



June 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

- ICZ programme picks up pace – 10 key messages for all colleagues
- Guardian League Table success – we're now in the third quartile
- Highlights from the University Council Quarterly Report: Quarter 3
- Annual operating plan 2015/16 business updates
- School Quarterly Highlight Reports for Quarter 3
- Volunteers wanted for Graduation
- Significant climbs in three League Tables



## 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 9** 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

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### Strategy latest

#### ICZ Programme update

Our ICZ programme has started to pick up pace:

- ICZ team out and about and colleagues beginning to shape how the new way of working could work in their area;
- ICZ Programme Brochure sent to all colleagues – if you haven't got one, please email [icz@salford.ac.uk](mailto:icz@salford.ac.uk) and we'll arrange to send you one.
- Engagement and Communications Strategy in place. A recent COO Networking Session – 10 June – gave more than 120 colleagues an opportunity to learn more about the programme, ask questions and challenge. Further events planned throughout the year.
- Plans for first Maker Space well advanced. Maker Spaces are places with specialist equipment eg. laser cutters, 3D printers and Computer Aided Design (CAD) software on pcs. Specialist technicians will also be on hand. Colleagues, industry partners and students who have an idea can come into this space, play, experiment and turn their idea into a tangible prototype they can take away.
- Maker Mondays for colleagues will start in July where people can come and 'have a go' and the project will be delivered by a Salford Business School postgraduate taught (PGT) student intern. This project officer will work alongside another student intern and Professor Robin Barger, one of the ICZ Thought Leaders who is driving forward new spaces at MediaCityUK.

#### The 10 ICZ key messages

- Creating ICZs is our single most important strategic priority;
- ICZs will position Salford as a unique and distinct place to study and work;
- ICZs will provide a new space for students, colleagues and industry partners in particular sectors to experiment and create something possibly unique and definitely special and be a place where knowledge and expertise can be nurtured, tested and practised;
- Through ICZs our students and colleagues will be able to collaborate closely with our industry partners on integrated work-based learning and development opportunities; applying their learning and skills to real issues and situations;
- ICZs will provide unique employment prospects for students. These prospects will be enhanced through live briefs – initiated by employers and through co-design of the curriculum with industry;
- ICZs will support key elements of the skills, employment and economic growth of Devo Manc, by producing high quality graduates to power the region's economic growth;
- ICZs will promote sustainability and social responsibility;
- The University has four defined ICZs; Engineering and Environments; Health and Wellbeing; Digital and Creative and Sport



- The Engineering and Environments ICZ introduces the concept of a “maker space”, showing just how much can be learned by “making useful things”;
- The “maker space” provides a model which can be adopted by the wider university community to support the cultural and behavioural change which is critical to delivering the wider ICZ programme.

The ICZ programme wants to involve all our people. Follow the ICZ Team on twitter @ICZUos or contact them on [icz@salford.ac.uk](mailto:icz@salford.ac.uk)

### University Council Quarterly performance report: Quarter 3 (February – April 2016)

Key highlights from the report that was considered by the UMT on 13 June and went to Council on 17 June:

- **Positive improvements** in student experience and in satisfaction, rises in three University League Tables:
  - Complete University Guide,
  - Times Higher Education Student Experience Survey and the
  - WhatUni.com league table.
- **Retention risk:** Programme leaders have identified areas for improvements and successful programmes are sharing best practice with other areas. In-year attrition is currently 5.6 per cent (1227 students) but action plans are in place. Monthly reports are on Qlikview. A revised Interruption and Withdrawal Process has been introduced.
- **The Destination of Leavers from Higher Education (DLHE) survey** – closed with higher response rate of 79.3 per cent. Results available next quarter.
- **Recruitment:** undergraduate (UGT) and postgraduate taught (PGT) recruitment has exceeded planned numbers. International inward students have fallen short of plan but transnational education (TNE) students are significantly up against target. Home/EU recruitment activity for 2016/17 is encouraging with conversion rates for undergraduate applicants up by four per cent on last year and postgraduate taught 28 per cent higher than last year.

International undergraduate applications are currently down by 13 per cent contrasted with postgraduate taught are up by two per cent. Activity to support conversion is well underway. For Home/EU this includes improved communications for prospective students, social media marketing campaigns through and working with further education partners.

International recruitment activity will focus on attendance at overseas events, support for inbound students at our “launch pad” offices abroad and direct contact by student ambassadors with prospective students directly.

As part of our vision and commitment to grow the university, we are expecting to take around 5,000 students this September. Our reliance on Clearing is proportionally less than last year.



- **Research and enterprise:** We have £350,000 remaining of our projected target spend in Research and Enterprise due to various circumstances, for example the Dementia Institute initially planning to carry out works in Crescent House, but now likely to sit within Allerton. In order not to lose this money, we are asking Schools to highlight projects in their areas where we can spend the money this year.

A census of research outputs earlier this academic year has highlighted that around a fifth of academics have one or more outputs on the University research data repository (USIR) and we look likely to meet out full year target of 25 per cent will be achieved.

- **Finances:** both operating surplus and pay to income ratio are forecast to exceed target due to savings measures brought in. This is important as this is used for HEFCE benchmarking and also to demonstrate the institution's sustainability.
- **Space utilisation** performance has not improved on 2014/15 levels and has fallen short of target. This is a key priority for Council as it costs the University money. Timetabling teams are working with Schools to improve this and provide appropriate rooms and a simpler system of booking for academics to use. A draft timetable is being prepared and forecast of anticipated utilisation should be available soon.
- **The Guardian University League Table 2017**
  - Climbed seven places - now ranked 83 out of 119 institutions ie. third quartile. Our highest position since 2006.
  - Three of our subjects (Social Work, Sports Science and Accounting and Finance) are in the top quartile and three are in the top ten.
  - The table is based on a variety of measures, including entry standards, student-staff ratios, graduate prospects and overall student satisfaction with the course. It draws heavily on the results of the National Student Survey (NSS) which has been a major focus for us over the last two years. We have also seen gains in all but one of the other measures, in particular career prospects after six months and value added score.

- **Graduation – the key event in our calendar: volunteers needed**

Volunteers are needed to help out at this year's graduation on 19-22 July at The Lowry. A variety of roles including marshalling, greeting and ushering are available and you can help at just one ceremony or full a full day. Call the Events team to offer support or preferably register on the Graduation website at <http://www.salford.ac.uk/summer-graduation/staff>. Just have a quick word with your line manager first. It's a time of celebration and a wonderful opportunity to share in recognising the achievements of our students and their proud families.

- **Enabling the Student Journey:** The project is classed as "red", but Council have been assured by an external auditor that Phases one and two will be delivered on time and produce the expected benefits. The



Customer Relationship Marketing (CRM) workstream is slightly behind schedule but is scheduled to deliver on target.

- **ERDF funding delay** – due to various circumstances our funding from the European Regional Development Fund (ERDF) is delayed but set to come in July. This is for the Newton building project.
- **Overseas Debt:** This continues to be a high risk with the added issue of re-registration for some overseas students. The current position further supports the diversification strategy for overseas students. Finance is continuing to work with Marketing and Student Recruitment and the International Business Development Office to resolve the issue.
- **Improved Student Loan Company relationship and process.** Finance and Student Administration are continuing to work on the improvement of the process especially give the slightly lower than anticipated third payment received from Student Loan Company (SLC).

### **School Quarterly Highlight Reports 2015/16, Quarter 3 (February – April 2016)**

*(Would Deans please include in this section the information which relates to their own particular School and also share the highlights of the other Schools. There are some suggested bullet points below)*

#### **Arts & Media**

- NSS programme of activity completed with the School returning a final response rate of 82 per cent
- Planning for increased numbers in new programmes under way, including staff recruitment, specialist equipment procurement and the reconfiguration of space in MediaCityUK to accommodate the new cohort of BA Film Production
- New Adelphi timetabling and decant continues to progress and is on target for August completion. Additionally BA Graphic Design is to relocate to the New Adelphi to accommodate its own growth and allow for growth in current programmes and new programmes at MediaCity
- Strategy away day for senior colleagues this month focuses on retention and progression strategies, and embedding the ICZ agenda into all School activities and new developments
- Create Festival started in April and concludes this month with a new Students' Awards Ceremony Dinner supported by key industry partners.

#### **Computing, Science & Engineering**

- The School remains on track to achieve most of the targets set in its operational plan
- A number of our programmes have recently been accredited by professional bodies: Petroleum and Gas management programmes received accreditation by the Institute of Gas Engineers and Managers (IGEM) and the Institute of Physics has recommended accreditation of our Physics programmes.



- The School has encouraged and supported the creation of the Student led Computing Society that has organised events such as visits to Bletchley Park and the National Computing Museum as part of its strategy to develop learning communities.
- A new MSc in Data Science has been approved and a marketing plan is being developed. The programme has been advertised to current final year students in CSE, ELS, SBS and is now on course finder.

### **Environment & Life Sciences**

- Our aim has been to pursue a sustainable programme of improvement in teaching and research aligned to the Health, Engineering and Environment and Digital Futures ICZs. In Health our main emphasis is in the launch of translational medicine where we have recruited eight posts which will strengthen our offering and securing a new source of charitable funding from the Healthy Life Foundation.
- In environment we have a growing portfolio of research grant income and are developing enterprise links in relation to river management and urban agriculture. In digital we are contributing to the 'StumbleUpon Science, Beacons' project which will provide an interactive experience for thousands of visiting scientists during the European City of Science conference
- These initiatives are further linked to the launch of programmes to diversity our offering with a masters in Wildlife Conservation recruiting from Oct 2016 and Chemistry (UG) and Geography and Archaeology (UG) launching the following year
- Geography rose nine places in both the Times Complete University Guide (55-46th) and the Guardian League Tables (63-54th), Biological Science rose 9 (88-79) and 19 places (97-78) respectively.

### **Health Sciences**

- We achieved an 80.5 per cent response rate in the 2016 NSS. The Postgraduate Taught Experience Survey (PTES) score has already exceeding last survey's completion rate (21.6 per cent compared with 4 per cent). In the Complete University Guide Sports Science showed one of the highest improvements in ranking in the University (plus19), now ranked 21 out of 84. Psychology also has seen a significant rise in ranking (plus 11), 66th out of 116 institutions
- Meetings have been held with marketing to explore new markets, review trends for current programmes and identify impact of funding changes for Allied Health Professionals (AHP) programmes from 2017/18
- Ongoing development of potential new programmes include: PG Cert Elite Sports Physiotherapy 2017 – progressing through partnership process; MSc Virtual Reality and Mental Health revised submission to AD SG May 16 and MSc Vascular Medicine PARP June 16
- Joint School executive meeting held between Health Sciences and the School of Nursing, Midwifery, Social Work and Social Sciences to discuss ICZs and a possible Institute for Health and monthly meetings between Deans of Health Sciences and Salford Business School have started to discuss cross School working and ICZ development





### **Nursing, Midwifery, Social Work & Social Sciences**

- We are progressing well against the operational plan. The recruitment cycle to replace colleagues has been completed including the appointment of three professors, with the growth posts now confirmed and being advertised this month
- We have had confirmation of a significant drop in CPD allocation funds and are developing an action plan with the School of Health Sciences to mitigate this
- The development of the Associate Nurse programme is progressing well and with Academic Development Sub-Group for approval with the potential start date of Sept 16.
- A review of Social Work programmes and the production of new pathways in response to changing funding structures to Social Work education has taken place
- Creation of the 'Deans award' for colleagues in the school to celebrate their contribution to the development of the School.

### **Salford Business School**

- The School is on target to exceed its targeted financial contribution despite a shortfall in tuition fees owing to the growth in numbers.
- The expected students numbers for September look encouraging, whilst there were some minor areas of concern (notably Accounting and Finance) the position has improved significantly since the UCAS May 4 deadline. Our priority is to continue to ensure we have plans for effective student conversion in place.
- There have been discussions on the development of the Sport ICZ and role of SBS within this (with Health Sciences), and a number of activities are being developed to support this.
- Five of our colleagues were recognised in the Student Union Teaching Awards, the SBS Programme Team has been nominated for the Outstanding Departmental Administration Team in the Times Higher Education Leadership and Management Awards. The School's MOOC project #Passion4Digital has been nominated for six industry awards and we have been nominated for a Big Chip/Little Chip Placement Award with Wildings Solicitors.
- This quarter has also seen high rankings in terms of 'student satisfaction' were reported for three in the Complete University Guide 2017: Accounting & Finance was 1st for the second year in a row; Law was first, having been third last year; while Economics was inside the top five for the second year in a row. Programmes across the School consistently achieved top 20 rankings for student satisfaction.

### **School of the Built Environment**

- Performance for quarter three shows a significant increase in the number of applications and offers across the School's portfolio including a number of applications which have been received for the new accelerated learning route - in line with ICZ's objective of new modes of deliveries. The School is





also involved in the development of new programmes in Dubai and Mauritius as well as exploring further distance learning delivery internationally.

- The development of learning packages continues as planned. The project is to support the University strategy in furthering the School's collaboration and co-creation with industry.
- The School is still waiting for the University's decision on its major capital projects which include Energy House 2, Think Lab expansion and KPI engine as well as development of the Maxwell wing which is crucial not only for the identity of the School but is also key to improvement in teaching programmes and in implementing the University's vision.
- The School is in a strong position to exceed its research targets. It is expected to exceed its financial contribution target at the end of the financial year.

### **Salford Languages**

- Registrations having increased from last year for the University Wide Language Programme (UWLP).
- The overhaul and implementation of quality-assured processes across Salford Languages (to align and reflect those of the University) is now complete and embedded into business as usual.
- Recruitment to the Summer English Study Programme has improved, and although still below target, the staffing costs have also been reduced accordingly (by making more effective use of existing resources).
- Recruitment to the International Foundation Year (IFY) and English Study programme (ESP) for 2016/17 is underway.



## **Local brief**

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## Questions and feedback

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