



January 2016

In Brief

Strategic Update

Our vision:

"By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life."

Our mission:

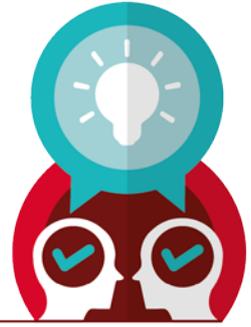
Transforming lives. Stimulating discovery.
Realising potential.

Our values:

- 1** We act with **HONESTY, INTEGRITY** and **RESPECT**
- 2** We are **PROUD** of who we are and we **ENJOY** what we do
- 3** We are committed to **QUALITY** and where we fall short we work hard to make things right
- 4** We embrace **DIFFERENCE** and dare to be different
- 5** We are **FRIENDLY** and **WELCOMING**, creating an environment where people feel safe to work, study and grow together
- 6** We are individually **ACCOUNTABLE** for what we do and collectively **RESPONSIBLE** for our University's success.

In Brief

Strategic Update



Highlights

- **University of Salford ranked as one of the world's most international universities**
- **New Dean of Salford Business School appointed (Prof David Spicer)**
- **Preparing for NSS 2016 – go live here 8 February**
- **Work continues on ICZs with first Programme Board meeting and new appointments**
- **New Council bulletin to be produced**



Your Strategic Update

In Brief is the University's core brief and replaces the Leadership Update and Talk Time. It provides you with a summary of high-level, key messages and news to support you with your face to face communication.

In Brief is issued by the Internal Communications (IC) team to all University Management Team (UMT) members following the monthly UMT meetings for onward cascade.

Please summarise where appropriate and deliver in a way you are most comfortable with. In Brief should not be presented verbatim. Please use the briefing session as an opportunity to invite questions and feedback as well as an opportunity to network.

There is a section on **page 8** that enables you to add your own content if you wish and a section to capture feedback.

Would briefers please include information relating specifically to their individual Schools and Professional Services directorates where relevant.

In Brief is issued by the IC team who welcome any feedback: Internalcomms-uos@salford.ac.uk



Core brief

Key messages

- Salford international work recognised in THE top 200 most international universities;
- ICZ work continues with new appointments to team and inaugural Programme Board meeting held;
- All Operational Plans received and Schools attending Challenge Days;
- Recruitment is still below target, particularly from overseas, but is broadly in line with the sector and slightly ahead of our competitor set;
- Continue to focus on student progression and continuation – trigger points and curricula being explored and issues with “interruption”
- New co-ordinated plan for international visits created by Marketing and Student Recruitment;
- 2016 National Student Survey starts 8 February on campus;
- Managers encouraged to attend new Leading for a High Performance Culture development sessions.

Strategy updates

University of Salford ranked as one of the world’s most international universities

The University of Salford has been recognised by the Times Higher Education (THE) in their list of the top 200 most international universities (196th).

The Times Higher Education gathers information from 800 institutions from across the globe and ranks them using a number of different indicators. Both the diversity of a university’s student body and the extent to which its academics collaborate with international colleagues are signs of how global an institution really is, and these factors are among the 13 carefully calibrated performance indicators that allow Times Higher Education to produce the most comprehensive global university rankings in the world.

Salford’s inclusion in the top 200 most international universities is a significant achievement and comes after the University achieved the second highest improvement in the 2015 National Student Survey (NSS) scores across the UK. The University also recently rose a number of places in The Times and Sunday Times Good University Guide 2016.

Latest on the Industry Collaboration Zones (ICZs)

Work is ongoing with the ICZs, and following the inaugural meeting of the Programme Board, the Workstreams and their Leads have now been assigned.



Jennifer Hinsley will take up the the role of ICZ Project Manager, and we are in the final stages of recruiting to the ICZ Programme Director and ICZ Project Officer roles. Strategic oversight of the ICZs will transfer to the new Deputy Vice-Chancellor, Professor Richard Stephenson, who joins us on the 1st March 2016.

New Council bulletin to be produced

As part of plans to increase the transparency of Council and ensure familiarity with the work they do, a new Council bulletin is being produced by the Communications Directorate for all employees and students. This comes on the back of a site tour and induction of new Council members in January.

Operational Planning round

The Operational Planning cycle is fully under way. Final student number plans were received and consolidated before Christmas and demonstrate we are on our trajectory towards 23,500 FTE by 2020/21.

All School and Professional Services' Operational Plans were received on time on 18 December and an initial review has been undertaken by the business partners (Planning, Finance, HR, Estates) before meetings with each School, chaired by Gerry Kelleher, in January. These meetings tested that the plans were aligned to the new strategy and that resources were allocated in the right places using measures such as contribution rates and benchmarked subject level Staff Student Ratios.

Following these meetings Schools have made some tweaks to plans and these plans will be reviewed collectively by UMT at the School 'Challenge Days' on 25 and 27 January. These days will include an opportunity for UMT to discuss areas where they can foster greater collaboration, and identify any areas where additional support may be needed.

Professional Services submitted their final Operational Plans on 15 January. There will be an opportunity to review and revise these following the School Challenge Days.

Business updates

Annual Operating Plan 2015/16

The University Management Team (UMT) is responsible for monitoring and reviewing the University's performance. Every month UMT reviews progress against the annual operating plan; reviewing the academic sub strategies and the key functional strategies. Below are some of the key points.

Student Recruitment update

Our mid cycle international recruitment figures have improved to a predicted 129 against a target of 217. The shortfall remains down to significant changes to UKVI regulations which have impacted on the sector as a whole.

Home/EU UG applications for 2016/17 are currently down by four per cent from last year and offers are down two per cent, but this is broadly in line with the sector. There has been a big drop in widening participation students this year.



Overall international undergraduate applications remain down by 21% due to the knock on effect of UKVI restrictions. However, postgraduate applications are up by nearly 600 to 1860 (47%).

Continued focus on improving Student Progression and Retention

Progression rates remain a cause for concern with a further one per cent drop in 2014/15, meaning that we are now two per cent short of target. This is a University-wide trend and not confined to any particular School.

Significant work is under way led by Paul Rowlett, to look at the reasons for poor performance and address these. Meetings have been held with Schools to discuss the decline. Analysis is being done to see if there is any correlation between specific programme entry levels eg. A-Level entry/ BTEC.

The Associate Deans (ADAs) and Student Progression Assistants are reviewing engagement data to identify possible causes for this continued fall. Our curriculum could also have an impact, for example with early focus on exams in the first year, which is challenging for non A-Level entrants.

There has been a significant spike in “interruptions” this year and the causes are being investigated further.

Directorate of Marketing and Student Recruitment update

The Directorate has now got its core structure in place and has made good progress in filling vacant posts. The brand development work is nearing completion and will be rolled out from early 2016.

Meetings are being held with Schools and tailored marketing plans are being developed.

An international recruitment visit schedule has been prepared. This will co-ordinate visits university-wide and identify target areas where School support and marketing can work in a more co-ordinated manner to meet recruitment objectives in specific countries.

A new Postgraduate marketing campaign is currently being developed which will focus on six core groups:

- Current final year undergraduate students at Salford
- Recent Salford graduates
- Current final year undergraduates at Universities within the Greater Manchester / North West region
- Current final year students whose home region is Greater Manchester and who may consider returning home after graduating
- Undergraduate students who applied to study with us in 2013 (but not those who were rejected)
- General population and upcoming graduates not covered above.

Segmentation of the Student Journey

Using data gathered from students, Dean of Students Sam Grogan and Students' Union President Marina Hristova gave a presentation to the UMT on how students' needs and preferences vary from semester to semester and from



year to year. By understanding students' particular needs throughout their time with us, innovative solutions can be developed to meet these needs.

Once the report has been completed, with further feedback being sought from the postgraduate student journey, further analysis can be undertaken to consider how this varies across Schools and how we work with our students to optimise their experience.

Enabling the Student Journey (ESJ)

A new Programme Manager is in place and recruitment is currently under way for the supporting team.

Work on data cleansing continues and fact finding / gap analysis continues according to plan in relation to the Graduation module.

Linked to the ESJ project is the development of a new Customer Relationship Management database (CRM), which will enhance our recruitment and admissions processes.

Campus Developments

Development of the campus continues with New Adelphi set to open on schedule in September 2016, the Students' Union shop opening in The Library this February and the current demolition of the old student residences at Horlock and Constantine Courts.

Flood defence improvements, working with the Environment Agency and Salford Council are progressing and set to complete this summer. A reuse plan is being put in place for Castle Irwell and Adelphi buildings.

Leadership Development Programme

This is being rolled out by HR Organisational Development to c.200 people managers across the University to help provide leaders with the colleague engagement skills they need to empower their teams.

The "Leading for a High Performance Culture" programme starts this month with a number of short workshops focusing on colleague engagement, exploring the attributes of an "engaging manager", why engagement matters to our success and the impact and potential actions from the Best Companies Survey.

Once the Best Company survey results become available in February, managers will lead teams in conversations around the University's colleague engagement priorities as well as developing local action plans.

Dean of Salford Business School appointed

Professor David Spicer has been appointed as Dean of Salford Business School.

Professor Spicer is currently interim Dean of the Faculty of Management and Law at the University of Bradford. Since joining their University in 1999, he has also held the posts of Associate Dean, Academic Management, Planning and Head of Department for Human Resources Management.



Prior to joining Bradford, David worked for the University of Plymouth Business School where he undertook doctoral research and also worked as a lecturer in the human resources study group.

Previous issues of In Brief can be accessed [here](#)





Local brief

Main Header

Sub header

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Questions and feedback

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