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# Introduction

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# University performance

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# Strategic Framework – October 2011

- Excellence
- Distinctiveness
- Impact
- Confidence
- Pride





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But....

- The end of a golden age
- An Age of Uncertainty
- The Coming Age of Austerity

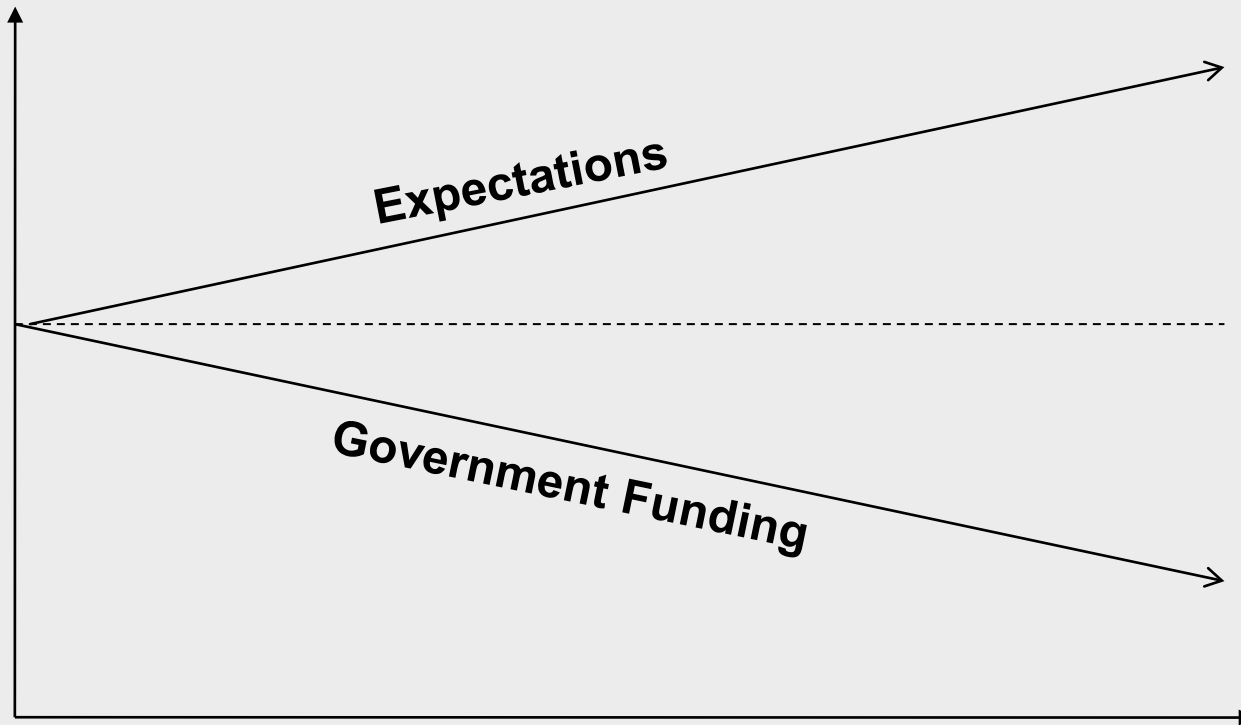


# Changes since the autumn

- Fees cap raised
- Reduction in funding for teaching – from now, not from September 2012
- External widening participation funding reduced
- Reduction in capital funding
- Freeze in funding for research
- Concentration of funding for research
- Visa regime more restrictive



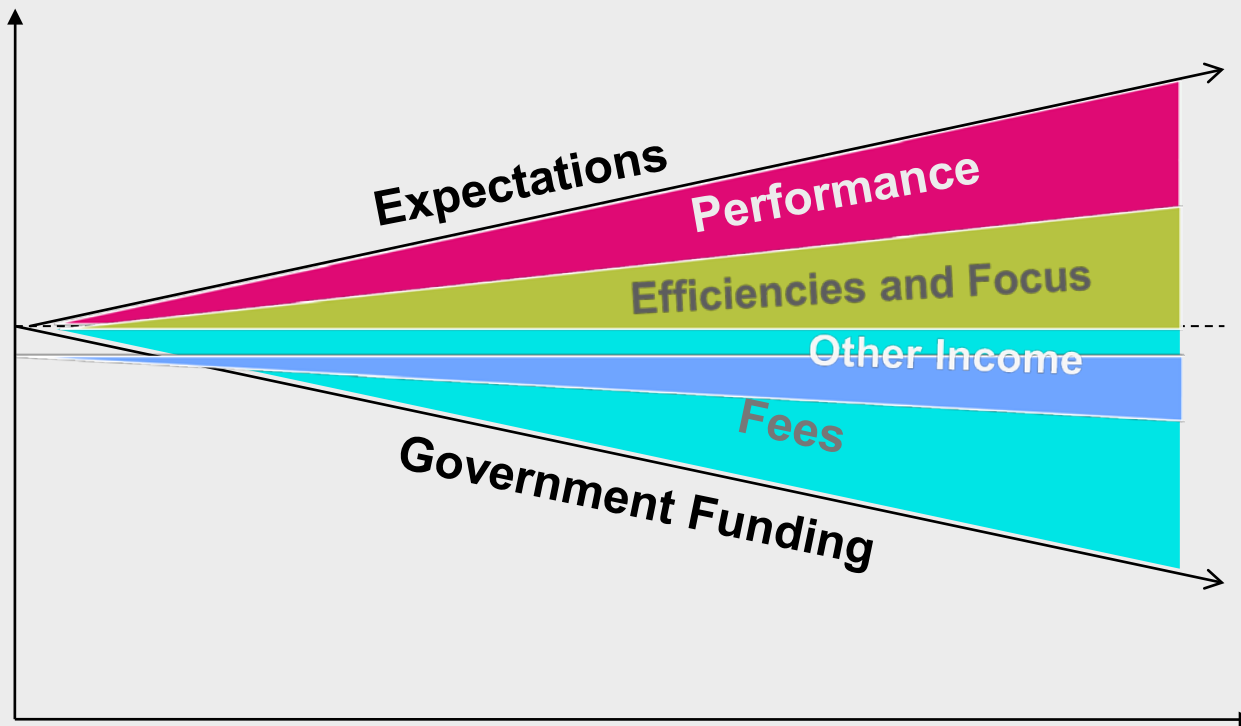
- A more constrained world
- A more competitive world





# What are we doing?

- A clear strategy to guide us
- Replacement funding for teaching through fees – but in very different market
- Focus
- Performance
- Quality
- Investment
- Efficiencies - purposeful to make us stronger







# Student Fees

- Must replace HEFCE teaching funding
- Must subsidise Widening Participation – bursaries, outreach
- To do these will require at least £8,225 pa
- Must allow for investments to the student experience
- To make all the identified investments we would like in the student experience would require almost £11,000 pa
- Targeted approach to financial aid and increased and realistic WP targets in our OFFA agreement



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# Our investments

- Enhanced academic tutoring
- Employability
- IT strategy
- Extended library hours
- Other items under consideration
  - Academic and student welfare, working with the Guild
  - Best Student Journey – quality of services for students





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# Capital investments



- Our campus is our unique selling point
- Historically we have underinvested
- Recently corrected - £50m per year
- To be competitive we require outstanding facilities: Library, sports, residences, learning and teaching spaces
- Aged buildings radically inefficient in energy consumption and carbon emissions: “Smaller, Smarter, Sustainable”



# Teaching Performance

- NSS – feedback, learning resources, academic support
- Languishing in the middle amongst RG and 1994 group competitors
- Investments to boost some areas (esp academic tutoring, library, IT, employability)
- Curriculum Review

Institution	Overall Satisfaction	
Oxford (University of)	93	=1
St Andrews (University of)	93	=1
Cambridge (University of)	91	=3
Sussex (University of)	91	=3
East Anglia (University of)	90	=5
Exeter (University of)	90	=5
Glasgow (University of)	90	=5
Institute of Education	90	=5
Leicester (University of)	89	=9
Loughborough University	89	=9
Sheffield (University of)	89	=9
Warwick (University of)	89	=9
Essex (University of)	88	=13
Reading (University of)	88	=13
Durham (University of)	87	=15
Lancaster University	87	=15
Newcastle University	87	=15
Nottingham (University of)	87	=15
University College London	87	=15
<b>Birmingham (University of)</b>	<b>86</b>	<b>=20</b>
Bath (University of)	86	=20
Cardiff University	86	=20
Edinburgh (University of)	86	=20
King's College London	86	=20
Queen Mary, University of London	86	=20
Royal Holloway, University of London	86	=20
Southampton (University of)	86	=20
York (University of)	86	=20
Imperial College London	85	=29
Queen's University Belfast	85	=29
School of Oriental and African Studies	85	=29
Bristol (University of)	84	=32
Liverpool (University of)	84	=32
Leeds (University of)	82	=34
Surrey (University of)	82	=34
Goldsmiths College, University of London	81	36
London School of Economics and Political Science	80	37
Manchester (University of)	79	38



# Research Performance – RAE

- In RAE 2008 we achieved high “research power”, made possible by our size – for funding formulae at the time this was positive
- However, our size masked declining performance, esp relatively weak performance at the top (3\*/4\*)
  - 1996 RAE: 12<sup>th</sup> in Russell Group
  - 2001 RAE: 14<sup>th</sup> in Russell Group
  - 2008 RAE: 16<sup>th</sup> in Russell Group
  - Outperformed by nearly half of 1994 Group
- HEFCE now phasing out funding for 2\* – our loss so great that we were only RG university to receive transitional funding



## Research Performance – Income

- Market share of UK research grant income has fallen: 2.6% in 2004/5 to 2.37% in 2008/9 = £18m income, £4m contribution
- Significantly underperform mean income from RCUK in Russell Group
- Year on year growth 1-2% behind sector average (2-3% behind RG average)
- Impact is worth as much as £10m per year to university bottom line



# Improving research performance



- Increasing monitoring and constructive support
- Research Grant Support Review creating structures to smooth administrative hurdles to research grant submissions



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# Looking to the future

- Birmingham Fellows
- Investment in student experience
- Supportive approach to enhancing performance
- Capital strategy focused on students and research
- Efficiencies (e-procurement, shared equipment)
- Retaining quality, recruiting quality, modelling quality







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Q&A