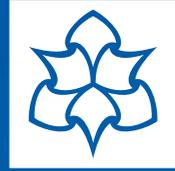


Corporate Strategy

2012-2017



Manchester
Metropolitan
University



Introduction

The Higher Education sector is facing a period of rapid and substantial change.

Manchester Metropolitan University is the largest campus based undergraduate university in the UK with a total student population of more than 37,000. Our claim is to be **the University for World Class Professionals** with an emphasis on vocational education and employability.

More than 70 Professional Bodies accredit our courses and we have been the largest provider of sandwich education in Europe. We are a University of and for our region, with 56% of our students coming from the North West and around 70% staying in our region to work.

Our objective is a simple one; from a high quality academic base and reputation for academic excellence to provide accessible and affordable education to a diverse student population who want to develop rewarding careers. In the brave new world of the free market in Higher Education students will be given many more choices. The burden of funding the teaching in universities will be switched from a high level of state investment to individual investment by students and their families. We will provide education and research that is high quality, relevant and which delivers long term benefits.

Against the backdrop of a rapidly changing external environment, this Strategic Plan outlines Manchester Metropolitan's high level goals and ambitions over the next five years. It is intended to be a 'living' document influencing behaviours, decisions and strategic direction at every level in the organisation, continually building on our strengths and improving performance.

Professor John Brooks
Vice-Chancellor



About Us

- Our roots in higher education date back to 1824.
- We provide high quality, leading-edge teaching and study facilities and courses that meet the needs of society and the economy.
- Manchester Metropolitan University was established as a Polytechnic in 1970 and gained full University status in 1992.
- The University was initially developed as a centre of Technology, Art and Design from Manchester Mechanics' Institution (1824) and Manchester School of Design (1838).
- Later Schools of Commerce (founded 1889), Education (f. 1878) and Domestic Science (f. 1880) were added along with colleges at Didsbury, Crewe, Alsager and the former Domestic and Trades College (f. 1911), latterly Hollings College.



Key Facts

- We receive the highest number of UCAS applications to our programmes.
- We are more than two-thirds through a 10-year campus rationalisation programme to locate the University from seven campuses to two (Manchester and Crewe) by the academic year 2014/15.
- We are investing £350million in our buildings and facilities.
- The North West fashion design and textiles industry has seen an increase in sales of £5 million over the last four years as a result of partnerships with us.
- The University is an international leader in clothing design and technology.
- We are the largest public sector provider of accountancy training in the North West.
- We are one of the largest providers of science, engineering and technology education in the UK.
- The region's schoolchildren are directly benefiting from the 81% of newly qualified teachers who stay on to work and live in the region each year.
- 80% of our trained health professionals including nurses, health visitors, health scientists and dental technicians go on to work in the health services in the North West.
- We educate a tenth of the UK's food technologists.
- We have one of the largest creative communities in the UK, with over 8,000 students and staff involved in cultural production in the region.
- According to the latest UK-wide assessment of university research quality we have world-leading research in sciences, arts, education and social sciences.
- More than 70% of our graduates remain in the North-West after graduation contributing to the development of the local economy.
- 44% of our students come from low income backgrounds – we give real opportunity to thousands of able students.
- The Poet Laureate, Professor Carol Ann Duffy is Creative Director at our Writing School in the Department of English.
- World class alumni including LS Lowry, Julie Walters, Amanda Burton, Richard Griffiths OBE, and Evelyn J. Asante-Mensh OBE.

Mission

To be the UK's leading university for world class professionals

Vision

Our vision is to:

- place quality and employability as our top priorities.
- place students first.
- produce effective independent learners.
- have a curriculum which is informed by high quality research, scholarship and enterprise.
- be an enterprising organisation with enterprising staff and students.
- support the social and economic development of the region through our expertise, research and other resources
- to invest selectively and strategically in research.
- promote, facilitate and achieve good social mobility for our graduates.

Values

Our values are:

- to respect the rights of individuals.
- to promote responsible, ethical and professional behaviour.
- to promote diversity.
- to achieve institutional goals through teamwork and flexible working
- to invest in staff development.
- to promote and reward outstanding performance.
- to encourage creativity and enterprise.
- to develop and disseminate new knowledge.
- to promote global citizenship in our staff and students.

"I have a long relationship with Manchester Metropolitan University. I studied here as a student, I have mentored ex-students and guest lecture to current students. MMU is a University that is forward thinking, interested in new ideas and challenges, doing things differently and working with employers. It's great for me as a graduate to have the opportunity to give something back."

**David Fairhurst, Chief People Officer,
McDonalds Europe Ltd**

"Universities, such as Manchester Metropolitan, are engines of learning, teaching and enterprise for a region. With this comes responsibility to both drive and connect with the future needs of a region.

More than 70% of the 9,000 students who will graduate from Manchester Metropolitan University will stay in the North West. The contribution of this University, to this region, is undoubtedly significant in every sense."

**Dianne Thompson CBE
Chancellor, Manchester Metropolitan University**



Student experience

We will

Create an excellent learning environment that places students and their success at the heart of our work.

Embed the university in local, city and regional communities as an open and accessible partner for positive social and economic change.

Offer leading edge courses and learning opportunities that are enriched by research and scholarship while being oriented towards employability, professionalism and enterprise.

Specifically, our course portfolio will offer:

- academic rigour
- outstanding life chances
- innovative and enterprising curriculum
- awareness of professionalism, sustainability and social responsibility
- accessibility to all with the ability to benefit

How

Through placing students at the heart of the learning journey of a forward-looking academic community.

Through creating an outstanding, inspiring and sustainable environment for learning.

Through effectively removing barriers for widening participation students by having closer working relationships with key Schools through the new University compact scheme.

Performance targets

1. Achieve above benchmark NSS satisfaction in all subject areas.
2. Target for employability 70% of students in graduate level employment or study.
3. Increase the postgraduate taught and work based student community by 50%.



Research

We will

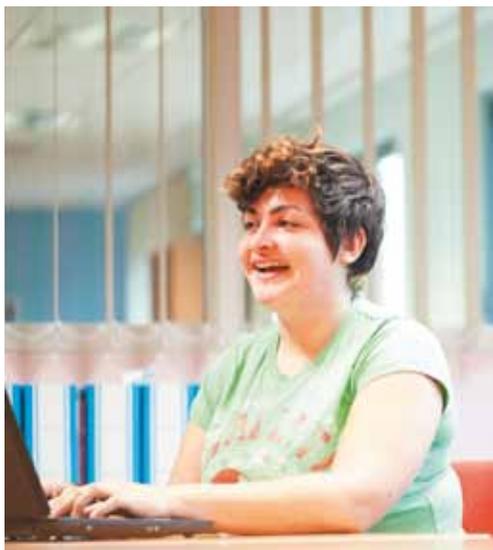
Build on the success of the Research Assessment Exercise in 2008 and increase the research profile of the University.

Continue to increase the numbers and proportion of staff actively engaged in world class research.

Deliver research that has real impact on current and future global challenges.

Ensure that educational and scholarly activities of the University are enriched through its interdisciplinary and multidisciplinary research activity.

Form partnerships that are mutually beneficial to maximise research performance on a regional, national and global level.



How

Through strategic investment in world class and internationally leading research in a number of key subject areas that cut across all faculties.

Through targeted recruitment and staff development.

Provide a strong and vibrant trans-disciplinary research environment for staff and students.

Recognise and reward staff accomplishments in research through the professor, reader, professorial research fellow and senior research fellow promotion schemes.



Performance targets

Further develop the early career researcher scheme enabling young staff to realise their full potential and ensuring sustainability of research.

Continue to strengthen links with professional, governmental and third sector policy makers to develop opportunities for research activity and impact.

Grow numbers of post graduate research students through our University wide scholarship scheme.

Enable and support staff to apply for targeted sources of funding and developing strategic research partnerships.

1. Increase number of 3 and 4 star research staff submitted into the Research Excellence Framework in 2014 by 20% and increase the grade average.
2. Increase post graduate research student numbers by 30%.
3. Double research income.

“My PhD is a joint PhD with MMU, The Natural History Museum in London and the James Cook University in Australia. There’s a real mixture of work methods, including field work, labs, and office work; it never gets boring.”

Ronan Roche, The Dalton Research Institute PhD (2009)

Innovation

We will

Exploit our research and expertise to benefit the economic and social base of the UK and the region.

Continue to support the development of an enterprise and entrepreneurial culture throughout the University and embed a wide scale acceptance of individual responsibility for the generation of income.

Ensure that educational and scholarly activities of the University are enriched through its enterprise and innovation activities and that students can develop their entrepreneurial skills.



How

Provide a strong and vibrant enterprise and innovation environment for staff and students.

Develop a Technology Transfer Office to fully exploit our Intellectual Property and to provide staff and students with advice and support.

Continue to form partnerships that are mutually beneficial to maximise the exploitation of our IP on a regional, national and global level.

Recognise and reward outstanding staff achievements through personal chairs, enterprise fellowships and secondments.

Performance targets

1. Increase the number of staff winning enterprise contracts by 50% by 2015.
2. Increase enterprise income as measured by HEBCIS by 10% per year.
3. Increase the number of filed patents and increase the number of disclosures by 15% per year.
4. Increase number of Knowledge Transfer Partnerships by 10% per year.

“I was looking for an AMBA-accredited MBA that had tutors who were not only active researchers but also had extensive work and consultancy experience internationally. I found the tuition interesting and informative and an invaluable basis from which to analyse my subsequent experience in the workplace.”

Rob Shoard, MBA P/T (2009)

International

We will

Create opportunities for global citizenship.

Create a culture that values diversity.

Build international strategic partnerships for research, teaching and knowledge transfer.

Increase the international student community.

Contribute to the development of graduates who are employable globally.

Raise the university's international profile.



How

Provide students with opportunities for study abroad e.g. placements and internships.

Provide staff mobility opportunities to support research and knowledge transfer.

Integrate an intercultural dimension into teaching, research and service functions.

Establish offshore teaching, research and placement activities with strategic international partners.

Showcase the university and its graduates through strategic alliances, global events, targeted communication and securing a visible presence in key student recruitment markets.

Performance targets

1. Double the number of International students.
2. Four new strategic international partnerships per year.
3. Triple inbound Study Abroad students (with the introduction of diploma supplements/transcripts).
4. Improve international student barometer performance.

“On completing the programme I secured a job providing services for international assignees and I have been able to draw on what I learned about the management of an international workforce and international HRM. In addition, the programme made me aware of cultural differences, not least because of the multi-cultural background of the students participating.”

Justyna Truskowska, MA International Human Resource Management (2008)

Institutional Sustainability

We will

Remain financially sustainable, ensuring that the University is able to invest effectively in its strategic priorities.

Have appropriate governance and risk management structures and operate a regime of value for money across all of the University's activities.

Achieve a balanced budget – living within our means over the long term.

Provide a high quality physical environment.

Minimise our environmental impact and greenhouse gas emissions from the University's estate and business activities by reducing energy consumption and our total carbon impact.

Increase environmental awareness amongst staff, students and external stakeholders, and make them effective agents for sustainability.



Our £35million Faculty of Art and Design building, due for completion in 2012.



Our £150million new 'supercampus' planned at Birley Fields, adjacent to the University's main Manchester campus, due for completion in 2014.

“Manchester has everything that you could want or need in a city. It's very friendly and student-centred and there's always a hustle and bustle and a real buzz living in the city.”

Joshua Bettis, BSc (Hons) Biomedical Science

How

Through rigorous and robust financial performance management and effective targeting of resources.

Through implementing and maintaining a robust Environmental Management system.

Through successful completion of the campus rationalisation from 7 to 2.

Enhancing our Carbon Management Plan, set record and monitor the carbon footprint of our entire business operation.

Performance targets

1. Surplus generated to be 6% of income.
2. Direct Carbon Emissions (Tonnes) 35% reduction of scope 1 and 2 carbon emissions by 2016 with a stretch target of 50% by 2020 (set against a 2005 Baseline).

Summary Key Performance Indicators

CS Strand	Key Performance Indicators	Target for 2017	Owner	
1	Student experience	NSS above benchmark in all Subjects	82%	DVC Student Experience
2	Student experience	Students in graduate level jobs and further study	70%	DVC Student Experience
3	Student experience	Growth in postgraduate taught and work based learning	50% growth	DVC Student Experience
4	Research	Increase the number of 3 and 4 star staff submitted into the REF	20% growth	DVC Strategic Planning
5	Research	Growth in postgraduate research students	30% growth	DVC Strategic Planning
6	Research	Double research income	100% growth	DVC Strategic Planning
7	Innovation	Increase enterprise income	50% growth	DVC Strategic Planning
8	Innovation	Growth in patents filed and disclosures	75% growth	DVC Strategic Planning
9	Innovation	Growth in knowledge transfer partnerships	50% growth	DVC Strategic Planning
10	International	Double the number of International students	100% growth	DVC Strategic Planning
11	International	4 new partnerships per year	increase by 20	DVC Strategic Planning
12	International	Triple the number of study abroad students	300%	DVC Strategic Planning
13	Sustainability	Surplus as a percentage of Income	6%	Finance Director
14	Sustainability	Carbon emissions reduction	-35%	Director of Services



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