The University of Manchester

Faculty of Humanities
Strategic Plan
2020

> "All people by nature desire knowledge."

Aristotle (384–322BC)

Contents

Introduction by the Vice-President and Dean

The purpose of the humanities is to think about what it is to be human and, at its best, to help us to understand and explain what is most admirably human.

The Faculty of Humanities at The University of Manchester stands in a long line of enquiry into the human condition that we can trace from the Classical World through the Medieval period, the Renaissance, the Enlightenment and Industrialisation to contemporary global society. We are one of the largest bodies of scholars, professional support staff and students committed to the understanding of the humanities in the world. We aspire to be among the very best of our peers; in many areas of activity we are leading or among the best, and we are determined to be even better across the range of our research, teaching and social responsibility.

Within the Faculty of Humanities we adhere to an idea of academic freedom that does not inhibit reasoning, questioning and debating. We teach all who join our community in a spirit of mutual respect and with a view to mutual understanding.

We value equally blue-sky research and research with a more applied orientation, and aim for highly impactful academic and public engagement. We are excited by the life of the mind, by abstraction, ideas and theory, while being concerned to enhance the life of the body, freedom, justice and welfare. We are interested in the local and regional as well as the national and global. Our subject matter is the human being and humanity in general in the past, in the present and in the future. This is what we understand by the humanities.

Here at The University of Manchester, the Faculty of Humanities is conceived around a uniquely broad network of disciplines organised such that the frontiers between knowledge and learning are open, allowing the flow of ideas and creativity back and forth, unimpaired by barriers and yet nurturing and respecting those core disciplines that stretch across the arts and the social sciences. We promote planned interdisciplinary initiatives to address global issues and major challenges such as understanding different cultures, creating sustainable societies (poverty and inequalities, social change, environmental sustainability), better innovation processes, adapting to ageing populations, transforming cities and more effective and humane conflict response, as well as in spontaneous interactions between students and staff.

Our students are at the heart of this Faculty, and we will seize every opportunity to enhance the opportunities for them. With a focus on teaching that is innovative and high quality, we equip our graduates with the skills to thrive in the working world, while also enabling them to understand that world, their place in it, and to contribute in the widest possible sense to addressing and meeting the societal challenges that they will encounter.

The Faculty of Humanities has a broad range of relationships within The University of Manchester that encourage research and learning opportunities with science, engineering and medicine. We have a growing number of key strategic relationships in the business and cultural sectors, and a coherent international strategy through which we are building global partnerships.

Underpinning all of this activity is a focus on social responsibility. Through our research, teaching and other activities, we strive to make a positive influence on the world around us, by engaging with businesses, research partners, communities, staff and students to make a difference to their social and environmental well-being as individuals and communities.

Along with all higher education institutions, we are facing a number of external challenges arising from changes in the political domestic landscape, but also in the international context. Consequently, we have reviewed our strategic plan and refreshed our approach. In some areas, we have reconsidered our aspirations to reflect recent achievements, or to respond to upcoming challenges. In other areas, we have reprioritised our activities to ensure that we can continue to grow and develop.

I hope that you will read this document and that, if you are a colleague within the Faculty, it helps to provide some context for activity within your own school and discipline or research cluster. I also hope that whether you work or partner with us, or if you are simply interested in our ambitious vision for the future, it will encourage you to believe that Humanities at The University of Manchester has aspirations and ambitions that are stretching, exciting and attainable, and that you have an important role to play in that future.

Professor Keith M Brown
Vice-President and Dean of the
Faculty of Humanities
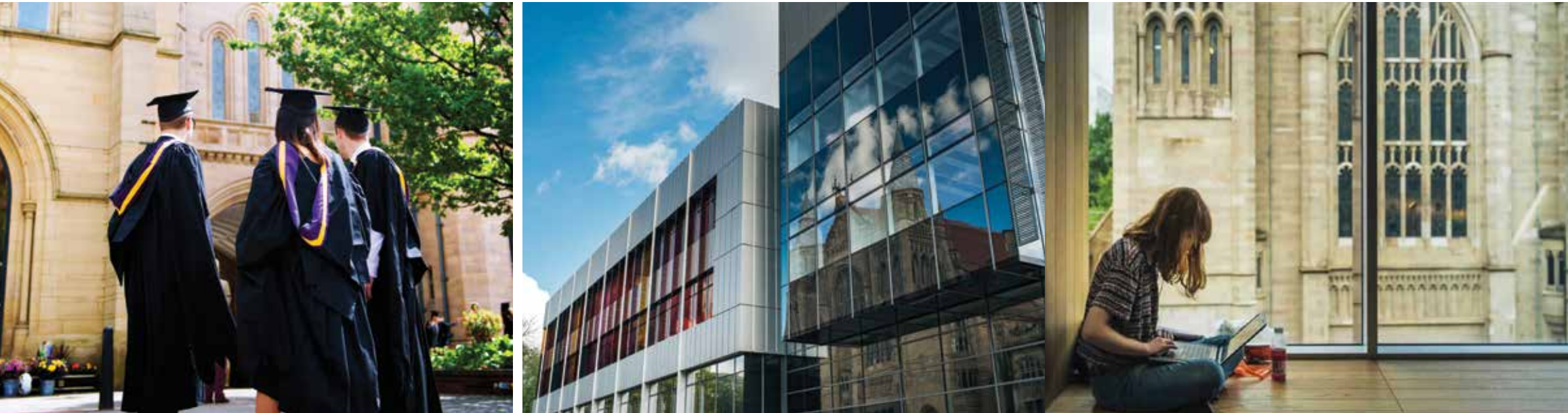
> " Above all, we are coming to understand that the arts incarnate the creativity of a free people. "
>
> John F Kennedy (1917-63)

Strategic priorities

This strategic plan sets out the core objectives of the Faculty over the period towards 2020. It is aligned with *Manchester 2020: The University of Manchester's Strategic Plan,* informed by the strategic plans of schools within the Faculty. It provides the link between University ambitions for the institution as a whole and the aspirations of schools within Humanities.

The plan is informed by the opportunities and threats emerging from the political, social and economic context for the higher education (HE) sector in England, and by our assessment of the current strengths and weaknesses of our Faculty. From this analysis we have identified a number of overarching strategic themes which underpin the strategic plan:

- further improvement in research quality, impact, knowledge exchange and income growth;

- re-profiling and diversifying our teaching programme portfolio in response to changes in patterns of demand, and further enhancing the student experience;

- diversifying income sources through internationalisation, increased industrial and commercial collaboration, a more developed culture for philanthropy and further diversifying research funding;

- advancing the social responsibility agenda by making a significant contribution to addressing the major challenges of the 21st century, and by producing graduates who exercise leadership to effect positive social change;

- fostering excellence through investment in staff, and in management and leadership capability, measured by a more performance-orientated culture;

- transforming our external profile and reputation through investment in communications, marketing and web presence;

- transforming the operational effectiveness of the Faculty through systematic improvement of our services, systems and processes.

World-class research

Our vision for research in the Faculty of Humanities is to provide an environment and infrastructure that attracts, develops and rewards leading researchers in order to deliver a world-class research portfolio. Our research addresses important questions, including the major societal challenges which transcend disciplinary boundaries. We endeavour to provide the resources, including academic freedom, to enable researchers at all career stages to break new ground, to work across interdisciplinary boundaries where appropriate, and to develop from being excellent to being among world-leaders. This includes supporting our doctoral students and postdoctoral researchers to become leading professionals and academics who make significant contributions in their chosen fields throughout the world.

The principal external drivers are the UK's Research Excellence Framework (REF) and the policy framework and research agendas of the Research Councils and other national and international funding bodies. Consequently, we seek to develop and enhance systems to raise the quality of research outputs; to increase, record and promote our socio-economic as well as academic impact through knowledge exchange activities; to provide effective support for securing and managing external research funding; and the recruitment and training of high-quality doctoral students. We are committed to making a valuable contribution to the University's global challenges and cross-faculty research agendas, including the research beacons, where we have the lead role for the University's 'Addressing Global Inequalities' beacon.

Key priorities

Our key priorities are:

- to continue to raise the quality of all aspects of our research outputs, building on the REF2014 results which judged that 69% of our outputs were world-leading (4*) or internationally excellent (3*);

- to continue to develop and evidence the socio-economic and cultural impact of our research, building on our successful REF2014 impact case studies baseline results;

- to increase our research income, diversify the funding sources from which we seek research funding, and raise the percentage of academic staff submitting successful research bids;

- to continue to improve the academic standing and impact of our research, to be reflected in rises in field-specific citation rates and improved standing of humanities subjects in international league tables;

- to continue to support our postgraduate research (PGR) students in developing as future leaders and to be among the best performers within the Russell Group in terms of PhD completion.

> ❝Learning is not attained by chance, it must be sought for with ardour and attended to with diligence.❞
>
> **Abigail Adams (1744-1818)**

> ❝Be the change that you wish to see in the world.❞
>
> **Mohandas Gandhi (1869-1948)**

Outstanding learning and student experience

Our vision for higher learning is to provide an outstanding student experience within which students learn through research in a research-led culture, creating graduates who are intellectually curious, socially responsible, culturally sensitive and equipped with the skills and abilities to contribute effectively and sensitively to a fast-changing and global environment.

The Faculty is operating in an increasingly market-driven external environment, and will endeavour to provide students with a high-quality student experience through a programme of continuous development and improvement.

This will include:

- an ongoing re-profiling of the programme portfolio and student intake targets, to reflect student demand;

- investment in academic staff, with recognition and reward for:
  - teaching;
  - innovations in teaching and learning;
  - encouragement for student engagement with their programmes and schools.

We will also strive to improve further rates of participation from disadvantaged groups, and to ensure that all of our graduates are highly employable.

Key priorities

Our key priorities are:

- we will continue to work with staff and students to improve the reputation and quality of the student experience year on year, by raising the quality of teaching and administrative support, increasing levels of student engagement, and continuing to improve the learning environment;

- we will revise our range of undergraduate (UG) and postgraduate taught (PGT) courses through a programme of portfolio review, with the aim of developing a more attractive and flexible offering, informed by student demand;

- we will continue to celebrate our successes and share good practice in teaching and learning;

- we will work closely with the Careers and Employability Division to increase our graduates' employability while further improving our record of widening participation and social responsibility.

Social responsibility

Our vision for social responsibility is that the Faculty of Humanities will contribute to the social, economic and cultural success of the local, national and international community by using our expertise and knowledge to address the major challenges of the 21st century, and by producing graduates who exercise leadership to effect positive social change. Social responsibility in the Faculty of Humanities will be inspired by the historic and cultural legacy of the city of Manchester and its surrounding region, and a confidence in the importance of arts and humanities to the positive development of our communities and wider society.

Social responsibility will be embedded in our research and learning activities, and will be recognised as a distinguishing feature of the Faculty and schools by our staff, current and prospective students, alumni and other key stakeholders. It will be promoted among staff and students by encouraging their engagement in a broad range of signature programmes and enabling participation in a range of activities – collaborations, external projects, outreach programmes and public engagements.

Social responsibility lies at the core of the Faculty's values and mission.

Key priorities

Our key priorities are:

- we will make a major contribution to the University signature programmes under its themes of research with social impact, socially responsible graduates, engaging our communities, responsible processes, and environmental sustainability;

- we will embed commitment to social responsibility through programmes to increase student volunteering, placements, teaching-based public engagement activities, innovations in curriculum and direct engagement with communities/organisations/institutions in humanities research;

- we will increase the number and quality of relationships with external organisations, with a particular focus on the city of Manchester and the cultural institutions, on and off campus;

- we will acknowledge and learn from existing successful social responsibility initiatives to help enhance their quality and improve communication of the Faculty's work in this area.

Enabling strategies

It is our expectation that the HE sector will continue to be constrained by a tight financial environment in which government funding will continue to reduce markedly while alternative income streams will be uncertain and subject to turbulence. Competition within the HE sector will intensify with research grants and contracts, income from business and the public sector, and student recruitment becoming more challenging to secure. Within this environment, it will be essential that the Faculty has a range of enabling strategies which ensure that its strategic agility, competitive edge and operational effectiveness and efficiency are optimised.

Key priorities

Our key priorities are:

- to increase our leadership and performance management capacity;

- to improve reputation management by enhancing internal and external marketing and communications;

- to ensure high-quality and efficient academic and Professional Support Services (PSS) management, in the context of reduced resource;

- to continue to improve services, systems and processes, with a particular focus on compliance-related processes such as health and safety and information management and security;

- to improve the quality and utilisation of our estate;

- to continue to develop and implement a more coherent international strategy in support of the core goals;

- to capitalise on opportunities for diversifying income.

Goal 1
World-class research

The Faculty aims to provide a vibrant, collegial, performance-oriented and well-resourced environment that will support staff to achieve research excellence and international standing, to break new ground through discovery and application, and to work across disciplinary boundaries. Alongside academic impact, we strive for cultural, economic or social impact through engagement, debate and knowledge exchange with governments and organisations in the private, public and charitable sectors in international, national and regional arenas. Our strategies align with those of the University's Research Strategy.

Our research is detailed at **www.humanities.manchester.ac.uk/ research**

Key strategies

Improve the quality of our research outputs*, our citation rates, and the impact of our activity.

We will:

- undertake regular strategic review of Faculty research performance post-REF 2014, to inform preparation for future REF exercises;

- provide guidance, advice and training on research plans and publication strategies for enhancing academic impact;

- ensure that researchers understand the modes and communication channels, including social media, by which they can maximise the impact of their research and influence the research agendas of learned societies, research funders and other external parties;

- provide professional support for knowledge exchange, engagement and impact activities, including the University's policy@manchester initiative;

- develop metrics and other evidence sources to demonstrate the socio-economic and cultural impact of research (influenced by Research Councils United Kingdom (RCUK) guidance and the REF assessment criteria);

- work closely with the library to develop effective institutional support for publishing in the fast evolving 'open access' environment including making full use of the University's 'e-scholar' repository for open access dissemination;

- monitor our performance with quantitative indicators including citation rates, where possible and relevant.

*Research outputs in the Faculty of Humanities include journal articles, monographs, edited collections, performances, films, curated exhibitions, screenplays and compositions.

Goal 1
World-class research

Plan for and invest in the development of key areas of strategic importance that complement the Faculty's research profile and, where possible, involve large-scale interdisciplinary activity within other faculties.

We will:

- use Faculty strategic investment and other resources to support major Faculty and cross-faculty research initiatives, including our portfolio of research institutes, interdisciplinary networks and research centres. This includes our contribution to 'Addressing Global Inequalities' - one of the University's research beacons;

- refresh our Faculty thematic priorities in light of those identified by school strategic statements, and other information about our areas of strength and growth;

- take actions to enhance the use made of the cultural institutions associated with the University (John Rylands Library, Manchester Museum, the Whitworth Art Gallery, Martin Harris Centre for Music and Drama, Contact Theatre);

- use our Hallsworth and Simon endowments strategically to support Early Career Researcher (ECR) fellows, visiting professorships and other activities (eg the Hallsworth conference funds);

- develop workload allocation models which provide time and incentives for academics to lead on major research initiatives;

- use the annual strategic review of research institutes and centres to enhance the governance, resourcing and coordination of activities, including business case planning where current external and internal research budget lines are coming to an end;

- establish appropriate regional (eg N8*) and international alliances with other world-leading institutions in key research areas in line with the objectives of the University Internationalisation Strategy;

- monitor progress using a range of partial indicators eg global rankings of research, the UK REF2014 and success rates for research grant applications.

The N8 Research Partnership is a collaboration of the eight most research intensive universities in the North of England: Durham, Lancaster, Leeds, Liverpool, Manchester, Newcastle, Sheffield and York.

In the more challenging external funding environment, to at least maintain our current shares of funding from research councils and charities, and to increase external research funding from international sources such as European funding, and funding from industry and other business development opportunities that are relevant to the Faculty*.

To exploit synergies between research and Executive Education, to build relationships with partner organisations that create a framework for increased impact of research.
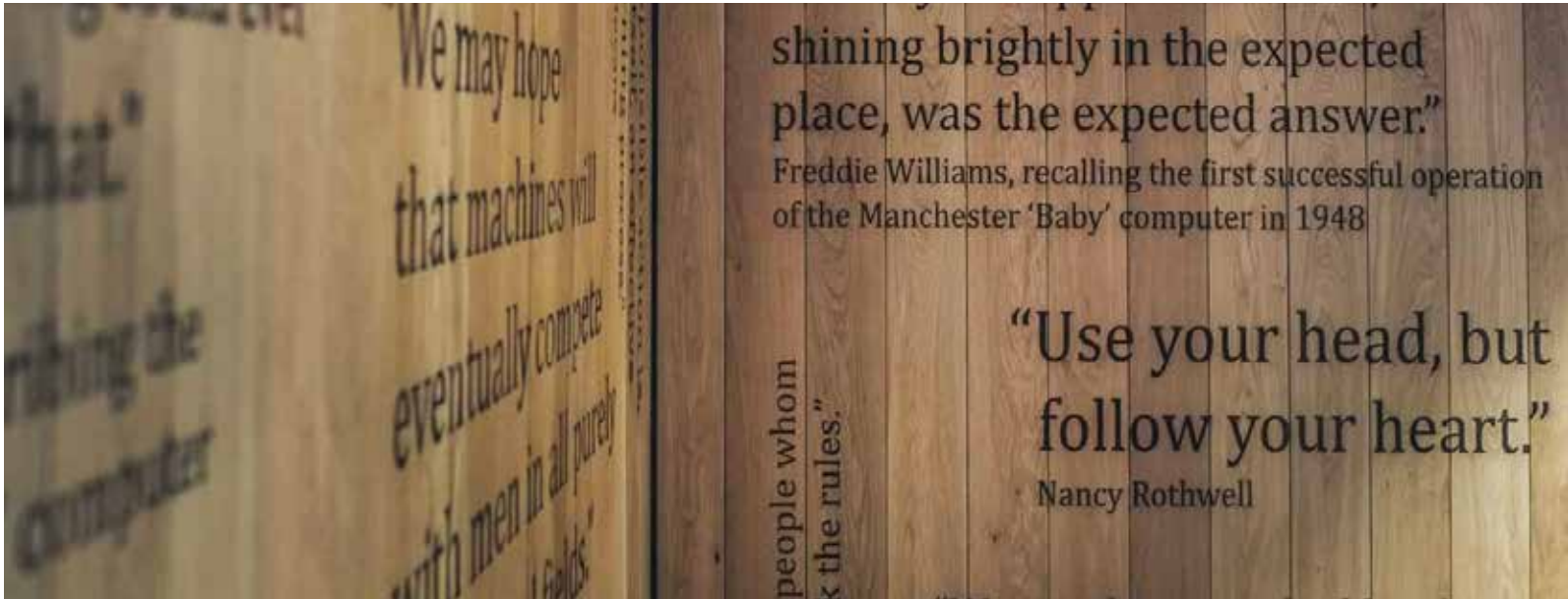
We will:

- support our academics to write successful research funding applications by providing funding intelligence, advice and training in preparing applications, complemented by rigorous and constructive internal peer review processes for all external grant applications (in line with RCUK demand-management policies);

- provide a professional, integrated and suitably resourced Research Support Service (RSS) where the research support, knowledge exchange and impact and business engagement teams and services are arranged to deliver a smooth interface between pre- and post-award support and to share funding intelligence, process innovation and good practice across the Faculty, and wider University;

- optimise dissemination of European Union (EU) funding expertise and professional support for the preparation of high-quality applications;

- implement the Faculty's business engagement strategy to promote activity in key areas of strategic importance for the Faculty, including collaborative research, consultancy, studentships funded by industry and Continuing Professional Development (CPD);

- implement the Faculty's donor and philanthropic strategy to support the successful development of targeted applications;

- implement effective project budget design, costing and pricing, and post-award budget management to secure a more sustainable financial base for research.

The University has the Key Performance Indicator (KPI) and target for Research Grant and Contract (RGC) income 'to double research income by 2020, ensuring an increase in both international and business income as a percentage of total income'.

Goal 1
World-class research

To ensure the pursuit of a policy of uncompromising commitment to research excellence in the Faculty's staff recruitment strategies, probation processes, promotion criteria and reward systems.

We will focus on:

- only appointing people who have the demonstrable potential to reach the international first rank or are already performing at this level;

- effective deployment of our Simon and Hallsworth endowments to recruit postdoctoral fellows of the highest standard;

- increased emphasis on mentoring, promotions and Performance and Development Reviews (P&DRs) in the development of personal research strategies (individual and/or collaborative) which raise ambition of content and scope, are effective in generating high-quality outputs published in high-quality outlets and in securing research funding, and which attend to the relevance of public engagement and socio-economic impact;

- optimising workload allocation models and academic leave (sabbatical) to protect the time which is necessary to develop and successfully deliver ambitious research plans.

To prioritise world-class research training as an integral part of all the University's research activities.

We will focus on:

- optimising the recruitment of high-quality PGR students by improving the visibility of training opportunities, research environment and PGR achievements in the Faculty, and by offering full studentships to the best applicants;

- supporting high-quality research achievements among our PGRs including publications and impact;

- making the most of the benefits of being part of the Economic & Social Research Council (ESRC) Northwest Doctoral Training Centre (NWDTC), the largest ESRC DTC in England, and the Arts and Humanities Research Council (AHRC) Northwest Doctoral Training Partnership (NWCDTP);

- building on methods@manchester and artsmethods@manchester to remain an internationally renowned training environment for researchers in the arts and social sciences, and seeking to ensure easy access to all available training;

- ensuring that doctoral programmes support our PGRs' potential to become leaders in academia or beyond, including through facilitating placements and international experiences;

- growing internal funds and endowment funding for PGR studentships and developing Presidential Doctoral Scholar Awards to recruit high-calibre students.

Key performance indicators (KPIs) and targets

KPI 1. Research grant and contract income

Target:

- to contribute to meeting the University KPI and target 'to double total research income by 2020 (baseline 2010-11), ensuring an increase in both international and business income as a percentage of total income' through securing:
  - annual growth in total research income;
  - increased market share of AHRC and ESRC (and other RCUK) funding;
  - increased income from Europe and other international sources, government, charities and industry;

- improvements in the percentage of eligible staff in receipt of external research grant and contract income;

- application success rates are maintained, and ideally improved, in the more competitive environment of reduced funding and demand-management.

KPI 2. Outputs

Target:

- at least 80% of our staff to be submitted to the next REF with their outputs scored at 3*/4*

KPI 3. Knowledge exchange and impact

Target:

- expand our portfolio of impact case studies from the REF2014 baseline;

- annual increase across the Faculty in academic and non-academic impact measured by citation rates, media profile and indicators of esteem (eg appointments to RCUK committees and learned societies, Fellows of the British Academy (FBAs)).

KPI 4. Citations

Target:

- improvements in our citation performance so that we meet the University KPI and target for citations: 'to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK's top five institutions'.

KPI 5. World ranking

Target:

- improvement in research rankings for humanities subjects, including where appropriate* within the Shanghai Jiao Tong 'Academic Ranking of World Universities' (from University Strategic Plan 2020 KPI).

KPI 6. PGR

Target:

- year on year increases in the percentage of internally or externally funded students;

- annual increase in PGR students successfully completing their PhD programme, consistent with achieving (five-year) completion rates over 90% by 2020.

*The Shanghai Jiao Tong 'Academic Ranking of World Universities' covers five "Broad Subject Fields" including Social Sciences (which includes economic/business as a subject field of focus) but does not capture other parts of the Faculty of Humanities. The other four Broad Subject Fields covered by the index are: Natural Sciences and Mathematics, Engineering/Technology and Computer Science, Life and Agricultural Sciences, Clinical Medicine and Pharmacy.
www.shanghairanking.com

Goal 2
Outstanding learning and student experience

The Faculty aims to provide students with a learning experience that will broaden their knowledge and develop analytical, empirical and critical skills that will exercise their minds and allow them to analyse critically and question information, drawn their own valid conclusions from information presented to them and researched by them, equip them as global citizens, and prepare them for employment.

Key strategies

Adapt to the rapidly changing student environment and ensure the provision of an outstanding teaching and learning experience for all students.

We will focus on:

- ensuring that teaching is informed by outstanding research and that our students are supported to learn through research;

- ensuring that students realise their full potential through a feed-forward philosophy which provides timely, meaningful, consistent and effective feedback on their work, aiding them to understand and improve their performance;

- continuing to improve the management and organisation of teaching, including communication between staff and students, to ensure parity of experience and support across all schools in Humanities from a friendly, effective and efficient student-centred Professional Support Services (PSS);

- continuing to work with the University and schools to make improvements to the learning, working and social environment within the Faculty, increasing students' sense of programme identity and sense of belonging to a discipline or school;

- ensuring that students and staff work in partnership across all areas of University life, in particular promoting student engagement through academic learning, institutional dialogue, transitions, supporting the creation of meaningful social networks, and providing opportunities to further students' future professional lives.

Goal 2
Outstanding learning and student experience

Ensure our course portfolio is appropriate for changing market needs, both at UG and PGT levels.

We will focus on:

- providing an overall course portfolio that is informed by external market intelligence and assessment of need, offers a wide range of choice across UG and PGT, is efficient and effective to deliver, and which will be sustainable in an uncertain future;

- enhancing the relationship between UG and PGT portfolios;

- continuing to ensure that our students have the opportunity to study subjects from outside their degree course through University College and the University Language Centre;

- reviewing the marketing and web presence of courses to ensure that prospective students are fully aware of the options available.

Work with schools and the University to develop flexible course structures that will allow the Faculty to deliver courses that are accessible to a wider range of students, in particular increasing the amount of off-campus learning that can be delivered through distance/blended learning and strategic partnerships with external organisations.

We will focus on:

- developing and maintaining a flexible course portfolio that maintains the rigour of academic quality while meeting changing market demands;

- supporting schools to develop distance-learning provision and other short courses which may be award bearing, or not;

- enhancing the use of blended learning environments to significantly extend the use of online submission, marking and feedback to students;

- considering innovative ways of delivery, and working with the University to develop its systems in order to enable flexible and part-time study;

- supporting schools in increased interaction with professional bodies, partner institutions and external organisations to enhance the skills of students, diversify income and identify opportunities for Executive Education activities.

Encourage and reward excellence in teaching and learning.

We will focus on:

- enhancing a teaching culture that celebrates excellence, and shares its successes and achievements;

- encouraging innovative teaching through ongoing support and provision of opportunities for the wider dissemination of good practice (eg the Teaching and Learning Showcase);

- clarifying and enhancing promotional criteria, and increasing awareness of the importance of teaching and learning in promotion and professional advancement;

- continuing to contribute to and develop the Humanities New Academics Programme (HNAP) to reflect the changing priorities of teaching and learning;

- supporting the professional development of staff through the PG Certificate in Higher Education.

Work closely with the Careers and Employability Division to increase our graduates' employability while further improving our record of widening participation and social responsibility.

We will focus on:

- embedding employability in the curriculum, while seeking stronger engagement with alumni, employers and professional organisations;

- encouraging students to take ownership of their employability and make full use of opportunities open to them, such as study abroad, placements, student and graduate internships and volunteering;

- working with the Humanities Intake Management Group to ensure that widening participation targets are met;

- supporting exemplary fair access by using contextual data, Manchester Access Programme (MAP) and financial support to identify the most able students from all backgrounds.

Key performance indicators and targets

KPI 7. Student satisfaction

Target:
- continual improvements in student satisfaction measured both internally and externally, aiming to achieve a position whereby each discipline is in the top quartile of Russell Group universities, with National Student Survey (NSS) overall satisfaction scores of at least 90% by 2016-17 and maintaining 90% by 2019-2020.

KPI 8. Staff : Student ratios

Target:
- measurable progress towards agreed and appropriate staff : student ratios (SSRs) (approximately 1:15, based on the University methodology).

KPI 9. Employability

Target:
- each discipline will be in the top quartile of Russell Group universities in terms of employability rates six months after graduation, with a graduate employment rate of at least 75% by 2016/17 and 77% by 2020.

KPI 10. Widening Participation

Target:
- achieve an LPN target of 8% by 2016/17 and 8.3% by 2019/20;
- to achieve a National Statistics Socio-Economic Classification (NS-SEC) (for groups 4-7) target of 21.1% by 2017/18 and 21.1% by 2019/20.

KPI 11. Diversify income

Target:
- increases in the income generated through distance learning;
- increases in the income generated from Executive Education.

Goal 3
Social responsibility

Social responsibility will be embedded in our research and learning activities, and will be recognised as a distinguishing feature of the Faculty by staff, current and prospective students, alumni and our other key stakeholders. It will encompass: finding solutions to global challenges, environmental sustainability, ethics and integrity, public and community engagement, and equality and diversity (E&D).

Key strategies

Research

To develop further the impact of research that addresses key challenges facing society. Research centres, institutes and academic groups that focus on inequality, sustainability, poverty, social change, humanitarianism and ageing will continue to be supported, and their work enhanced. In addition, the Faculty will continue to make the case for the social value of research in arts and humanities across diverse areas of specialism.

As part of research that reaches beyond HE, the Faculty will prioritise supporting initiatives that have an external focus – for example, the policy@manchester programme.

We will focus on:

- building links between Faculty research centres and complementary centres in other faculties, and continuing to support those initiatives that have clear social responsibility agendas;

- securing major external research grants on key social responsibility themes (eg poverty, humanitarianism);

- using Faculty investment funds to ensure the sustainability of research activities relevant to social responsibility and to invest in new initiatives where appropriate.

Teaching and learning

To challenge students to confront personal values and make ethical judgements, to consider issues of pressing concern both linked to their core discipline and beyond and to prepare graduates for citizenship and leadership in diverse global environments.

We will focus on:

- developing postgraduate courses linked to the research institutes and centres listed in social responsibility strategy KPI 12;

- contributing to the development of the University College by proposing and running successful course units that attract students from across the institution;

- continuing to grow and embed the 'Social Responsibility in the Curriculum' programme as a regular Faculty of Humanities competition;

- developing initiatives that support student placements, internships and public engagement experiences in order to enhance their employability;

- participating in the roll-out of 'Ethical Grand Challenges' for undergraduate students across the Faculty;

- leading on the development of 'JustFest', an annual festival bringing social justice issues to life.

Goal 3
Social responsibility

Engaging with alumni

The major research themes set out by the Faculty have already been successful in engaging the interest of alumni, both in terms of financial support, and in terms of activity by alumni (eg Rory Brooks has visited Bangladesh and Nigeria in connection with the work of the Global Development Institute (GDI)). Our strategy is to deepen this engagement.

We will focus on:

- using alumni connections to complement the partnership between major research institutes and centres and their international partners;

- engaging alumni donors to participate in events for research institutes and centres with which they are associated;

- further engagement with alumni through attending external board meetings of North American Foundation for The University of Manchester (NAFUM) and Hong Kong Foundation for The University of Manchester (HKFUM) and meeting individual alumni.

Engaging with the region

Working with regional agencies and organisations to support the social, economic and cultural development of Greater Manchester.

We will focus on:

- the work of the widening participation teams within the Directorate for the Student Experience to support schools in the most deprived areas of Greater Manchester. This will be through links with a number of academies and school trusts across the region, and through Faculty engagement with widening participation work on and off campus;

- continuing to engage with our local communities through the work of the Martin Harris Centre for Music and Drama, the Institute for Cultural Practices (ICP), the Centre for New Writing (CNW), the Contact Theatre, Discuss Debates and the University's cultural institutions;

- identifying existing and developing new strategic relationships with key regional cultural, public sector and business partners (particularly where they have a strong social responsibility policy) to foster research and teaching and learning opportunities.

Environmental sustainability

Supporting our staff and students to have a positive impact on the environment and enable them to make a difference in the areas in which they operate, influence and control.

We will focus on:

- showcasing the positive impact of our research on the environment;

- embedding environmental sustainability through the curriculum;

- making environmental sustainability 'business as usual' within the Faculty of Humanities.

Key performance indicators and targets

KPI 12. Research

Target:
- growth of research income from research institutes and centres that work to address key social responsibility themes - GDI, European Work and Employment Research Centre (EWERC), Effective States & Inclusive Development Research Centre (ESID), Cathie Marsh Institute for Social Research (CMIST), Centre on Dynamics of Ethnicity (CoDE), Fairness at Work Research Centre (FairWRC), Sustainable Consumption Institute (SCI), Manchester Institute of Innovation Research (MIoIR), Humanitarian and Conflict Response Institute (HCRI), Manchester Institute for Collaborative Research on Ageing (MICRA);

- evidence of significant impact through the research undertaken by centres and projects focused on key societal challenges.

KPI 13. Teaching

Target:
- increase in the numbers of Humanities undergraduate students participating in the Ethical Grand Challenges activities (Sustainability Challenge, JustFest, Workplace Ethics).

KPI 14. Alumni

Target:
- increase in the number of alumni involved in the student experience or research activities.

KPI 15. Engaging with the region

Target:
- increase in the number of student placements, public events and joint initiatives run with regional partners;

- increased attendance at public events delivered by different Faculty programmes, for example the CNW, Institute for Cultural Practices;

- increase ESRC North West Doctoral Training Centre CASE and AHRC CDA studentships involving regional partners;

- increase in the percentage of Faculty volunteer governors, as a proportion of total Faculty staff.

(See also Widening Participation KPIs included under Goal 2)

> "True motivation comes from achievement, personal development, job satisfaction and recognition."
>
> **Frederick Herzberg (1920-2000)**

Enabling strategy 1
Quality people

Since 2004, the Faculty has made significant progress in improving the profile of its workforce. Our aim is to build on this success through a number of targeted strategies to improve the quality, morale, well-being and buy-in of our staff through more effective recruitment and retention practices, and greater strength and depth of leadership. In pursuing these strategies, the Faculty will work within the overall policy framework of the University and seek to promote a working culture of respect and a commitment to promote the highest professional standards.

Ensure that staff recruitment processes and practices are effective in securing academic and support staff of the highest calibre. Academic appointments will be limited to people who are producing, or have the potential to produce, internationally significant research outputs and/or high quality scholarly teaching.

We will focus on:

- using the Faculty Strategic Investment Fund to attract internationally renowned scholars to join the Faculty;

- making greater use of a range of supplementary selection methods in accordance with University strategy and working with Human Resources (HR) Services to extend the functionality of the e-recruitment system to drive further improvements and efficiencies in the staff recruitment processes;

- improving the effectiveness of induction, mentoring and probation to ensure that staff are given appropriate support during this period and that any under-performance is addressed before decisions on whether to confirm in post are made.

Improve the retention of high-calibre staff by improving the processes in place for rewarding, supporting and developing our staff.

We will focus on:

- improving the impact and effectiveness of Performance and Development Review (P&DR);

- improving and monitoring the promotions process to ensure that teaching and knowledge transfer are given an appropriate level of prominence in promotion decisions;

- improving the impact and effectiveness of the Humanities New Academics Programme (HNAP);

- working with HR/Staff Learning and Development to ensure that the development needs of staff in Humanities are provided for through a balance of access to University-wide provision and, where appropriate, bespoke provision for each school or on a Faculty-wide basis.

The Faculty will improve the diversity of its workforce to mirror the social, ethnic, disability and gender make-up of its local community and the wider markets in which it recruits.

We will focus on:

- communicating University initiatives and engaging colleagues in generating ideas for tackling local issues, including gathering and promulgating data on the workforce composition, and giving appropriate prominence to equality and diversity matters at management meetings in order to embed equality and diversity initiatives into the mainstream;

- implementing an Equality and Diversity Action Plan for all staff, including positive action initiatives where appropriate, to increase the number of applications from under-represented groups and to help improve the performance of under-represented groups at the short listing and interview stages;

- identifying and addressing barriers to promotion and advancement for under-represented groups;

- working with the Equality and Diversity and Disability Support Offices to improve the reporting of disability of both job applicants and current staff to allow appropriate support to be provided.

The Faculty will seek to enhance the quality and capacity of leadership and management at every level to provide the capability and capacity to lead and manage in, and across, complex structures and to undertake transformational change.

We will focus on:

- improvements in succession planning for future heads of discipline, function heads within schools and senior PSS staff within the Faculty and schools;

- providing a comprehensive development programme for academic and PSS managers;

- fostering a culture of continuous improvement among academic leaders, including the ability to engage staff effectively in managing change;

- fostering effective team working among managers at all levels;

- providing appropriate mentoring and coaching support to managers and continuing to roll out 360 degree feedback;

- working with the University to implement, embed and further develop the PSS Leadership Development Framework.

The Faculty will develop and embed a performance-orientated culture.

We will focus on:

- ensuring that the P&DR process includes clear objectives and targets and supporting personal development plans;

- reviewing and revising current reward and pay structures (at University level) and exploring ways of rewarding high performing teams, and incidences of highly effective team working across school and discipline boundaries;

- expanding the use of coaching and mentoring and a coaching style of management;

- continuing to deliver training sessions and support to equip managers with the tools, skills and knowledge to maximise the potential and performance of individuals and teams;

- reviewing staff engagement measures following the staff survey;

- valuing and recognising 'good citizenship'.

Key performance indicators and targets

KPI 16. Workforce diversity

Target:
- improvement year on year in workforce diversity, evidenced by data submitted for the Annual Performance Review (APR) on workforce composition at different levels and in promotion statistics.

KPI 17. Leadership quality

Target:
- improvements in staff satisfaction, as measured by the staff satisfaction survey;
- improvements in the incidence of training and development of managers and incremental improvements in rating of programmes;
- improvement in performance of managers as assessed through P&DR process and by increasing use of 360 degree review.

KPI 18. Performance-orientated culture

Target:
- KPI pending discussion and developments at institutional level;
- by 2020, to have 80% of academic and research staff categorised on the basis of external peer review as being world-leading or internationally significant researchers.

KPI 19. Staff satisfaction

Target:
- improve staff survey overall satisfaction scores to a minimum of 80% based on a minimum 75% response rate.

Enabling strategy 2
World-class estate

Our aim will be to work with the University to develop and maintain a world-class campus (including facilities and support services) that will enhance the student experience within the Faculty of Humanities.

Ensure that the quality of the Faculty's estate matches our ambition to be a world-leading institution.

We will:

- implement a long-term Estates strategy with defined priorities and identification of the need for any future capital investment;

- review and update (where necessary) the Faculty's Estates strategy in response to changing circumstances;

- seek to raise significant donations or similar forms of external funding for capital projects which align with our Estates strategy, as well as seeking to maximise the opportunities for any additional funding which might become available;

- maximise the positive impact of any long-term maintenance capital investment to ensure that planning and content benefits the Faculty and aligns with the Faculty Estates strategy;

- ensure the effective and efficient use of space by regular monitoring and challenging of space use, as well as understanding comparisons with Higher Education Funding Council for England (HEFCE) or other relevant space norms and take appropriate actions to improve efficiency;

- maintain a three-year plan for minor works and investment, which reflects and can quickly adapt to the current estates issues within the Faculty and is aligned with the overall strategy and which is reviewed annually.

Key performance indicators and targets

KPI 20. Estate
Target: • improved student and staff satisfaction with Estates facilities as measured by a combination of satisfaction surveys, local monitoring through student user groups and evaluation by the Faculty;   • measure of continued capital investment within the existing building stock via long-term maintenance planning and other capital investment;   • seek to improve accommodation standards in line with sector-wide measures of space quality (building condition and function suitability) by 2020, so that they match those of relevant comparators;   • actively work to conserve the fabric of historical significance of the built and open environments used by the Faculty and increase awareness via building user groups and other communication channels (eg bulletins, reports etc) among staff, students and academic leaders of their duty of care in this regard.

Enabling strategy 3
Financial sustainability

As the funding model for UK higher education changes it is important that the Faculty ensures diversification and development of its income streams to provide the resources needed to help the University to deliver the Manchester Vision 2020. Humanities must reduce its reliance on UK Government sources of income. It is essential that the Faculty diversifies its income streams, and controls its costs to provide the resources needed to enable it to compete with its international peers in an increasingly global sector.

Further diversify the Faculty's research funding to develop further the research activity in Humanities and support world-leading research.

We will focus on:

- increasing research funding from EU and international agencies;
- increasing income from industry/commercial collaborations by continuing to encourage and support schools to develop and maintain relationships with key business partners in the UK and overseas, and help them to translate these relationships into funding for world-class research and other activities.

Maximise income generation and other benefits from international student recruitment, partnerships and distance-learning provision.

We will focus on:

- recruiting high-quality overseas students to study in the Faculty of Humanities;
- developing overseas collaborations with global strategic partners to increase the diversity of income streams;
- delivering Humanities courses around the world through distance-learning and transnational programmes.

Develop substantial fundraising activities. This will be a key strand to diversifying the University's income streams over the longer term; significant investment is being made to improve the University's profile in fundraising.

We will focus on:

- diversifying income via philanthropic donations.

Actively manage costs to ensure value for money.

We will focus on:

- continuously identifying improvements in processes, procedures and activity that will yield greater value for money.

Key performance indicators and targets

KPI 21. Financial outcome
Target: • to maintain a contribution rate in excess of 40% while continuing to invest in strategic priorities and against a background of pay inflation and fixed home UG fees. 2010/11 baseline: 33%.

Enabling strategy 4
A reputation for excellence

To continue to strengthen the reputation of the Faculty locally, nationally and internationally by clearly articulating our activity and celebrating our distinctiveness. We will support the achievement of the Manchester 2020 vision by mobilising and actively engaging with staff, students, alumni, the media and other key stakeholders.

We will do this through a range of strategies which are aligned to the University's broader priorities in this area, with a clear focus on how professional communications, marketing and stakeholder engagement can deliver towards the broader aim of building a clear and distinctive identity and a compelling narrative for the Faculty and the University.

We will continue to build and develop an experienced, diverse and highly professional communications and marketing function to deliver the highest quality service for our schools and the Faculty as a whole.

We will focus on:

- developing and delivering a comprehensive Faculty Communications and Marketing Strategy which aligns to the University's own Communications and Marketing Plan and supports similar within our schools;
- creating an environment within schools and Faculty which supports the effective delivery of marketing activity across all areas;

- working with colleagues within the Division of Communications and Marketing to identify the most effective measurement tools for benchmarking our reputation externally;
- undertaking regular strategic review and evaluation of communications and marketing activities to inform future plans;
- recruiting and developing highly-trained and experienced staff.

We will use effective market intelligence, research and marketing in all of our student recruitment activity to ensure that our portfolio is responsive to market demand.

We will focus on:

- developing a longer-term strategic view of our portfolio development to anticipate changing markets and increase our capacity to respond effectively and quickly;
- supporting the regular review and redevelopment of our portfolio to ensure our offering is appropriate across both UG and PG; this includes embedding market research techniques and activity in the planning and review of programmes;
- taking a co-ordinated approach to developing marketing materials across schools and Faculty, aligned to University-wide activity, to ensure consistency of message and delivery and ensure economies of scale;

- developing our capabilities in digital media to ensure our marketing collateral is responsive to the demands of prospective students and other audiences.

The Faculty recognises the importance of its staff as ambassadors. We will continue to develop our internal communications and governance structures in order to improve staff engagement and maintain a strong collegial culture.

We will focus on:

- continued emphasis on open, transparent and genuine two-way communication through the Faculty's governance structure;
- further development of the mechanisms in place for the Faculty to engage and communicate with staff more generally;
- supporting schools to create effective structures, systems and processes for communicating with their staff that complement those at the Faculty and University, without creating duplication of effort or outputs;
- supporting the promotion of the University Staff Survey to ensure staff have confidence in the outcomes and associated action planning process;
- improving the links between school, Faculty and University internal communications to ensure that staff receive the information they need and are not overloaded with unnecessary or duplicate communications;

- developing managers' communications skills so that all staff can be assured of effective communications from their local manager, with a particular focus on supporting effective communication through periods of change.

In support of the University strategy of developing a clear identity and compelling narrative, we will work to develop clear and concise messages for Humanities activities which will be used in all of our communications and marketing material.

We will focus on:

- identifying our points of distinction and supporting our schools and function areas to articulate their strengths;
- generating a suite of communications and marketing collateral (adopting a 'digital first' approach) which effectively promotes Faculty and school activity to all audiences;
- raising the profile of our research, through the clear identification and articulation of our research themes across all communications and marketing activity, with a focus on the 'Addressing Global Inequalities' research beacon;
- continuing to redevelop our websites to better showcase the activity of the Faculty and schools. This will involve creating a web presence that is interactive, engaging and informative with outstanding images and film and appropriate, up-to-date content which supports the wider developments with the corporate website;

- developing a digital media strategy with the aim of achieving a co-ordinated and professional approach across all areas;
- supporting the generation of greater media coverage at local, regional, national and international levels;
- developing a wider programme of activity which will support colleagues to pursue their own media opportunities where their work is not directly supported by the Division of Communications and Marketing.

We will support the University in its goal of identifying key external stakeholders and policy makers.

We will focus on:

- developing strategic relationships with key opinion formers and policy makers locally, regionally, nationally and internationally;
- supporting the ongoing development and delivery of the policy@manchester network.

As noted in Goal 3, we will work with the Division of Development and Alumni Relations (DDAR) to engage alumni and benefactors in strengthening the Faculty's international standing.

We will focus on:

- working with DDAR to identify Faculty priorities for engagement with alumni and ensure appropriate resources are in place;

- creating and implementing the Faculty Alumni Strategy to make most effective use of alumni as ambassadors.

As noted in Goal 2, we will work with and support colleagues within schools to effectively engage with their students.

We will focus on:

- supporting schools (where appropriate) to develop and deliver comprehensive student communications strategies;
- ensuring that student communications are considered within normal Faculty operations.

Key performance indicators and targets

KPI 22. Reputation

Target:
- a basket of measures (to be agreed) including survey results, measures of output (website visitors, media coverage etc.) and external engagement opportunities fulfilled;
- development of a Faculty Communications and Marketing Strategy.

Enabling strategy 5
An international institution

Aligned with the University, the Faculty aims to be a truly international body of staff and students with research, teaching and social responsibility having global reach.

The Faculty has a strong international profile and is already highly internationalised, with 28.5% of its Manchester-based students from outside the UK and EU, 37% of its academic staff from outside the UK and 226,909 alumni around the globe. The Faculty will build on this success and ensure that internationalisation is embedded in its approach to research, teaching and the student experience, and social responsibility.

The Faculty will aim to pursue collaborations with the best international partners to support the achievement of our core goals, particularly research activity. Existing strengths and emerging priorities will endeavour to include strong international collaboration and reach.

We will focus on:

- developing a small number of strategic collaborations in key countries;

- integrating internationalisation into all aspects of the Faculty's research strategy;

- a commitment to prioritising the international agenda within all strategic investment decisions;

- developing opportunities for PGR students to have international experiences through institutional visits or placements;

- international student exchange programmes.

The Faculty will ensure that the international dimension of its degree programmes is strengthened and that students develop the necessary skills to shape them as global citizens, able to compete in an increasingly diverse job market. The Faculty will provide opportunities for its students to be exposed to new cultures and languages, regardless of their background or location.

We will focus on:

- paying attention to the international dimension of the curriculum in all new programme development and all programme review processes;

- a commitment to increasing the Faculty's involvement in opportunities for study abroad and the promotion of the languages provision available from the University Language Centre in the School of Arts, Languages and Cultures.

The Faculty will continue to develop and support the recruitment of international students to on-campus programmes and further develop our portfolio of transnational education provision where there is a strong fit with ambitions in research, teaching or social responsibility.

We will focus on:

- continued investment in the professional validation services pioneered in certain schools;

- diversifying sources of international student recruitment and contributing to the University initiative to increase the proportion of international students within the student population;

- through ongoing portfolio review, exploring opportunities to make the portfolio more attractive to international students.

The Faculty will seek to increase the level and scope of international research collabora-tions, building on existing relationships and new strategic collaborations.

Enabling strategy 6
Quality services

Our aim will be to build on the considerable success we have had since 2004 in establishing robust management practices, and in doing so focus on improving both effectiveness and efficiency through continuous quality improvement.

Plan effectively using a flexible mix of horizon scanning, scenario planning, market analysis and risk management to develop robust strategic and operational plans, five-year forecasts and budgets, which are a mix of top-down and bottom-up planning and re-planning.

We will focus on:

- maintaining strategic and operational plans at Faculty and school levels and adopting a rigorous and streamlined annual planning and accountability cycle, to ensure that a meaningful reporting of performance against plan is provided annually to the University;

- publication of an annual planning process and timetable;

- annual planning conferences/away days, where appropriate;

- further development of the procedures for reporting on and monitoring performance;

- a risk management process underpinned by a Faculty Risk Register.

Operate with a system of devolved budgets where the budgetary model is linked to strategic and operational plans and provides incentives for schools to take initiatives that further the Faculty's strategic goals.

We will focus on:

- requiring all budget holders to consistently deliver financial outcomes within or better than budget, while encouraging them to manage resources prudently and efficiently, helping them to secure revenue growth and encouraging them to understand financial management in strategic terms;

- a robust budgeting progress;

- monthly financial reporting via the Humanities Policy and Resources Committee (HPRC);

- a Faculty Strategic Investment Fund.

Maintain first-class systems to meet every compliance and/or reporting obligation, which are both effective and efficient, in particular those relating to health and safety, risk management and legal and regulatory compliance.

We will focus on:

- a risk management process underpinned by a Faculty Risk Register;

- a Faculty Health and Safety Committee and regular reports to HPRC;

- ensuring the meeting of all external accountability and compliance obligations by regular review of our performance and acting quickly to rectify any shortcomings;

- ensuring that all staff have undertaken information security training and additionally that all staff handling personal data have undertaken data protection training.

Implement first-class management and governance arrangements for research (and cognate) centres (whether intra-school, cross-school or cross-faculty) which are both effective and efficient in facilitating effective stakeholder engagement and decision making, avoid duplication of administration, and ensure robust performance review.

We will focus on:

- effective governance of research institutes and other major investments via the Faculty annual strategic review of activity and business plan, in line with The University of Manchester Research Institute (UMRI) governance framework;

- effective governance of research centres via the annual review and reporting cycle led by school research directors and presented to the Humanities Research Strategy Committee.

Enabling strategy 6
Quality services

Engage in continuous improvement in the effectiveness and efficiency of all services, systems and processes.

We will focus on:

- embedding a culture of continuous performance improvement across the Faculty PSS (Professional Support Services);

- through the Faculty PSS Leadership Team, developing and implementing a coherent approach to performance improvement across the Faculty PSS;

- developing tools for evaluating the performance of activities, including benchmarking and gap analysis against appropriate comparators;

- the management of administrative pay costs through the post approval process and regular resource mapping exercises;

- periodic reviews of administrative functions and activities;

- capitalising on any opportunities to restructure activities to improve cost effectiveness;

- working with the University, implement and embed any enterprise-wide service improvement initiatives.

Ensure effective succession planning, paying attention to equality and diversity, for academic and administrative leaders.

We will focus on:

- targeted investment in the development of staff through leadership and management training programmes such as the Headstart and the PSS Leadership Development Programmes, and other development activities.

Embed performance management culture and practice to ensure that the performance of all staff is managed fairly and effectively and the work of staff at all levels contributes effectively to the achievement of *Manchester 2020, The University of Manchester's Strategic Plan.*

We will focus on:

- measures to improve the impact and effectiveness of Performance and Development Reviews (P&DR);

- the development of systems for the collection of performance data on individuals to aid performance management.

The Faculty will also focus on a number of local strategies that complement the overall IT plan, which is to provide students, staff and researchers with seamless access to excellent and personalised information resources, services and systems. The Faculty has developed a process for identifying and prioritising IT needs specific to the achievement of its 2020 strategic goals in order to inform the IT Services roadmap.

We will:

- work with the University to review ways in which more strategically relevant, efficient and proactive effective IT services can be developed and deployed;

- work with IT Services to deliver services and systems ensuring that we provide an environment capable of supporting school aspirations, whether in isolation or in partnership with internal and/or external bodies. Within this we must recognise the need to ensure interoperability between systems and services and keep a weather-eye upon opportunities for consolidation.

Key performance indicators and targets

KPI 23. Quality processes

Target:
- maintaining underlying contribution in excess of 40%;

- by 2020, to have improved satisfaction with management performance across the Faculty by 20% compared with levels of satisfaction indicated by the 2010 Staff Satisfaction Survey;

- by 2020 to have improved satisfaction with the P&DR process by 10% compared with levels of satisfaction indicated by the 2010 Staff Satisfaction Survey.

Glossary

A

AHRC Arts and Humanities Research Council

APR Annual Performance Review

C

CMIST Cathie Marsh Institute for Social Research

CNW Centre for New Writing

CoDE Centre on Dynamics of Ethnicity

CPD Continuing Professional Development

D

DDAR Division of Development and Alumni Relations

E

E&D Equality and Diversity

ECR Early Career Researcher

ERA European Research Area

ESID Effective States & Inclusive Development Research Centre

ESRC Economic & Social Research Council

ESRC DTC Economic & Social Research Council Doctoral Training Centre

EU European Union

EWERC European Work and Employment Research Centre

F

FairWRC Fairness at Work Research Centre

FBAs Fellows of the British Academy

G

GDI Global Development Institute

H

HCRI Humanitarian and Conflict Response Institute

HE Higher education

HEFCE Higher Education Funding Council for England

HKFUM Hong Kong Foundation for The University of Manchester

HNAP Humanities New Academic Programme

HPRC Humanities Policy and Resources Committee

HR Human Resources

I

ICP Institute for Cultural Practices

K

KPI Key Performance Indicator

L

LPN Low Participation Neighbourhood

M

MAP Manchester Access Programme

MICRA Manchester Institute for Collaborative Research on Ageing

MIoIR Manchester Institute of Innovation Research

MOOCs Massive Open Online Courses

N

NAFUM North American Foundation for The University of Manchester

NSS National Student Survey

NS-SEC National Statistics Socio-Economic Classification (groups 4-7)

NW DTC North West Doctoral Training Centre

NW CDTP North West Consortium Doctoral Training Partnership

N8 The N8 Research Partnership is a collaboration of the eight most research intensive universities in the North of England: Durham, Lancaster, Leeds, Liverpool, Manchester, Newcastle, Sheffield and York.

P

P&DR Performance and Development Review

PG Postgraduate

PGR Postgraduate Research

PGT Postgraduate Taught

PhD Doctor of Philosophy

PSS Professional Support Services

R

RCUK Research Councils United Kingdom

REF Research Excellence Framework

RGC Research Grant Contract

RSS Research Support Services

S

SCI Sustainable Consumption Institute

U

UG Undergraduate

UMRI University of Manchester Research Institute

Summary of our
Key performance indicators and targets

KPI 1

Research grant and contract income
Target:
- to contribute to meeting the University KPI and target 'to double total research income by 2020 (baseline 2010-11), ensuring an increase in both international and business income as a percentage of total income' through securing:
  - annual growth in total research income;
  - increased market share of AHRC and ESRC (and other RCUK) funding;
  - increased income from Europe and other international sources, government, charities and industry;
- improvements in the percentage of eligible staff in receipt of external research grant and contract income;
- application success rates are maintained, and ideally improved, in the more competitive environment of reduced funding and demand-management.

KPI 2

Outputs
Target:
- at least 80% of our staff to be submitted to the next REF with their outputs scored at 3*/4*

KPI 3

Knowledge exchange and impact
Target:
- expand our portfolio of impact case studies from the REF2014 baseline;
- annual increase across the Faculty in academic and non-academic impact measured by citation rates, media profile and indicators of esteem (eg appointments to RCUK committees and learned societies, Fellows of the British Academy (FBAs)).

KPI 4

Citations
Target:
- improvements in our citation performance so that we meet the University KPI and target for citations: 'to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK's top five institutions'.

KPI 5

World ranking
Target:
- improvement in research rankings for humanities subjects, including where appropriate* within the Shanghai Jiao Tong 'Academic Ranking of World Universities' (from University Strategic Plan 2020 KPI).

KPI 6

PGR
Target:
- year on year increases in the percentage of internally or externally funded students;
- annual increase in PGR students successfully completing their PhD programme, consistent with achieving (five-year) completion rates over 90% by 2020.

KPI 7

Student satisfaction
Target:
- continual improvements in students satisfaction measured both internally and externally, aiming to achieve a position whereby each discipline is in the top quartile of Russell Group universities, with National Student Survey (NSS) overall satisfaction scores of at least 90% by 2016-17 and maintaining 90% by 2019-2020.

KPI 8

Staff : Student ratios
Target:
- measurable progress towards agreed and appropriate staff : student ratios (SSRs) (approximately 1:15, based on the University methodology).

KPI 9

Employability
Target:
- each discipline will be in the top quartile of Russell Group universities in terms of employability rates six months after graduation, with a graduate employment rate of at least 75% by 2016/17 and 77% by 2020.

KPI 10

Widening Participation
Target:
- achieve an LPN target of 8% by 2016/17 and 8.3% by 2019/20;
- to achieve a National Statistics Socio-Economic Classification (NS-SEC) (for groups 4-7) target of 21.1% by 2017/18 and 21.1% by 2019/20.

KPI 11

Diversify income
Target:
- increases in the income generated through distance learning;
- increases in the income generated from Executive Education.

KPI 12

Research
Target:
- growth of research income from research institutes and centres that work to address key social responsibility themes - GDI, European Work and Employment Research Centre (EWERC), Effective States & Inclusive Development Research Centre (ESID), Cathie Marsh Institute for Social Research (CMIST), Centre on Dynamics of Ethnicity (CoDE), Fairness at Work Research Centre (FairWRC), Sustainable Consumption Institute (SCI), Manchester Institute of Innovation Research (MIoIR), Humanitarian and Conflict Response Institute (HCRI), Manchester Institute for Collaborative Research on Ageing (MICRA);
- evidence of significant impact through the research undertaken by centres and projects focused on key societal challenges.

KPI 13

Teaching
Target:
- increase in the numbers of Humanities undergraduate students participating in the Ethical Grand Challenges activities (Sustainability Challenge, JustFest, Workplace Ethics).

KPI 14

Alumni
Target:
- increase in the number of alumni involved in the student experience or research activities.

KPI 15

Engaging with the region
Target:
- increase in the number of student placements, public events and joint initiatives run with regional partners;
- increased attendance at public events delivered by different Faculty programmes, for example the CNW, Institute for Cultural Practices;
- increase ESRC North West Doctoral Training Centre CASE and AHRC CDA studentships involving regional partners;
- increase in the percentage of Faculty volunteer governors, as a proportion of total Faculty staff.

(See also Widening Participation KPIs included under Goal 2)

KPI 16

Workforce diversity
Target:
- improvement year on year in workforce diversity, evidenced by data submitted for the Annual Performance Review (APR) on workforce composition at different levels and in promotion statistics.

KPI 17

Leadership quality
Target:
- improvements in staff satisfaction, as measured by the staff satisfaction survey;
- improvements in the incidence of training and development of managers and incremental improvements in rating of programmes;
- improvement in performance of managers as assessed through P&DR process and by increasing use of 360 degree review.

KPI 18

Performance-orientated culture
Target:
- KPI pending discussion and developments at institutional level;
- by 2020, to have 80% of academic and research staff categorised on the basis of external peer review as being world-leading or internationally significant researchers.

KPI 19

Staff satisfaction
Target:
- improve staff survey overall satisfaction scores to a minimum of 80% based on a minimum 75% response rate.

KPI 20

Estate
Target:
- improved student and staff satisfaction with Estates facilities as measured by a combination of satisfaction surveys, local monitoring through student user groups and evaluation by the Faculty;
- measure of continued capital investment within the existing building stock via long-term maintenance planning and other capital investment;
- seek to improve accommodation standards in line with sector-wide measures of space quality (building condition and function suitability) by 2020, so that they match those of relevant comparators;
- actively work to conserve the fabric of historical significance of the built and open environments used by the Faculty and increase awareness via building user groups and other communication channels (eg bulletins, reports etc) among staff, students and academic leaders of their duty of care in this regard.

KPI 21

Financial outcome
Target:
- to maintain a contribution rate in excess of 40% while continuing to invest in strategic priorities and against a background of pay inflation and fixed home UG fees. 2010/11 baseline: 33%..

KPI 22

Reputation
Target:
- a basket of measures (to be agreed) including survey results, measures of output (website visitors, media coverage etc.) and external engagement opportunities fulfilled;
- development of a Faculty Communications and Marketing Strategy.

KPI 23

Quality processes
Target:
- maintaining underlying contribution in excess of 40%;
- by 2020, to have improved satisfaction with management performance across the Faculty by 20% compared with levels of satisfaction indicated by the 2010 Staff Satisfaction Survey;
- by 2020 to have improved satisfaction with the P&DR process by 10% compared with levels of satisfaction indicated by the 2010 Staff Satisfaction Survey.

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