

OUR STRATEGY OUR AMBITION FOR THE FUTURE





CONTENT

- 4 | Our Road to 2030 strategy:** Foreword
- 6 | Context for our ambition:** External landscape, our scale, skills and place
- 8 | Our purpose:** What we do
- 10 | Our ambition:** Where we are going
- 12 | Our values:** How we work
- 14 | Our core goals:** The path to achieve our ambition
 - Excellent Education
 - Excellent Research with Impact
- 20 | Our enabling strategies:** Supporting our ambition
 - Great place to work
 - Inclusive and diverse culture
 - Leadership in sustainability and climate change
 - Internationalisation
 - Engagement with businesses and strategic partners
 - Investment in our campus and digital infrastructure
 - Reputation of our education and research
 - Robust foundations
- 38 | Our targets to 2026**



Manchester Metropolitan University is a community that is creative, confident, passionate and proud; attributes we share with our great home city. Our Road to 2030 strategy captures the collective aspirations of our staff, students and partners, and the energy that defines our University.

OUR ROAD TO 2030 STRATEGY

FOREWORD

Over the past 200 years we have created a rich legacy as a forward-thinking provider of education and research. We have a deep connection to Manchester, contributing to its development as a city-region renowned for ground-breaking invention, radical thinking and social change, and sharing the pioneering spirit and warmth of its people.

Throughout our history, we have delivered learning, skills and innovation to advance our contribution to the world and create a blueprint for growth. As we set our course for the next decade, we will maintain that tradition, while building new strengths aligned to the possibilities and challenges the future holds.

We will also stay true to our core purpose. Our students have always been at the heart of our identity and distinctiveness. From diverse backgrounds, many who are first in their family to go to University and who live at home, today they are as talented, passionate and dedicated as those who laid the foundations for our University in 1824. We work closely with our Students' Union

to provide an excellent education and student experience to shape life-changing opportunities.

Our current strategy has delivered outstanding education and research over the past five years. Most recent successes include our new Institute of Sport and School of Digital Arts, our Joint Institute with Hubei University in China, a triple accredited Business School and a Queen's Anniversary Prize. All these achievements reflect the dedication of everyone at Manchester Metropolitan in striving to help us reach our goals.

Looking forward, we will harness that drive as we sharpen our focus on our research strengths and their application, including in creativity and culture, sport and health, economic growth, sustainability and net zero carbon, and addressing the major social issues of our time. We will also develop our research in partnership with businesses and other organisations to realise opportunities and address challenges. We will continue to help businesses, especially SMEs, to innovate.

Our student experience will be sector-leading; transforming

lives through high-quality and innovative teaching, with a focus on degree programmes aligned to student and employer demand. We will continue to diversify our student population, and as one of the country's most significant providers for Degree Apprenticeships, we will encourage more students and organisations to benefit from this innovative route into Higher Education and employment.

Underpinning all of this, we will strive to secure a bright future for our planet, embedding sustainability throughout our education, research, campus and operations.

Our ambition to 2030 will build on our heritage and exceptional track record, ensuring we remain a great university in a city of global significance, always advancing knowledge to benefit society and making higher education accessible to those with the passion and drive to succeed.

Professor Malcolm Press CBE
Vice-Chancellor

Spring term 2022

CONTEXT FOR OUR AMBITION

EXTERNAL LANDSCAPE, OUR SCALE, SKILLS AND PLACE

There has been unprecedented change within the higher education sector over the last few years, change that has been significantly accelerated by the Covid-19 pandemic.

Political, economic and technological developments driving recovery make the innovation that universities generate more important than ever. Our stakeholders also hold us ever more accountable for delivering high-quality outcomes for students and bringing value to the economy and society.

As one of the UK's largest universities, with 43,000 students and staff, one of the largest educators of home undergraduates and a leading provider of education for future key workers, we take our accountabilities seriously.

Our University is also at the heart of Manchester, one of the world's most exciting cities. We

have helped to shape its history and we share the goals it is now setting to remain world-class in business, sport, culture, creativity, innovation, sustainability, and health, while addressing social inequality.

As we embark on the next stage of our journey, we aim to remain a destination of choice for students, continuing to recruit those with potential from the widest diversity of backgrounds.

We are committed to delivering high-quality and relevant undergraduate and postgraduate education and driving strong outcomes. We also recognise that giving our students access to great wellbeing support, study space, accommodation and clubs,

sports and societies is essential to their study success and personal development.

While maintaining robust financial foundations, we will continue to invest to remain a great place to learn, research and work, continuously developing our people, campus and infrastructure.

All of this will be underpinned by a commitment to working nationally and internationally in partnership - with students and our Students' Union, with our staff, our alumni, campus trade unions, the Board of Governors, businesses, other universities and all the communities of which we are part, and, of course, our home city - its leaders and its people.

“The history of Manchester is intertwined with Manchester Metropolitan University. Its contributions to innovation and education over the last 200 years have helped build our city-region into a globally-recognised centre of industrial and technological excellence.

Our partnership with Manchester Metropolitan is rooted in our shared ambitions, and they are a champion of the pioneering spirit which epitomises Manchester.

Together, we will tackle the challenges facing our society, harnessing the talent and skills of everyone in our city-region to help deliver prosperity for our people.”

Andy Burnham, Mayor of Greater Manchester

OUR PURPOSE

WHAT WE DO

Transforming lives through the power of education and research.



“It takes a community to shape a student. Here at Manchester Metropolitan University, that community is made up of world-renowned research centres, cutting-edge technologies, a sustainable campus, around 4,000 faculty and staff, and the Students’ Union. Our University is the beating heart of a city that has stood as a beacon for the abolitionist, the suffragette, the revolutionary, the innovator and the scholar.

With a shared vision and drive, we stand together to help shape our students into the best version of themselves. We strive to ensure that every student that calls Manchester Metropolitan home has a transformative experience. It is a truly special place where almost 40,000 students are being equipped with the knowledge, skills and passion to change the world at any one time.”

Letitia Jones
President of Manchester Metropolitan Students’ Union

OUR AMBITION WHERE WE ARE GOING

We will harness our creativity and confidence to enrich our students' lives, raise the impact of our excellent education and research, and project its application to Manchester and the world.



"I'm proud to be a nurse and to be part of a profession where integrated partnerships are fundamental to our work."

Manchester Metropolitan is a key partner - the contribution it has made, and continues to make, in terms of securing a workforce that is fit for purpose is palpable.

It is developing our future generations of nurses and allied health and social care professionals with a focus on excellent clinical standards of care, continuous improvement, a culture of patient safety and responsiveness to diverse patient needs. We see passionate graduates from all backgrounds who are committed to both patients and our people.

Never in history has that been more important than the current time."

Pete Weller
Chief Nurse, Tameside and Glossop
Integrated Care NHS Foundation Trust



OUR VALUES HOW WE WORK

WE ARE STUDENT-CENTRED

We place students at the heart of what we do, recognising every student journey matters and that every member of our University can positively impact the student experience.

WE ARE PEOPLE-LED

We recognise everyone's contribution and strive to ensure that both our students and staff achieve their full potential. We develop our staff to succeed, support each other and recognise individual needs, knowing we can achieve more when we work together.

WE ARE FUTURE-FOCUSED

We anticipate emerging opportunities and challenges and act on them; innovating to achieve real-world results and embracing change in teaching and learning as well as through our research.

WE ARE INCLUSIVE

We champion equality, diversity and inclusion through a transformative employee and student journey. We enrich our communities, and respect and improve the world around us.

WE ARE MANCHESTER MET PROUD

We are proud to be a part of our University, and we are ready to tell the world about its successes. We are confident and enthusiastic about the difference we make in transforming lives and contributing to society.



“By bringing together academics and practitioners from a range of disciplines and working with young people, we allow those who are rarely given a voice to participate meaningfully in decisions that affect them.

The best part of my job is the opportunity to work with such amazing young people. To hear their feedback such as ‘young people like us don’t usually get these sorts of opportunities’ and ‘no one usually really bothers asking us what we think’, makes me proud of them and of the work that we do.”

Professor Hannah Smithson
Director of the Manchester Centre for Youth Studies

OUR PILLARS

Our strategic plan to 2020 was built on our five pillars, which anchored our thinking and helped us to succeed. They remain embedded through our new strategy.

AMBITION

Setting the bar higher to make a global impact

COMMUNITY

A supportive community of students and staff, studying and working together

PLACE

An anchor institution with the drive and spirit of a great global city

PARTNERSHIP

Collaborating regionally, nationally, and internationally

SUSTAINABILITY

Working hard to create a better world

OUR CORE GOALS THE PATH TO ACHIEVE OUR AMBITION

We have set out two core goals to help us achieve our ambition:

- providing **excellent education** to transform our students' lives
- delivering and **applying excellent research to advance knowledge** and tackle the grand challenges of our time

A set of enabling strategies underpin the delivery of both.

While our long-term focus is to achieve our goals by 2030, we have also developed more detailed priorities to 2026. Here we set out our goals and those priorities.



“The School of Digital Arts is vital for the continued growth of our region’s communications and media companies.

SODA brings together diverse partners working across an exciting range of emerging technologies.

Whilst firmly housed in the creative heart of the North West, it has the ambition, talent and vision to make a real impact globally.”

Dr Adrian Woolard
Head of Future Experiences,
BBC Research & Development



OUR CORE GOALS

EXCELLENT EDUCATION

Throughout the decade, we will deliver an excellent education and a great university experience for our students, which transforms their lives and leads to successful careers.

We will focus on delivering **high-quality programmes** that generate outstanding results across key student and graduate metrics by 2030, through cutting-edge on-campus teaching and digitally-enhanced learning across the whole curriculum.

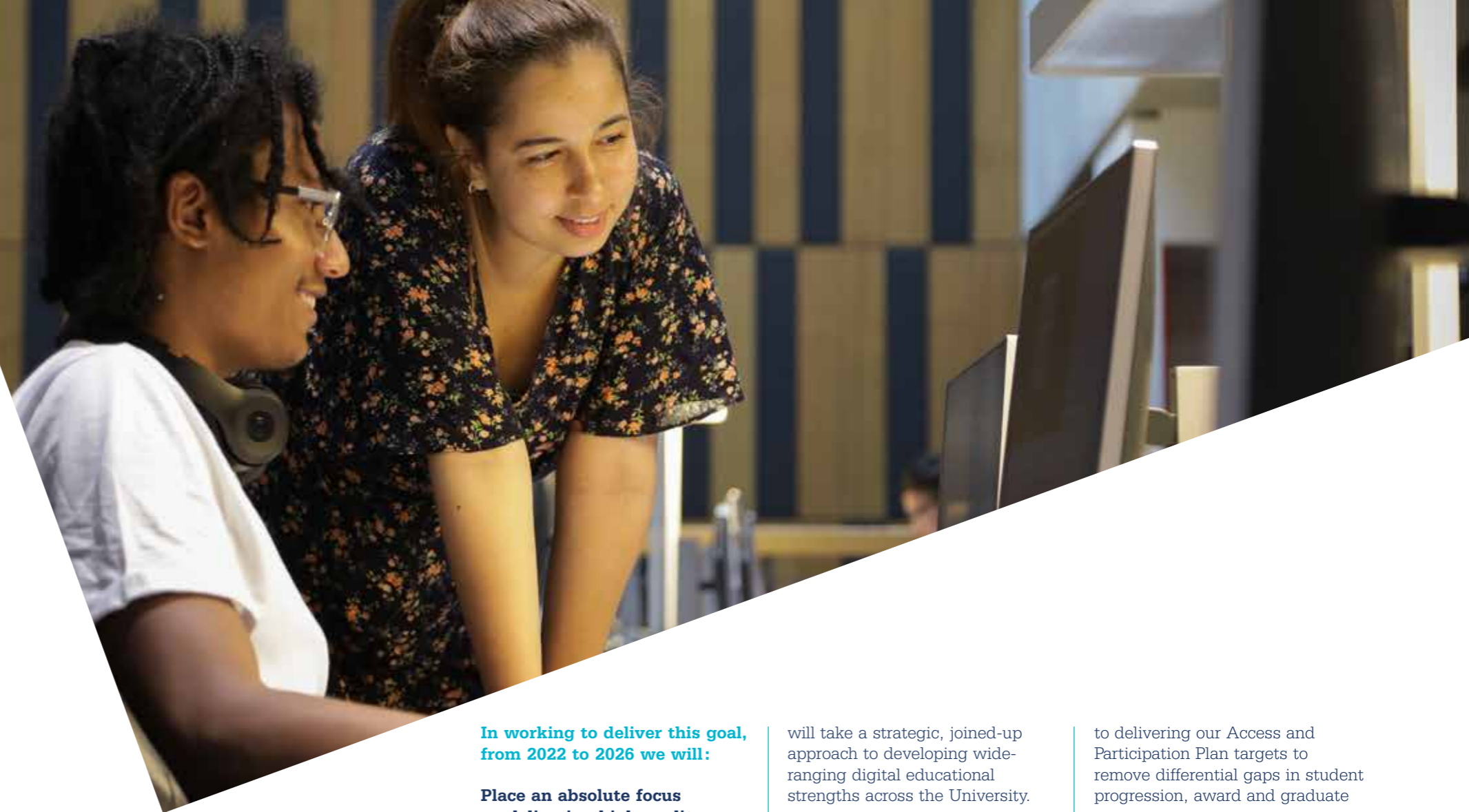
We will be known for **our active learning community**, delivering a broad-based educational experience linked to graduate and employer need.

We will deliver an excellent **student experience**, supported by sector-leading facilities and infrastructure, high-quality support, and access to services.

We will maintain a **diverse portfolio** that includes undergraduate, postgraduate and Degree Apprenticeship provision, supporting the needs of business and employers.

We will continue to **recruit students from the widest diversity of backgrounds**, from the UK and abroad, with the greatest potential, applying our principles of inclusion and equality to support them to succeed and we will have removed differential gaps for progression, award and graduate outcomes.

Our **world-class academic** workforce will be supported by technologies, infrastructure, a sector-leading employee value proposition and promotion opportunities, to deliver excellent and innovative teaching, defining us as a top employer.



“Since starting my Degree Apprenticeship I have achieved two promotions.

This was thanks to the knowledge I gained studying at Manchester Metropolitan and the fantastic support network at Lloyds Banking Group.

My Degree Apprenticeship has been life-changing.”

Sabreen Anwar
Digital Technology Solutions
Apprentice, Lloyds Banking
Group

In working to deliver this goal, from 2022 to 2026 we will:

Place an absolute focus on delivering high-quality programmes directly connected to student and graduate outcomes and to graduate employment. Our educational offer and student experience will be driven by forward-facing, flexible and employer-engaged curricula to give students the skills they need to develop careers in a fast-changing workplace. We will provide high-quality degree programmes that align with student demand and positive outcomes - and remove those that do not.

Deliver a flexible and active learning community. We will deliver an active learning community, ensuring our students graduate with a range of skills and experiences such as international awareness, digital and data fluency, entrepreneurship, sustainability and carbon literacy.

Enhance our education offering with new technology. We will give students access to excellent and secure digital infrastructure and advanced technologies. We

will take a strategic, joined-up approach to developing wide-ranging digital educational strengths across the University.

Deliver a top-quality experience for our students. We will ensure interaction on their journey is student-led and personalised. We will provide access to top-quality wellbeing support, study spaces, learning resources, accommodation, sports, clubs and societies and continue to prioritise a strong partnership with the Students' Union.

Provide a broad portfolio, including flexible routes to qualifications that reflect portfolio careers and lifelong learning needs, and continue our commitment to educating key workers who are essential for society. We will increase our Degree Apprenticeship population by 50%, and double our postgraduate taught and international student populations by 2026.

Support students to succeed. We will continue to recruit students with the ability to succeed from the widest diversity of backgrounds, and be committed

to delivering our Access and Participation Plan targets to remove differential gaps in student progression, award and graduate outcomes.

Leverage our place in Manchester. We will strengthen regional partnerships to help deliver a great university experience and graduate outcomes.

Invest in our people to deliver high-quality teaching and learning. We will support and develop academics at all career stages to be outstanding educators in their fields who can innovate digitally to augment excellent on-campus learning.

Ensure our students' views shape our offer and their experience. We will play the student voice into every stage of our education agenda as well as how we set its future direction.

Work closely with our alumni to ensure that our programmes are informed by the views of our graduates and enhanced by their expertise.

OUR CORE GOALS

EXCELLENT RESEARCH WITH IMPACT

Throughout the decade, our excellent research and knowledge exchange will help to address the grand challenges of our time, delivering local, national and global impact.

We will **build excellence, profile and critical mass** in areas of research where we have the greatest strength and opportunity. By 2030, we will have developed several diverse research areas with significant critical mass that are internationally recognised by academic peers as amongst the best in the world, contributing to advancing the boundaries and application of knowledge.

Our research will drive our **international reputation**, ensuring we can attract and retain high-quality staff and informing our educational offer.

Our research **funding** will have grown significantly by 2030, reflecting our global standing in areas of research excellence, and ensuring our activities are intellectually and financially sustainable.

We will apply our **research strengths to regional, national and global challenges** in partnership with industry, government, public bodies and other external organisations.

We will deliver an exciting, inclusive, and supportive research environment for our **postgraduate research students**, supported by diverse external funding.



In working to deliver this goal, from 2022 to 2026 we will:

Develop critical mass in focused areas of research excellence in all faculties.

We will create a supportive and inclusive culture to encourage inter- and multi-disciplinary research to advance thought leadership in our areas of strength.

Transform the University's research reputation and profile,

so that our national and international peers see us as partners and thought leaders across our disciplinary strengths. We will continue to improve our citations, and grow our reputation, influence and connections with the global research community.

Work with external partners,

including industry, to apply our research to tackle regional, national and global challenges. We will continue to co-create research with our communities and apply our knowledge to real world issues.

Develop a financially sustainable research base.

We will continue to invest in

our research activity and ensure its ongoing sustainability by significantly increasing our external funding. We will secure large research awards and double our current annual research grant award value by 2026, and provide excellent professional support.

Deliver a vibrant postgraduate research community.

We will provide excellent support to our research students and make them integral to the research environment. Postgraduate research projects will often be in collaboration with external partners and application focused. We will substantially increase our external funding of postgraduate research.

Develop and invest in excellence in our academic body.

We will expand the University's research leadership and increase the professoriate by developing and promoting our own talent and attracting leading academics from elsewhere into our areas of research strength. We will support and invest in academics at all career stages and enable them to be successful and achieve influence in their fields.



“Our research shines as a beacon of excellent collaboration between academics and society. Whether in our trailblazing work with British Paralympic Swimming, or with NASA, our offer is distinct – we deliver cross-disciplinary, applied research with evidenced societal impact.”

Dr Gladys Pearson
Director of the Centre for Musculoskeletal Sciences & Sport Medicine

OUR ENABLING STRATEGIES SUPPORTING OUR AMBITION

We have developed enabling strategies to help us realise our 2030 ambition, including investment in our people, campus and technology, commitment to sustainability, inclusion and our local communities, and ensuring we retain strong financial foundations.

In working to deliver our education and research ambitions, from 2022 to 2026 we will focus on the following eight enabling strategies.



“At The Union, students are at the heart of what we do. We have a fantastic relationship with the University, working in close partnership to make sure that every student’s voice is heard. Together, we aim to provide support, guidance, and foundations for students to excel at Manchester Metropolitan University.”

Hanifa Maryam
Education Officer, Manchester Metropolitan Students' Union



OUR ENABLING STRATEGIES

GREAT PLACE TO WORK


From 2022 to 2026, we will:

Introduce a compelling employee value proposition to help us recruit, retain, develop and reward skilled and talented people at all levels. We will promote excellent terms and conditions and career development opportunities for professional services and academic staff, and be recognised by our staff as a top employer. We will have search processes, advertisement of opportunities, and fair recruitment processes to attract talented, committed and diverse staff.

Enable every employee to contribute fully to our success. Colleagues will know what is expected of them and will have access to training and development opportunities to advance their careers. There will be mechanisms in place to recognise and reward strong performance. We will provide excellent facilities, technology and support to our staff in their roles.


Engage and consult with colleagues to shape our strategy, policies and responses to important issues, listening to their input to inform our decisions. We will work collaboratively with the campus trade unions and staff fora.

Enhance our focus and effectiveness by minimising administration, reducing complexity, simplifying processes and ensuring timely delivery of strategies and plans, supported by regular communication and engagement.



“As a Head of Department in the Business School, I feel really supported and can ensure my staff feel empowered and valued in transforming students’ lives through their education, and ultimately also their own careers. But, most importantly, as a Malaysian female leader, I feel a strong sense of belonging in a fantastic community of gifted colleagues.”

Dr Shobana Nair Partington
Head of Department for Operations, Technology, Events and Hospitality Management



“What makes Manchester Metropolitan such a great employer and rewarding place to work is its commitment to equality and diversity.

As the Co-Chair of the Race Staff Forum, it has been amazing to be involved in all the work and initiatives that take place across the University to ensure we remain a progressive and inclusive place to work for staff from all backgrounds.”

Matt Williams
Recruitment and Widening Participation Officer

OUR ENABLING STRATEGIES

INCLUSIVE AND DIVERSE CULTURE

From 2022 to 2026, we will:

Embed a culture that promotes equality and celebrates diversity.

With clear senior leadership, we will champion an inclusive culture that engages students and staff in developing, implementing, evaluating and monitoring our Equality, Diversity and Inclusion priorities and plans.

Put in place mechanisms to **attract a diverse workforce** and continue to prioritise recruitment of **students from every background** who have the potential to succeed.

Deliver on our equality, diversity and inclusion objectives.

We will remove differential gaps in student progression, award and graduate outcomes, and achieve external recognition of our commitments through established equality charters and through the Access and Participation Plan. We will share anonymised equalities data transparently and use it to shape our policies.

Leverage our strengths to support student success and research that impacts on society.

We will work with businesses and partners to develop career opportunities for our diverse student population, and show leadership in applying our research to tackle inequalities and shape a fairer society.

“Being on the First Generation Scholarship Programme has been an incredible experience.

I have gained valuable skills and been offered fantastic opportunities. I’ve improved my confidence and academic skills through development sessions and events.

And, I’ve had the opportunity to gain paid experience and develop my employability skills and widen my network of connections through the programme’s professional mentoring scheme.

Getting to know other first generation students gave me a sense of relief that I’m not doing this alone!”

Farzana Begum

Year 2 BA (Hons) Education



OUR ENABLING STRATEGIES

LEADERSHIP IN SUSTAINABILITY AND CLIMATE CHANGE

From 2022 to 2026, we will:

Be a beacon of sustainable development practices. Through our education, research, partnerships and campus, we will be a thought leader and make a positive difference to climate change, society, the environment and sustainable development. We will maintain our high position in national and international sustainability rankings.

Equip our students to shape a more sustainable future, working in partnership with employers to identify the sustainability skills needed in our graduates. We will embed these skills, alongside education for sustainable development, into formal and informal learning and development opportunities, enhancing student employability.

Contribute to the world's sustainability agenda through our high-quality research and impact. Support the aims of the UN's Sustainable Development Goals where we have relevant strengths through the delivery of our high-quality responsible research, education, and partnerships.

Embed sustainability into our campus, practices and processes, working towards our carbon targets, maximising social value and futureproofing our organisation. We will implement our carbon management plan to stay on track to reduce our carbon emissions related to our fuel and energy use (scope 1 and 2) to zero, and our carbon emissions related to our value chain (scope 3) to net zero before 2038.

Add value to our local, national and international engagement activities through our leadership in sustainability. Support the city-region on its journey to becoming net zero carbon by 2038.



“Having reduced our emissions by 61% from 2005 levels we have already come a long way.

Our bold ambition to reduce emissions to net zero before 2038 is certainly a challenge, and one that will require collaboration across the entire university. However, this is our strength - delivering shared goals with determination and passion.”

Helena Tinker
Assistant Director
- Environment and Sustainability



“I am incredibly proud that we are the world's first University to help students become carbon literate, with our pioneering carbon literacy work having supported over 7,500 learners and organisations internationally to act on climate change. Drawing on the passion and vision of our students, staff and partners, we aim to embed Education for Sustainable Development and climate change education in all our programmes, benefitting our students, society and our environment.”

Professor Liz Price
Deputy Pro-Vice-Chancellor for Sustainability

OUR ENABLING STRATEGIES

INTERNATIONALISATION

From 2022 to 2026, we will:

Grow our international student community and enhance outcomes. We will double our on-campus international undergraduate and postgraduate student population, broadening the diversity of our overall community. We will work to enhance outcomes for international students, including in securing graduate employment.

Expand international opportunities for students and staff. Our students will be globally engaged, culturally competent and able to thrive in diverse environments. We will internationalise our curriculum, and we will provide quality international opportunities to our students and staff through partnerships.

Establish a strong, successful partnership with an on-campus pathway provider to support international students to access degree-level programmes with us.

Build a targeted international profile to support our growth ambitions. We will enhance our international reputation based on the quality of our research, education, knowledge exchange, partnerships and campus. We will build international research partnerships in our areas of strength and engage our international alumni to create opportunities.



“Manchester Metropolitan University is an excellent international partner of Hubei University. Our partnership brings many benefits to us; including a high-quality and student-centred curriculum, a strong international reputation, a genuine passion for enriching academic partnership, and expert Professional Services support.

Like Manchester Metropolitan, Hubei University is an ambitious institution that strives to deliver the best possible outcomes for our academic community – our partnership allows us to achieve these goals and provides students with a world-class study experience.”

Professor Liu Jianping
President, Hubei University



OUR ENABLING STRATEGIES

ENGAGEMENT WITH BUSINESSES AND STRATEGIC PARTNERS

From 2022 to 2026, we will:

Develop strategic partnerships to benefit our students and apply our research. We will leverage relationships with partners regionally, nationally and internationally to create job opportunities and placements for our students and further our research. Professional and straightforward to work with, we will be seen as a partner of choice.

Cultivate an innovation-led culture. We will foster entrepreneurship to support these relationships, giving colleagues skills and incentives to innovate, and ensuring we are ready to embrace emerging possibilities. We will deliver agile curricula aligned to market demand to prepare our students for the jobs of tomorrow, provide opportunities for student enterprise and start-ups, as well as opportunities for volunteering.

Apply our research to effect positive change. We will work with partners to apply our research and knowledge exchange to deliver shared priorities, for example, reaching net zero, building digital technologies, and addressing societal inequality.

Focus on our research, knowledge exchange and education strengths in working with businesses and the region, capitalising on our expertise in industry sectors and our institutional-wide track record in working with SMEs, on Knowledge Exchange Partnerships and in Degree Apprenticeships.

Increase our regional economic and social impact, by utilising our significant scale and breadth of activities for positive change and be a thought leader across Manchester and the region.

Support our health and education systems. We will continue to educate high-quality key workers for our schools, hospitals, and health and social care providers, and form strategic partnerships to engage with devolved health and social care in the region.

Work closely with our alumni to benefit our business and external engagement, to help us deliver our education, graduate outcomes, and research and knowledge exchange.



“Working with businesses is critical for research. Not just because the outcomes are being used for the good of society, but partners ask questions that may be overlooked in the laboratory.”

Professor Bamidele Adebisi
Director of Smart Infrastructure and Industry Research Group
Winner of KTP Project of the Year 2020

“From the moment it began, my relationship with Manchester Metropolitan has flourished, creating a virtuous circle of learning, support and growth for all – the ripples of which continue to extend into the wider business community.

I have been a business adviser for the Young Enterprise programme, have used the student consultancy services for market research projects, and have even returned to the classroom as part of the Made Smarter Leadership Programme.

Leading a business is all about curiosity and confidence. Manchester Metropolitan has helped me to grow both by the bucket-load, and to develop and hone skills that, together with my lived experience, I can now share with other SMEs.”

Helen Tonks
Co-founder and Managing Director,
Hydraulics Online



OUR ENABLING STRATEGIES

INVESTMENT IN OUR CAMPUS AND DIGITAL INFRASTRUCTURE

From 2022 to 2026, we will:

Enhance our education and research through digital skills and technology. We will give students and staff access to excellent and secure digital technologies and ensure that we innovate in our technology adoption for the benefit of our education and research.

Deliver digitally fluent graduates. To support the economy and society, we will supply a pipeline of graduates with the digital and data science skills employers need. We will shape our curricula so students graduate with digital fluency, including with data and analytics skills.

Continue to invest in a connected and sustainable civic campus. Retaining our commitment to on-campus education, the student experience and research, we will pursue a portfolio of projects, including new developments and facilities, refurbishment, conservation of heritage assets, the public realm, and green spaces, enabling a safe, accessible and connected civic campus.

We will harness technology to support our education and research priorities, including technology that will provide world-leading advantage to our flagship activities. We will invest in our energy and infrastructure networks to enable operational resilience and efficiency in line with our commitment to tackling climate change, reducing our carbon emissions and meeting our sustainability goals.

We will continue to provide high-quality, affordable student residential accommodation. This will be close to campus and aligned to the needs of our diverse student community.



“Manchester Metropolitan’s new Institute of Sport is at home in Manchester, a global sporting centre with a vision for sharing the benefits of sport with all. Our innovative, cross-disciplinary approach unleashes the power of sport to tackle the grand challenges that communities face.

By bringing together academic excellence from across our faculties, I am convinced that we will be able to deliver paradigm-shifting research, inspire career-ready graduates through our bold and contemporary curricula, and champion real societal change in policy and practice.”

Professor Tim Cable
Director of the Institute of Sport



“If it wasn’t for the University and its excellent sporting infrastructure, I couldn’t have got to where I am now. In my year out of the pool, I lost everything – all my funding and a place to train, but the scholarship gave me all of that back and continued to support and encourage me – the University never gave up on me.”

Tully Kearney MBE
Tokyo 2020 Paralympic
Champion and Manchester
Metropolitan Sports Scholar



OUR ENABLING STRATEGIES

REPUTATION OF OUR EDUCATION AND RESEARCH

From 2022 to 2026, aligned to our areas of strength, we will:

Ensure that our national and international academic peers see us as partners and thought leaders across our disciplinary strengths. We will support academics to raise the impact of their work and their profile within their fields through their regional, national, and international networks using relevant tools and channels.

Influence relevant policy regionally, nationally and internationally with, and for the benefit of, our education and research and its impact.

Ensure that businesses, employers, and local and national government see us as a key partner to deliver on their priorities.

Ensure our national and international reputation and profile is enhanced so that our University's major strengths and areas of focus are widely appreciated and valued.



“We chose to work with Manchester Metropolitan University to deliver Degree Apprenticeships due to their reputation as a leading provider, their fantastic central Manchester location, and because they actively promote and advocate the importance of apprenticeships to the sector, employers and to the government. During our partnership with Manchester Met, they have maintained an open dialogue with us and are proactive in ensuring that their programmes continually adapt to meet the needs of employers. We have built a strong working relationship, one which we hope will continue long into the future.”

Sharon Blyfield OBE
Head of Early Careers and Apprenticeships, Coca-Cola Europacific Partners

“We’re a University of makers and creators in a place where poets speak for their institutions and communities and for their city when it needs to find its voice and say what it stands for. Poetry is everywhere in Manchester: in the streets and train stations, in libraries and community centres and pubs.

Our Writing School has established The Manchester Children’s Book Festival, the international Manchester Poetry Prize and The People’s Poetry Lectures, amongst numerous other projects.

I’m proud that the work Manchester Metropolitan has done to unlock the transformative power of reading and writing poetry in our region’s schools has been recognised by a Queen’s Anniversary Prize for Higher Education, awarded to our Mother Tongue, Other Tongue project.”

Professor Carol Ann Duffy DBE
Creative Director of the Manchester Writing School and Poet Laureate 2009-2019



OUR ENABLING STRATEGIES

ROBUST FOUNDATIONS

From 2022 to 2026, we will:

Maintain clear governance for our strategic decision making.

We will set clear measures of success and map our progress against them. We will identify and manage risks in line with agreed levels of appetite, and meet and anticipate changes to external regulation and statutory obligations.

Focus on delivery against strategy and plans. We will ensure effective planning and delivery across all the University and ensure that the size and focus of our academic units is informed by our strategy. We will be agile, innovative and ready to embrace new possibilities and strive to be efficient and effective in all activities.

Ensure effective communication and engagement across the University to support the delivery of our core goals, enabling strategies, underpinning priorities and actions.

Actively engage with our alumni and keep them informed of our developments.

Continue sustainable investments to support our education and research ambitions. We will produce a net operating cash flow and maintain liquidity to provide stability so we can make long-term strategic investments into the University's activities and infrastructure, supporting excellent research, education and the student experience, and in line with our sustainability strategy and ethical standards.

Track the performance of all our investments into the University's activities and infrastructure to ensure we deliver value for money for our stakeholders and that we generate academic, financial and reputational returns that enhance our ambitions for education and research.

“Manchester Met's culture of partnership and collaboration is one of our greatest strengths.

Our academic and professional services colleagues work as one University to drive forward our shared ambitions, and we can all feel proud of the role we have in ensuring the University's continued success.”

Professor Karen Moore
Chief Operating Officer



OUR TARGETS TO 2026



Strategic Goal	High-level KPI	Definition	2026 Target
Education	Student satisfaction	National Student Survey: Overall Satisfaction	90%
	Graduate Outcomes	Students in graduate work/study	80%
	Progression	Level 4 students who complete and re-enrol at Level 5 the following year	90%
	Entry tariff	Average entry tariff based on top three qualifications	128 UCAS Tariff points
	Student profile	Student population that is not home full-time undergraduate	45%
Research	External income	Research awards	£30m
	Citations	Field Weighted Citation Impact	2
International	International students	Number of new full-time international on-campus entrants	2,500
Business Engagement	Business engagement income	Income from contract research, consultancy, equipment and facilities, Innovate UK and regeneration	£15m
Sustainability	Zero carbon before 2038	Scope 1 and 2 carbon emissions	6,400 tonnes CO ₂ e
People	Advocacy	Staff who would recommend Manchester Metropolitan as a place to work	80%
Finance	Financial sustainability	Average net cash flow from operating activities as percentage of income	10%

We will monitor the progress of our strategy to 2026 through this set of high-level Key Performance Indicators and targets. These targets are ambitious and will mark a significant step change in the University's reputation and profile.



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