



May 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

- **New strategic plan available for colleagues**
- **Leadership Forum launched to improve colleague engagement**
- **Wellbeing taskforce to be set up**
- **Student recruitment update for September 2016 entry**
- **Improvements made in teaching space utilisation**
- **Library development project underway**
- **NSS: Overall response rate of 78 per cent**
- **USIR research outputs census update**
- **Recent successes and positive indicators**



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 7** 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

Strategy updates

New Leadership Forum launched to improve colleague engagement

A new Leadership Forum to provide a regular opportunity for direct engagement with the members of the University Management Team (UMT) has been launched.

Held at regular intervals, the aim of the forum is to improve leadership visibility, communication between colleagues at all levels and an opportunity for you to give your views and engage in face-to-face dialogue with our leaders on the University's strategy, priorities and decision-making.

The Leadership Forum - chaired by the Vice-Chancellor and Deputy Vice-Chancellor (in rotation) – is supported by a panel of University Management Team (UMT) members. The Chair will introduce a theme of interest/challenge that is relevant to the University and then lead a Q&A session for colleagues attending the forum. This will then be followed by an open Q&A session and an informal networking session.

The first meeting of the Forum attended by over 150 colleagues, took place on 11 May with the main theme being the launch of the new strategic plan. It was chaired by Vice-Chancellor Helen Marshall, who took the opportunity to thank all those who had contributed to the creation of the vision and strategy over the last year and in particular, our vision champions.

A Q&A session, compered by our Dean of Students, Sam Grogan, gave colleagues an opportunity to ask questions from the floor as well as inviting UMT members to answer a selection of questions submitted beforehand. Details of all the Q&As will be available on the US News Channel shortly.

An online version of the employee version of the strategic plan is available on line [here](#). Copies are available from the Communications department, 3rd floor, Humphrey Booth House, from Thursday, 19 May, or contact Rachel Brown on ext 57072. Coverage of the event can also be seen [here](#).

Wellbeing taskforce to be set up

At the event, HR Director Keith Watkinson announced that a wellbeing taskforce is to be set up, in response to feedback from the Best Companies Survey. Wellbeing - how people feel about their workload, their life balance and levels of stress - was one of the categories of the survey with the lowest score and is a focus for action.

The University recognises that the most positive impact on this measure can be achieved through action at a local level and has asked that this be a focus on School and Professional Services departments when they speak to their colleagues and put together their action plans.



It also recognise that there will be a number of issues that are probably best addressed at a corporate level and for that reason is inviting people with a particular interest, specialism or passion for this topic to form a working group, a task force, to assess what the primary issues are and then make recommendations.

This will be a self-managed group so people who join this group need both the motivation but also the right approach to work with colleagues to look at this. People who wish to be part of the working group should email: colleague-engagement@salford.ac.uk.

The next meeting of the Forum is scheduled to take place in September. Please submit your questions between now and September's event by emailing: internalcomms-uos@salford.ac.uk

Business updates

Annual Operating Plan 2015/16

Student recruitment updates (September 2016 entry)

Home UG: Applications, offers and firm acceptances remain in a positive position ahead of last year. We are currently ahead by four per cent in firm acceptances, with both the sector and our competitor set experiencing declines.

In order to achieve our increased student number targets it is likely that we will need to recruit a similar number of students in Clearing as last year. Meetings are currently being arranged by the Student Recruitment Teams with Deans during May and June to discuss the detailed position for each School. Like last year, there will be as much focus on quality as quantity. PG Home: courses continue to be buoyant showing an increase of 31 per cent.

International: PG applications remain ahead of last year, showing an increase of five per cent against plan. However, there is a continued challenge with UG applications – currently most acute in CSE, SBS and SoBE. Much of the decline is in countries where we received significant numbers of sponsored students and where there are currently some economic issues (Nigeria, Saudi Arabia in particular.)

The main focus for international recruitment is therefore around conversion and ensuring applications are dealt with efficiently as possible.

NSS: Overall response rate of 78 per cent

The 2016 National Student Survey (NSS) recently closed with a very good overall response rate from our students of 78 per cent. This is well above the national average response rate of 72 per cent and a 2 per cent improvement from last year's final response rate of 76 per cent.

This year we continued to promote NSS to our students through bespoke and targeted plans within each School, supported by student-driven messages and communications. This approach has enabled academic and professional services teams within schools to tailor how they encouraged students to give vital feedback on the University and their experiences with us.



Most of the Schools-based activity took place in February, with students given time and access online (whether with iPads or PC suites) to complete the survey. ITS and Estates played a vital part in supporting this activity by coordinating and transporting iPads across the campus and incorporating a link to NSS in the iSalford app and placing a shortcut on PCs. Results of the survey will be circulated when they are available later this year.

Improvements made in teaching space utilisation

Improvements have been made this year in timetabling in terms of the approach to planning and control, implementing policy and new practice.

Key risks and mitigations have been identified and the University is confident that it can manage these risks to create a timetable that meets or exceeds the 21 per cent space utilisation KPI and by the end of this month we will have an indicative utilisation figure for next year.

By creating a new timetable team, introducing a more stringent policy, making sure our timetables are created in a student focused way, and gathering more detailed information of actual room usage, we will have much greater control over the key inputs which drive efficient timetabling.

USIR research outputs census update

Research and Enterprise have provided an update on the December 2015 journal research outputs census and the key next steps over the next three to four months to underpin the detailed development of the REF strategy. The purpose of the census is to:

- ensure journal research outputs are uploaded and discoverable onto the University of Salford Institutional Repository (USIR), in line with University and HEFCE Open Access policies
- indicate the proportion of academics with one or more journal research outputs estimated at or above REF grade 3*.

Currently we are on a trajectory to achieve the KPI of 25 per cent of academics with one or more research output eligible for submission to REF 2020/2021.

Library development project underway

Starting next month, the Clifford Whitworth Library will be completely transformed by a £5.8m refurbishment. In the meantime, a number of plans are being put in place to reduce disruption.

- From 3 May the number of books colleagues and students can borrow will increase by 10. This means that a first or second year undergraduate will be able to take out 25 items. A final year undergraduate, postgraduate or employee will be able to take out 35 items
- At the end of May a pop-up study area will be created with group, silent study areas and PCs
- There will be an ITS desk and a Library desk to make it easier for students to get support
- As work progresses, further study places will be created across campus.



During refurbishment, all the books will remain in Clifford Whitworth. Library users will be given as much access as possible – but there will be times when books are being transferred between floors and therefore temporarily unavailable.

During the work, information will be posted daily on the Library web pages to let people know where the best places are to work – to accommodate noise levels. Colleagues are advised to check first before coming in to the Library and also follow on twitter @TheLibraryUoS #LibraryinthePark for latest developments.

More information about the project and be found [here](#).

Recent successes and positive indicators

Athena Swann – last month the University was presented with a “bronze award” from the Equality Challenge Unit’s (ECU) Athena SWAN Charter for its commitment to gender equality. This comes as part of the University’s dedication to the career progression and retention of female colleagues in Science, Technology, Engineering, Mathematics and Medicine. (STEMM).

The Higher Education Business and Community Interaction Survey - the University has risen 15 places from 76 to 61 in (HE-BCI) for 2014/15. This is a significant climb, coming as it does against a sector average growth of six per cent. We are also ranked higher for income generation than our comparator set of alliance universities, which includes institutions such as Manchester Metropolitan University (MMU), Liverpool John Moores and Huddersfield.

The Complete University Guide (CUG) – latest rankings show that overall Salford has climbed on place to 95. The tables – compiled by Mayfield University Consultants - are drawn up from 2014 and 2015 data provided by the Higher Education Statistics Agency (HESA) and UK Funding Councils.

Home Office’s Surveillance Camera Code of Practice – Salford has become one of only two universities in the UK to be awarded a certificate for its exceptional compliance. This comes as part of the recent Association of University Chief Security Officers (AUCSO) Conference held recently at MediaCityUK of which Salford’s security team were presented with their achievement by Surveillance Camera Commissioner, Tony Porter.

Nationwide survey carried out by Whatuni.com – Salford has been ranked in the UK’s top 50 universities in a recent nationwide survey. Whatuni.com, a university and degree comparison website, asked more than 25,000 students across 125 universities to rate their higher education on 10 categories that impact them most during their time of study. Salford jumped 54 places to 47th in the main category “University of the Year”.





Local brief

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Questions and feedback

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