal clearly our intent to both internal and external stakeholders, and we will build good practice by ensuring that rigorous and credible evaluation of the outcomes of our work is carried out and by communicating our approach and the outcomes of our work effectively.

Our overall aim is that, ultimately, social responsibility will be completely embedded in the way that we carry out all of our activities.

Key strategies

Ensure fairness to people – both students and staff – through our systems and practice. This includes equality and diversity, equal opportunities and accessibility.

We will:

- champion equality and diversity in all our activities and be committed to values and policies supporting racial and gender equity in employment and advancement; we will provide all staff, whatever their background, with opportunities and support, in order to help them realise their full potential;
- pursue exemplary fair access and admissions processes to identify and attract the very best students to Manchester, regardless of background.

Improve openness and accessibility by increasing the impact of our interactions with local, regional and international communities, especially those that are disadvantaged or have limited access to the University.

We will build on our successful programmes to deliver, enhance and evaluate real impact, including:

- the Manchester Access Programme (MAP), which targets and supports talented students who are from backgrounds that are currently under-represented in higher education;
- activities undertaken by Manchester Museum, Whitworth Art Gallery, the Jodrell Bank Discovery Centre, The University of Manchester Library (including the John Rylands Library), the Ahmed Iqbal Ullah Race Relations Resource Centre, the Martin Harris Centre for Music and Drama, and by many others who organise public events and outreach visits;
- Equity and Merit Scholarships, which assist talented but economically disadvantaged students from some of the world's poorest countries, and which are strongly supported by our wider alumni community.

Build the future in terms of the people we 'produce'. We will deliver graduates for whom social responsibility is second nature, who are recognised and rewarded for their strengths in global citizenship, and who embrace fundamental human and civil rights as the only just, sustainable basis for a humane civilisation.

Contribute to economic well-being. We will regularly evaluate our economic contribution so that it can underpin our messages and discussions with our external and internal stakeholders.

This includes:

- contributing to the cultural life of the city and region through the University's public spaces and public events;
- supporting increased access to the services of society, including through the Legal Advice Centre and the Dental Hospital.

Contribute to social well-being. We aim to build a society where all can realise their potential.

We will ensure the future quality of such activities by:

- building public engagement skills in students and staff and building a group of high-profile ambassadors;
- identifying exemplars of public engagement;
- celebrating and communicating best practice and innovation in a wide variety of ways that engage our target audiences both internally and externally.

Pass on the spark of inspiration. Staff and students at the University will engage widely with communities, and will support, recognise and build on public engagement activities.

Ensure high standards of ethics and values.

We will:

- have the highest standards of research ethics;
- apply similarly high standards to our teaching, governance and financial transactions;
- aim to develop, exploit and apply our discoveries for the benefit of society.

Engage in the big questions. We will address the major challenges facing society through our research and teaching.

These include, for example:

- Manchester Energy, an initiative which brings together wide-ranging research and educational expertise in energy technologies and their societal impact;
- The Brooks World Poverty Institute, an international centre of excellence established to create and share knowledge to end poverty, in both North and South, and to shape policies that deliver real gains for people in poverty;
- The Sustainable Consumption Institute, an interdisciplinary research institute established to undertake a programme of research in environmental sustainability and consumption issues;
- the Manchester Interdisciplinary Collaboration for Research on Ageing, promoting interdisciplinary and innovative research on all aspects of ageing;
- the University College for Interdisciplinary Learning, which will build awareness in our students of the global challenges.

Key performance indicators and targets

Key Performance Indicator	Target
8. Social responsibility	A weighted portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile, engagement with communities (especially those that are disadvantaged), sustainability, and economic and social impact.





“Our staff should feel empowered to be creative, challenge constructively and make decisions.”

Enabling strategy 1

Quality people

To position the University as an exemplary employer and a destination of preference for all staff, both nationally and internationally, to enable it to become one of the leading universities in the world by 2020.

Our staff are the key factor in our success and in order to achieve the Manchester 2020 Vision, we need continually to build the capacity and capability of our people.

Developing a performance-orientated culture is a priority over the next few years at both an individual and team level. Encouraging, nurturing and rewarding development, progression and contribution are vital to motivate our existing workforce and also to attract new employees. We need to develop the right environment in which people can grow and develop – one which allows creativity, discovery and scholarship and one in which managers are not afraid to make and follow through difficult decisions.

We need to continue to develop a culture which seeks and embraces change and continuous improvement in everything it undertakes. Our staff should feel empowered to be creative, challenge constructively and make decisions. Our policies and procedures need to reflect our strategic and operational objectives, be enabling, concise, accessible and user friendly whilst at the leading edge of best practice. Our key objectives, within the new People Strategy, are to:

Develop and embed a performance-orientated culture, including recognising and rewarding real performance and contribution. We will further enhance the University's performance and development review process and look at new ways of evaluating performance. There will be greater emphasis on coaching and mentoring, and enhanced training programmes for managers to cover both individual and team development. Crucially we will look at ways to ensure contribution and achievement are appropriately rewarded.

Improve the quality of leadership and management. Managers at all levels of the University must have the capability and capacity to manage in and across structures and be able to undertake complex transformational change. We will revise and develop training programmes for key staff across the institution, including Heads of School, other senior managers, Principal Investigators and middle managers. There will be further roll-out of the 360-degree feedback programme.

Motivate, engage and inform our workforce. Engaging with our employees and understanding what matters to them is important in being able to motivate and inform our staff. It will also help provide the competitive advantage we require locally, nationally and internationally.

Attract the highest calibre of academic staff. In order to deliver the ambitious goals outlined in the Strategic Vision, it is essential that, as well as developing our own academic stars, we are able to recruit and retain excellent academic staff nationally and internationally.

Develop flexible, capable and competent staff. There are numerous challenges facing the University, and in order to deliver world-leading research and a world-class student experience, we must develop staff to be competent and flexible, able to respond to changing demands and empowered to find solutions.

Key performance indicators and targets

Key Performance Indicator	Target
9. Staff satisfaction	To achieve 80% of staff satisfied with working at the University by 2020, ensuring that we are within the upper quartile of HEIs or similar organisations, and have at least a 50% response rate to the staff survey.



“A place of fine urban architecture... that... integrates us with the surrounding city.”

Enabling strategy 2

World-class estate

To provide a world-class estate which meets the needs of The University of Manchester in 2020.

The University has the largest single campus of any higher education institution in the UK, providing 850,000m² of buildings and land with a replacement value in excess of £2 billion. The quality of the building stock has seen significant improvement since 2004 with almost £600 million invested. We now need to maintain the improvements made, further invest to improve the remainder of the stock and provide for new initiatives.

As we look to build from this position of strength, we aim to create a world-class campus for our students, staff and visitors. The concept that underpins all aspects of the University's Estates Strategy is the creation of the urban university, a place of fine urban architecture, civilised city squares, walks and streets that interconnect with all parts of the University and integrate us with the surrounding city.

Through developing a new Estates Strategy the University has analysed the existing campus footprint, identified problems and opportunities, and prioritised major works to provide the best quality environment that we can to support the University's needs.

In broad terms the aims of the Estates Strategy are to:

Ensure that the estate and buildings meet the University's teaching and learning, research, academic and social needs. Through the Estates Strategy we have developed a campus blueprint which meets emerging new requirements in research and the student experience, but is also flexible enough to adjust to changing circumstances and respond to external initiatives.

Create a sense of place. The Estates Strategy will provide a physical environment which creates a sense of place – the urban university in the heart of a vibrant city. Through innovative architecture and urban design it will reflect the University's academic ideals and provide a development context and design framework to manage future developments.

Maintain the estate to an appropriate and agreed standard. The overall quality of the estate will continue to be further improved, ensuring existing stock is refurbished and maintained to an appropriate and agreed standard. Securing sufficient resource to invest in routine maintenance will be a key challenge but it is crucial that the estate meets all health and safety, statutory, regulatory and HEFCE requirements.

Obtain best value. It is essential that the University obtains best value from all and for all its estate assets. Capital projects must be completed to time, cost and quality targets, and the overall Estates Strategy will provide a solid basis for capital planning and investment. The Estates Strategy will also be a key driver in ensuring the University achieves its carbon management plans.

Key performance indicators and targets

Key Performance Indicator	Target
10. Estate	To achieve 80% of non-residential estate judged to be in good condition and functionally suitable by 2020.



“*High-quality seamless access to information, content and services for students and staff.*”

Enabling strategy 3

Managing information

To provide students, staff and researchers with seamless access to excellent and personalised information resources, services and systems.

The University's information resources, services, systems and infrastructure are managed through IT Services and The University of Manchester Library.

The University provides high-quality seamless access to personalised information content and services for its students and staff, supported by up-to-date IT facilities, efficient and effective infrastructure and professionally delivered IT services. The University provides an extensive portfolio of infrastructure and services, reflecting a major investment in information systems and technology, contributing to the quality of teaching, learning and research.

In support of research, the University provides specialist network connectivity, large-scale computation and specialist support. It is confronting the challenge of the 'digital deluge', which results from an explosion in the volume of information, and recognising its role in helping academics to store and reuse this. With more than a century of investment in building vast and rich collections – in both print and digital format – the Library's support of efficient scholarship has contributed to a view of Manchester as a highly competitive and productive university.

Paradoxically, the physical study environment remains important, particularly for the University's students. Continually rethinking our study spaces has led to the recent development of the Alan Gilbert Learning Commons which hosts 1,000 places for individual and group study in a stimulating, comfortable and wireless environment, 24/7, with the latest facilities and services. This complements over 3,000 further IT-enabled seats across campus where students have access to the latest technology and facilities.

The University's key priorities in this area are to deliver:

Continually modernised IT facilities. We will endeavour to keep in step with the latest technologies, ensuring the regular deployment of new releases and technologies. Currently our priority is to deliver online and mobile information environments for students and staff, wherever they may be, and to provide a high-quality study environment on campus to cater for the full range of learning styles, with access to up-to-date technology, content and services.

Consolidated infrastructure. We will provide a responsive, flexible, robust and secure infrastructure for all services, taking advantage of public and private cloud solutions.

Highly effective information systems. Corporate information systems are vital to the effective functioning of the University and we will ensure that the core University systems are maintained and developed in support of core goals. This will include a number of projects developed through the Manchester Working and Learning Environment programmes.

Expertise. We will provide knowledge and expertise in the use of technology and information content to further activities of teaching, learning and research, and there will be increased opportunities for students, and staff continuously to develop their skills in the use of technology, information discovery, interpretation and management.

Research support. We will provide innovative ways to facilitate the pursuit, quality and impact of the University's research through a range of services relating to trends in scholarly publishing, bibliometrics and the storage, management and preservation of research outputs. We will develop a sustained research data management infrastructure supporting the whole data life cycle according to researchers' needs as part of a wider strategy for e-Infrastructure.



“*It is essential that the University grows and diversifies its income streams to enable it to compete with its international peers.*”

Enabling strategy 4

Internationally competitive funding

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

As the funding model for UK higher education changes, it is important that The University of Manchester ensures it diversifies and develops its income streams to provide the resources needed to support research, teaching and enhancing the student experience and to deliver the Manchester Vision 2020.

The prolonged period of public funding austerity that is likely to persist in the UK means that the University must reduce its reliance on UK government sources of income. This is necessary both to secure long-term international competitiveness and as a response to the reduction in public spending in the UK. It is essential that the University grows and diversifies its income streams to enable it to compete with its international peers in an increasingly global sector.

To provide the income streams necessary to fund our strategy we intend to:

Increase research funding from EU and international agencies. Diversifying the University's research funding is a key requirement for the University to be able to develop further its research activity and support world-leading research. Recognising the potential for increasing income here, the University is investing in additional resource and expertise to support this important activity.

Internationalise the student experience. Ensuring the University's continued success in attracting students to study at Manchester is crucial, but the University will also seek to develop overseas collaborations with global strategic partners to increase the diversity of its income streams and deliver its programmes around the world.

Increase industry and commercial collaborations. The University has recently reorganised its support for this important activity through the new Business Engagement Team, and will ensure that increased investment in developing and maintaining relationships with key business partners in the UK and overseas is translated into funding for world-class research and other activities.

Develop substantial fundraising activities. This will be a key strand in diversifying the University's income streams over the longer term and significant investment is being made to improve the University's profile in fundraising.

Support the commercialisation of intellectual property through licensing, technology transfer and the creation of spin-out companies. This has been a significant success story of the University in recent times. The mission of the University's innovation company, UMI³ – which has two operational divisions, its Innovation Centre (UMIC) and its intellectual property commercialisation services (UMIP) – is to bring as much of the University's ground-breaking inventions and software, as is relevant, into the commercial world. The University will build on its leading position and continue to prioritise investment in this important activity, to support its core academic priorities and also to develop further income streams.

Key performance indicators and targets

Key Performance Indicator	Target
11. Financial outcome	To increase underlying financial outcome as a percentage of income to 7% by 2015, in order to provide cash for investment in strategic priorities.

“Premier international universities... are iconic institutions and their brands are synonymous with excellence.”

Enabling strategy 5

A reputation for excellence

To strengthen the power of The University of Manchester brand, nationally and internationally, by celebrating our achievements and distinctiveness and by engaging and mobilising staff, students, alumni and other key stakeholders to achieve the three core goals at the heart of the Manchester 2020 Vision.

Premier international universities have potent reputations that make them destinations of choice for many of the best students, teachers, scholars and researchers in the world. They are iconic institutions and their brands are synonymous with excellence. Action and achievement are paramount in building a credible and impressive reputation or brand, but professional communications and proactive stakeholder engagement can play an important role in building a clear and distinctive identity and a compelling narrative for The University of Manchester to showcase its activities and achievements.

The University's key priorities in this area are:

Distinctive identity and clear messages. To develop and deploy a clear visual identity and a compelling narrative for the University. All of our communications will contain clear and concise messages and examples of our activity that demonstrate our quality, distinctiveness, ambition, links with the city, global reach, breadth and strength, and commitment to breaking down barriers.

Professional and powerful communications. To use a range of strategies and media to enhance the University's reputation. Our paper-based and online communications will be rich in storylines, beautifully presented and will contain arresting photography and images. We will conduct a proactive programme of media relations that celebrates the University's work and its impact, and informs public debate.

Engaging and mobilising staff and students. Staff and students are the University's most powerful advocates and brand ambassadors. Good internal communications are a high priority to keep the campus community informed about the University and provide meaningful opportunities for engagement.

Engaging and mobilising alumni. The University has more than 250,000 alumni around the world, many with the potential to become powerful and influential advocates and supporters. We will seek to engage alumni as partners in our student- and research-focused activities, and especially in our social responsibility agenda, encouraging them to contribute personally as citizens, not just financially as donors, to addressing major global challenges.

Strategic stakeholder engagement. The University will identify, prioritise and systematically engage with external stakeholders and policy makers through a coordinated programme of targeted communications, meetings and events. We will seek to engage with key opinion leaders and decision makers locally, nationally and internationally, whose views and/or responsibilities may impact on the reputation and development of the University.

Key performance indicators and targets

Key Performance Indicator	Target
12. Reputation	A weighted portfolio of measures, including reputation surveys, independent polling, media coverage and league tables.

“Internationalisation is embedded in our approach to research, teaching, the student experience, business engagement and social responsibility.”

Enabling strategy 6

An international institution

The University will be a truly international institution, with a global reach in its research, teaching and social responsibility.

The University of Manchester has a strong international profile and is already a highly internationalised University, with 25% of its Manchester-based students from outside the UK; 25% of its academic staff from outside the UK; 25% of its research publications co-authored with non-UK collaborators; and more than 250,000 alumni around the globe.

We will build on this success and ensure that internationalisation is embedded in our approach to research, teaching, the student experience, business engagement and social responsibility.

In pursuit of this vision of a truly international institution, the University will prioritise the following areas of activity:

Research collaborations. In order to ensure that the University has an international reputation for world-leading research, we will engage in international research collaborations with the best partners, wherever they may be, to address global challenges and access global facilities, data and populations. The University's existing and emerging research priorities will help to determine the countries and territories in which we aim to broaden our collaborations and influence.

International business engagement. In order to build further and confirm the University's international reputation for research and innovation, we will engage in strategic partnerships with key businesses and commercial organisations overseas in pursuit of mutually beneficial goals, ensuring that Manchester remains a partner of choice.

Diversified student population. International students are a key element in ensuring the diversity and quality of our student population. We are committed to continuing the development of well-funded scholarship programmes to attract and support the very best students from around the world, and to develop those ties well beyond graduation through our growing alumni activity.

Student experience. The University will ensure that the international dimensions of its degree programmes are strengthened and that students develop the skills necessary to shape them as global citizens, able to compete in an increasingly diverse job market. The University will provide outstanding opportunities for its students to be exposed to new cultures, languages and work opportunities at home and abroad, regardless of their background or location.

Transnational education. The University will focus delivery of its high-quality education and training on its world-class campus in Manchester and, building on the success of Manchester Business School Worldwide, will pursue the delivery of provision beyond its geographic boundaries where there is a strong fit with our strategic ambitions.

“Develop a wider culture of continuous improvement.”

Enabling strategy 7

Quality processes

Our processes will be customer-focused, effective, agile, lean and fit-for-purpose and will provide assurance that we are meeting our legal and statutory obligations.

The University of Manchester is a large and complex organisation, with a range of activities and operations. It is essential that the University meets its statutory and legal requirements, and the ever-changing demands of the external environment. Processes and structures must be agile and fit-for-purpose, responsive to customer need and new challenges, and able to manage and deploy resources in alignment with strategic priorities.

In ensuring quality processes, our key priorities are to:

Ensure legal and statutory compliance. The University must discharge its wide-ranging legal and statutory responsibilities effectively and without disproportionate administrative burden. The University recognises the crucial role played by managers across the organisation in ensuring compliance and will continue to identify and assess new legal and statutory requirements, provide training and support, and monitor compliance.

Manage risk. The University has a robust process for identifying, assessing and mitigating the strategic and operational risks it faces. As the external environment becomes ever more complex, it seeks to minimise the negative consequences of risk whilst maximising opportunities. Risk registers are reviewed biannually, including at Board level and in tandem with the planning process. As new risks emerge, the University's risk management systems will adapt accordingly.

Plan and monitor performance against plan effectively. The University has a structured approach to planning which ensures that its strategic priorities are translated into operational priorities and objectives across the organisation. The University has identified a small number of high-level strategic targets and, where appropriate, cascaded these targets through all levels of the organisation further to embed a performance-orientated culture. Monitoring of performance against plan and targets will remain a key cornerstone of the planning process at the University.

Develop a wider culture of continuous improvement. A key priority for the next three to five years will be to ensure that all University processes are lean and effective, and meet the high expectations of staff, students and partners. Additional resources will be invested in Manchester Improve, a process improvement programme which is focused particularly on business processes across the Professional Support Services, and prioritised to support the strategic goals of the University. A cultural change project will embed a culture of continuous improvement across the University and will empower staff to meet the ongoing requirement to improve service delivery in the most efficient way possible.

Key performance indicators and targets

Key Performance Indicator	Target
13. Management compliance	A weighted portfolio of measures to include health and safety indicators, enforcement notices and internal compliance processes.

“Every graduate leaves the University empowered with the knowledge and practical skills to make a positive environmental impact in their professional and personal lives.”

Enabling strategy 8

Environmental sustainability

To embed environmental sustainability as a key priority across the full range of our activities.

It is an inevitable consequence that, by all conventional measures, The University of Manchester, as the UK's largest university, has the biggest environmental impact.

But, on balance, the University is well configured to contribute positively to the environmental sustainability challenge via its unparalleled community of staff, students and alumni with environment and sustainability-related interests, many of whom are making exemplary contributions via research, scholarship, and wider professional and voluntary activities. These defining characteristics put environmental sustainability at the very heart of the University at a time when the global challenges of climate change; population growth; overconsumption; energy, food and water security; loss of biodiversity; and pollution are becoming ever higher priorities.

The main priorities of the University's work on environmental sustainability are:

Culture, communication and engagement. We will work towards embedding a culture of environmental sustainability across the University, ensuring that long-term sustainability is embedded within the University's processes through strategic and operational plans, staff and student induction, performance and development reviews, and procurement. An effective communications strategy, support for our leading experts in influencing decision makers internally and externally at local, regional, national and international levels, and an improved training offer for all staff will be pivotal to more productive engagement with all stakeholders.

Higher learning and student experience. Environmental sustainability will become a key theme within the curriculum, with opportunities to study at all degree levels, in all disciplines and across all aspects of the wider student experience, particularly through harnessing the opportunities offered by the University College for Interdisciplinary Learning and Manchester Doctoral College. Overall, we aspire to ensure that every graduate leaves the University empowered with the knowledge and practical skills to make a positive environmental impact in their professional and personal lives.

Research. We will optimise the potential for synergy and reputation building across the University's environment and sustainability-related research groupings by encouraging increased cross-disciplinary networking, research showcasing and collaborative strategic planning. In particular, we will support the development of a more seamless knowledge exchange interface between our research communities and external organisations in the private, public and third sectors, locally, regionally, nationally and internationally. Also, we will work towards all the University's research being planned and delivered to minimise detrimental environmental impact.

Business operations. Environmental sustainability will increasingly become a ubiquitous priority across the maintenance, planning and development of our physical infrastructure and all operational systems of the University, prioritising the following:

- choosing energy options responsibly and rewarding energy efficiency;
- consideration of environmental sustainability drivers in every aspect of procurement;
- facilitating and encouraging improved sustainable travel practices, including commuting and business travel;
- reducing utilities consumption;
- sustainable management of waste;
- increased co-working with in-house academic expertise;
- increased biodiversity across the estate.

