



November 2015

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:

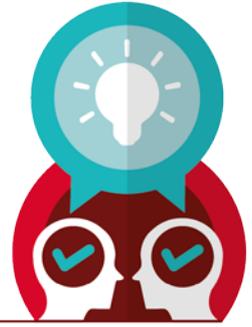
Transforming lives. Stimulating discovery.
Realising potential.

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

- Good news on the recruitment front
- Retention of students still a big issue in places
- New research grants secured
- International business case development
- Best Companies survey – response rate going up
- Campus developments – creating sense of belonging
- Work continues on brand proposition
- Model for provision of Professional Services
- New Prevent Duty – University's obligations
- Professorial Review 2015/16 changes
- Progress on sustainability
- Review of graduation ceremonies



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 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

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 highlights.

Annual Operating Plan 2015/16

Academic growth and diversification

- It's largely good news on the recruitment front with Home/EU UG recruitment slightly above target at 5,036 registered students
- The picture for Home/EU PG recruitment is significantly better at 120 per cent of target
- Overseas, our UG and PG recruitment remains, like many other institutions below target. Changes to UKVI policy combined with over-dependence on higher risk countries and an agent network that requires better management, has contributed to this position.
- We're looking at two new partnerships with Wigan & Leigh and Bolton College to help deliver growth
- The Student Number Planning Model for 2016/17 recruitment has been agreed by UMT.

Academic improvement

- Retention – particularly progression – is still a significant issue despite in-year attrition improving marginally. This is a critical area and the UMT will continue to monitor this throughout the year
- Retention rates per School are currently being analysed and will be presented to the Vice-Chancellor's Executive Team (VCET) on 17 November. Further work on this will be carried out with Schools led by the PVC Academic.

Research and Enterprise

- £3.3 million worth of new research council grants have been secured since August
- There has been a big effort by the new research centres and R&E to increase the success rate of research bidding and we currently have £46 million of outstanding decisions. Research and REF outputs are still developing with significant training in place to help support academics to achieve high quality outputs.
- Schools have appointed REF Research Excellence and Impact champions
- PGR completion rates continue to improve well from an historic level of 12 per cent four years ago. They are on target to achieve 53 per cent this year.



International

- International recruitment targets won't be achieved for 2015/16 – based on current main cycle registrations, for reasons previously reported on page three
- Work continues on the setting up the new International Business Development Office (IBDO) – a new director position has now been advertised
- There has been a focus on:
 - new business case development (Bahrain and China),
 - finalising 2015/16 plans with targets for the Abu Dhabi office
 - and negotiation on establishing “launch pad” office resources in India .

People

- The University has registered for the first time to take part in the Best Companies “b-heard” survey which is the largest UK employee survey of its kind in the UK
- The survey was launched on 23 October and will close on 13 November, 2015. As of 5 November the response rate was 33 per cent.

Information and Technology

- The roll out of flexible Microsoft Surface Pros to colleagues continues and an improved Wi-Fi service – UoSWiFi has been delivered across campus
- Consultants Evoco have now concluded their review of IT operations and a new strategy will be developed to build on its findings.

Estates

- Current timetabling information suggests a lack of substantial improvement in utilising teaching space which may lead to the University falling short of its target of 21 per cent for 2015/16
- Development of the Campus continues with the opening of the ELS Megalab, the new Peel Park Quarter (Residences) opened and fully let
- The New Adelphi (Gateway Project) is well underway. Creation of the New Adelphi and its associated public realm is a key part of consolidating our Campus, creating vibrancy and greater sense of belonging. In particular, it provides a very high quality experience for the Arts and Media students.
- There is agreement to negotiate with the Wesley Hotel Group to create the Faraday Hotel
- Levels 5 and 6 have opened in Maxwell with HR, Finance Planning and Legal and Governance teams moving in.

Marketing

- The initial brand audit and proposed brand proposition has been completed and will be followed by an engagement phase until the end of December 2015. The new proposition



will be launched next March; providing a consistent brand and vehicle for planning our 50th anniversary celebrations.

Projects

Development of Hub and Spoke model for provision of Professional Services

- A framework approved early this Spring, which looked at the provision of Professional Services in Schools was brought back to the UMT for further review
- The ways in which our School-level service to students and academics could be improved was looked at.
- For example, a number of changes, such as the introduction of AskUS and the appointment of retention and progression officers, had showed that the University had moved towards a clearer provision of School-level academic administration and management
- As part of the ongoing review, the UMT will look at whether some of the current assumptions of work carried out by our academics are appropriate and whether Professional Services employees are being utilised effectively.

New Prevent Duty

- The New Prevent Duty which is aimed to prevent people being drawn into terrorism now applies to the University.
- Under the Counter-Terrorism and Security Act 2015 specified authorities are subject to a statutory duty to have 'due regard to the need to prevent people from being drawn into terrorism.'
- A risk assessment has been undertaken and the overall picture is that the University is at medium to low risk.
- An Action Plan has been developed and will be up-dated regularly to keep track of all the work required to implement the Prevent Duty.

Professorial Review 2015/16 changes

- The next Professorial Review is scheduled to start in January 2016 and will cover professors in post prior to 1 January 2015
- Building on the success of the Professorial Review in 2013/14, the forthcoming review and policy have been amended following an in-depth analysis of the previous round.
- There are two key areas to the review process: the Professorial Review Form and the Professional Review Profile. The Review Form includes a submission of written evidence from the Professor on:
 - Leadership
 - Innovation and impact
 - Esteem
- The main change is that the School-level review panel will indicate a banding for each of the three components above relating to the performance as per the criteria and also take into consideration relevant contextual knowledge that will



- enhance the discussion and the outcome. (Currently there is no banding)
- The Review Profile: individual profiles for each professor are created on a range of data which include:
 - Workload balance points, expressed both as percentages and against the median for the relevant School
 - Income attributed from successful research bids and from enterprise activities
 - Bidding for research grants and contracts over the last two years and the previous four years – and the success rate in converting the bids to awards
 - In order to enhance the evaluation undertaken by the School-level review panel, a number of amendments were agreed which include:
 - Split research income between QR, PGR and contracts/awards/grants
 - Bids/awards data to capture values as well as number
 - All income from research grants to be reported net of payments to partners
 - The outcome of the professor's most recent PDR (exceeded, achieved, not achieved)
 - To provide the review panel with a more intuitive approach to the evaluation of performance, the following amendments were made to the assessment form:
 - Capacity to allow the panel to indicate their banding for performance on all criteria
 - Capacity for the panel to provide overall banding for performance considering the criteria and a recommendation on remuneration.
 - The UMT endorsed the proposed changes.

Progress on sustainability

- A report on Sustainability highlighted progress in developing the engagement of students and employees in sustainability activities, the successes of efforts to reduce carbon emissions and the benefits to be gained from an embedded sustainability culture.
- For example, the implementation of the Carbon Management Plan has already saved the University over £513,000 since 2010. A Sustainability Strategy map will be brought to UMT early in 2016 for discussion.

Review of graduation ceremonies

- A review of the graduation ceremonies held in July 2015 has resulted in a number of recommendations for improvement which include:
 - all Schools to hold a reception for their graduates, and that prize winners should be celebrated at that reception
 - the expectation that School staff will be attending and that all staff in the School will be invited.
 - honorary awards to be given in the middle of the ceremony, to break up the long stretches of undergraduate students receiving their awards.



The next UMT meeting will be held on 7 December, 2015 and the December issue of In Brief will be circulated soon after that. Previous issues of In Brief can be accessed [here](#)



Local brief

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Questions and feedback

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