



September 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:

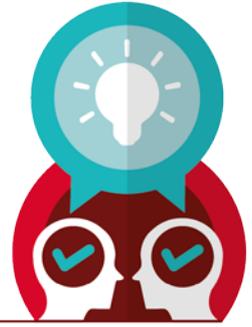
Transforming lives. Stimulating discovery.  
Realising potential.

### 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

- **Salford Professional Development launch their Strategic Plan and encourage more Schools to suggest ideas for future products.**
- **Schools to prioritise actions to address areas of underperformance in relation to the new Teaching Excellence Framework**
- **Student recruitment likely to see a shortfall**
- **New Dean of Nursing, Midwifery, Social Work & Social Sciences joined on 5 Sept – Margaret Rowe**



## 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 6** 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](mailto:Internalcomms-uos@salford.ac.uk)



## Core brief

### Key highlights from University Management Team meeting September 2016

**Car parking:** It was confirmed that the new flexible “pay on entry” car parking system was now in place across campus. This is managed by an outside provider.

**Vacancies:**

- HR had emailed several hiring managers alerting them to a temporary pause in recruitment across the University, whilst student numbers are assessed.
- This is purely a case of acting prudently in light of student recruitment falling currently behind target. Where interviews and advertising for posts are well under way, these will continue to be recruited to.
- HR and Finance colleagues will be having conversations across Schools and Directorates over the next few days to discuss any issues this may cause and a sensible approach will be taken where savings can be found elsewhere.

**Salford Professional Development (SPD)**– Michael Hardy, Chair of SPD and Marc Davis, Chief Executive Officer, presented the standalone training company’s five-year Strategic Plan. This has been developed to align with our own Vision and strategic priority to deliver the Industry Collaboration Zones.

- Salford Professional Development aims to deliver a £3m surplus by 2021 and last year made a surplus of £750,000. Its strength is in bringing together commercial acumen with the breadth of knowledge and academic expertise within the University. Many delegates become postgraduate students after initially coming into contact with an SPD course or event.
- The Schools have the single biggest impact on SPD achieving its financial goals. It is important for SPD to be able to tap into the expertise and excellence held in each School to create a wider and more attractive portfolio so colleagues are encouraged to contact them with any suggestions as to CPD courses/ events they might run.
- EXAMPLE A prime case where a colleague benefitted from doing just that was in a recent high-level conference looking at the development of Smart Cities to solve urban problems. The Dean of the School of the Built Environment, Professor Hisham Elkadi, approached SPD earlier in the year with a simple idea that he would like to hold a Smart Cities conference. He and other SoBE colleagues were able to give keynote speeches and he suggested other potential expert speakers to SPD. From that rough concept, SPD staff worked with Terrence Fernando in ThinkLab to project manage and fully market the entire one-day event which took place at Adelphi House. The event was sold out and brought in useful revenue for SoBE as well as enhancing the School’s reputation as a leader in the field.



- Other areas of opportunity for SPD are in the Northern Powerhouse agenda, London events and in particular the opportunities presented by the ICZ agenda and strengthening links with external organisations – possibly in co-creating tailored courses working “inside” our existing partners, as we do with local NHS Trusts.
- SPD is currently working with Estates to develop the Robert Powell theatre as an additional in house venue they can use for bigger events.

The team were praised for their success and the contribution they made to the University.

### **National Student Survey 2016 (NSS) Review**

Pro Vice-Chancellor Dr Sam Grogan presented the NSS results and in particular how these aligned to the new Teaching Excellence Framework (TEF). He talked through practical steps to improve feedback, and it was agreed by the Vice-Chancellor and the management team that the immediate focus this semester must be on those that contribute to the new TEF framework. The overall picture demonstrated that we needed a real step change in improving the student experience, which Salford Curriculum+ would help deliver. Our portfolio of programmes will need to be reprofiled in light of TEF and our ICZ agenda.

Key points from the presentation:

- Teaching on my course, Academic Support and Assessment and Feedback are key performance indicators for the TEF. In the first two measures, we are below the sector. We would need a 2% uplift to be where we need to be for the TEF.
- The situation across the University is varied with pockets of outstanding performance and other areas where performance is simply unacceptable.
- The new TEF framework does consider Question 22 – Overall student satisfaction –this is still important, but no longer a primary objective. It continues, however, to contribute to league table measures.
- With TEF, Universities will be graded on a three-year average taken from NSS data. Two of the years have passed so we only have this first semester to make significant improvements in order for our next year’s NSS results to be more favourable.
- In the new Framework, universities will be rated as Meeting Expectations, Excellent or Outstanding. To be able to charge higher fees, we need to be rated Excellent. A rating of Meeting Expectations rather than Excellent would also naturally impact on student recruitment. It is imperative we work towards achieving an Excellent rating.
- By targeting improvements across the board rather than just the top and bottom ten and moving the bulk of our programmes from “Good” to “Great” will achieve the uplift we require.
- The Dean of Students and colleagues will work with you to implement several practical measures to improve the student experience. These may be simple things like early Personal Tutor meetings, a peer observation programme, consistency of expectation focussed on communication standards and strict implementation of office hours for example.



- Priority for Semester 1 will be to work to specifically address the three underperforming areas that align to the new Framework and these will need to be swiftly actioned. There is a limited window of opportunity. The senior team will work with Schools to address this and track progress.
- Colleagues will help all programmes over the year to implement some of the transferrable best practice from the “green” teams – the highest performing programmes.
- Work will be done to increase the sense of “belonging” at MediaCityUK where it was acknowledged there were some issues for certain students.
- The entire portfolio will be refocussed in light of TEF and also be reprofiled to align to the ICZ agenda.

**Student Recruitment** – Jennie Coates, Director of Student Recruitment & Admissions, presented an overview of the target markets for international student recruitment and which programmes would be marketed in which areas. Marketing & External Relations would work with academics to utilise country visits in a co-ordinated way.

Existing partnerships will also be looked at to ensure they are meeting commercial targets.

Key points:

- Home/undergraduate recruitment – this is at the same level as this time last year. There was a 2% drop in the number of students available in Clearing which has particularly affected universities with lower tariff entry.
- The number of calls taken was also down, as was our conversion rate. Concerted digital and traditional targeted marketing would continue to students who had received offers, a new Autumn marketing campaign would attract further students and our Clearing Lines would remain open for as long as possible. Deadlines would be extended for certain course and Schools were being asked to consider January intakes.
- It is likely we will have a shortfall against target numbers.
- Postgraduate Home – looks likely to be c.100 over target. Twenty to thirty applications are still coming in every day
- International recruitment – need figures of how this is doing no-one answering phone currently
- Nigeria – due to devaluation of the Nigerian currency, UK study was currently prohibitive, but we would maintain our presence there.

#### **Autumn Student Recruitment Advertising Campaign**

Director of Marketing John McCarthy unveiled the student recruitment cinema advertisement, which aimed to stand out from the crowd and be inspiring, aspirational and intense. The advert was well received and the Marketing team thanked.





## Local brief

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#### Sub header

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## Questions and feedback

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