



UNIVERSITY BOARD

Meeting Date	23 rd November 2018
Paper Title	Key Performance Indicators
Paper Number	<i>To be completed by the Clerk</i>
Paper Author/Contact	Professor Y T McIntyre-Bhatty, Deputy Vice-Chancellor
Decision Required	to consider and note
Confidentiality	No Freedom of Information or Data Protection exemptions

1 BACKGROUND AND CONTEXT

- 1.1 The following paper sets out the first report of the BU2025 Key Performance Indicator (KPI) Framework since its development and subsequent approval at the Board meeting on the 6th July 2018.
- 1.2 The Framework has been developed to measure primary indicators of the purposes of the BU2025 Strategy: inspiring learning; advancing knowledge; and enriching society. The metrics and measures are also grounded in the Academic Principles that underpin the BU2025 Strategy. Reputational indicators which are almost wholly benchmarked to league table measures are provided to further support the vision of developing worldwide recognition.
- 1.3 In addition, metrics have been developed to indicate the performance of the key enablers of people and finance.
- 1.4 Three societal impact measures, concerning alignment to UN Sustainable Development Goals (UNSDG) and community investment are due to be reported in February and further data collection will be required this year in order to report these measures.

2 KEY RISKS AND ISSUES

- 2.1 Data contained within the report pertains to the latest available information and therefore this report acts as a baseline from which progress can be measured against in future reports. Please note that in some cases, for example for research income and bids, this information will relate to the 2017-18 academic year.
- 2.2 Areas of strength in this first report include value-added, a measure that considers entry qualifications and compares the probability of achieving good honours against the actual achievement of students at the end of their studies. BU continues to outperform the sector in this measure where we were ranked 2nd in the latest Guardian University Guide.
- 2.3 In addition graduate salaries continue to be an area of strength showing well against the 37.5 percentile for Departmental performance. However further progress is required to move into the upper quartile on the excellence radar.
- 2.4 As expected at the start of BU2025, other areas require further progress such as professional employment currently at 72% against an upper quartile target of 82%.
- 2.5 Other metrics such as the % of Departments with critical mass, which is currently at 15%, highlight areas where additional support and investment may be required to ensure progress towards the achievement of research targets.
- 2.6 In addition to the metrics themselves narrative is included within the report to contextualise some of the data.
- 2.7 This qualitative perspective on performance is important and further secondary information and metrics have been developed for management committees so that this information can be fully considered and appropriate actions put in place.
- 2.8 One such measure, previously part of the BU2018 KPI set, is the proportion of academic staff with a teaching qualification and/or who are HEA Fellows. Whilst this measure no longer forms part of the primary set of KPIs, it continues to be monitored. The latest reported figure is 84%, which demonstrates progress of +12% from the same time last year.

3 PRIOR SCRUTINY AND RECOMMENDATIONS OF OTHER COMMITTEES

- 3.1 The KPI Framework was discussed by the University Leadership Team on the 3rd October 2018.

4 DECISION/NEXT STEPS

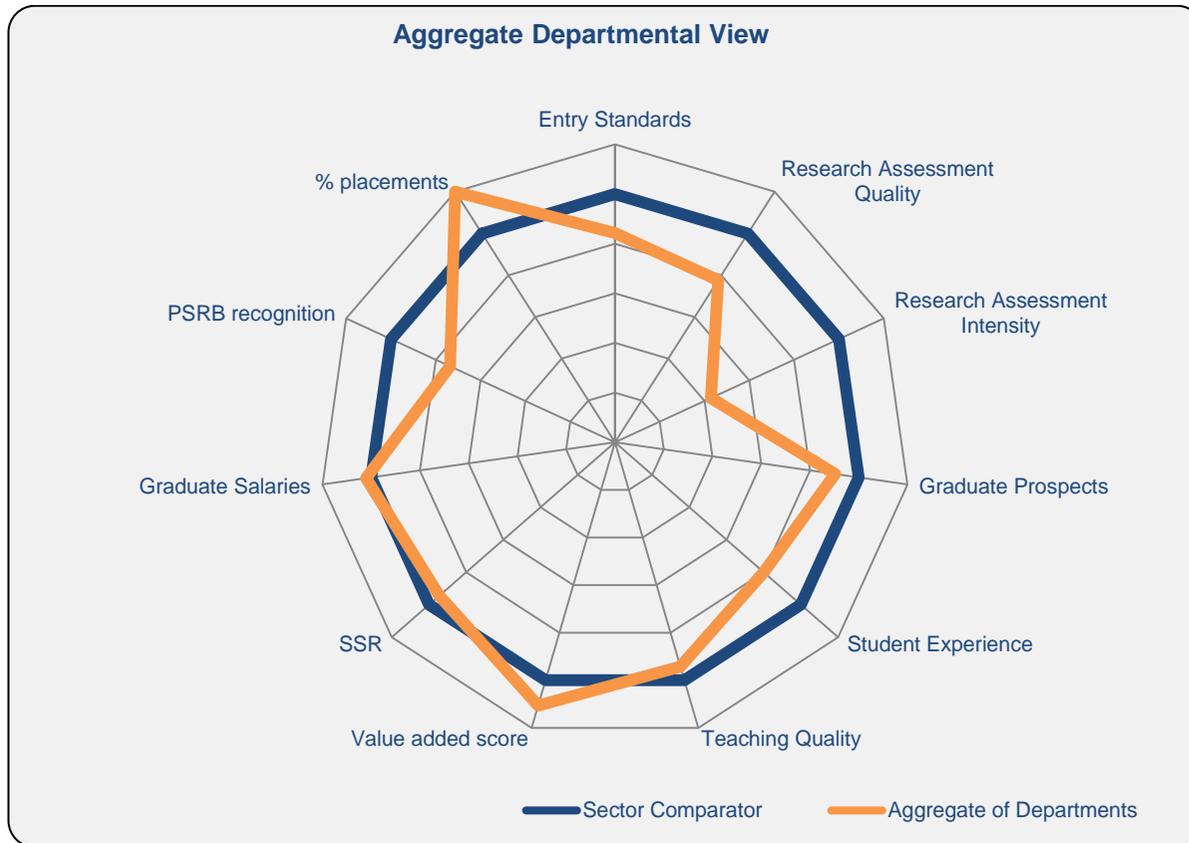
- 4.1 To consider and note.

5 APPENDICES

- 5.1 Data definitions and frequency of updates for each indicator are appended to the report.

Reputational Metrics

Reputational Metrics	BU
Rank in THE Young Top 200 and QS 50 under 50	151-200 / 101-150



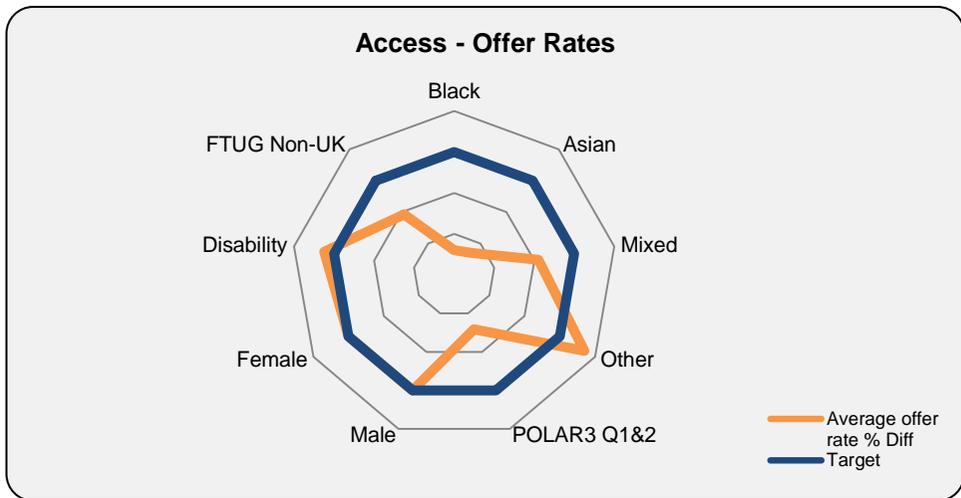
The aggregate Departmental view illustrates the combined view of Departments against our subject mix of sector data at the 37.5 percentile point.

Research Quality and Intensity are areas only measured during the Research Exercise Framework (REF). As signalled in BU2025, further enhancement will be required to meet the targeted level.

Entry standards this year have fallen slightly and the impact of this can be seen in the graph although this will vary by Department. In part this is due to a 16% decrease in firm ABB applicants.

Interestingly, in comparing the numbers of accreditations Departments have against subject level data; it appears there is potentially still more to be achieved through gaining PSRB recognition.

The proportion of students on a placement year and value added are the strongest areas where the aggregate performance of Departments is outperforming the 37.5 percentile.



Data from UCAS on the 2017 entry cycle shows there continues to be a disparity between the offer rates for some ethnic groups compared to an average offer rate. This is also the case at sector level where the gap is 2.3% for Black applicants and 0.8% for Asian applicants. At BU the gap in offer rates appears volatile for Asian applicants (the 2016 cycle shows offer rates 0.6% better than the average offer compared to -2.3% in 2017) whereas the rate for Black applicants is improving over time (2016 cycle was -3%, compared to -2.4% in the 2017 cycle). As a result, we are now undertaking a deeper analysis of programme-level offer rates and the percentage of BME applicants per programme. Furthermore, the Faculty of Media & Communication have removed additional selection measures pre-offer for the vast majority of programmes that had such.

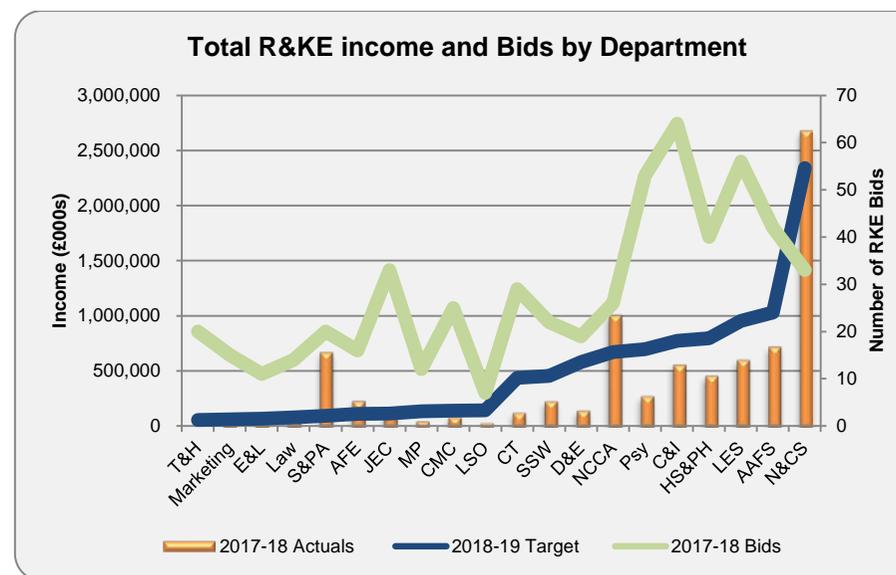
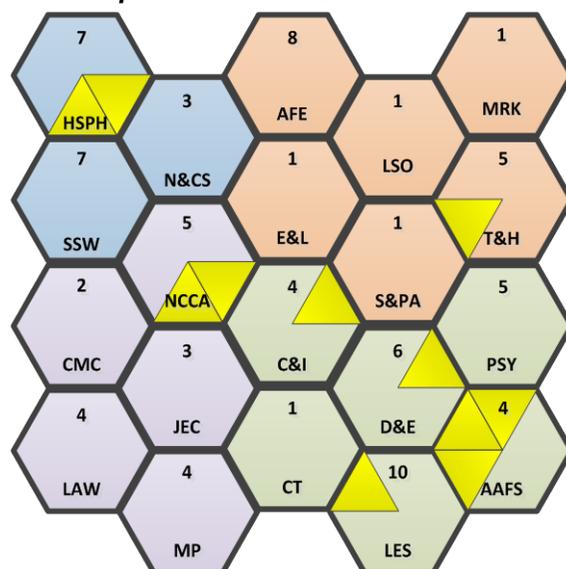
For Excellence measures, where targets are mainly upper quartile, although Department performance is varied, headline figures illustrate improvement is needed to reach aspirations. Value added performance continues to outperform the target.

Access Offer Rates	Average offer rate target	Offer rate	Difference from average offer rate
Black	77.20%	74.80%	-2.40%
Asian	78.00%	75.70%	-2.30%
Mixed	81.60%	80.70%	-0.90%
Other	80.00%	80.70%	0.70%
POLAR Q1&2	76.77%	75.19%	-1.59%
Gender (male)	81.90%	81.90%	0.00%
Gender (female)	77.60%	77.60%	0.00%
Disability	77.70%	77.95%	0.25%
FTUG Non-UK	67.64%	66.56%	-1.08%

Excellence Metrics	Actual Performance	Target
Value added	1.075	1
Tariff	115	120
Continuation	91%	94%
Completion	80%	86%
Average salary	£21,000	£25,000
Professional employment	72%	82%

Publications and Critical Mass	BU	Target
Student/Staff Co-authored publications per academic FTE per year (ratio)	0.30	1.0
Post Grad research students (FTE equivalent) : Academic staff	0.8	1.0
% of academic staff involved in interdisciplinary co-publications / bids	19.8%	30%
% of academic staff who have co-published with international authors	48.7%	70%
RKE income: Proportion of budget awarded for following two years (19-20 / 20-21)	32% / 20%	-
% of Departments with critical mass	15%	100%

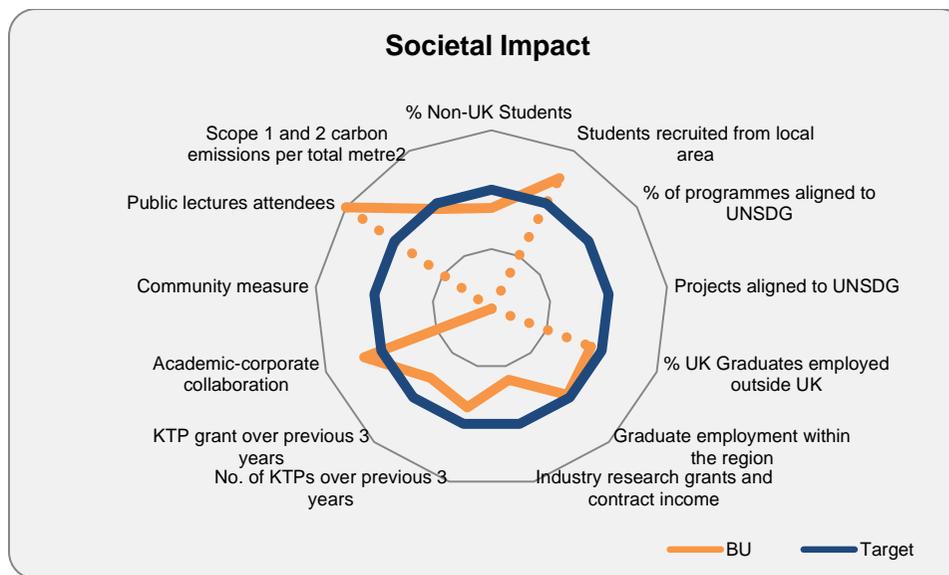
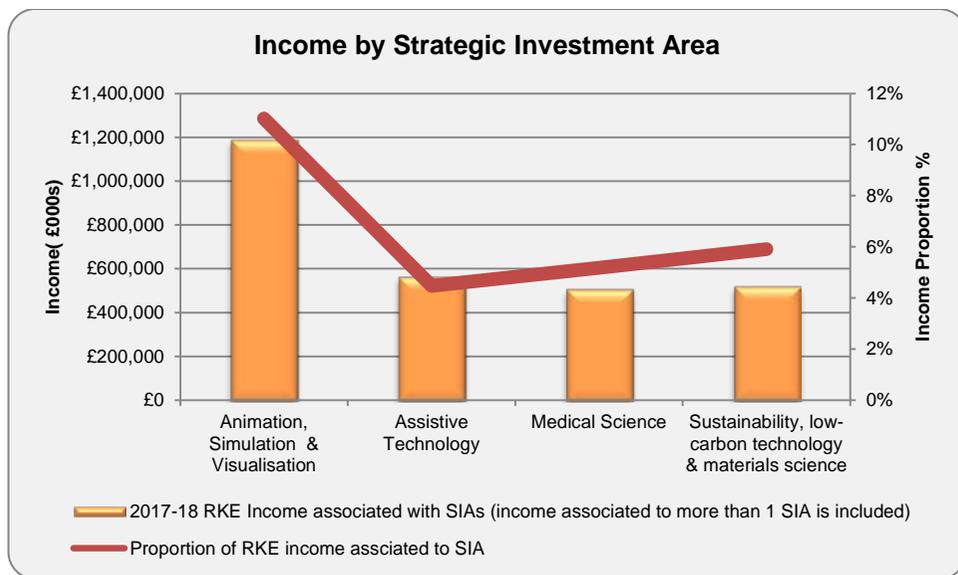
% of Departments with Critical Mass



Critical mass illustration where each hexagon represents a BU Department with the number of professoriate and each shaded triangle reflecting a Professor with aligned staff. Critical mass is illustrated where Departments have an appropriate mass of Professoriate and aligned staff.

Advancing Knowledge measures for this report offer a baseline of performance at the start of BU2025. Research income and bids by Department demonstrate 2017-18 income is already at the level required for 2018-19 for some Departments, whereas others will require further action and development to recognise this level. At this point in time almost a third of the budget has already been awarded for the following year, suggesting progress is being made.

Currently three Departments are showing some critical mass with two or more Professors with aligned staff. A number of other Departments have a single Professor with aligned staff but not others in that position suggesting possible single points of weakness. This informs future plans for academic investment and alignment.



RKE income associated with Strategic Investment Areas (SIA) is an estimated overview of 2017-18. Data on these areas is starting to be collected in 2018-19 to ensure future reports can show movement on a quarterly basis. This current estimate shows 27% of 2017-18 income could be associated to an SIA.

The Societal Impact measures generally show a positive picture with a high number of public lecture attendees, good academic-corporate collaborations and a high number of students recruited from the area. The February report will have a complete set of metrics once all data has been collected.

Societal Impact - Student/Graduate Measures	BU	Target
% Non-UK students	13%	15%
Students recruited from local area	66%	54%
% of programmes aligned to UNSDG	-*	100%
Projects aligned to UNSDG	-*	100%
% UK Graduates employed outside UK	2.3%	2.5%
Graduate employment within the region	59%	61%

Societal Impact - Industry Measures	BU	Target
Industry research grants and contract income	£346k	£561k
No. of KTPs over previous 3 years	5	5.83
KTP grant over previous 3 years	£477k	£613k
Academic-corporate collaboration	9	7.8

Societal Impact - Community Measures	BU	Target
Community investment	-*	£614k
Public lectures attendees	33,193	4,656
Scope 1 and 2 carbon emissions per total metre ²	54.1	54.01

-* Data update due in Feb 2019

Institutional Metrics

People Metrics	BU	Indicator
Student Staff Ratio (staff in post)	17.4	16.25
Academic vacant post fte (vacant + 6 months)	19.6	-
Professional & Support vacant post fte (vacant +6 months)	26.21	-
Department Athena Swan status (considering/applying/successful)	2/3/1	100% Successful
Gender / Ethnicity % of senior staff vs staff demographic	36% / 12%	54% / 11%
Gender pay gap	16%	0%

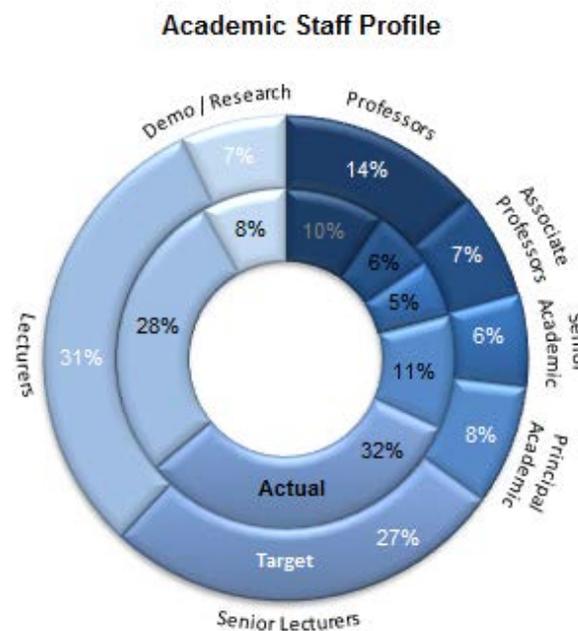
Student Staff Ratio is estimated based on this year's student numbers and is currently indicating an improvement on the last reported figure of 18.1, which is due to a marginally smaller population of students and a higher number of forecasted PTHP staff, both of which are subject to change as final clarity is gained around enrolment and continuation figures.

The University has very recently gained the first departmental Athena Swan award, for Media Production, which sets the tone well for future achievement in this area with 3 more Departments readying submissions.

There is a balanced demographic split of staff in terms of ethnicity; however, there is a male bias among senior staff, which is reflected in the gender pay gap.

Financial Metrics	Performance	Indicator
Contribution %	4.2%	4-6%
ANOC £	12%	11%
Reserves £	125	178
Borrowing % of income	37%	36%

Currently financial metrics reflect 2018-19 budget at this early stage of the year.



Data Definitions

<i>Reputational Metrics</i>		
Measure	High level Definition	Board Update Timing
Rank in THE Young Top 200 and QS 50 under 50	Rank in THE Young Top 200 and QS 50 under 50 University rankings.	Dynamically updated on release of each table. Generally published in June.
37.5% Department Aggregate (panel)	Panel made up of 11 indicators using external sources to benchmark at Department level based on subject mix against the 37.5% position	Each indicator will be dynamically updated throughout the cycle dependent on publication of datasets. Generally indicated below.
<i>Complete University Guide (CUG) Entry Standards</i>	<i>average UCAS tariff score for new undergraduate students and excludes foundation students</i>	<i>July</i>
<i>CUG Research Assessment Quality</i>	<i>This is a measure of the quality of the research undertaken in the University using REF2014 data. The REF categories 4* to 1* were given a numerical value of 4 to 1 which allowed a grade point average to be calculated, which is then divided by the number of staff in that UOA.</i>	<i>July</i>
<i>CUG Research Assessment Intensity</i>	<i>Measures the proportion of staff involved in research in the University. The number of staff submitted to the REF was divided by the number of staff who were eligible to be submitted captured from the HESA Staff Return data.</i>	<i>July</i>
<i>Times and Sunday Times (TST) Graduate Prospects</i>	<i>This measures the employability of full time first degree graduates using HESA DLHE data.</i>	<i>November</i>
<i>TST Student Experience</i>	<i>drawn from NSS taking the average scores of the organisation and management, learning resources, and personal development sections and the additional question on overall satisfaction</i>	<i>November</i>
<i>TST Teaching Quality</i>	<i>drawn from the NSS this measure reflects the average scores of the teaching, assessment and feedback, and academic support sections.</i>	<i>November</i>
<i>Guardian University Guide (GUG) Value added score</i>	<i>Calculated using a sophisticated indexing methodology that tracks students from enrolment to graduation, qualifications upon entry are compared with the award that a student receives at the end of their studies.</i>	<i>July</i>
<i>GUG Student Staff Ratio</i>	<i>Based on the Guardian subject tables this is taking HESA staff and student data at costs centre level and mapping these onto subject tables to arrive at an SSR</i>	<i>July</i>
<i>Graduate Salaries</i>	<i>This measure is used in Unistats and shows the average graduate salary by programme. Data is derived from DLHE and reproduced for KIS</i>	<i>November</i>
<i>Professional, Statutory and Regulatory Bodies (PSRBs) Recognition</i>	<i>This measure is used in Unistats and shows the proportion of programmes with PSRB recognition</i>	<i>November</i>
<i>Placement proportion</i>	<i>Proportion of students on 30-week placement</i>	<i>May</i>

Inspiring Learning		
Measure	High level Definition	Board Update Timing
Access - Offer Rates radar	Offer rates compared to average offer rates	Updated annually on release of UCAS data
BAME	Comparison of average offer rate to actual offer rate by WP characteristic	May
POLAR		May
Gender		May
Disability		May
FTUG Non-UK	Offer rate of Non-UK FTUG students compared to all FTUG students	May
Excellence radar	Retention, Success and Employability metric radar	Updated upon release of data
Value Add	A calculation which considers the probability of gaining a 1st or 2i degree on the basis of entry qualifications where 1 equals achieving the expected probability	May
Continuation	FT first degree continuation rate following year of entry	November
Tariff on entry	average UCAS tariff score for FTUG on entry	November
Completion	Full Time First Degree Final Outcome	February
Average salary	Average salary of graduates from DLHE (6 months after graduation)	February (first update will be 2020 following new HESA graduate outcomes publication)
Professional employment	Proportion of graduates in professional level employment or graduate level study	February (first update will be 2020 following new HESA graduate outcomes publication)

Advancing Knowledge		
Measure	High level Definition	Board Update Timing
Student/Staff Co-authored publications per academic FTE per year (ratio)	Student/Staff Co-authored publications per academic FTE per year (ratio) (Rolling 12-month average)	Quarterly
Post Grad research (PGR) students (FTE equivalent) : Academic staff	Ratio of academic staff to PGR Students.	Quarterly
% of academic staff involved in interdisciplinary co-publications / bids	% of academic staff involved in interdisciplinary (Cross Faculty) outputs (bids or publications)	Quarterly
% of academic staff who have co-published with international authors	% of academic staff who have co-published with international authors	Quarterly
RKE income pipeline: Proportion of budget awarded for following two years	Proportion of budget that is showing as awarded in the order book for the following two years	Quarterly
Critical mass/honeycomb	% of Departments with critical mass	Quarterly
Department Research & Knowledge Exchange (R&KE) Income & number of Bids	Total R&KE income and number of bids by Department	Quarterly

<i>Enriching Society</i>		
Measure	High level Definition	Board Update Timing
Strategic Investment Areas (SIA) R&KE Income & % of Bids	Total R&KE income and number of bids by strategic investment area	Quarterly
Societal Impact Composite	Societal impact radar	Updated upon release of data or quarterly updates where possible
<i>% Non-UK Students</i>	<i>proportion of FT Non-UK students to all FT students</i>	<i>February</i>
<i>Students recruited from local area</i>	<i>% of students recruited from local area (South West & South East)</i>	<i>May</i>
<i>Programmes aligned to UN Sustainable Development Goals (UNSDG)</i>	<i>Proportion programmes aligned to UN Sustainable Development Goals</i>	<i>February</i>
<i>Projects aligned to UNSDG</i>	<i>Proportion UG and PG final year dissertations/projects and staff projects aligned to UN Sustainable Development Goals</i>	<i>February</i>
<i>% UK Graduates employed outside UK</i>	<i>% UK Graduates employed outside UK</i>	<i>February (first update will not now be until 2020 following new HESA graduate outcomes publication)</i>
<i>Graduate employment within the region</i>	<i>% of Graduates employed within the region (South West & South East)</i>	<i>February (first update will not now be until 2020 following new HESA graduate outcomes publication)</i>
<i>Industry research grants and contract income</i>	<i>RKE income received from Industry</i>	<i>February</i>
<i>No. of Knowledge Transfer Partnerships (KTPs) over previous 3 years</i>	<i>No. of KTPs over previous 3 years</i>	<i>Biannual – November / February</i>
<i>KTP grant over previous 3 years</i>	<i>KTP grant over previous 3 years</i>	<i>Biannual – November / February</i>
<i>Academic-corporate collaboration</i>	<i>Publications with both academic and corporate author affiliations</i>	<i>Biannual – November / February</i>
<i>Community investment</i>	<i>£'s invested in community projects through staff volunteering</i>	<i>February</i>
<i>Public lectures attendees</i>	<i>Number of attendees at public lectures (charged and free)</i>	<i>May</i>
<i>Carbon/Sustainability</i>	<i>Scope 1 and 2 carbon emissions per total metre²</i>	<i>May</i>

<i>Institutional Metrics</i>		
Measure	High level Definition	Board Update Timing
Student Staff Ratio (staff in post)	Student/staff ratio (based on staff in post)	Quarterly
Academic vacant post fte (vacant + 6 months)	Vacant Post FTE (vacant for 6 months or more)	Quarterly
Professional & Support vacant post fte (vacant +6 months)	Vacant Post FTE (vacant for 6 months or more)	Quarterly
% compliance with standard profile	Profile of academic workforce compared to plan	Quarterly
Dept Athena Swan status (considering, applying, successful)	Status of Departmental Athena swan progress	<i>Biannual – November / February</i>
gender/ethnicity % of senior staff compared to staff demographic	Proportion of senior staff (gender/ethnicity) compared to overall profile	Quarterly
Organisational pay gap	Male/female pay gap	March based upon annual statutory reporting requirement
Contribution %	Surplus as a proportion of income	Quarterly
ANOC £	Adjusted Net Operating Cash flow	Quarterly
Reserves £	Total reserves	Quarterly
Borrowing % of income	Long term borrowings as a proportion of income	Quarterly