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## Appendix 1) Terms of Reference for Working Group

### **School of Law and School of Social Sciences**

#### **Working Group – Terms of Reference**

**May 2018**

#### **Background**

A proposal has been put forward to investigate the benefits and risks of merging all activities from the School of Law and the School of Social Sciences.

The formation of this working group, led by the Vice-President and Dean of Humanities, has been created to investigate the feasibility and oversee the consultation process of the proposal, detailing interactions and engagement with Schools and Leadership Teams up to 17 October 2018.

If the proposal is approved by the Faculty Leadership Team, a paper outlining what we are proposing to do will be taken to Senate on 17 October 2018. A formal proposal will be submitted to Senate in February 2019 and for approval at Board of Governors on March 2019. If approval is given, it is anticipated that the merger will become operational from September 2019.

#### **Remit of the Working Group**

The Working Group is responsible for the direction and management of the process that will lead to the submission of the formal proposal to be submitted to the Faculty Leadership Team on 1 October, and if this requires consideration at University level, for onward transition to Senate on 17 October 2018, the tasks to include:

- input into the proposal to be submitted to the Faculty Leadership Team on 1 October;
- consider opportunities and benefits for the proposal;
- consider associated risks and issues for the proposal and advise on mitigating actions;
- advise on communication and engagement plan to ensure the consultation is effective;
- as agreed, take responsibility for consulting with staff and students outside of the working group.

The key areas to be considered include:

- Research (including PGR);
- Teaching, Learning and Student Experience (including Legal Advice Centre);
- Social Responsibility;
- Structure and Management (including Law and Criminology as either a single department or two separate departments);
- Professional Support Services;
- Finances;
- External branding.

<b>Membership Name</b>	<b>Role</b>	<b>Notes</b>
Keith Brown	Vice-President and Dean	Chair
Vikki Goddard	DoFO	Deputy Chair
Marianne Webb	Head of C&M	
Lisa McClare	Secretary to WG and PM	
Toby Seddon	HoS Law	Stepping down from 31 July 2018
Carolyn Abbot	Deputy HoS Law	Stepping down from 31 July 2018
Chris Thornhill	Interim HoS Law Director for Research	Acting in role from 1 Aug 2018
Claire McGourlay	Director T&L Law	
David Gadd	Chair of School Board Law	
Chris Orme	HoS SoSS	Stepping down 31 July 2018
Brian Heaphy	Incoming HoS SoSS	HoS from 1 Aug 2018
Claire Alexander	Director of Research SoSS	
Ken Clark	Director T&L SoSS	
Georgina Waylen	Chair of School Board SoSS	
Catherine Tann	HR Partner Law	
Alison Wilson	Head of School Administration – SoSS	
Rachel Dodd	Head of School Administration – Law	

## Appendix 2) Research

## appendix 2a) Research applications (OPR data 2015-2018)

Research applications 2015-18						
Financial Year	Research School Name	Hesa Category Group	Applications	Fec Value	Revenue Value	
Financial Year 15/16	School of Law	Research Councils	20.00	2,318,029.00	1,429,347.60	
		UK Based Charities	2.30	175,731.20	86,528.90	
		UK Central Government, Hospitals and Health Authorities	2.00	227,000.00	227,370.00	
		UK Industry	2.00	289,081.00	149,376.00	
		EU Government Bodies	2.30	1,070,717.28	770,628.93	
		EU Other	2.00	32,859.00	42,724.00	
		Other Sources	1.00	0.00	0.00	
		Internal Finance	3.54	76,051.61	53,316.42	
		<b>School Total</b>		<b>35.14</b>	<b>4,189,469.09</b>	<b>2,759,291.85</b>
	School of Social Sciences	Research Councils	38.37	6,518,108.05	4,580,216.08	
		UK Based Charities	24.63	6,679,016.80	3,163,918.50	
		UK Central Government, Hospitals and Health Authorities	2.58	740,013.30	510,479.46	
		UK Industry	2.50	2,565,532.50	2,511,449.50	
		EU Government Bodies	11.40	5,144,584.43	4,048,089.15	
		EU Industry, Commerce & Public Corporations	1.00	19,803.00	17,056.00	
		EU Other	9.80	2,499,181.80	1,849,110.00	
		Non-EU Other	2.50	151,628.00	86,118.00	
		Other Sources	3.00	85,410.00	38,525.00	
		Internal Finance	3.68	116,707.18	64,507.28	
		<b>School Total</b>		<b>99.46</b>	<b>24,519,985.06</b>	<b>16,869,468.97</b>
Financial Year 16/17	School of Law	Research Councils	18.75	1,544,650.05	1,020,557.65	
		UK Based Charities	9.43	1,738,365.78	793,787.95	
		UK Central Government, Hospitals and Health Authorities	1.00	34,559.50	27,768.00	
		UK Industry	1.40	109,932.00	98,348.00	
		EU Government Bodies	4.55	1,114,920.93	574,674.04	
		EU Other	3.00	54,346.00	57,194.00	
		Non-EU Other	1.00	1,422.00	1,168.00	
		Other Sources	6.00	175,155.00	39,465.00	
		Internal Finance	5.20	170,109.80	72,331.80	
	<b>School Total</b>		<b>50.33</b>	<b>4,943,461.06</b>	<b>2,685,294.44</b>	
	School of Social Sciences	Research Councils	48.68	11,774,207.18	8,890,917.40	
		UK Based Charities	19.60	4,192,204.60	1,559,084.70	
		UK Central Government, Hospitals and Health Authorities	5.30	980,558.55	710,500.91	
		UK Industry	5.00	448,280.51	280,280.45	
		EU Government Bodies	5.70	4,195,879.74	3,294,262.84	
		EU Other	1.00	100,645.00	46,568.00	
		Non-EU Other	4.00	299,464.00	153,012.00	
		Other Sources	2.33	58,489.14	19,626.14	
		Internal Finance	5.00	115,741.00	64,709.98	
		<b>School Total</b>		<b>96.61</b>	<b>22,165,469.72</b>	<b>15,018,962.42</b>
Financial Year 17/18		School of Law	Research Councils	7.75	717,355.75	456,965.25
	UK Based Charities		10.80	1,665,006.80	954,993.00	
	UK Central Government, Hospitals and Health Authorities		1.96	1,118,540.80	1,014,304.40	
	EU Government Bodies		3.00	2,461,633.00	1,900,149.00	
	Other Sources		2.00	127,885.00	49,321.00	
	Internal Finance		4.00	116,386.00	53,326.00	
	<b>School Total</b>			<b>29.51</b>	<b>6,206,807.35</b>	<b>4,429,058.65</b>
	School of Social Sciences	Research Councils	70.74	26,660,635.29	19,590,103.78	
		UK Based Charities	17.10	10,922,812.60	5,667,113.50	
		UK Central Government, Hospitals and Health Authorities	1.25	1,021,102.10	1,021,102.10	
		UK Industry	1.70	1,177,243.20	1,140,829.60	
		EU Government Bodies	3.00	2,200,926.00	1,817,167.00	
		EU Other	3.00	456,993.56	123,985.00	
		Non-EU Industry, Commerce & Public Corporations	1.00	106,960.00	41,215.00	
		Non-EU Other	1.08	81,526.02	49,137.42	
		Other Sources	3.00	191,037.00	131,663.00	
		Other - Institutional Self Funded	1.00	43,386.00	28,457.00	
		<b>School Total</b>		<b>102.87</b>	<b>42,862,621.77</b>	<b>29,610,773.40</b>

appendix 2b) Research Awards (OPR data 2015-2018)

Research Awards 2015-2018											
Financial Year: Award	Research School Name	Hesa Category Group	Awards	FEC Value	Revenue Value	Amendments	Amendments fEC	Amendments Revenue	Awards & Amendments	Awards & Amendments Revenue	
Financial Year 15/16	School of Law	Research Councils	2.67	389,086.93	293,782.96	1.90	0.00	0.00	4.57	293,783.0	
		UK Based Charities	1.00	13,536.00	6,000.00	0.00	0.00	0.00	1.00	6,000.0	
		UK Central Government, Hospitals and H	1.00	7,130.00	7,500.00	0.15	0.00	0.00	1.15	7,500.0	
		EU Government Bodies	0.65	373,120.01	277,347.29	0.00	0.00	0.00	0.65	277,347.3	
		EU Other	1.00	32,859.00	42,724.00	1.00	10,356.80	10,356.80	2.00	53,080.8	
		Other Sources	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.0	
		Internal Finance	2.94	37,323.42	20,876.22	0.00	0.00	0.00	2.94	20,876.2	
		<b>School Total</b>		<b>10.26</b>	<b>853,055.36</b>	<b>648,230.47</b>	<b>3.05</b>	<b>10,356.80</b>	<b>10,356.80</b>	<b>13.31</b>	<b>658,587.3</b>
	School of Social Sciences	Research Councils	20.42	4,140,023.70	2,927,340.80	6.85	153,032.00	121,648.80	27.27	3,048,989.6	
		UK Based Charities	3.00	170,541.00	136,234.00	0.00	0.00	0.00	3.00	136,234.0	
		UK Central Government, Hospitals and H	2.58	202,544.84	188,317.52	0.00	0.00	0.00	2.58	188,317.5	
		UK Industry	0.50	2,507,556.50	2,507,556.50	0.00	0.00	0.00	0.50	2,507,556.5	
		EU Government Bodies	1.40	623,474.15	457,372.06	1.00	38,273.00	20,740.00	2.40	478,112.1	
		EU Industry, Commerce & Public Corpor	1.00	19,803.00	17,056.00	1.00	23,000.00	23,000.00	2.00	40,056.0	
		EU Other	1.00	38,376.00	7,439.00	0.00	0.00	0.00	1.00	7,439.0	
		Non-EU Other	0.50	82,796.00	82,796.00	2.00	1,811.00	1,811.00	2.50	84,607.0	
		Other Sources	1.00	10,720.00	10,720.00	0.00	0.00	0.00	1.00	10,720.0	
		Internal Finance	1.86	40,826.78	20,572.38	0.00	0.00	0.00	1.86	20,572.4	
	<b>School Total</b>		<b>33.26</b>	<b>7,836,661.97</b>	<b>6,355,404.26</b>	<b>10.85</b>	<b>216,116.00</b>	<b>167,199.80</b>	<b>44.11</b>	<b>6,522,604.1</b>	
	Financial Year 16/17	School of Law	Research Councils	6.90	430,883.80	294,031.78	2.53	0.00	0.00	9.43	294,031.8
			UK Based Charities	0.70	106,786.40	41,234.90	0.00	0.00	0.00	0.70	41,234.9
UK Central Government, Hospitals and H			1.50	57,441.00	35,392.50	0.00	0.00	0.00	1.50	35,392.5	
UK Industry			1.40	109,932.00	98,348.00	0.00	0.00	0.00	1.40	98,348.0	
EU Government Bodies			1.00	97,513.00	83,871.00	1.00	0.00	0.00	2.00	83,871.0	
EU Other			3.00	54,346.00	58,150.00	3.00	60,452.00	54,562.04	6.00	112,712.0	
Non-EU Other			1.00	1,422.00	1,168.00	0.00	0.00	0.00	1.00	1,168.0	
Other Sources			1.00	1,312.00	1,312.00	0.00	0.00	0.00	1.00	1,312.0	
Internal Finance			1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.0	
<b>School Total</b>				<b>17.50</b>	<b>859,636.20</b>	<b>613,508.18</b>	<b>6.53</b>	<b>60,452.00</b>	<b>54,562.04</b>	<b>24.03</b>	<b>668,070.2</b>
School of Social Sciences		Research Councils	15.36	1,452,468.11	1,088,834.21	14.46	1,551,764.15	1,354,334.55	29.82	2,443,168.8	
		UK Based Charities	3.80	1,572,374.60	654,316.10	0.00	0.00	0.00	3.80	654,316.1	
		UK Central Government, Hospitals and H	1.13	318,113.22	278,192.34	0.16	208.88	0.00	1.29	278,192.3	
		UK Industry	3.00	23,293.00	17,693.00	0.00	0.00	0.00	3.00	17,693.0	
		EU Government Bodies	2.00	1,348,441.82	1,173,612.10	0.00	0.00	0.00	2.00	1,173,612.1	
		EU Other	2.00	80,769.00	79,267.00	0.00	0.00	0.00	2.00	79,267.0	
		Non-EU Other	2.00	108,999.00	43,062.00	1.00	0.00	0.00	3.00	43,062.0	
		Other Sources	1.33	55,956.14	18,926.14	0.00	0.00	0.00	1.33	18,926.1	
		Internal Finance	1.14	5,883.64	3,560.34	0.00	0.00	0.00	1.14	3,560.3	
		<b>School Total</b>		<b>31.76</b>	<b>4,966,298.53</b>	<b>3,357,463.23</b>	<b>15.62</b>	<b>1,551,973.03</b>	<b>1,354,334.55</b>	<b>47.38</b>	<b>4,711,797.8</b>
School of Law		Research Councils	5.55	332,654.30	197,002.43	1.03	5,904.05	3,099.45	6.58	200,101.9	
	UK Based Charities	3.00	161,377.00	104,300.00	0.00	0.00	0.00	3.00	104,300.0		
	UK Central Government, Hospitals and H	0.50	22,266.50	22,266.50	2.00	17,254.00	11,649.00	2.50	33,915.5		
	EU Government Bodies	1.00	43,757.00	43,757.00	0.00	0.00	0.00	1.00	43,757.0		
	Other Sources	3.00	79,631.00	27,592.00	0.00	0.00	0.00	3.00	27,592.0		
	<b>School Total</b>		<b>13.05</b>	<b>639,685.80</b>	<b>394,917.93</b>	<b>3.03</b>	<b>23,158.05</b>	<b>14,748.45</b>	<b>16.08</b>	<b>409,666.4</b>	
	School of Social Sciences	Research Councils	27.12	4,367,895.60	2,776,353.18	9.20	475,834.32	423,629.26	36.32	3,199,982.4	
		UK Based Charities	7.00	843,267.00	261,286.00	0.00	0.00	0.00	7.00	261,286.0	
		UK Central Government, Hospitals and H	0.60	33,484.80	30,266.50	2.08	0.00	0.00	2.68	30,266.5	
		UK Industry	0.70	427,353.20	390,945.00	0.00	0.00	0.00	0.70	390,945.0	
EU Other		1.00	4,860.00	4,860.00	0.00	0.00	0.00	1.00	4,860.0		
Non-EU Other		0.83	4,150.00	4,150.00	3.00	0.00	11,905.34	3.83	16,055.3		
Other Sources		2.00	86,697.00	63,127.00	0.00	0.00	0.00	2.00	63,127.0		
<b>School Total</b>		<b>39.25</b>	<b>5,767,707.60</b>	<b>3,530,987.68</b>	<b>14.28</b>	<b>475,834.32</b>	<b>435,534.60</b>	<b>53.53</b>	<b>3,966,522.3</b>		

**appendix 2c) PGR Numbers in 2017-18**

	<b>Home / EU FT</b>	<b>Home / EU PT</b>	<b>Overseas FT</b>	<b>Overseas PT</b>	<b>Total</b>
School of Law	29	22	13	0	<b>64</b>
School of Social Sciences	102	9	62	0	<b>173</b>

*Data source: Planning Office*

**appendix 2d) DTP (AHRC / ESRC) funded students**

	<b>Total</b>
School of Law	<b>5</b>
School of Social Sciences	<b>70</b>

*Note: includes students in SPP, ESRC CDTs and excludes PGT (1+), other research councils and completers / withdrawers*

**appendix 2e) PGR Enrolments per Academic Staff FTE (APR data)**

	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
School of Law	1.2	1.2	1.2	1.1	1.0
School of Social Sciences	1.1	1.1	1.1	1.0	1.0

*Note: exchange, visiting and writing up students exclude; staff FTE includes academic, teaching and research staff plus research fellows; teaching only staff excluded.*

PGR Completion rate (% within five years)

	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
School of Law	67.9%	61.9%	65.2%	56.3%	45.0%
School of Social Sciences	77.6%	65.4%	88.3%	70.0%	84.6%

*Source: APR data*

appendix 2f) RRE income distribution by credit split 1 Aug - 31 Jul 17

	Total RRE eligible headcount	No credit share recorded*		Staff with FSR income		Below £10K**		£10K to £100K		£100K to £300K		Greater than £300K	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
School of Law	68	37	54%	31	46%	11	35%	16	52%	3	10%	1	3%
School of Social Sciences	186	105	56%	81	44%	17	21%	33	41%	20	25%	11	14%

appendix 2g) RRE outputs

	No graded outputs	Has at least one 2*	At least one 3* (or has 4*)	At least two 3* (or has 4*)	At least three 3* (or has 4*)	Four 3* (or has 4*)	Has one 4*	Has two or more 4*	Graded total headcount (21/09/18)	Total headcount (REF1a) (21/09/18)	No graded outputs	Has at least one 2*	At least one 3* (or has 4*)	At least two 3* (or has 4*)	At least three 3* (or has 4*)	Four 3* (or has 4*)	Has one 4*	Has two or more 4*
	2014-18	2014-18	2014-18	2014-18	2014-18	2014-18	2014-18	2014-18			2014-18	2014-18	2014-18	2014-18	2014-18	2014-18	2014-18	2014-18
	<b>Number RRE eligible individuals</b>								<b>% RRE eligible individuals</b>									
School of Law	9	54	51	32	21	17	15	7	55	64	14%	84%	80%	50%	33%	27%	23%	11%
School of Social Sciences	29	168	153	125	95	71	51	14	168	197	15%	85%	78%	63%	48%	36%	26%	7%
	<b>38</b>	<b>222</b>	<b>204</b>	<b>157</b>	<b>116</b>	<b>88</b>	<b>66</b>	<b>21</b>	223	261	15%	85%	78%	60%	44%	34%	25%	8%

appendix 2h) RRE citations

SciVal								
	Number of items (articles, conference papers and reviews) published 2010-14	Percentage of items in top 10% 2010-14	Number of items (articles, conference papers and reviews) published 2011-15	Percentage of items in top 10% 2011-15	Number of items (articles, conference papers and reviews) published 2012-16	Percentage of items in top 10% 2012-16	Number of items (articles, conference papers and reviews) published 2013-17	Percentage of items in top 10% 2013-17
	2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
School of Law	176	6.25	197	8.63	176	15.30	174	13.79
School of Social Sciences	908	23.68	977	23.44	1030	22.30	939	25.24

Source: APR data

**appendix 2i)** REF impact cases required

Summary (August 2018):

UoA	Cases needed	Templates submitted	Local Assessment			Central Assessment		
			Green	Amber	Purple	Green	Amber	Purple
16_Economics	4	6	1	4	1		5	1
18_Law	5	6	2	4		2	4	
19_Politics	5	6	2	3	1	1	5	
21_Sociology	5	10	3	5		2	7	1
22_Anthropology	3 (of 6)	5	1	4			5*	
30_Philosophy	2	3	2			1	1	
<b>Totals</b>	<b>25</b>	<b>36</b>	<b>11</b>	<b>20</b>	<b>2</b>	<b>6</b>	<b>27</b>	<b>2</b>

\*All of the Anthropology cases received a borderline amber / purple status

The table has excluded ICS's classified as Red

**Appendix 2j) Research income per academic FTE**

Research income per academic staff FTE (£k)

	<b>2016-17</b>	<b>2015-16</b>
Law	11	10
Anthropology	44	43
Politics	23	25
Economics	12	14
Sociology	83	77
Philosophy	25	18

Source: APR supplemental data via HESA

Appendix 3) Teaching, Learning and Student Experience

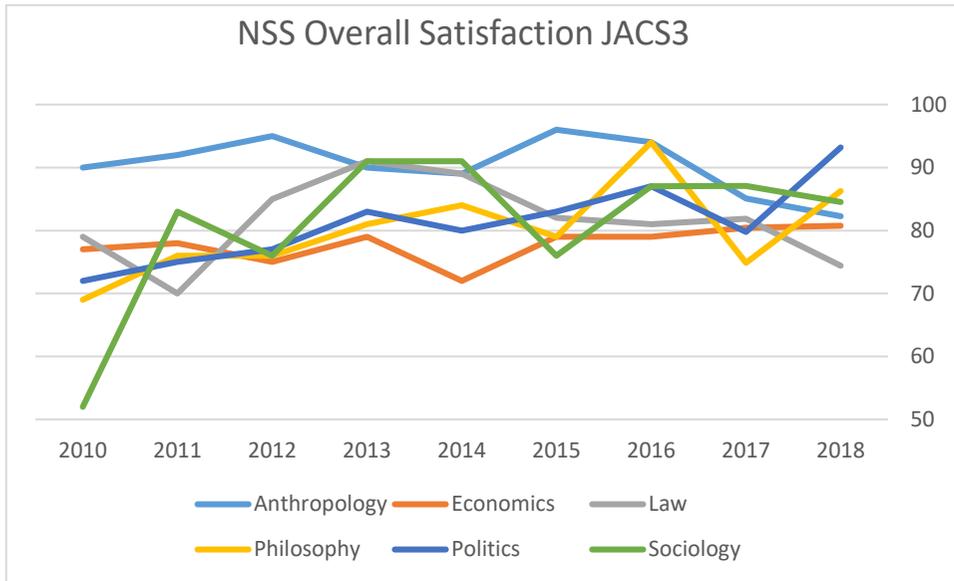
appendix 3a) Student Numbers 2015/16 to 2017/18

		2017-18						2016-17						2015-16								
		Home / EU			Overseas			Grand Total	Home / EU			Overseas			Grand Total	Home / EU			Oseas			Grand Total
		UG	PGDT	PGDR	UG	PGDT	PGDR		UG	PGDT	PGDR	UG	PGDT	PGDR		UG	PGDT	PGDR	UG	PGDT	PGDR	
School of Law	Law		170	1		82			153	49		55	10			136	54		71	10		271
	School of Law	1016		50	206		13	1285	1033		12	267		2	1314	1104		8	301		1	1414
<b>School of Law Total</b>		<b>1016</b>	<b>170</b>	<b>51</b>	<b>206</b>	<b>82</b>	<b>13</b>	<b>1538</b>	<b>1033</b>	<b>153</b>	<b>61</b>	<b>267</b>	<b>55</b>	<b>12</b>	<b>1581</b>	<b>1104</b>	<b>136</b>	<b>62</b>	<b>301</b>	<b>71</b>	<b>11</b>	<b>1685</b>
	Anthropology	185	46	20	2	9	9	271	196	35	23	4	14	11	283	188	34	24	4	9	15	274
	Economics	722	29	8	858	90	22	1729	722	16	9	845	55	28	1675	722	20	9	788	59	26	1624
	Institute of Social Change						5	5						3	3			3			4	7
School of Social Sciences	Philosophy	116	12	15	4	2	3	152	127	15	15	2	1	2	162	131	12	11	1	1	1	157
	Politics	425	132	34	81	37	8	717	417	109	34	80	27	9	676	395	64	32	73	26	12	602
	School of Social Sciences	333	4		20			357	320			19			339	332			24			356
	Social Statistics		21	14		7	5	47		28	10		6	4	48		21	12		10	5	48
	Sociology	182	28	20	32	19	10	291	193	37	26	32	12	11	311	193	20	25	31	9	11	289
<b>School of Social Sciences Total</b>		<b>1963</b>	<b>272</b>	<b>111</b>	<b>997</b>	<b>164</b>	<b>62</b>	<b>3569</b>	<b>1975</b>	<b>240</b>	<b>117</b>	<b>982</b>	<b>115</b>	<b>68</b>	<b>3497</b>	<b>1961</b>	<b>171</b>	<b>116</b>	<b>921</b>	<b>114</b>	<b>74</b>	<b>3357</b>

**appendix 3b)** Tariff Comparisons with Russell Group and Sector

<b>JACS 3</b>	<b>Average Tariff 16 / 17</b>		
	<b>UoM</b>	<b>RG</b>	<b>Sector</b>
Anthropology	408	437	344
Economics	427	476	405
Philosophy	422	439	394
Politics	428	438	383
Sociology	394	386	323
Law	432	468	372

**appendix 3c)** TEF data (including 2018 NSS)



Note: Criminology appears under the Sociology JACS3 code

**appendix 3d)** Overview of Student Experience Performance – Law and SoSS Disciplines

Table 3 – Sector Comparison – SoSS Disciplines

Category	Metric	The teaching on my course	Learning opportunities	Assessment and feedback	Academic support	Organisation and management	Learning resources	Learning community	Student Voice	Overall satisfaction
The University of Manchester (10007798)	% Agree	83.01	81.04	67.77	76.42	73.29	87.05	73.31	65.93	83.44
The University of Manchester (10007798)	Sector-wide % Agree	84.21	83.14	73.28	79.58	74.66	85.4	76.55	69.21	83.48
	Diff	-1.2	-2.1	-5.51	-3.16	-1.37	1.65	-3.24	-3.28	-0.04
Anthropology	% Agree	84.38	72.92	65.23	77.08	78.65	82.81	46.88	61.98	82.26
Anthropology	Sector-wide % Agree	85.32	82.09	73.14	77.48	74.33	85.71	71.77	66.57	83.52
	Diff	-0.94	-9.17	-7.91	-0.4	4.32	-2.9	-24.89	-4.59	-1.26
Economics	% Agree	76.78	73.26	66.94	74.25	77.2	85	62.63	61.99	80.75
Economics	Sector-wide % Agree	79.82	76.36	67.54	76.02	79.45	86.18	68.72	66.47	81.99
	Diff	-3.04	-3.1	-0.6	-1.77	-2.25	-1.18	-6.09	-4.48	-1.24
Law	% Agree	80.9	74.99	52.25	65.62	59.49	85.29	49.2	52.21	74.41
Law	Sector-wide % Agree	84.7	79.14	68.88	75.14	74.79	85.94	65.95	64.81	83.96
	Diff	-3.8	-4.15	-16.63	-9.52	-15.3	-0.65	-16.75	-12.6	-9.55
Philosophy	% Agree	87.23	84.89	75.5	73.54	83	89.07	55.83	65.08	86.27
Philosophy	Sector-wide % Agree	87.92	79.98	75.31	79.03	79.46	84.72	62.5	64.9	86.82
	Diff	-0.69	4.91	0.19	-5.49	3.54	4.35	-6.67	0.18	-0.55
Politics	% Agree	88.79	80.16	74.89	73.88	75.91	87.45	60.46	59.29	93.19
Politics	Sector-wide % Agree	85.1	81.15	72.83	75.9	77.16	83.62	66.83	63.7	84.8
	Diff	3.69	-0.99	2.06	-2.02	-1.25	3.83	-6.37	-4.41	8.39
Sociology	% Agree	81.56	84.46	66.58	73.85	78.97	84.57	60.69	66.32	85.41
Sociology	Sector-wide % Agree	84.64	83.14	73.32	77.61	75.84	84.95	70.28	67.49	84
	Diff	-3.08	1.32	-6.74	-3.76	3.13	-0.38	-9.59	-1.17	1.41

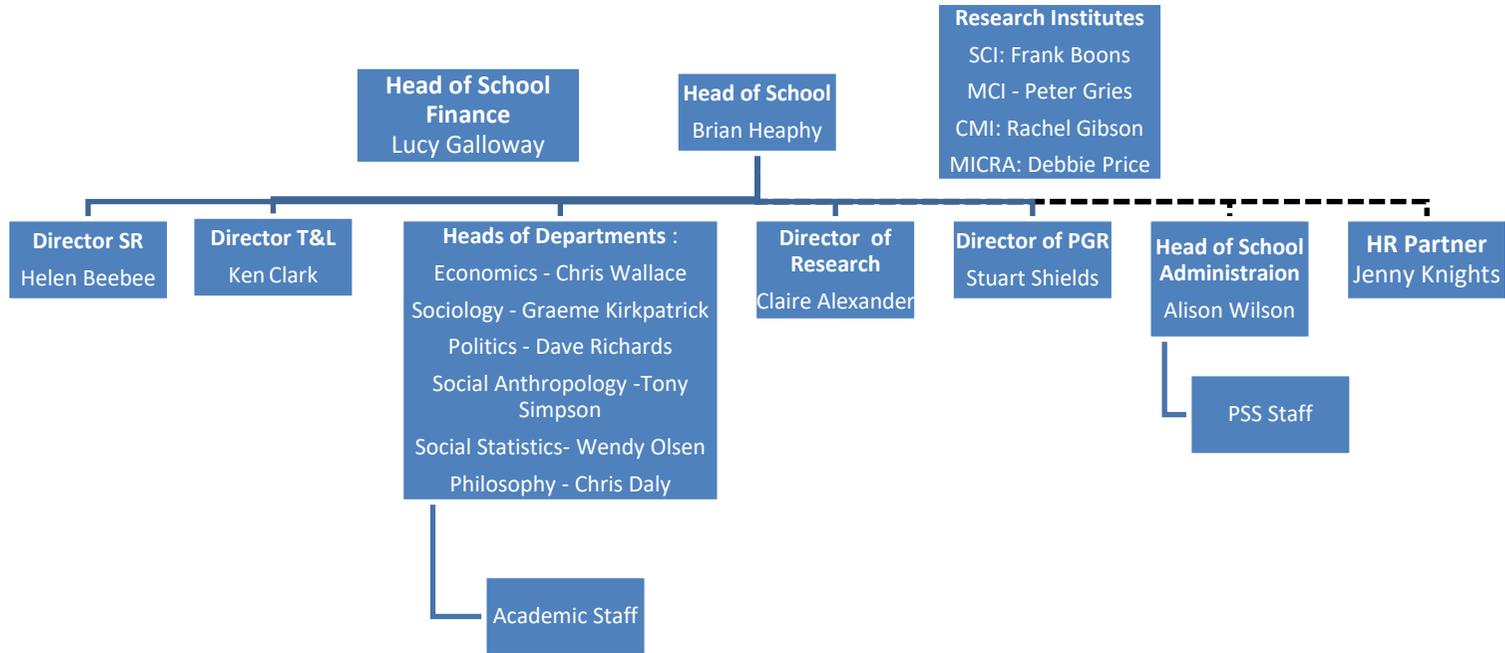
**appendix 3e) Graduate Outcomes (DHLE)**

	<b>2016-17 (published 17-18)</b>	<b>2015-16 (published 16-17)</b>	<b>2014-15 (published 15-16)</b>	<b>2013-14 (published 14-15)</b>	<b>2012-13 (published 13-14)</b>
	<b>Positive Graduate Destinations</b>				
School of Law	85.6%	79.8%	80.1%	74.8%	71.6%

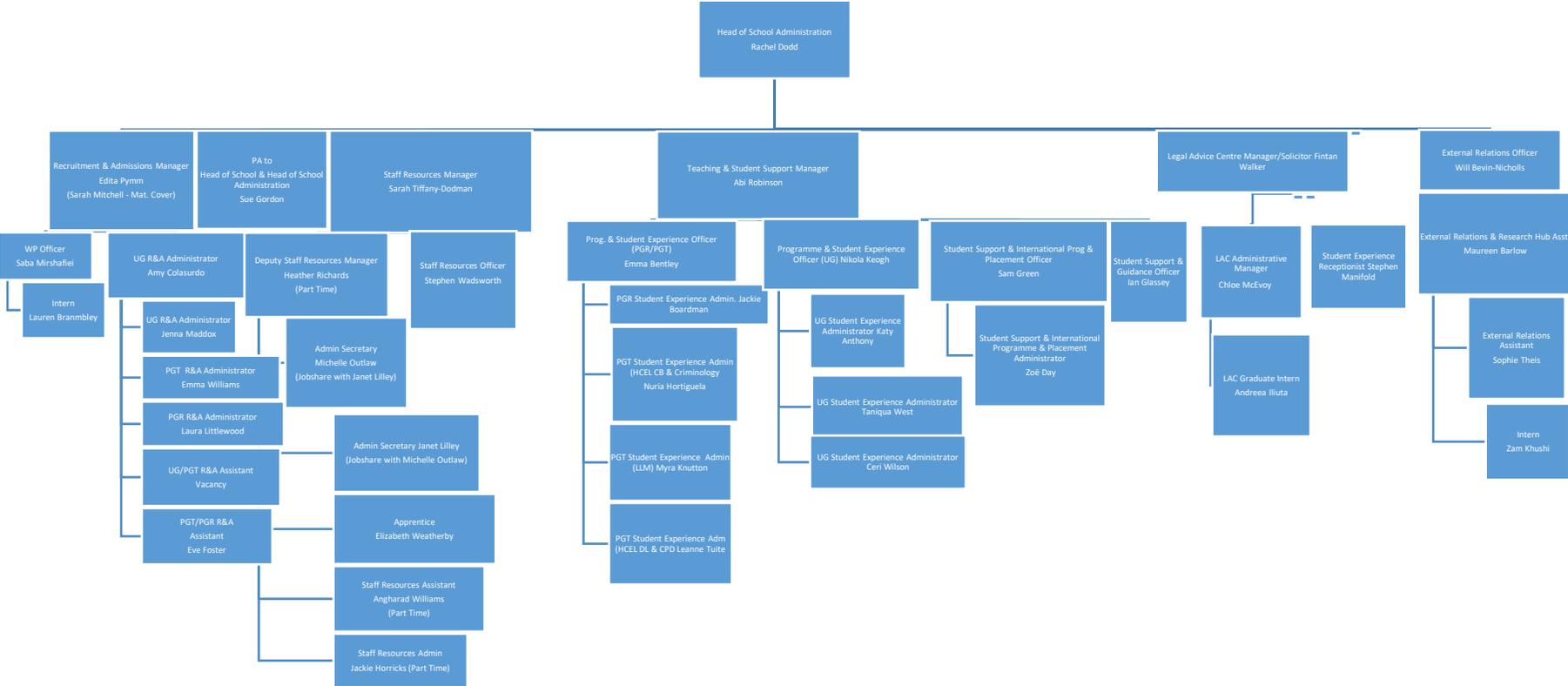
	<b>2016-17 (published 17-18)</b>	<b>2015-16 (published 16-17)</b>	<b>2014-15 (published 15-16)</b>	<b>2013-14 (published 14-15)</b>	<b>2012-13 (published 13-14)</b>
<b>LEVEL 4</b>	<b>Positive Graduate Destinations</b>				
Anthropology	62.6%	87.5%	81.0%	68.4%	50.0%
Philosophy	73.3%	82.6%	50.0%	70.0%	60.7%
Politics	78.6%	79.4%	85.5%	71.4%	75.8%
Sociology	64.6%	71.4%	71.4%	59.5%	46.4%
Economics	78.6%	80.5%	77.8%	69.5%	68.8%

Appendix 4 Management structures

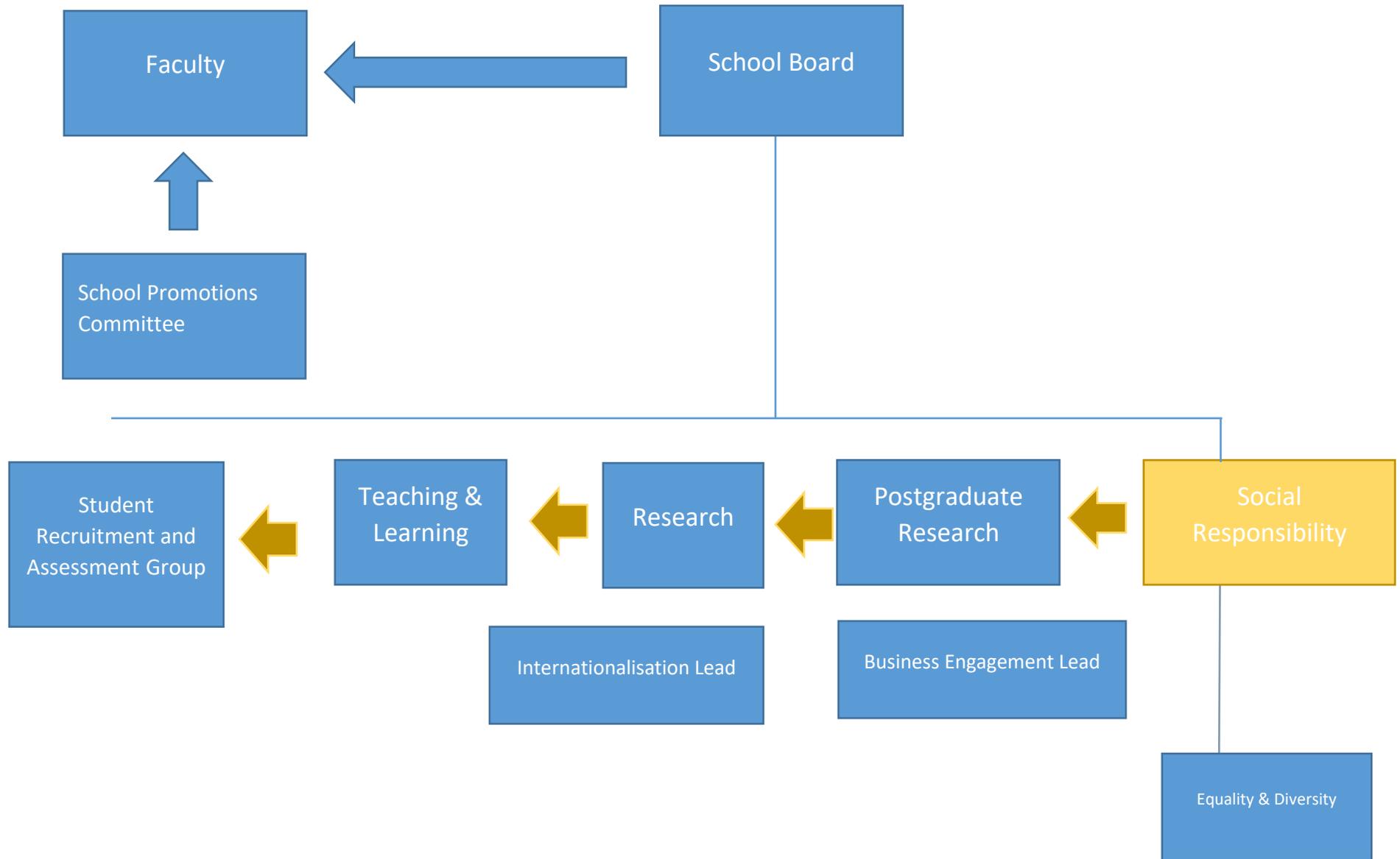
Appendix 4a) SoSS Management structure



**Appendix 4b) School of Law PSS Structure**



Governance Structure



Appendix 4c) Staff Numbers

School Staff Numbers (FTEs) 31 July 2018

	PSS	Research	Lecturer	Senior Lecturer / Reader	Professor	Total
<b>Law</b>						
Law	1.8	6.6	18.1	32.3	19.6	78.4
Law Administration	31.3					31.3
<b>Law Total</b>	<b>33.1</b>	<b>6.6</b>	<b>18.1</b>	<b>32.3</b>	<b>19.6</b>	<b>109.8</b>
<b>SoSS</b>						
Cathie Marsh Institute for Social Research	2.6	13.7				16.3
Economics	1.0	0.6	24.0	16.0	13.2	54.8
Philosophy		5.1	4.5	5.0	6.0	20.6
Politics		3.6	25.0	12.0	19.0	59.6
Social Anthropology	1.0	6.0	8.4	5.0	6.2	26.6
Social Sciences Administration	45.5					45.5
Social Statistics	3.8	1.8	7.0	3.0	5.0	20.6
Sociology	1.1	13.4	10.0	11.9	15.0	51.4
SoSS Research Centres	2.0	4.3				6.3

Sustainable Consumption Institute	1.0	2.0		1.0		4.0
<b>SoSS Total</b>	<b>58.0</b>	<b>50.5</b>	<b>78.9</b>	<b>53.9</b>	<b>64.4</b>	<b>305.6</b>

#### Ratio of Academics to PSSS

	Law	SoSS
PSSS	33.1	58.0
Academics	76.6	247.7
<b>Ratio of Academics to PSSS</b>	<b>2.31</b>	<b>4.27</b>

#### Appendix 4d) APR KPI Overview

##### APR KPI Overview

	2017-18			2016-17		
<i>Financial Performance</i>	School of Law	School of Social Sciences	Law + SoSS combined	School of Law	School of Social Sciences	Law + SoSS combined
HEFCE / OfS / RE Income £m	0.8	3.1	<b>3.9</b>	0.8	3.1	<b>3.939</b>
Tuition Fee Income £m	14.9	40.4	<b>55.2</b>	15.1	37.8	<b>52.904</b>
RGC Income (revenue) £m	0.7	5.5	<b>6.2</b>	0.7	6.5	<b>0.000</b>
Endowment, Investment & Other Income £m	0.1	0.9	<b>1.0</b>	0.1	0.7	<b>0.758</b>
<b>Total Income £m</b>	<b>16.5</b>	<b>49.9</b>	<b>66.4</b>	<b>16.7</b>	<b>48.1</b>	<b>64.803</b>

Pay £m	7.0	20.3	<b>27.3</b>
Non-pay £m	1.1	4.4	<b>5.4</b>
Total Expenditure £m	8.0	24.7	<b>32.7</b>
Contribution £m	8.4	25.2	<b>33.7</b>
Contribution per academic staff FTE (27+28)			
Income per academic staff FTE (27+28)	0.23	0.25	<b>0.5</b>
Income per total staff FTE (32)	0.14	0.15	<b>0.3</b>

6.9	19.7	<b>26.60</b>
1.0	3.9	<b>4.90</b>
7.9	23.6	<b>31.50</b>
8.8	24.5	<b>33.30</b>
0.21	0.22	<b>0.438</b>
0.14	0.15	<b>0.287</b>

#### *Research Performance*

Research Income per RGC (inc RFs) FTE	0.7	5.5	<b>6.2</b>
International research income	0.2	0.5	<b>0.7</b>
Business income	0.1	1.0	<b>1.1</b>
PGR Enrolments	64	173	<b>237.0</b>
PGR Completions	45.0	84.6	
Citations (%)	13.79	25.24	
RRE - at least one 3* (or has 4*) (%)	79	83	

0.011	0.036	<b>0.047</b>
0.4	0.7	<b>1.1</b>
0.0	1.2	<b>1.2</b>
73	185	<b>258.0</b>
56.3%	70.0%	
15.30	22.30	
70	69	

#### *Teaching Performance*

NSS 2018 Results for Q27	78	84	
Tariff	427	415	

84	82	
422.8	426	

LPNs %	8.8	4.6	
NSSEC %	27.4	20.6	
Positive graduate destinations	85.6	73.0	

6.9	6.9	
24.5	17.7	
79.8	78.4	

**Staff and Student FTE**

Student Load	1444.0	3358.0	
SSR	21.2:1	17.9:1	
Academic Staff FTE (standard UoM grades)	70.7	197.70	<b>268.40</b>
Academic Staff FTE (atypical grades)	3.17	18.50	<b>21.67</b>
Research Only Staff FTE	7.09	50.79	<b>57.88</b>
Other Staff FTE <i>e.g. technicians</i>		1.0	<b>1.00</b>
PSS Staff FTE	33.1	58.1	<b>91.25</b>
<b>Total Staff FTE (27+28+29+30+31)</b>	<b>114.10</b>	<b>326.10</b>	<b>440.20</b>

1574.0	3456.5	
21.3:1	18.1:1	
74.00	190.86	<b>264.9</b>
4.02	24.22	<b>28.2</b>
7.7	52.39	<b>60.1</b>
		<b>0.0</b>
33.8	59.0	<b>92.8</b>
119.48	326.48	<b>446.0</b>

**Definitions:**

13 RGC FTE = ATR + Research Fellows

27 Academic staff FTE = ATR + ATO standard UoM grades only

28 Academic staff FTE = ATR + ATO atypical grades only

Appendix 4e) Law and SoSS contribution analysis

<b>2016/17 Contribution Analysis - Merged Soss and Law</b>	<b>Social Anth</b>	<b>Economics</b>	<b>Sociology</b>	<b>Politics</b>	<b>Philosophy</b>	<b>Social Stats</b>	<b>CMIST</b>	<b>SCI</b>	<b>MICRA</b>	<b>SoSS Other *</b>	<b>Law</b>	<b>TOTAL</b>
<b>Income (excl. capital income)</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Tuition Fees & Education Contracts	3,726.1	16,364.6	4,550.2	8,921.5	2,828.1	1,281.8	83.3	(14.1)	0.0	89.6	15,073.6	52,904.7
Funding Body Grants (excl. HEFCE capital)	431.9	578.9	913.9	581.9	207.3	307.2	48.3	2.7	22.1	2.6	842.1	3,938.9
Revenue Research Income	432.5	526.0	2,375.1	1,039.9	337.6	517.3	323.3	925.6	0.0	0.0	724.2	7,201.5
Other Income (excl. capital grants)	21.2	114.6	52.6	111.1	46.5	28.9	24.6	0.8	45.9	30.2	52.6	528.9
Investment Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.3	0.0	8.6	0.0	20.9
Donations & Endowments	0.0	0.0	0.5	1.2	25.0	0.0	0.0	159.6	0.0	0.5	21.3	208.1
<b>Total Income (excl. capital income)</b>	<b>4,611.7</b>	<b>17,584.1</b>	<b>7,892.4</b>	<b>10,655.5</b>	<b>3,444.4</b>	<b>2,135.3</b>	<b>479.6</b>	<b>1,086.9</b>	<b>67.9</b>	<b>131.5</b>	<b>16,713.9</b>	<b>64,803.1</b>
<b>Expenditure (excl. depreciation)</b>												
Staff Costs	1,938.4	5,127.1	4,267.0	4,208.5	1,518.3	1,293.8	417.7	884.3	78.8	(0.8)	6,868.0	26,601.1
Other Operating Expenses	424.0	1,008.0	733.2	1,065.7	264.2	260.7	43.7	200.8	(42.8)	(16.1)	1,002.4	4,943.9
<b>Expenditure (excl. depreciation)</b>	<b>2,362.4</b>	<b>6,135.2</b>	<b>5,000.2</b>	<b>5,274.2</b>	<b>1,782.5</b>	<b>1,554.5</b>	<b>461.4</b>	<b>1,085.1</b>	<b>36.0</b>	<b>(16.9)</b>	<b>7,870.4</b>	<b>31,545.0</b>
<b>Underlying Surplus</b>	<b>2,249.3</b>	<b>11,448.9</b>	<b>2,892.2</b>	<b>5,381.2</b>	<b>1,661.9</b>	<b>580.8</b>	<b>18.1</b>	<b>1.8</b>	<b>31.9</b>	<b>148.4</b>	<b>8,843.5</b>	<b>33,258.0</b>
Surplus %	49%	65%	37%	51%	48%	27%	4%	0%	47%	113%	53%	51%

\* tuition fee income not allocated to discipline relates to BASS modules based in other schools (mostly Law).

## Law and SoSS Contribution Analysis Actual 2016/17

Student Numbers	2016/17 Actuals Combined Law & SoSS Law	2016/17 Actuals SoSS	2016/17 Actuals SoSS
Home UG	3,008	1,033	1,975.0
Home PGT	321	116	205.5
Home PGR	162	49	113.0
	<u>3,491</u>	<u>1,198</u>	<u>2,293.5</u>
Overseas UG	1,249	267	982.0
Overseas PGT	167	53	114.0
Overseas PGR	80	12	68.0
	<u>1,496</u>	<u>332</u>	<u>1,164.0</u>
FTE change due to load transfer in	1,187	95	1,092
FTE change due to load transfer out	(1,228.2)	(68.0)	(1,160.2)
<b>Total student numbers due to load transfer</b>	<b>4,946</b>	<b>1,557</b>	<b>3,389</b>

Income/Expenditure	2016/17 Law & SoSS Actual £'000	2016/17 Law Actual £'000	2016/17 SoSS Actual £'000
<b>INCOME</b>			
HEFCE Income			
HEFCE Teaching Income	13	0	13
HEFCE Research Income	3,881	797	3,084
Release of deferred capital grants (HEFCE)	0	0	
Other Funding Council Grants	45	45	
	<u>3,939</u>	<u>842</u>	<u>3,097</u>
Load transfer (income)	6,128	945	5,183
Load transfer (expenditure)	(6,794)	(631)	(6,164)
	<u>(666)</u>	<u>314</u>	<u>(980)</u>
<b>Tuition Fees</b>			
<i>Home credit-bearing</i>			
UG	26,640	9,106	17,534
PGT	2,405	841	1,564
PGR	647	194	453
	<u>29,692</u>	<u>10,142</u>	<u>19,551</u>
<i>Overseas credit-bearing</i>			
UG	21,188	3,866	17,322
PGT	2,587	816	1,770
PGR	1,188	163	1,026
	<u>24,963</u>	<u>4,845</u>	<u>20,118</u>
<i>Other tuition fees</i>			
Nursing Education Fee income			0
Non-credit bearing courses	119	15	104
Research training support grants	0	0	0
Other fee income	19	3	16
Tuition Fee Waivers	(1,223)	(246)	(978)
	<u>(1,085)</u>	<u>(227)</u>	<u>(858)</u>
<b>Total Fees</b>	<u>82,904</u>	<u>15,074</u>	<u>37,831</u>
<b>Research Income</b>			
Revenue Research Income	7,202	724	6,477
Capital Research Income	0	0	0
	<u>7,202</u>	<u>724</u>	<u>6,477</u>
<b>Endowment Income</b>			
<b>Other Income</b>			

Student Numbers	2016/17 Actuals Combined Law & SoSS Law	2016/17 Actuals SoSS Law	2016/17 Actuals SoSS
Consultancy			9
Other Services Rendered Excl Consultancy			2
Intellectual Property Income			0
Other Grant Income			146
Residential & Trading Income			(1)
Conference Income			117
Sundry Income			205
Gift Aid			0
Capital Grants			0
	<u>529</u>	<u>53</u>	<u>476</u>
<b>Donation income</b>	<b>208</b>	<b>21</b>	<b>187</b>
<b>Investment Income</b>	<b>21</b>	<b>0</b>	<b>21</b>
<b>TOTAL INCOME</b>	<u><b>64,803</b></u>	<u><b>16,714</b></u>	<u><b>48,089</b></u>
<b>EXPENDITURE</b>			
<b>Pay</b>			
Academic	20,662	5,828	14,834
PSS Excluding Technicians	1,573		1,573
Technicians	20		20
Research Funded Staff	3,262		3,262
Agency & External Staff	45		45
Pay Savings	0		0
Admin and Management	1,040	1,040	
	<u>26,601</u>	<u>6,868</u>	<u>19,733</u>
<b>Staff Numbers</b>			
FTEs	275.3	75.0	200.3
<b>Non-pay</b>			
<i>Other operating expenses</i>			
Contribution Analysis Research costs			1,299
Contribution Analysis Non Research costs			2,895
			<u>4,194</u>
<i>Internal allocations</i>			
Internal income			(529)
Internal expenditure			195
			<u>(333)</u>
<b>Total non-pay after int allocations</b>	<b>4,863</b>	<b>1,002</b>	<b>3,861</b>
<b>Depreciation</b>			<b>5</b>
<b>Interest payable</b>			<b>0</b>
<b>NET CONTRIBUTION</b>	<u><b>33,338</b></u>	<u><b>8,844</b></u>	<u><b>24,490</b></u>
<b>2016/17 Actual KPI's</b>			
SSR @ 1:1	18	21	17
Fee Income per FTE	196	204	193
Total Income per FTE	235	223	240
Contribution per FTE	121	118	122
Research Income per FTE	26	10	32

## Appendix 5) Reputation and external branding

### appendix 5a) Branding high-level paper

#### Introduction

As part of the work to assess the benefits and risks of a possible merger of the School of Law and the School of Social Sciences the Working Group was asked to look at how this may impact on external branding.

This paper considers the following areas:

1. Does the name 'School of Social Sciences' accurately reflect the breadth of research and teaching strength of a combined school
2. What is the branding detail for the new Department of Law, assuming that the concept of a 'School of Law' is preserved
3. The opportunities and risks of a merger to the external brand.

The information to assess this remit has been gathered from publicly available sources and existing internal resources. We have not commissioned any market research to test branding suggestions with key audiences.

#### **1. Does the name 'School of Social Sciences' accurately reflect the breadth of research and teaching strength of a combined school?**

If the two schools were brought together the following subject areas would be included (please note this is not a suggested department structure):

- Law
- Criminology
- Healthcare and Ethics
- Economics
- Philosophy
- Politics
- Social Anthropology
- Social Statistics
- Sociology.

To look at the breadth of research and teaching strength information was gathered on the subject areas covered within social sciences at Russell Group universities.

*Appendix 1* provides a list of the universities and the School, College or Faculty in which the combined school subject areas would sit. This was supplemented by further checks on the university websites.

As a main trend the term social sciences is applied to the subject areas that would be covered in a combined school.

As would be expected each university has a different school and faculty structure. The schools listed within these structures have overlaps with the departmental structure reflected in the schools which make up the Faculty of Humanities at The University of Manchester.

For example, the University of Birmingham has a College of Arts and Law and a College of Government and Society which span the departments in SoSS, SALC and Law. The University of Leeds has a Faculty of Education, Social Sciences and Law which cover the majority of subjects.

Most Russell Group Universities seem to be split into schools which are more reflective of our departmental level. Whilst direct comparison is not possible, you can see that there is a correlation with the subject areas covered.

Where a School of Law (or similar) sits within a Faculty-like structure the majority of Russell Group universities have this under the general grouping of Humanities or Social Sciences. The only exceptions to this are at University of Birmingham (College of Arts and Law) and University of Southampton (Faculty of Law and Art)

There doesn't appear to be any consistent model for what is and isn't included within the definition of 'social sciences' with the term being used at a Faculty, School and department level.

Some universities include Education (Bristol, Nottingham, Warwick) and Geography (Cardiff, Nottingham), with others putting Philosophy and Law in with the Arts (Birmingham, King's College, Nottingham). Economics is sometimes in with Business, standalone or in Social Sciences.

In terms of the external branding it is interesting to note that Criminology seems to more consistently sit within the 'social science' fold rather than with Law. Of the Russell Group universities which offer Criminology, 11 place Criminology in Social Sciences, with the majority placing it at departmental level with Sociology or Social Policy. There don't seem to be any standalone Criminology departments. Five of the Russell Group universities have Criminology sitting in Law.

In conversations with staff the former Head of School for SoSS has found that staff tend to identify with their department first, therefore it would seem more important to get the departments right. This will embed that sense of identity which helps to make up the school identity.

The external branding of The University of Manchester School of Social Sciences would seem to fit within breadth of the subjects covered by our Russell Group Competitors.

The only challenge to this would be at the faculty level (or equivalent). There are naming conventions which include social sciences at faculty level. For example, Humanities and Social Sciences, or Art, Humanities and Social Sciences.

If we were to change the name of the School of Social Sciences to differentiate from other universities, clearly mark a change or to move away from a broad description we may need to look at the naming conventions for all Schools and the Faculty. Social Sciences can be seen to cover the majority of courses covered in the Faculty of Humanities.

At a school level Birmingham has the College of Government and Society and the College of Arts and Law. Cardiff has the School of Law and Politics and Liverpool has the School of Law and Social Justice. If a name change were considered necessary then the School of Government, Society, Economics and Justice could reflect the breadth of research and teaching in the merged school. But it is not suggested that a name change is needed based on other Russell Group Universities.

Early conversations in the Working Group concluded that as Law is a Social Science it did not need to be reflected in the name of the school. If individual departments were to be highlighted individually within the overall school name it would cause challenges in terms of what to include and risks alienating specific subject areas.

RECOMMENDATION: Based on the breadth of research and teaching compared to other Russell Group universities there does not appear to be a driver to change the name of the school. The term 'social sciences' as understood by other institutions is representative of the subjects covered at The University of Manchester. If we were to change the name this would be influenced by branding, staff identity and public relations, not teaching and research.

## **2. Branding for the new Department of Law to preserves the concept of The University of Manchester School of Law**

### *Branding at other institutions*

To look at branding for a new department of law the naming conventions for the top international law schools (*appendix 2*) (including our closest competitors) and the Russell Group Universities (*appendix 1*) were analysed.

In addition to this, desktop research was carried out to look at student profiles on our own website (*appendix 3*). This was done to identify how students referred to the course when speaking about it. To supplement this an internal survey from 2017 was used which contains information on what motivates students to study law at The University of Manchester (*appendix 4*).

From *appendix 1* we can see the trend within Russell Group universities is for Law to be a standalone School. There are two exceptions to this. Law is combined with other subject areas at Cardiff (School of Law and Politics) and Liverpool (School of Law and Social Justice). In both these instances Law is included in the name of the wider school.

Internationally if you look at the top ten universities for Law in THE (*appendix 2*), they are 'law schools'. Within the top ten and in our comparator group (we are 28) there are some universities who drop the term 'school'. For example, Duke Law (1) and University of New South Wales Law (31). They use the term 'school' as a descriptor rather than in the name. The trend is to have 'law school' in the name, but dropping the word 'school' doesn't seem to have a negative impact on brand/reputation.

### *UoM guidelines and evidence*

Having looked at the naming of law schools at other universities, information was considered based on conventions and research conducted at The University of Manchester. This enabled a view to be taken on what might be possible when looking at branding for a department of Law.

At the University of Manchester there are no formal sub brand status options for Schools in the University and typographical solutions are the only option for naming. This is in line with the University marketing guidelines.

Data was requested on the most recent changes within the Faculty of Biology, Medicine and Health which has seen the School of Dentistry become a department. This was chosen as during the restructure it was considered if it could still be referred to as a School. The decision was that it would only be referred to as a 'school' verbally. Unfortunately the information gathered during this decision making process is not available. From memory the Head of Communications and Marketing

reported that the evidence demonstrated that students externally identify with their course and the University, not a school. This information formed the basis of the decision.

The Central Web team were able to provide a summary of focus group activity (*appendix 5*) they had conducted. This reported that most prospective students do not understand what a 'school' is and they are unfamiliar with our internal set up and find navigating through different school/faculty/central websites confusing, most of them reach the information they need through a search engine. This should be considered alongside the other information which has been gathered.

To test branding options we conducted research based on search engine results. The terms 'Law and Manchester', 'School of Law Manchester' and 'Law School Manchester' produce similar returns. The key thing to note is that they all lead to The University of Manchester website. The presence or not of 'school' does not affect the return. This testing was carried out prior to the current clearing campaign which will have altered search engine returns. At the time an internet search of 'Law and Manchester' consistently returns UoM above MMU showing strong brand presence based on search engine optimisation (*appendix 6*).

Any changes to naming conventions need to be fully looked at in terms of internet search metrics and communications and marketing resource. It would be necessary to review and rebrand publications and online content to reflect a merged school and the law brand.

The timing of this would need to be agreed – is it best at the start of a recruitment cycle or the start of an academic year?

We would need to communicate any changes with external stakeholders to ensure they understand the reasons and to maintain effective relationships.

From a technical website point of view, there is no guarantee that a new asset (section of site, subdomain) would inherit all of the subdomain's current ranking potential, especially if the content or layout changed substantially. Rebranding could also cause confusion with external portals and references to the School (e.g FindAMasters etc)

Retaining the existing brand may be a safe option but when considered alongside other factors a change may be needed. If a name change was sought, it is possible to minimise the risks outlined above. The resources needed from the communications and marketing team would be made available in line with wider content changes already being made this year and would not compete with other projects. The best names for competing on an organic internet search would be:

- 'University of Manchester: Law'
- 'The University of Manchester: Law'

We should also consider how staff will identify with the new department and the impact on staff outside of Law if it is referred to as a school when from a structural point of view it is a department.

As previously stated the former Head of School for SoSS has found that staff tend to identify with their department first. Anecdotally from School Board meetings it has been reported that the presence of a 'law school' is important to staff internally. Within this forum it has also been reported that there are concerns over our reputation with Law firms if a 'school' of law isn't clearly identified. Counter to this, it is reported that law firms would welcome law being part of a wider school, as this will not detract from the teaching and would provide better links with graduates in other subject areas. This can be seen as a benefit with the changes to the law curriculum which will see a new Solicitors Qualifying Exam which graduates from all subjects, including law, would need to pass to

enter the profession. The profession already attracts high numbers of graduates from subjects outside of Law, many of whom will come from social sciences.

Gathering insight from external stakeholders was outside of the scope defined by the Working Group. Without having spoken to external stakeholders we cannot evaluate the weight of each side of this discussion.

### *Student motivation*

The School of Law is routinely referred to by current students as either ‘Law School’ or the ‘School of Law’. They also talked about studying ‘Law at Manchester’ (*appendix 3*)

In terms of motivation for decision making we have used data gathered in the acceptor survey carried out in the School of Law. The results were published in Jan 2017. This data needs to be treated with care as it is based on responses from only 3% of the cohort (*appendix 4*). Students were asked to rank the most important factors in priority order or pick from a pre-filled list of options.

Bearing in mind the limited participation in this survey, the main finds are outlined below.

<b>Most important factors when deciding to study law</b>	
<ol style="list-style-type: none"> <li>1. The scope and content of the course</li> <li>2. The quality of the academics who teach at the school</li> <li>3. The postgraduate loan scheme (Home)</li> </ol>	<ol style="list-style-type: none"> <li>1. UoM ranking</li> <li>2. The scope and content of the course</li> <li>3. Employability and career options (International)</li> </ol>
<b>Most influential factors when deciding to study at Manchester</b>	<b>Main reasons for accepting an offer at the School of Law</b>
<ol style="list-style-type: none"> <li>1. Friends</li> <li>2. Teachers and careers advisors</li> <li>3. UOM staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Reputation for quality and employability</li> <li>2. Academic reputation</li> <li>3. Reputation of the subject area at the Law School</li> </ol>

No specific questions were asked on if being a ‘School of Law’ influenced their decision. But the quality of the course and the reputation are identified as the main factors in this survey. The university structure in which the course sits isn’t considered to be a factor.

RECOMMENDATION: As the remit did not extend to speaking to external stakeholders we do not have first-hand information on the importance or otherwise of having ‘School’ reflected in branding externally. Remaining as a School of Law externally would be the safe and expedient option. From the information reviewed whether we call the department a ‘school’ or just ‘law’ it is unlikely to make a substantial difference in terms of student recruitment. Ensuring ‘Law’ is prominent as an identity is important to staff, students and external stakeholders. The current marketing guidelines at the University don’t allow for a department to be officially called a school. However, maintaining a clear ‘Law’ identity can and should be done. It is clear from conversations with staff and comments

at School Board meetings that they feel not having a 'law school' would potentially impact on our reputation with stakeholders. Given this it is the view of the Working Group that we should retain a title including 'Law School' or 'School of Law' for external branding purposes only, in the event of a merger.

### **3. Identifying all opportunities and risks to merger proposals in relation to the external brand at the University, Faculty and School Level**

#### **FACTS**

- Resource will be needed to review and rebrand publications and online content to reflect a merged school and the law brand.
- The timing of this would need to be agreed – is it best at the start of a recruitment cycle or the start of an academic year?
- We would need to communicate any changes with external stakeholders to ensure they understand the reasons and to maintain effective relationships.

#### **Opportunities**

- Use the launch of the merged school to refresh content and marketing to better showcase the departments within the school. This aligns with current communication and marketing plans to look at course profiles and positioning, along with support for REF and other research activity
- This activity could be aligned with the launch the new undergraduate portfolio in Law and BA Econ if timescales allow
- The School of Law sitting within SoSS can be seen as an advantage. It could attract more students towards a career in law who haven't studied it as an undergraduate degree. External partners may welcome this widening.
- We can maintain the law brand without compromising search engine results by using 'University of Manchester: Law' or 'The University of Manchester: Law'.

#### **Risks**

- Any changes to naming conventions need to be fully looked at in terms of internet search metrics. There is no guarantee that new asset (section of site, subdomain) would inherit all of the subdomain's current ranking potential, especially if the content or layout changed substantially.
- Rebranding may cause confusion with external portals and references to the School (e.g FindAMasters etc)
- Having an external facing 'school' brand for a department is not reflected elsewhere in the university. Staff who identify with a School of Law would continue to do so, but others may not understand why a department has an external 'school' presence and this could present challenges within SoSS.
- There are no formal sub brand status options for Schools in the University and typographical solutions are the only option for naming.

- The majority of other institutions have a standalone School of Law (or equivalent). We would be different.

**appendix 5b)** Organisation comparison of law departments in Russell Group

<b>University</b>	<b>Name of School</b>	<b>Stand-alone Law?</b>	<b>Number of Schools in Faculty</b>	<b>Name of Faculty/College</b>
Sheffield	School of Law	Y	14	Social Sciences
Leeds	School of Law	Y	4	Education, Social Sciences and Law
Liverpool	Law and Social Justice <sup>1</sup>	N	4	Humanities and Social Sciences
Newcastle	Law School	Y	9	Humanities and Social Sciences
Birmingham	Birmingham Law School	Y	5	Arts and Law
UCL	Faculty of Law	Y		Law – 1 of 11 Faculties
Edinburgh	Law	Y	12	Arts, Humanities and Social Sciences
Glasgow	Law	Y	5	Social Sciences
Nottingham	Law	Y	7	Social Sciences
Southampton	Law	Y	3	Business, Law and Art
Cardiff	Law and Politics	N	10	Arts, Humanities and Social Sciences
Queens Belfast	Law	Y	5	Arts, Humanities and Social Sciences
Oxford	Faculty of Law	Y	15	Division of Social Sciences
Cambridge	Faculty of Law	Y	7	School of Humanities and Social Sciences

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<sup>1</sup> Liverpool Law School continues to be used for marketing purposes

## Appendix 5c) International League Table

### QS Subject Rank

	2016	2017	2018	
Anthropology	18	18	18	Out of 100
Economics	51-100	51-100	51-100	Out of 401
Philosophy	101-150	101-150	101-150	Out of 201
Politics	51-100	46	50	Out of 201
Sociology	18	21	20	Out of 301
Law	51-100	51-100	51-100	Out of 301

### THE Subject Rank

	2016	2017	2018	
Social Sciences	34	51	34	Out of 400
Law			28	Out of 100

Note: Until 2018, Law was included in Social Sciences. In 2018 THE Social Science covers only Politics (including Development Studies) and Sociology that are relevant to UoM SoSS

### ARWU (Shanghai)

	2016	2017	2018	
Economics		51-75	51-75	Out of 500
Political Sciences		76-100	51-75	Out of 400
Sociology		38	21	Out of 200
Law		51-75	76-100	Out of 200

Appendix 5d) Stellify

(i) Learn without boundaries				(ii) Understand the issues that matter: Ethical Grand Challenges						(iii) Make a difference: student volunteering (HEAR-reportable)		(iv) Step Up to Leadership: Participation in student leadership activities (HEAR-reportable)		<i>(iv) Step Up to Leadership: Participation in student leadership activities (HEAR-reportable) ACTIVITY COUNT</i>	Stellify Award			
2017/18				Sustainability		Social Justice		Workplace Ethics		2017/18		2017/18		2017/18	2017/18			
Cross-school teaching (UG FTE all years)*	%	UCIL (UG, all years)	%	UG (Yr 1)	% expected students	UG (Yr 2)	%	UG (Yr 3)	%	UG (all years)	%	UG (all years)	%	UG (all years)	Total MLA	Total final year UG Cohort	% final year UG Cohort	
<b>Faculty of Humanities</b>																		
School of Law	76	6.3%	18	1.5%	222	61%	57	17.2%			32	2.6%	82	6.7%	397			
School of Social Sciences	621	21.0%	116	3.9%	540	54%	167	16.7%			141	4.8%	239	8.1%	1075			

Appendix 6) Discipline Performance Summaries

appendix 6a) Anthropology and development studies

**Cost Centre 127: Anthropology & development studies**

**Summary 2016/17**

	Student FTE				Staff FTE				Ratios*		Research income	
	Total UG FTE	PGR FTE	PGT FTE	Total Student FTE	Acad Staff FTE Teaching only	Acad Staff FTE Research only	Acad Staff FTE Teaching and Research	Total Academic Staff FTE	Student : Staff Ratio	PGR : Academic Staff Ratio	RI per Acad Staff FTE*	Total Research Income
									(1)	(2)	£k (3)	£k
The Queen's University of Belfast	100	20	10	130	0	0	10	10	9.73	1.76	31	340
The University of Birmingham	5	20	160	185	5	5	10	20	10.55	2.23	265	2,252
The University of Bristol												
The University of Cambridge	115	130	50	295	0	15	15	30	9.97	8.79	91	1,318
Cardiff University												
University of Durham	160	50	25	235	0	5	15	20	12.72	3.71	32	412
The University of Edinburgh	350	30	70	450	0	5	30	35	14.56	1.04	55	1,504
The University of Exeter												
The University of Glasgow												
Imperial College of Science, Technology and Medicine												
King's College London												
The University of Leeds												
The University of Liverpool												
London School of Economics and Political Science	150	40	265	455	20	15	45	80	6.39	0.92	46	2,096
<b>The University of Manchester</b>	<b>370</b>	<b>90</b>	<b>680</b>	<b>1,140</b>	<b>30</b>	<b>15</b>	<b>50</b>	<b>95</b>	<b>13.40</b>	<b>1.87</b>	<b>44</b>	<b>2,174</b>
The University of Newcastle-upon-Tyne												
The University of Nottingham												
The University of Oxford	60	130	255	445	5	70	50	125	5.72	2.56	204	10,430
Queen Mary University of London												
The University of Sheffield												
The University of Southampton												
University College London	220	40	105	365	15	15	30	60	6.98	1.35	39	1,238
The University of Warwick												
The University of York												
<b>Russell Group Average</b>	<b>170.00</b>	<b>61.11</b>	<b>180.00</b>	<b>411.11</b>	<b>8.33</b>	<b>16.11</b>	<b>28.33</b>	<b>52.78</b>	<b>9.50</b>	<b>2.19</b>	<b>86.67</b>	<b>2,418.22</b>

appendix 6b) Politics & international  
**Cost Centre 128: Politics & international  
studies**  
**Summary 2016/17**

	Student FTE				Staff FTE				Ratios*		Research income	
	Total UG FTE	PGR FTE	PGT FTE	Total Student FTE	Acad Staff FTE Teaching only	Acad Staff FTE Research only	Acad Staff FTE Teaching and Research	Total Academic Staff FTE	Student : Staff Ratio	PGR : Academic Staff Ratio	RI per Acad Staff FTE*	Total Research Income
									(1)	(2)	£k (3)	£k
The Queen's University of Belfast	350	25	65	440	0	5	30	35	14.35	0.85	38	1,101
The University of Birmingham	1,105	55	190	1,350	15	5	50	70	18.60	1.09	15	762
The University of Bristol	455	30	155	640	10	0	25	35	16.06	1.11	10	283
The University of Cambridge	245	140	20	405	5	15	30	50	7.21	4.22	27	868
Cardiff University	500	20	25	545	0	0	30	30	15.94	0.54	7	234
University of Durham	480	55	140	675	0	5	25	30	20.38	2.00	14	377
The University of Edinburgh	670	45	115	830	0	10	45	55	17.90	0.99	29	1,265
The University of Exeter	1,005	35	120	1,160	10	10	55	75	16.56	0.64	42	2,356
The University of Glasgow	490	15	85	590	5	0	25	30	16.45	0.46	12	346
Imperial College of Science, Technology and Medicine												
King's College London	1,515	220	1,215	2,950	45	50	190	285	11.40	1.15	57	10,943
The University of Leeds	860	35	120	1,015	0	0	45	45	20.20	0.80	8	351
The University of Liverpool	280	0	30	310	0	0	15	15	16.91	0.01	6	97
London School of Economics and Political Science	440	90	855	1,385	35	20	85	140	10.74	1.02	46	3,993
<b>The University of Manchester</b>	<b>835</b>	<b>60</b>	<b>195</b>	<b>1,090</b>	<b>15</b>	<b>10</b>	<b>55</b>	<b>80</b>	<b>14.48</b>	<b>1.05</b>	<b>23</b>	<b>1,294</b>
The University of Newcastle-upon-Tyne	530	25	55	610	5	0	25	30	18.36	0.87	8	218
The University of Nottingham	730	40	70	840	10	5	40	55	16.36	0.99	18	767
The University of Oxford	330	175	260	765	10	35	70	115	7.13	2.36	66	4,868
Queen Mary University of London	750	25	65	840	5	0	30	35	19.71	0.80	22	700
The University of Sheffield	615	35	110	760	0	20	40	60	17.78	0.90	29	1,114
The University of Southampton	400	5	15	420	0	0	20	20	17.62	0.15	2	33
University College London	140	25	445	610	10	0	35	45	12.78	0.72	20	652
The University of Warwick	760	80	140	980	20	15	55	90	12.67	1.53	41	2,127
The University of York	660	50	130	840	15	0	30	45	17.66	1.63	20	634
<b>Russell Group Average</b>	<b>615.00</b>	<b>55.87</b>	<b>200.87</b>	<b>871.74</b>	<b>9.35</b>	<b>8.91</b>	<b>45.65</b>	<b>63.91</b>	<b>14.30</b>	<b>1.19</b>	<b>32.99</b>	<b>1,538.39</b>

appendix 6c) Economics & econometrics  
**Cost Centre 129: Economics & econometrics**  
**Summary 2016/17**

	Student FTE				Staff FTE				Ratios*		Research income	
	Total UG FTE	PGR FTE	PGT FTE	Total Student FTE	Acad Staff FTE Teaching only	Acad Staff FTE Research only	Acad Staff FTE Teaching and Research	Total Academic Staff FTE	Student : Staff Ratio	PGR : Academic Staff Ratio	RI per Acad Staff FTE*	Total Research Income
									(1)	(2)	£k (3)	£k
The Queen's University of Belfast												
The University of Birmingham	835	5	290	1,130	15	0	30	45	24.26	0.11	6	187
The University of Bristol	905	5	175	1,085	25	0	35	60	18.10	0.21	7	232
The University of Cambridge	480	35	140	655	0	15	35	50	17.62	1.08	33	1,125
Cardiff University	550	0	480	1,030	5	10	30	45	30.53	0.01	25	725
University of Durham	1,100	25	580	1,705	30	5	55	90	20.65	0.45	8	422
The University of Edinburgh	685	20	55	760	5	0	30	35	18.01	0.64	32	1,042
The University of Exeter	1,385	15	70	1,470	10	0	30	40	35.63	0.48	11	343
The University of Glasgow	480	40	550	1,070	10	0	40	50	19.55	0.93	1	39
Imperial College of Science, Technology and Medicine												
King's College London	5	25	15	45	0	0	5	5	4.67	4.98	2	7
The University of Leeds												
The University of Liverpool	1,035	0	155	1,190	15	0	35	50	22.81	0.00	0	6
London School of Economics and Political Science	955	55	530	1,540	40	30	75	145	12.49	0.72	100	7,625
<b>The University of Manchester</b>	<b>875</b>	<b>35</b>	<b>75</b>	<b>985</b>	<b>15</b>	<b>5</b>	<b>45</b>	<b>65</b>	<b>15.20</b>	<b>0.79</b>	<b>12</b>	<b>582</b>
The University of Newcastle-upon-Tyne	450	20	215	685	0	0	30	30	20.88	0.62	0	13
The University of Nottingham	890	50	115	1,055	0	5	45	50	19.62	1.02	14	688
The University of Oxford	390	70	180	640	0	30	40	70	13.43	1.68	91	3,836
Queen Mary University of London	635	30	695	1,360	25	0	35	60	20.79	0.80	3	130
The University of Sheffield	640	20	115	775	0	5	30	35	22.47	0.64	11	337
The University of Southampton	560	20	40	620	5	5	30	40	16.63	0.68	13	416
University College London	815	75	110	1,000	20	20	45	85	13.28	1.67	72	3,252
The University of Warwick	1,465	20	270	1,755	40	5	55	100	18.50	0.39	22	1,227
The University of York	675	45	210	930	0	35	50	85	15.95	0.85	77	4,068
<b>Russell Group Average</b>	<b>752.86</b>	<b>29.05</b>	<b>241.19</b>	<b>1,023.10</b>	<b>12.38</b>	<b>8.10</b>	<b>38.33</b>	<b>58.81</b>	<b>18.85</b>	<b>0.74</b>	<b>31.92</b>	<b>1,252.48</b>

appendix 6d) Sociology  
**Cost Centre 132: Sociology**  
**Summary 2016/17**

	Student FTE				Staff FTE				Ratios*		Research income	
	Total UG FTE	PGR FTE	PGT FTE	Total Student FTE	Acad Staff FTE Teaching only	Acad Staff FTE Research only	Acad Staff FTE Teaching and Research	Total Academic Staff FTE	Student : Staff Ratio	PGR : Academic Staff Ratio	RI per Acad Staff FTE*	Total Research Income
									(1)	(2)	£k (3)	£k
The Queen's University of Belfast	300	30	25	355	0	5	20	25	14.17	1.31	38	865
The University of Birmingham												
The University of Bristol	240	20	55	315	0	0	15	15	16.18	1.20	15	248
The University of Cambridge	135	85	0	220	0	20	15	35	7.44	5.07	118	1,957
Cardiff University	595	95	45	735	0	30	40	70	14.23	2.19	206	8,832
University of Durham	340	40	45	425	5	0	20	25	15.87	2.34	17	295
The University of Edinburgh	480	80	90	650	0	25	50	75	11.34	1.64	88	4,209
The University of Exeter	590	35	30	655	0	15	35	50	17.78	1.07	38	1,174
The University of Glasgow	405	35	80	520	5	20	25	50	15.39	1.39	42	1,095
Imperial College of Science, Technology and Medicine												
King's College London	120	0	55	175	5	15	20	40	7.74	0.00	55	1,024
The University of Leeds												
The University of Liverpool	560	40	20	620	0	5	30	35	17.39	1.27	8	246
London School of Economics and Political Science	120	40	280	440	10	0	30	40	9.33	1.33	64	2,019
<b>The University of Manchester</b>	<b>510</b>	<b>55</b>	<b>70</b>	<b>635</b>	<b>10</b>	<b>40</b>	<b>40</b>	<b>90</b>	<b>10.49</b>	<b>1.25</b>	<b>82</b>	<b>3,630</b>
The University of Newcastle-upon-Tyne	290	15	25	330	0	5	20	25	13.11	0.69	20	438
The University of Nottingham	445	20	80	545	0	5	20	25	23.04	1.02	24	465
The University of Oxford	15	45	30	90	0	35	15	50	3.89	3.88	237	2,870
Queen Mary University of London												
The University of Sheffield	250	20	45	315	0	10	25	35	12.33	0.78	34	786
The University of Southampton												
University College London												7,570
The University of Warwick	425	50	105	580	10	5	30	45	12.43	1.43	32	1,063
The University of York	420	35	50	505	0	5	25	30	15.30	1.38	27	728
<b>Russell Group Average</b>	<b>346.67</b>	<b>41.11</b>	<b>62.78</b>	<b>450.56</b>	<b>2.50</b>	<b>13.33</b>	<b>26.39</b>	<b>42.22</b>	<b>13.27</b>	<b>1.53</b>	<b>81.74</b>	<b>2,079.68</b>

appendix 6e) Philosophy

**Cost Centre 141: Philosophy  
Summary 2016/17**

	Student FTE				Staff FTE				Ratios*		Research income	
	Total UG FTE	PGR FTE	PGT FTE	Total Student FTE	Acad Staff FTE Teaching only	Acad Staff FTE Research only	Acad Staff FTE Teaching and Research	Total Academic Staff FTE	Student : Staff Ratio	PGR : Academic Staff Ratio	RI per Acad Staff FTE*	Total Research Income
									(1)	(2)	£k (3)	£k
The Queen's University of Belfast	75	5	5	85	0	0	5	5	16.43	1.02	1	7
The University of Birmingham	325	25	40	390	5	5	20	30	15.39	1.15	25	507
The University of Bristol	335	20	20	375	10	5	20	35	15.09	1.06	33	585
The University of Cambridge	125	50	0	175	0	15	10	25	8.54	3.84	117	1,562
Cardiff University	210	10	10	230	0	0	10	10	18.51	1.13	0	0
University of Durham	310	25	25	360	5	5	15	25	13.53	1.39	22	406
The University of Edinburgh	460	100	60	620	5	10	25	40	15.61	3.36	22	654
The University of Exeter												
The University of Glasgow	445	15	15	475	5	5	10	20	25.66	1.38	24	270
Imperial College of Science, Technology and Medicine												
King's College London	400	40	65	505	5	5	30	40	13.26	1.47	11	313
The University of Leeds	500	45	35	580	15	5	30	50	11.07	1.29	27	921
The University of Liverpool	205	10	15	230	5	0	10	15	17.44	1.17	2	13
London School of Economics and Political Science	190	15	100	305	5	0	15	20	16.00	1.03	11	149
<b>The University of Manchester</b>	<b>290</b>	<b>15</b>	<b>10</b>	<b>315</b>	<b>5</b>	<b>5</b>	<b>15</b>	<b>25</b>	<b>17.22</b>	<b>1.16</b>	<b>25</b>	<b>344</b>
The University of Newcastle-upon-Tyne	145	0	0	145	5	0	5	10	22.03	0.02	0	0
The University of Nottingham	375	10	10	395	5	0	15	20	16.94	0.53	5	89
The University of Oxford	425	55	80	560	0	35	45	80	10.06	1.09	99	4,872
Queen Mary University of London												
The University of Sheffield	270	35	40	345	0	0	15	15	16.27	2.12	11	189
The University of Southampton	230	15	5	250	0	0	20	20	12.30	0.84	7	125
University College London	280	55	40	375	0	5	15	20	16.78	3.15	26	455
The University of Warwick	340	35	25	400	5	0	15	20	15.18	1.99	25	469
The University of York	385	25	20	430	5	0	15	20	17.20	1.40	4	71
<b>Russell Group Average</b>	<b>300.95</b>	<b>28.81</b>	<b>29.52</b>	<b>359.29</b>	<b>4.05</b>	<b>4.76</b>	<b>17.14</b>	<b>25.95</b>	<b>14.75</b>	<b>1.58</b>	<b>31.48</b>	<b>571.48</b>

appendix 6f) Law  
**Cost Centre 130: Law**  
**Summary 2016/17**

	Student FTE				Staff FTE				Ratios*		Research income	
	Total UG FTE	PGR FTE	PGT FTE	Total Student FTE	Acad Staff FTE Teaching only	Acad Staff FTE Research only	Acad Staff FTE Teaching and Research	Total Academic Staff FTE	Student : Staff Ratio	PGR : Academic Staff Ratio	RI per Acad Staff FTE*	Total Research Income
									(1)	(2)	£k (3)	£k
The Queen's University of Belfast	810	70	260	1,140	15	0	40	55	19.78	1.77	18	711
The University of Birmingham	1,240	45	70	1,355	20	0	40	60	20.90	1.14	7	272
The University of Bristol	1,125	30	230	1,385	15	5	55	75	19.43	0.58	14	743
The University of Cambridge	625	195	185	1,005	0	25	75	100	10.23	2.55	27	2,098
Cardiff University	985	25	310	1,320	40	10	50	100	14.40	0.48	14	708
University of Durham	685	30	135	850	5	0	40	45	17.76	0.72	8	347
The University of Edinburgh	950	70	435	1,455	10	15	70	95	17.51	0.97	39	2,741
The University of Exeter	1,220	40	60	1,320	10	0	40	50	24.77	0.94	9	370
The University of Glasgow	755	65	390	1,210	10	5	40	55	22.37	1.55	13	511
Imperial College of Science, Technology and Medicine												
King's College London	790	60	710	1,560	20	5	75	100	16.32	0.84	4	268
The University of Leeds	1,020	70	165	1,255	10	10	60	80	18.04	1.23	17	961
The University of Liverpool	1,510	25	60	1,595	5	5	50	60	25.01	0.48	3	155
London School of Economics and Political Science	550	20	340	910	10	0	65	75	12.01	0.32	2	149
<b>The University of Manchester</b>	<b>1,305</b>	<b>60</b>	<b>175</b>	<b>1,540</b>	<b>10</b>	<b>5</b>	<b>65</b>	<b>80</b>	<b>18.80</b>	<b>0.87</b>	<b>11</b>	<b>700</b>
The University of Newcastle-upon-Tyne	695	15	40	750	5	0	35	40	18.27	0.47	1	37
The University of Nottingham	875	40	185	1,100	5	5	50	60	19.34	0.82	3	168
The University of Oxford	695	165	265	1,125	0	20	95	115	10.39	1.85	17	1,527
Queen Mary University of London	790	80	820	1,690	20	10	80	110	15.65	0.95	17	1,436
The University of Sheffield	980	25	250	1,255	15	0	45	60	20.99	0.64	11	478
The University of Southampton	610	60	115	785	10	5	35	50	16.06	1.61	6	214
University College London	565	35	435	1,035	20	5	55	80	12.94	0.59	12	716
The University of Warwick	815	30	110	955	10	0	55	65	14.70	0.59	7	335
The University of York	515	15	40	570	10	0	20	30	16.88	0.62	11	241
<b>Russell Group Average</b>	<b>874.35</b>	<b>55.22</b>	<b>251.52</b>	<b>1,181.09</b>	<b>11.96</b>	<b>5.65</b>	<b>53.70</b>	<b>71.30</b>	<b>16.99</b>	<b>1.03</b>	<b>12.86</b>	<b>690.70</b>