

## **INTRODUCTION**

### **Vice President and Dean's Overview**

Issues related to size and shape remain at the forefront of our thinking. A reduction in academic staff numbers was achieved across AMBS and SALC alongside a managed fall in student intake. This recalibration has been achieved with only a very slight reduction in income, largely due to the larger than anticipated fall in UG numbers in SALC in 2017. Faced with a choice between lowering entry standards and risking failure to meet our financial target we opted for the former in 2017 and again in 2018. Consequently, we are seeing a raising of expectations and academic standards measured by A-Level grades (though not by tariff). It is our intention to stick with this strategy for the foreseeable future, recognising that it creates some particular difficulties for SALC that are being mitigated by the admission of an agreed limited number of lower level entrants, the launching of new programmes, and a rebalancing of contribution across the Faculty. Furthermore, we are all subject to shifts in the external market such as the dramatic sector-wide collapse of Geography this year. We are also aware that, notwithstanding our desire to be smaller with a rigorous focus on quality, there are upward pressures on DL and International student recruitment in order to meet contribution that will require careful management. There is also the looming threat of a reduction in student fees, where Humanities is likely to be most exposed, that needs to be anticipated and, if possible, mitigated. Therefore, whatever our ambitions, size and shape does not lie entirely within our own hands, and we are aware that achieving those ambitions must be aligned with University priorities and refined in light of external circumstances.

Progress on the Research front continues to be steady as can be seen from the summary below on quality outputs, grant income, new initiatives, international partners and PGR. We are especially keen to see the evolution of Creative Manchester which builds on the very considerable expertise and excellence across a wide range of disciplines focused on that theme. Indeed, we think that the University's current Beacons ought to be reconsidered in order to allow us to bring our arts and languages activity within the scope of that branding exercise, hence our desire to discuss this topic at the APR.

Considerable energy has been expended on acquiring a better grasp of REF preparedness and all the evidence indicates that the 'tail' end of the performance spectrum is very much smaller than was the case post REF 2014 results and will continue to diminish. We are confident that we will have a good story to tell around Environment and Impact and that 3\* Quality Outputs are becoming the norm. However, while every effort is being made to increase 4\* Outputs, there is a limit to what can be achieved by existing staff, many of whom may never be able to achieve such an exceptional level of performance. Recruitment of senior academic staff with a guaranteed portfolio of 4\* publications has been very limited in recent years due to a combination of cost, opportunities and the attractiveness of alternative locations. Nevertheless, we are confident that our recruitment of younger staff, our robust probation management, and on-going support will pay dividends in the longer term.

Across the range of Learning and Teaching indicators, we continue to be engaged in trench warfare with marginal gains and losses being all there is to show for our efforts in spite of massive investment of human and financial resource over the years. There is little doubt that looking forward to subject-level TEF, with the exception of Geography which may attain Gold, the best we can hope for is Silver with a number of subjects likely to achieve Bronze. Every effort will be made to improve the data that feeds into the exercise, but there is limited opportunity to make a significant difference at this stage. However, away from the artificiality of the TEF and its instrumentalism, there are real students facing real problems, not least growing mental health issues that most staff are ill-prepared to address. We would welcome an opportunity to discuss this apparent epidemic and how we might best serve the interests of our students while simultaneously protecting our staff.

Clearly there is much more could be said about such a large Faculty, but most of it will be obvious from the commentary below. Our SR activity is exceptional and grounded in our research and teaching, the

financial position remains strong, leadership and people management is energetic and effective, marketing and recruitment has achieved great results in the face of difficult circumstances, international engagement is growing year-on-year etc. Staff morale, however, remains fragile and industrial relations will continue to be edgy. Along with the rest of the University we are engaging in Our Future and we look forward to the benefits of SLP and IT Transformation. However, we are concerned at the ongoing issue of limited business intelligence and the absence of standardised data management which we think merits discussion.

## **Research**

Research activity in Humanities remains fully aligned with the University Research Strategy and the associated statement of research expectations. We are particularly pleased to be able to report that our long term plan to heighten our profile with the British Academy has culminated in the award of FBA to two of our distinguished colleagues: Professors Georgina Waylen and Alan Warde.

The implementation of our REF action plan (adopted June 2015) continues. We conducted a thorough REF 'stock-take' exercise during the autumn/winter and have followed this up over the summer with a robust review of the current position of outputs pertaining to all eligible staff. The latest RRE exercise demonstrates that the proportion of research judged to be world leading or internationally excellent has increased since 2017 (that is, 84% of REF eligible staff have published at least one 3\* or 4\* output, which leaves us slightly behind the 85% target set for 2017/18. In the previous year 72% of REF eligible staff had at least one 3\*/4\* output against a 70% target for 2016/17). It is encouraging that 38 per cent of colleagues have at least one 4\* output and -14% have two 4\* outputs, as adjudged by the latest RRE; the 2017 RRE analysis indicate an increase in the proportion of potential 4\* outputs, up from 15.9% in 2016 to 17.7% in 2017. However, we cannot be complacent and a continuing focus during 2018/19 will be to continually review our state of readiness as the REF especially given the new output requirements associated with REF2021.

At this stage in the RRE cycle it is vital that we increase the momentum to publish 3\* and 4\* outputs, while also maintaining the momentum on the development of impact statements. During the autumn term we commence the task of drafting the next generation of environment statements and with input from the RIG we will undertake a further assessment of our impact case studies.

Our citation rate performance has improved modestly over the past year, with the latest data showing that the proportion of papers in the top 10% of cited papers has risen from 21.43% to 22.2%. Devising specific and effective actions to raise citation rates in humanities and social science disciplines remains a priority and to-date has not been an easy area to gain traction in, and we will continue our efforts in this area working with the Library's bibliometrics analytics service. We are confident that our recently funded Investing in Success project (in partnership with the library) will provide further impetus in this area; over the coming year experts from Leiden will conduct extensive training to senior academics and RSS staff in citation data interpretation and analysis (scheduled to take place during winter 2018/19).

We have enjoyed a superb performance in terms of new external grant capture. The year-end data of £20M new awards rises to £25M when we include the major philanthropic donation to the Manchester China Institute. We maintain a very healthy pipeline of research applications and awards pending, which will provide a solid platform to the 2018/19 period with approximately another £1.5M of new funding awarded not yet featuring in the University's corporate date.

We expect growth to continue in 2018/19, as the School-level Research Funding Action Plans, supported by the FOH investment in school-based grant writing support posts within the RSS team (launched in 2016/17) gain traction. This investment is already showing results, evidenced by a significant increase in the value of applications pending decision (up 35.6% on 2015-16 and at its highest level since 2012-13). Our intention to target the emerging opportunities linked to Innovate UK and the Industrial Strategy challenge fund will enable us to link more closely with the business engagement agenda and the associated support team within RSS.

With this in mind we have made important inroads in the delivery of the strategic research elements of our Faculty's Business Engagement and Internationalisation Strategies. In Business Engagement in particular three new internal external networks have been created to drive activity on cyber security, legaltech and Fin Tech. Our internationalisation strategy is bearing fruit with key institutional relationships being developed and deepened with the Universities of Melbourne, Copenhagen, Kentucky and Toronto, and others in earlier stage development (e.g. Harvard in relation to DevoManc)

We successfully launched the Work and Equalities Institute in 2017/18, and contributed to the development of two interdisciplinary institutes led by FSE (the risk, regulation and reduction institute and the Manchester Environmental Research Institute) We continue to use the expertise of our 'Global Inequalities' research beacon to position the University more favourably to respond to the RCUK's new cross-cutting interdisciplinary Global Challenges Research Fund (GCRF). That this tactic is working is evidenced by no less than six successful awards, including the 'Dams 2.0' project led by David Hulme (a cross-faculty collaboration involving FSE, which was awarded in the present reporting period).

We have deepened and extended our knowledge exchange and impact work through, inter alia, our active involvement in the University's policy@manchester network, our Business Engagement Strategy Delivery Plan and our communications and marketing strategy for research. We also continue to make effective use of our ESRC Impact Acceleration Award (IAA); over the present reporting period we have successfully secured an extension of funding via the ESRC IAA until 2019 and we are awaiting the outcome of a Phase 2 bid, which would further extend this account into 2022.

### **Main Achievements in 2017/18 against Strategic and Operational Priorities**

#### **Strategic investments in research activities**

- Funds from The Humanities Strategic Investment Fund continue to support a portfolio of ongoing and new research activities with seed corn investment, which in 2017/18 included six funded projects (total investment of £65K), designed to prepare the ground for large and collaborative research grant applications.
- The success of our Creative Manchester bid strengthens the Faculty position to establish a new research beacon centred in this area. The 'Global Inequalities' research beacon is now fully established and gaining a high national and international profile supported by a concerted communications and engagement strategy. The flagship institutes for this beacon – the Global Development Institute and the Humanitarian and Conflict Response Institute – are driving our strategic work to optimise our success with the funding opportunities offered by the Global Challenges Research Fund. Both of these institutes have secured significant funds via this route.
- The Work and Equalities Institute, launched in 2017/18, is growing in strength, with a formal launch event scheduled to take place in the autumn.
- Following a major external donation initially of £500,000 and increasing to £5M in this period the Manchester China Institute was launched following the appointment of its Director, Professor Peter Gries.
- In collaboration with BMH we are in the process of seeking UMRI approval for a new Institute for Health Policy and Organisation (IHPO), the aim of which is to achieve step changes in the quality and scale of research on the design, organisation, implementation and governance of health and care.
- The Professorial Enhanced Research Leave (PERL) initiative supported five senior researchers to realise their potential 4\* publication outputs prior to REF 2021 submission.
- Our DevoManc network secured UMRI funding to supplement the ESRC IAA support for our strategic and cross-Faculty collaborations on this major new area of research, knowledge exchange and business engagement with City-region stakeholders and other interested parties, including exploratory discussions with Harvard about the potential for collaborations.

## External Grant Performance

- External research grant capture continues to impress against an external trend that is turning increasingly volatile and unpredictable for the Humanities and social sciences. This year's data of £20.9M represents a 43% increase on 16/17, excluding the £5M philanthropic donation to establish to the new Manchester China Institute.
- Despite the need (and pressure) to diversify external funding, APR data continues to fail to recognise the significance of our success in the area of philanthropy and capital investment. The previous year award figure of £15M would have been boosted to close to £26M had it included the £9.5M HEFCE/UKRPF funding to match fund the alliance donation to the capital research structure in AMBS. On this basis we would now be reporting three successive years of research award capture in excess of £20M which is unprecedented.
- There is a healthy pipeline of activity to secure research funding (with all applications subject to quality control through peer review prior to submission). The value of Applications is up 25.5% from £82M to £103.5M and is at the highest level since 2012-13. And should be an indicator that also in terms of grant capture the PSS investment made 2-3 years previously is reaping benefits for our schools and ultimately the Faculty).
- We continue to attract major prestigious external funding awards in an uncertain and unstable external funding environment. Highlights (not exhaustive) include:

*Professor Andrew James, (AMBS) EPSRC Standard Research Grant, 'The Centre in Advanced Fluid Engineering for Digital Manufacturing (CAFE4DM)'. Value £464,457 to AMBS but overall FEC value is £3,097,927.00. PI is Professor Chris Hardacre in School of Chemical Engineering & Analytical Science*

*Professor David Hulme leading the large international consortium 'Dams 2.0' as part of the Global Challenge Research Fund (GCRF) worth over £2M to SEED;*

*Professor Andrew Koontz-Garboden (SALC), ERC Consolidator, 'The lexical semantics of lexical categories', £1,615,034;*

*Professor Peter Gatrell, SALC, AHRC Grant, 'Reckoning with refugeedom, 1919-75: refugee voices in modern history', £700,689;*

*Dr Rosemary Broad and Professor David Gadd, Law, ESRC, 'The Perpetrators of Modern Slavery Offences: Motivations, Networks and Backgrounds', £283,213.51;*

*Professor Claire Alexander (SOSS), AHRC Grant, 'Beyond Banglatown: continuity, change and new urban economies in Brick Lane', £456,359.*

- The appointment of the Research Support Manager with a specific focus on major Faculty strategic projects continues to bear fruit; for example through the GCRF Dams 2.0 award and continued successful funding bids linked to the ESRC IAA and preparation for the forthcoming major calls linked to UKRI and the Industrial Strategy Challenge Fund.

## Research Quality

- Our REF action plan continues to be embedded in our regular practices, not least the Personal Research Expectation Plan (PREP), now incorporated into PDRs, which includes discipline specific publishing guidelines and mentoring arrangements.

- The autumn/winter REF 'stocktake exercise' has provided a valuable platform going forward which was reinforced by a thorough review of research output profiles of all research active staff across the Faculty (summer 2018)
- Addressing concerns about the level of 4\* activity, we have continued our Faculty investment for our leading professors via the third round of the Professorial Enhanced Research Leave (PERL) competition. A set of key principles and guidelines has been developed to maximize the benefits of this scheme, which provides enhanced support for senior researchers to complete 4\* research outputs.
- More generally, we have encouraged schools to develop formative peer review systems for outputs prior to submission to complement the RRE post-publication quality assessment. Schools are running a range of workshops and events to raise awareness of the characteristics of 4 \* publications and to foster the practical skills involved in crafting such outputs. With school Research Directors we developed and launched guidelines to foster research group vitality alongside the more formal institutional arrangements in operation for research centres and institutes.
- The monthly reports provided by the Library to senior management team show we are making good progress on OA compliance, but we will continue to ensure that all researchers understand and comply with this fundamental requirement.

### **Knowledge Exchange and Impact**

- We successfully bid for additional ESRC IAA funding of £150,000 'business boost funding' linked to the Industrial Strategy and developing clearer links between the IAA and the North-West DTC network. A further £40,000 was secured to fund seed-corn project work linked to the GCRF/NGO data fund.
- We are awaiting the outcome of our bid for phase 2 ESRC IAA funding (2019-2022); we are currently responding to broadly positive external assessor reviews.  
Our research communications manager worked with Research Institutes to devise marketing materials and training in social media usage to optimise the dissemination, impact and recording of research impact. This resource will now be rolled out to other major research centres in 2018/19.

### **Key Priorities 2018/19.**

- Maintain an aggressive focus on REF submission;
- Accelerate the momentum for improving research funding linking with BE and the industrial strategy.
- Develop a set of protocols for reviewing our major research institutes, adopting a 'lifecycle' approach;
- Pursue the internationalisation agenda to complement our long term goals and alliances.
- Review the totality of our RSS support to ensure that it is targeted and appropriate.

### **PGR**

Postgraduate research is a key strand in the Faculty's research strategy. Our Schools invest substantially in PGR support and we are in the top six UK universities in terms of number of Humanities PhDs awarded. We offer a highly distinctive training package based on cutting-edge methods training (notably Methods@Manchester) and the development of intellectual leaders of the future. Quality indicators include the large number of research council studentships we host: currently nearly 200.

Faculty has made improvements in PGR management and support over recent years. It has developed a distinctive PGR strategy to improve recruitment, training and the marketing of its programmes. Deep reviews of the PGR programmes within each school over a 5 year period has led to improvements in

key areas including local strategies for increasing completion rates, better alignment of training and development with strategic objectives, improved progression processes and implementation of conversion strategies.

### **Main Achievements in 2017-18 against Strategic and Operational Priorities**

**Marketing and Recruitment:** The Faculty PGR strategy aims to address current challenges and make the most of the opportunities within PGR education, focusing on raising the quality of recruitment and training. A pilot project to 'pump prime' recruitment is now underway as part of this strategy and a dedicated fixed-term Marketing Officer has been recruited to support this work. This will involve gaining a more in-depth understanding of the PGR audience through website analysis, market research and user testing as well as creating targeted campaigns to promote studentships. The work also intends to make improvements to content and communications to support the application process. Schools have continued the increased level of PGR investment agreed in 2015-16. They now support over 300 PGRs, in addition to those they co-fund with DTPs. Faculty again coordinated a joint advertising campaign to support this investment, this time using LinkedIn.

**RCUK/UKRI investments:** Faculty remains committed to maximising the benefit it derives from Research Council PGR funding, and all Schools co-invest in this through match-funding arrangements. We have a large stake in ESRC and AHRC investments, continue to benefit from EPSRC DTP/CDT funding, and are involved (via SEED) in the current NERC DTP application.

The ESRC's North West Social Science Doctoral Training Partnership (NWSSDTP) and two ESRC Centres for Doctoral Training (Data Analytics and Society and Biosocial Research) have been successfully established. Faculty took the lead in creating the NWSSDTP's Development Needs Analysis, which is central to meeting ESRC's training requirements. We also host Methods North West, a regional hub for cutting-edge social science methods training aligned with the NWSSDTP. In 2017-18 it inaugurated its new Methods Exchange programme and its Collaboration Innovation Grants. Manchester gained 30 (44%) of the NWSSDTP's 69 studentships awarded in 2018. The NWSSDTP has been successful in winning additional funding from the ESRC: 7 postdoctoral fellowships (of which 3 came to Manchester), additional studentships and 'Innovation Placements' through the National Productivity Investment Fund. Manchester's Impact Acceleration Account has been awarded c. £120K to work with the NWSSDTP to increase capacity in areas aligned with the Industrial Strategy.

Led by the Faculty, North West Consortium Doctoral Training Partnership (NWCDTP) successfully re-applied to the AHRC under its DTP2 call. The NWCDTP will be one of ten DTPs funded. The amount of AHRC funding has been reduced, but broadly in line with the national reduction in the AHRC's support for doctoral training. The new grant will enable us to implement a number of ambitious plans for collaborative PhDs and early career support, and to build on emerging relationships with partner organisations such as the British Library, the National Trust, and Manchester City Council, as well as established partners such as the BBC, HOME, and the Museum of Science and Industry. In the current DTP, Manchester continues to recruit strongly, winning 42% of studentships in the 2018 round. In the course of 2017-18 the NWCDTP successfully bid for all three additional funding calls from the AHRC, winning 4 additional studentships, 6 postdoctoral Creative Economy Engagement Fellowships, and 5 post-submission Innovation Fellowships, all funded through the NPIF.

**Internationalisation:** The Faculty is working with its international partners to develop international PGR programmes and exchange opportunities in support of its internationalisation agenda. This aims to enhance recruitment by collaborating with leading institutions around the world as well as supporting PGR international mobility. The first joint PhD thesis at the University was submitted in Humanities this year. Faculty is also working with MDC to develop policy for Dual PhDs and aims to launch a flagship Dual PGR programme with the University of Copenhagen.

**Researcher Mobility.** We have made substantial progress in 2017-18 towards meeting our strategic objective of increasing take-up of opportunities for overseas institutional visits and placements with

non-HEI partner organisations. Through HSIF we have instituted a PGR Mobility Fund which has supported visits to Indiana University, Copenhagen University, NUS, the University of Melbourne, the University of Chicago and the University of Illinois at Urbana-Champaign Faculty and DTP funds have supported placements with high-profile partner organisations such as the Cabinet Office (five placements), the BBC (Data Science Internship), and the British Library (two placements).

**Researcher Development:** Our Researcher Development programme underpins our strategic objectives of nurturing the ambitions of our PGRs and enhancing their employability. Particular progress was made in 2017-18 under the following heads:

**Developing Intellectual Leaders Programme (DILP):** Two cohorts were successfully completed the programme in 2017/18. Feedback was very positive. The programme continues to be refined for 18/19 with a greater focus on project work and employability.

**Publication Support for PGRs:** In addition to core sessions on 'publishing in journals', we held a one day event entitled 'Future Proofing Your Research Career' in May 2018 in which PGRs and early career researchers (ECRs) were given an opportunity to meet the teams providing support for the publication and dissemination of their research to raise awareness of the support on offer. Plans are now in place for a comprehensive programme of workshops supporting PGR publication in 2018/19, including a Mock RRE exercise to help PGRs to maximise the quality of their research outputs.

**PRES 2017:** The Faculty's PRES action plan is being implemented. Successful actions in 2017/18 include the launch of a blackboard space for PGR Reps and the launch of a new Development Needs Analysis process to support the compulsory Researcher Development Milestone. Law introduced breakfast mornings for PGRs and weekly bulletins to provide information about training opportunities and school events. SEED has introduced 'supervisor awareness sessions' providing memory sticks with information about policies, and opportunities to all supervisors.

### **Main Difficulties in 2017-18 against Strategic and Operational Priorities**

**Completion rates:** Although the Faculty's completion rate has improved since the last APR (up from 68.8% to 73.1%), sustained progress across all Schools remains a challenge. The Faculty has continued its process of reviewing and improving key elements of PGR management to address this issue. This has included a full review of the Permissions Process, implementation of completion support programmes in all schools and a focus on PGR wellbeing. We played a key role (via the Deputy AD) in developing the University's successful bid to HEFCE for a project around PGR mental health and wellbeing and are committed to ensuring that this project is a success and generates findings that can be implemented. A review of school completion support schemes in the academic year 2018/19 will take place to share best practice and identify areas of improvement. Our Researcher Development programme supports completion objectives by running regular structured writing support activities for which demand regularly exceeds capacity.

**Recruitment:** Recruitment has proved to be a challenge in the context of a contracting and highly competitive market (4% decline in Humanities PGR numbers nationally from 2014-5 to 2016-17). The Faculty has undertaken work to improve conversion, has enhanced funding and is developing a new marketing and communications strategy to support recruitment (see above).

### **Key Future Issues**

- Implementation of the new features of the NWCDTP, in particular the Collaborative Doctoral Award scheme, ECR support, and collaboration with other DTPs.
- Continued implementation of HUMS PGR strategy, with a focus on recruitment and marketing, and enhancing PGR publications and PGR mobility
- Completion, especially in SALC and Law

- With a view to PRES 2019, resources – space in particular – remain an ongoing challenge
- Ensuring that the benefits of eProg are retained and enhanced in SLP outcomes

## **Teaching, Learning and Student Experience**

### **Main achievements and challenges in 2017-18 against Strategic and Operational Priorities**

#### **Improving the Student Experience**

- NSS: the average satisfaction across all subjects was 82% (81% where subjects achieved a response rate of 50% or above). 13 subject areas achieved a response rate of 50% or above (which is the publication threshold). 6/13 subject areas within FoH, with a response rate >50% have results which are better than the sector average
- NSS: In the sections of NSS that relate to TEF, the Humanities (CAH 2) subject areas of Architecture, Building and Planning; Law and Sociology, Social Policy and Anthropology all score at least 5 percentage points below the benchmark used for those subject areas in the TEF Subject Area pilots in 2018. In comparing the themes for each theme/section within NSS (CAH2), the Faculty generally performs above the sector average in Organisation and Management but performs less well than the sector in all other areas but particularly in Learning Opportunities, Learning Community and Student Voice.
- PTES: Drop of 15% in overall satisfaction to 67%, well below the UoM (77%), sector (84%) and RG (83%). Response rates dropped from 38% to 19%. Largest falls in SALC (-28%), SoSS (-20%) and AMBS (-17%) All sections within the survey fell.
- HUMS was significantly impacted by the industrial action and whilst other factors may also have influenced the decline, the action is considered to have had a significant impact.

#### **Student Intake 2017**

- Recruitment: fell short of UG Home intake target by 140 and short of international target by 18. Home challenges in SALC and SEED as a result of competitive markets and intake quality strategy. International challenge in Law (-41).
- Shortfall in home PGT (-70), primarily as a result of the Teacher Training market and exceeded international target by 52.
- Intake Quality: 86% of home students in HUMS have ABB or above from first three A Levels. SALC has largest proportion (25%) of students below ABB and this reflects the intake strategy.
- Intake quality: Average tariff for Faculty has dropped 6 points from 420 to 414. However, initial J\* data published in November without AS Levels included indicated a 2 point increase for the Faculty (368 to 370)
- Only Law has seen an increase in average tariff although they remain below the RG average along with SALC and SoSS.

#### **LPN/NS-SEC**

- LPN: HUMS missed its target of 7.8% and only achieved 6.6% (-0.8%). There was an increase in Law (up to 8.8%) but other schools had a decrease percentage of LPN students.
- NS-SEC: HUMS exceeded its target of 20.3% achieving 20.5%. SEED fell short of target but still improved on the previous year. Only AMBS did not improve on the previous year with a fall of 1.8%.

#### **Non-continuation**

- HUMS lost 5.8% of the 15-16 entrants, an improvement of 0.8%. All Schools improved retention with the exception of AMBS. However HUMS did not meet its KPI of 5.2%

## **Stellify**

- Across the three faculties, HUMS has the greatest percentage of cross school teaching across all three faculties (12.7%) and highest participation in the Social Justice Challenge (13.9%) but the lowest level of engagement with the first year Sustainability Challenge (54%).

## **Attainment**

- The number of students achieving a good degree in HUMS fell by 1% to 83% which is equal to the UoM average. Improvements in SEED and Law were offset by drops in AMBS and SoSS (SALC remained the same). Only SEED exceeds the RG benchmark.
- The good degree attainment of international students is only 67%, a similar proportion to the other faculties. AMBS and SoSS have greater proportions of international students and of the non-domiciled students in those schools only 69% and 57% respectively, achieved a good degree which significantly impacts the overall school results.
- UK domiciled BME students continue to achieve fewer good degrees than white students (79%) and HUMS out-performs other faculties and the UoM in this regard (70% and 71%).

## **Employability**

- A change in the collection methodology is reported to have impacted the results. Overall in work or study: HUM saw an increase of 1.8% with nearly all schools increasing, particularly Law (+4.9%) and SoSS (+2.7%)
- A fall in the percentage of graduates in graduate level roles from 76.8% to 74.3%. This is below the UoM figure of 80.7%. Only AMBS and SoSS did not meet their target KPI, although those schools and SALC remain below the RG benchmark figure.
- Positive destinations: Despite a decrease for HUMS, there were increases achieved in Law (+5.9%) and SEED (+3%).

## **Key Future Issues**

**Student satisfaction:** Addressing performance in key subject areas (CAH2) will continue to be a priority as the Faculty prepares for Subject-level TEF. Continued improvement required for PGT students.

**Student recruitment:** Continued focus on improving quality of UG students whilst remaining accessible to those from a low participating background. Working with the Market Insight team to understand and be able to respond to challenging recruitment areas (UG and PGT).

**Attainment:** Focus on addressing the differential attainment for non-UK domiciled students.

**Stellify:** engaging students with Stellify

## **Social Responsibility**

Our performance against statistical KPI's remained broadly positive in 2017-18:

- We continued to grow the number of school governors, with the highest percentage of staff engaged in the programme across the university.
- In relation to Stellify and the Ethical Grand Challenges, the Social Justice Challenge has been a particular success exceeding its participation targets and with new content in development for 2018-19 led by Humanities staff (on migration and homelessness). However, whilst participation of humanities students has increased, it still remains behind FSE and FMBH rates.

- The faculty continues to have the highest percentage of staff engaged in Policy@Manchester. This year has seen a focus on developing new policy influencing activities including the Industrial Strategy Commission and the bedding in of new P@M staff across the university.

While our performance against statistical KPI's remains strong both in comparison to 2017-18 and other faculties, further work is required on the KPI's themselves to ensure the SR agenda and the activity of colleagues is aligned and embedded with core university strategic priorities especially as the new strategic plan emerges.

***Priority 1 - Research with Impact:***

The Humanities Strategic Investment Fund (HSIF) and ESRC Impact Acceleration Account (IAA) continued to be used effectively in 2017/18 in order to better integrate our teaching, research and SR strategic objectives, supporting both grant preparation and impact. See for example the IAA funded 'Devo Hub' and continuing HSIF support for Policy@Manchester and the Inclusive Growth Analysis Unit (jointly funded by the Joseph Rowntree Trust).

Particular highlights include the Industrial Strategy Commission (in collaboration with SPERI at the University of Sheffield) and our growing body of work with GMCA and the Mayor. This has included work to support the GM Industrial Strategy, continuing outputs from IGAU and specialist Policy@Manchester publications such as 'On Cohesion'. The last of these included a chapter from Professor Hilary Pilkington who served on the GM Cohesion Commission created by Andy Burnham in response to the Manchester Arena bombing. She will also be involved at a national level, offering similar advice to DCLG.

Other important initiatives have included 'HeadStart', a project led by Professor Neil Humphrey investigating mental health provision in schools and Professor Jamie Woodward's investigation of micro-plastics causing pollution in GM rivers. Neil's work involves a school wide mental health survey the school then uses to shape its health policies for pupils, this has substantive take up across England. Working with NHS and Department of Education to shape mental health care provision/support for learners. Jamie's work, with PhD Graduate Dr. Rachel Hurley and James Rothwell has been taken up widely by international, national and local print and visual media. As a result it is on DEFRA's agenda and has been cited by ministers in their ambitions to reduce and sometimes ban, the use of plastics and micro-plastics.

***Priority 2 - Socially responsible graduates:***

The Faculty's core contribution was through the Ethical Grand Challenges programme and, specifically, the development of the online Social Justice Challenge. The first full year of the Social Justice Challenge closed on Friday, June 15th 2018. At that time a total of 1458 students accessed the Challenge and worked through at least the Introduction to Social Justice. 1350 students completed the Challenge, and 447 students completed all Challenge content. 484 Humanities students completed the challenge (13% of the cohort compared to 20% in both FSE and FBMH with 454 and 412 respectively). Humanities staff have led the content and governance of the programme and two new modules on homelessness and migration have also been developed by staff in the faculty. Engaging the participation of Humanities Students with the Ethical Grand Challenges programme remains a challenge, with numbers completing the Sustainability Challenge also lower than the other two Faculties during 2017-18.

Another highlight this year has been the 'Learning from the Inside' module run in the School of Law (now in its second year) in which Criminology students on the From Imprisonment to Rehabilitation course unit take seminars with prisoners from HMP Risley. The students and prisoners learn together, exploring issues around imprisonment and rehabilitation. The module has been widely praised internally and externally, and the Prison staff are very pleased with the impact it has had upon the prisoners who have taken the module.

### **Priority 3 - Public Engagement, & Outreach:**

Our engagement with the Greater Manchester Combined Authority, together with outreach and public engagement in each of the ten local authorities continues to develop and expand. Our Public Engagement Fund (now in its second year) has helped some 20 projects to take place with some going on to secure local and national recognition including Sarah Marie Hall's prize winning work on 'Everyday Austerity'.

Policy@Manchester continues to be our flagship policy engagement initiative supported by both HSIF and SR funds. Highlights this year include the Industrial Strategy Commission which received significant national media coverage (including BBC News, the Financial Times, the Economist and BBC Radio 4) as well as the support and interest from ministers and officials from the Treasury, BEIS and No 10 Downing St. Commissioners also gave evidence at Select Committee hearings in both the House of Lords and Commons. As already mentioned further highlights include the 'On Energy' and 'On Cohesion' publications as well as support for the Greater Manchester Prosperity Review.

Further engagement highlights have included the Manchester Arena Attack and Memorialisation Project relating to the 10,000 tributes left by public to commemorate those affected by the Manchester Arena bombing. The project is helping both volunteers and the local community to commemorate the attacks and to provide spaces and activities that enable the local community to express its feelings about the attacks (e.g. memory tree event)

### **Main Challenges against Strategic and Operational Priorities**

There continue to be significant opportunities for SR to contribute more effectively towards the University's core strategic priorities; however, a key challenge will be to remain focused on achieving significant progress as financial and policy pressures in the sector continue. As the requirements of TEF and REF become clearer a key challenge will be to ensure our SR agenda is sufficiently embedded and prioritised amongst mainstream activities. This might be particularly difficult with our locally orientated work in and with the GM city region, with little specific funding, regulatory or reputation prioritising local or 'civic' activity. We must then work hard to maintain our success and focus on these issues and on our broader social purpose as external pressures develop and intensify and as our new strategic plan takes shape.

### **Key Future Issues**

- Pressure on resources, capacity and attention for social responsibility activity in a worsening external environment (with more regulatory interventions, reduced unit of resource and greater national and international market pressures).
- Maintaining resources and capacity for key initiatives e.g. Policy@Manchester, IGAU, Devo Hub amidst these pressures.
- Developing a clear place based narrative and resources for the University for engaging with Greater Manchester, its ten local authorities as well as with the GMCA and the Mayor.

## **Enabling Strategies**

### **Main Achievements in 2017/18 against Strategic and Operational Priorities**

- There has been continued improvement in engaging with 4<sup>th</sup> tier leaders and managers and in developing their role within the Faculty
- Reconsidered and re-prioritised the Faculty's Estate needs through the master planning exercise, whilst delivering projects
- Progress has been made in diversifying the Faculty's income sources, particularly in relation to PGT International markets

- A new Faculty Communications and Marketing Strategy has been agreed and significant improvements in engagement with staff undertaken
- Stronger links have been made with a group of identified international partners
- We have made significant contributions to the PMB portfolio and the wider University change programme

### **Main Difficulties in 2017/18 against Strategic and Operational Priorities**

- The industrial relations position within the University has hampered the development of some engagement activities, as well as addressing performance issues
- The hold on decision-making for the next phase of campus development means that it is difficult to plan, and this has an impact for student recruitment
- There have been challenges around resourcing to support the development of DL provision, and to support continued diversification of PGT International markets
- Engagement across the Faculty with some groups continues to be a challenge, especially in light of the industrial relations issues over the year
- Humanities tends not to get the same coverage, especially in relation to international links, as other areas of the University, as highlighted in the reputation survey, and this brings challenges
- Engagement in change projects has brought a challenge of competing demands on resources, at a time when we are reducing the proportion of spend on PSS

### **Key Future Issues**

- Ensure that we continue to support leaders and managers to develop and deliver in an increasingly challenging environment
- The need to address poor accommodation provision in large areas of the Faculty, particularly Humanities Bridgeford Street, Ellen Wilkinson and Williamson
- Need to clarify where resource support sits for key activities and to reduce the bureaucratic burden around programme development
- We need to use the opportunity of Our Future to support and encourage broad engagement across the Faculty, to consider issues around size and shape
- We need to diversify our internationalisation activities, without being spread too thinly, and make better connections between areas
- The continuing need to contribute to broader initiatives whilst delivering on local priorities
- Accelerating progress on workforce diversity, where evidence indicates the proportion of disabled staff remains fixed on 5%, sluggish increases in rates of participation in the workforce overall by BAME staff (including an unchanging proportion in senior roles), and a levelling of overall rates of participation by women, with only a two percentage point increase in the proportion of women in senior academic roles.