

JORNADAS DE LA  
CONFERENCIA DE  
CONSEJOS SOCIALES DE LAS  
UNIVERSIDADES ESPAÑOLAS

**GRAN CANARIA • 7/8/9 NOVIEMBRE 2018**

Los retos inaplazables del Sistema Universitario Español:  
Nueva Gobernanza, Reputación, Internacionalización y Compliance

# Planning, Distinctiveness and Measurement: Building a Global Reputation for The University of Manchester

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## Agenda

1. About The University of Manchester
2. The Changing Global Higher Education Environment
3. Strategic Plans and Communications and Marketing Plans
4. Finding our Distinctiveness
5. Measuring our Reputation

# The University of Manchester in numbers

**39,700**

Largest  
student  
community  
in the UK

**10,640**

Most  
international  
students of any  
UK university

**£987m**

Annual  
income

**1,000**

More than  
1,000 degree  
programmes

**£342m**

More than  
£342m in  
research income

**100**

More than  
100 spin-out  
companies

**£300m**

£300m bond issue  
to support Campus  
Masterplan

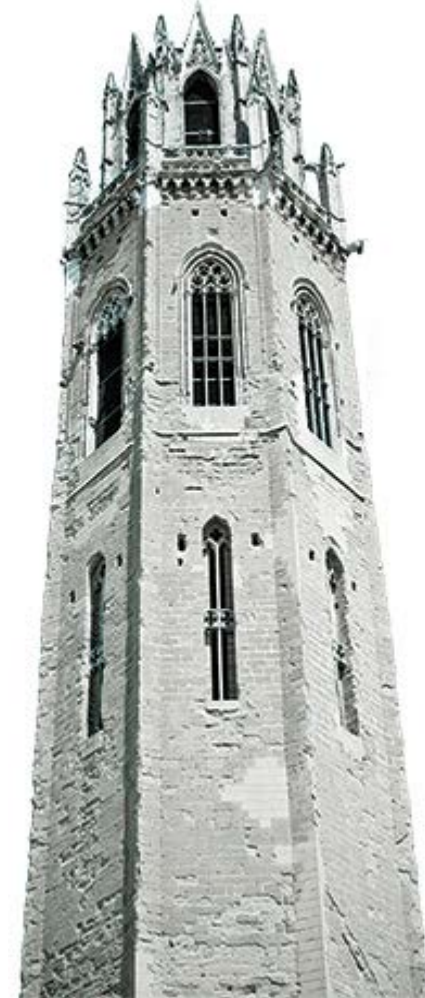


# The rise of the higher education brand

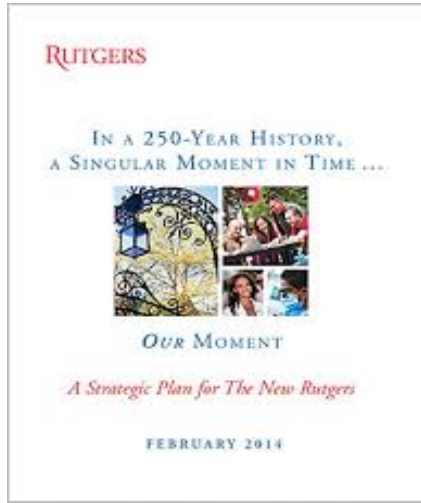


# The traditional university

- 'Non-corporate' ethos
- The Ivory Tower – apart from society
- Often highly devolved
- Unique funding models
- Academic freedom



# Since 2000 – Rise of Strategic Plans



# University Strategies and Reputation

Recognised truth that premier international universities have good reputations and that their reputations are synonymous with excellence.

A good reputation can help a University to:

- Recruit and retain the best staff
- Attract funding and research partners
- Recruit the best students
- Be credible, influential and relevant



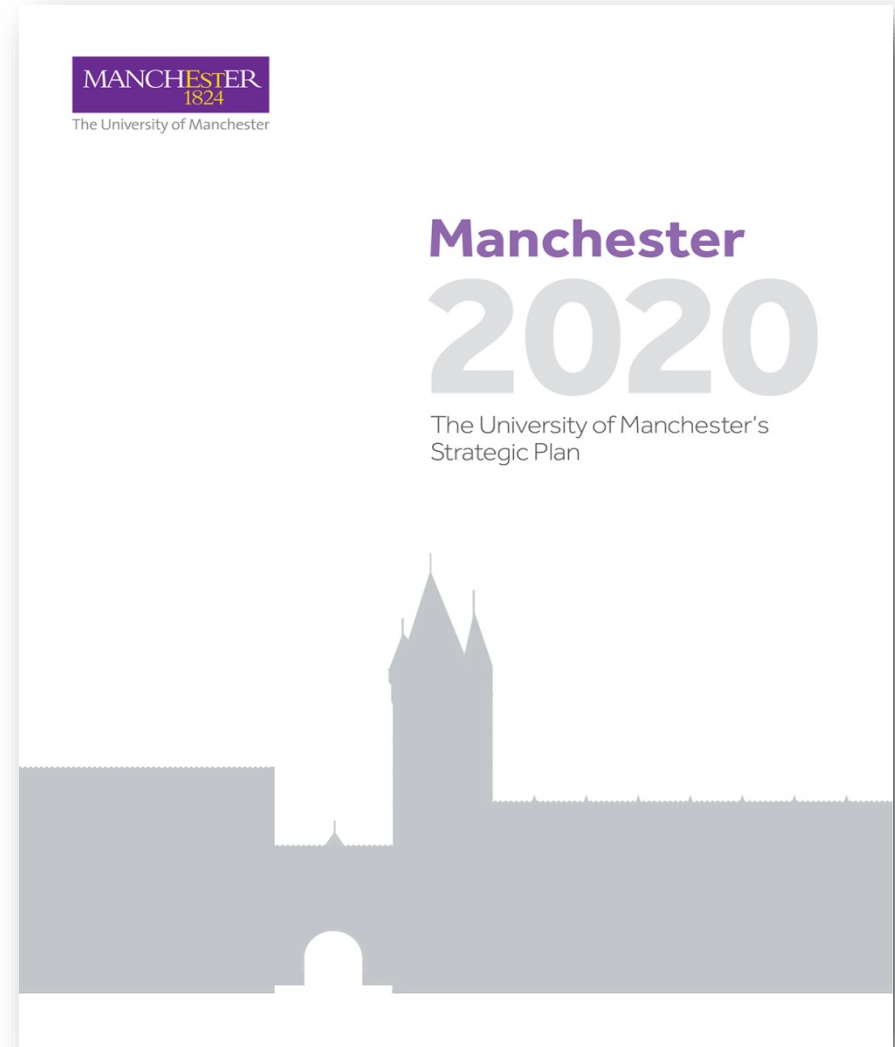
Reputation underpins & reinforces Strategy,  
but should also be part of it



# Manchester 2020 Strategic Plan

## Enabling Strategy 5 - A Reputation for Excellence

“To strengthen the power of The University of Manchester brand, nationally and internationally, by celebrating our distinctiveness and by engaging staff, students and alumni and other key stakeholders to achieve the Manchester 2020 vision and act as ambassadors for our brand.”

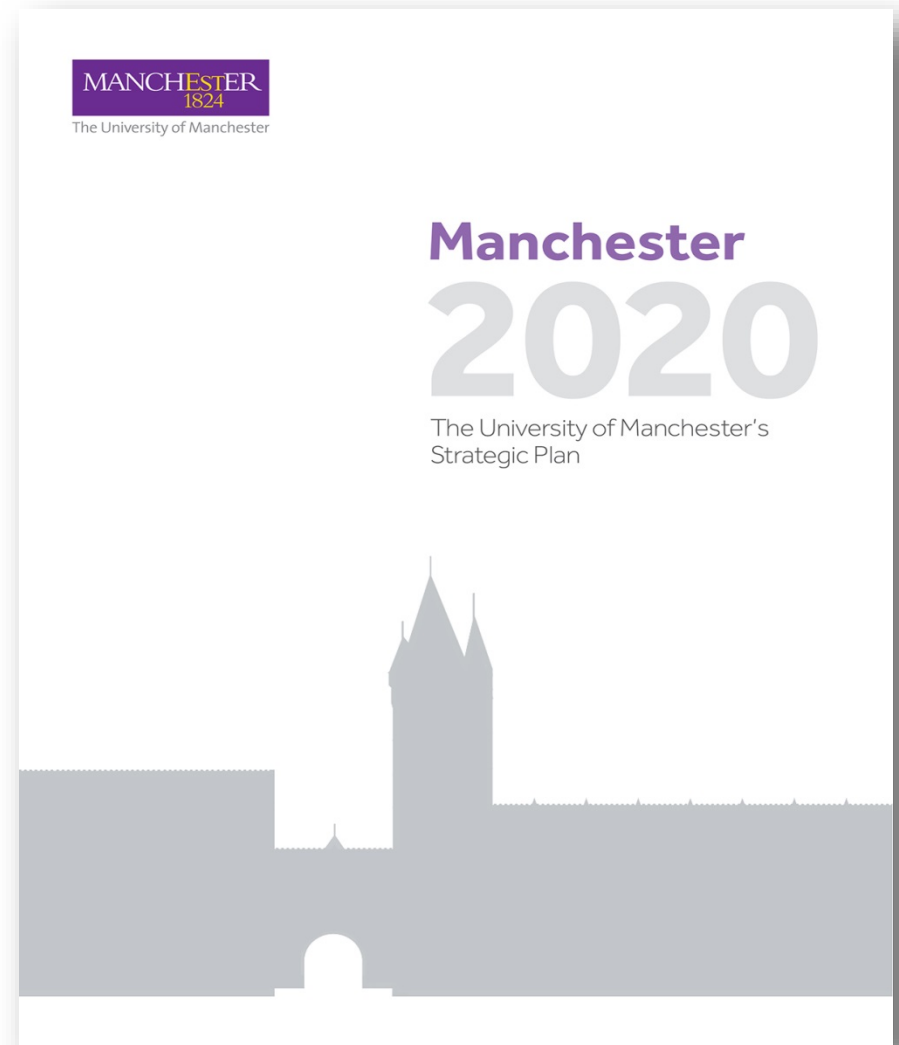


# Manchester 2020 Strategic Plan

## Enabling Strategy 5 - A Reputation for Excellence

### Priorities:

- Distinctive identity and clear messages
- Professional and powerful communications
- Engaging and mobilising staff, students and alumni as ambassadors
- Strategic stakeholder engagement



## Developing a Communications and Marketing Plan

A plan to deliver the Reputation targets and priorities outlined in the University's Strategic Plan:

- Mission and vision
- Current brand performance.
- Communications and marketing principles
- Emerging themes
- Resources
- Actions –: what we're actually going to do.
- Monitoring and measurement



# Establishing your Distinctiveness Manchester's Research Beacons



# What was the problem?

- A global audience
- Sounded like every other university
- Several distinct stakeholder groups
- Lots of channels
- Multiple channel owners
- 12,000 staff and a few dozen marketing and communications professionals giving different examples of our world-class research

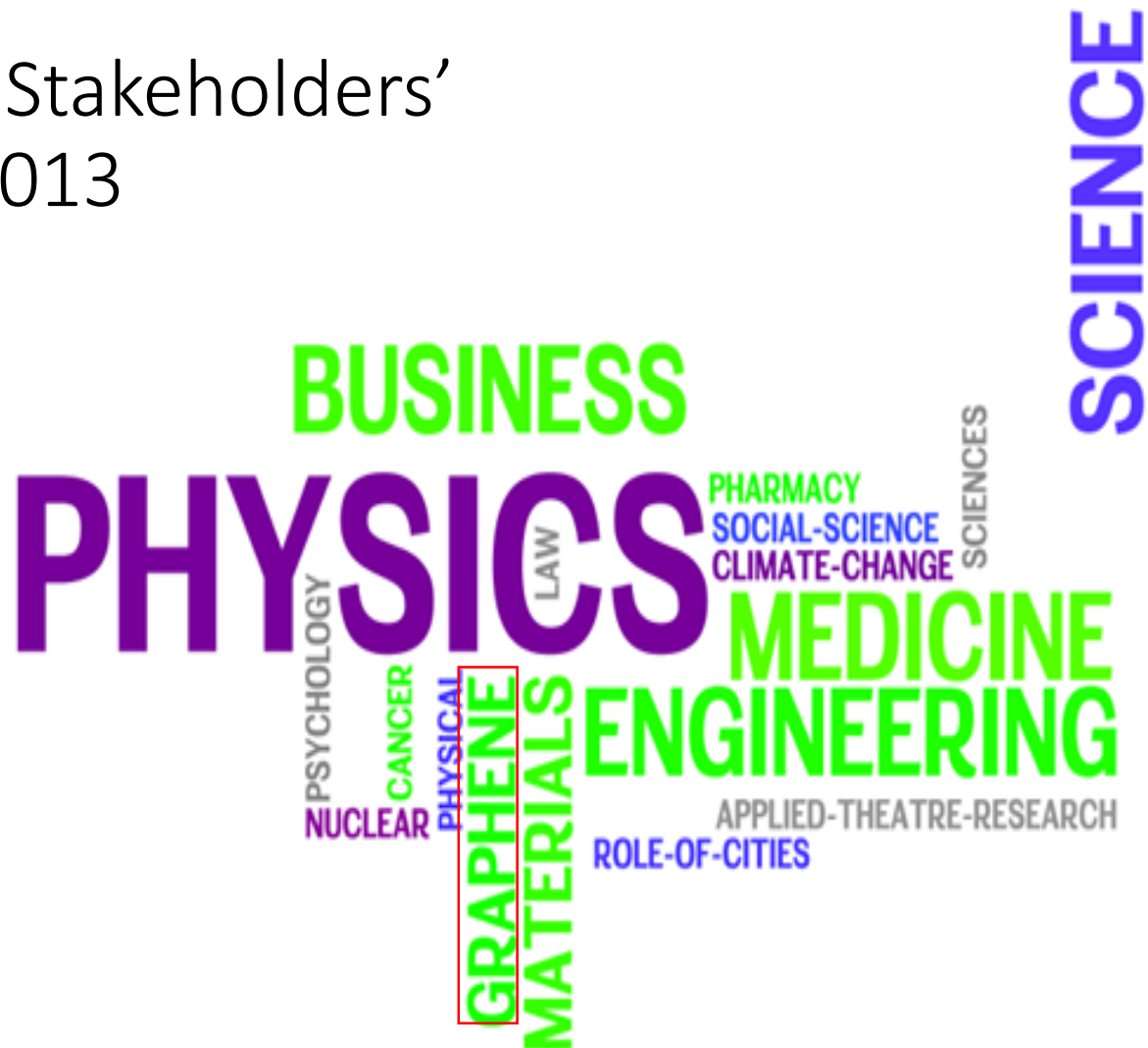


## 2013 External Stakeholders' Survey

“Leaders know that Manchester wants to be a top 25 university, and that’s great, but every university says that these days. They say, we are busy, and bombarded with news every second of our day. We are probably talking to 100 universities in the UK, and maybe the same number across the world. And we don’t know what Manchester stands for, or why it’s different. Please tell us!”

- Collective feedback from the External Stakeholders' Survey 2013

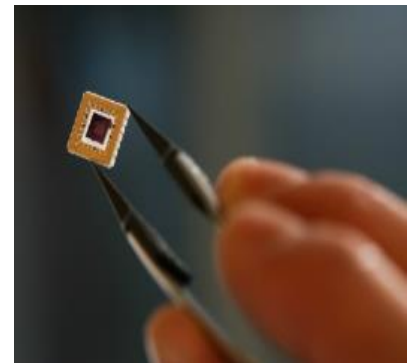
# External Stakeholders' Survey 2013





# The Graphene Story

- Wonder material Graphene was isolated by two Physics Professors here on our campus
- Awarded Nobel Prize in 2010
- Appointed dedicated communications professional to work just on Graphene
- Manchester became know as “Home of Graphene”
- “Best thing to happen for Drama at Manchester in the past decade was the invention of Graphene”



## MEDIA COVERAGE: PRINT



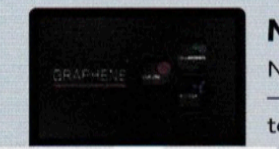
**18,000**

media articles about graphene at the University, of which 8,000 were in 2015/6

**200+**

More than 200 UK broadsheet articles and more than 100 articles in international newspapers, including in the *New York Times*, the *New Yorker*, *Time*, *Le Monde*, the *Sydney Morning Herald* and *The Times of India*

## DIGITAL CONTENT



### MICROSITE

New [graphene microsite](#) launched in 2014 – visitors increased by 44% from 125,000 to 180,000 between 2014 and 2015



### FACEBOOK

94% increase in Facebook comments and 111% increase in Facebook likes of graphene-related content between 2015 and 2016



### TWITTER

182% increase in Twitter engagement and 267% increase in Twitter users who have seen an update relating to graphene between 2015 and 2016

## MEDIA COVERAGE: BROADCAST

**200+** **BBC**

More than 200 BBC interviews across all platforms, including more than 25 on Radio 4

Notable appearances from Nobel laureate Andre Geim on *Profile* and *Desert Island Discs*, graphene features on *Horizon* and *The One Show*, and a special edition of *PM* broadcast live from the National Graphene Institute



More than 80 other broadcast interviews, including on *Channel 4 News*, *BBC World News*, *CNBC* and *The Gadget Show*



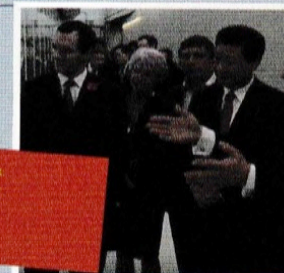
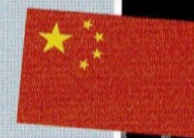
## ENGAGEMENT AND INFLUENCE

**20**

More than 20 visits to the NGI by UK politicians, including former Chancellor of the Exchequer, **George Osborne**.

State visit to the newly opened National Graphene Institute by **Chinese President Xi Jinping** in 2015

Royal visit to NGI by **Duke and Duchess of Cambridge** in 2016



**650**

leading researchers attended Graphene Week in June 2015

Internal lectures for staff and students by the Nobel laureates, plus an information day chaired by President and Vice-Chancellor, Professor Dame Nancy Rothwell

# Defining our distinctiveness

## Finding another four “Graphenes”

- Discoveries
- Breakthroughs
- World-changing
- Strong academic leaders
- Senior Leadership Team to pick
- 78 ...45..... 19 ... **5 areas**

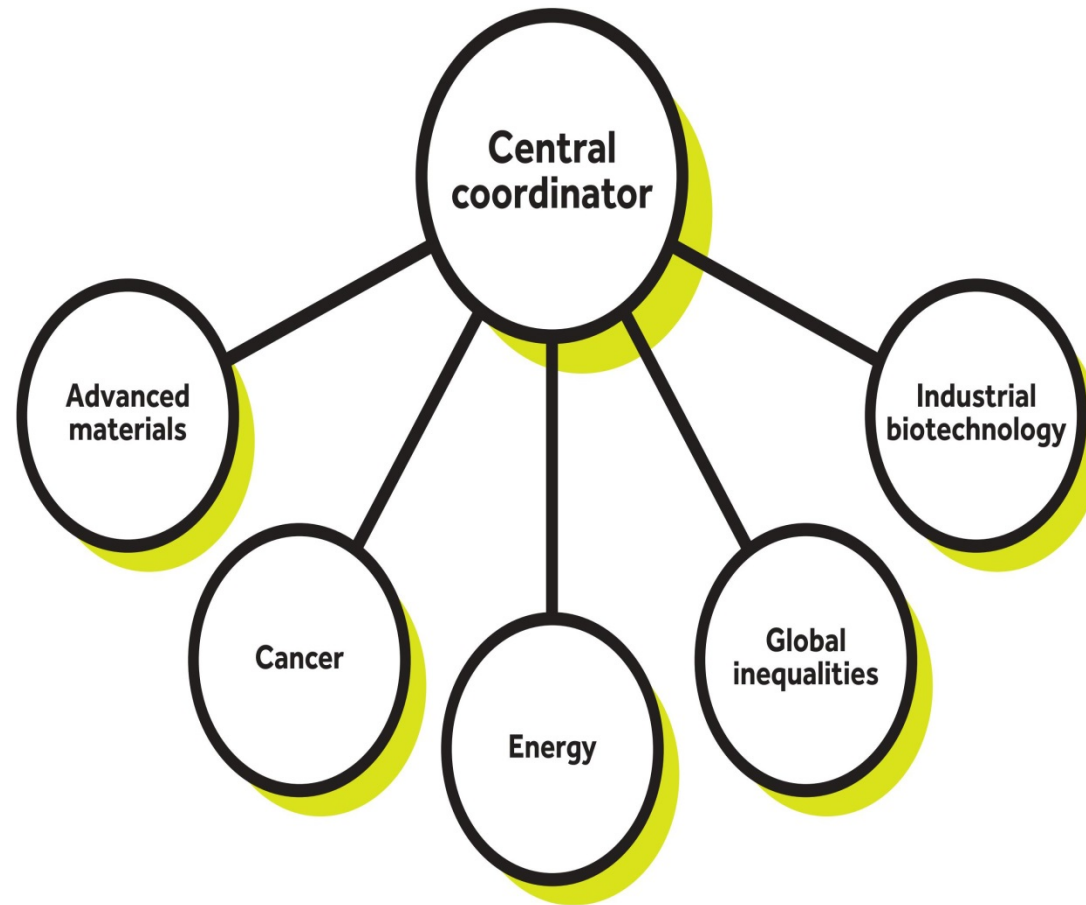


# Five research beacons

- Cancer
- Energy
- Global inequalities
- Industrial biotechnology
- Advanced materials



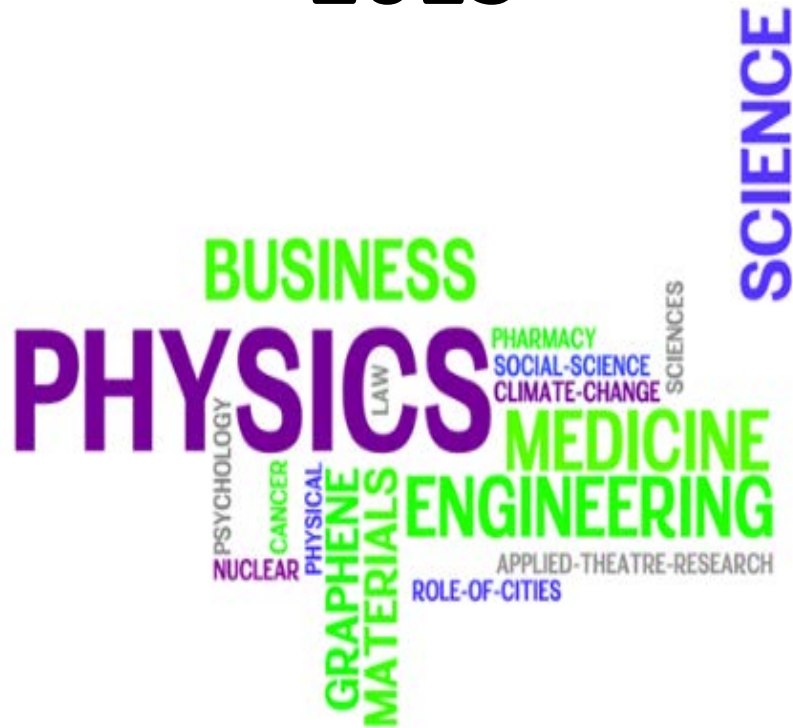
# Our approach



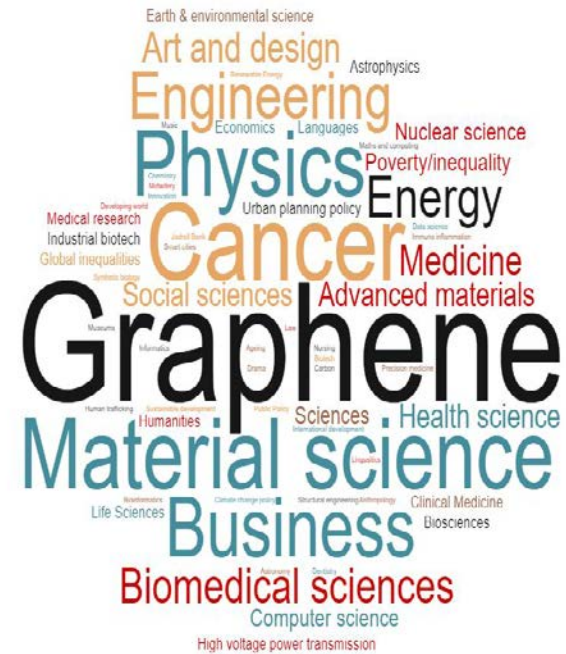


# External Stakeholders' Survey

2013

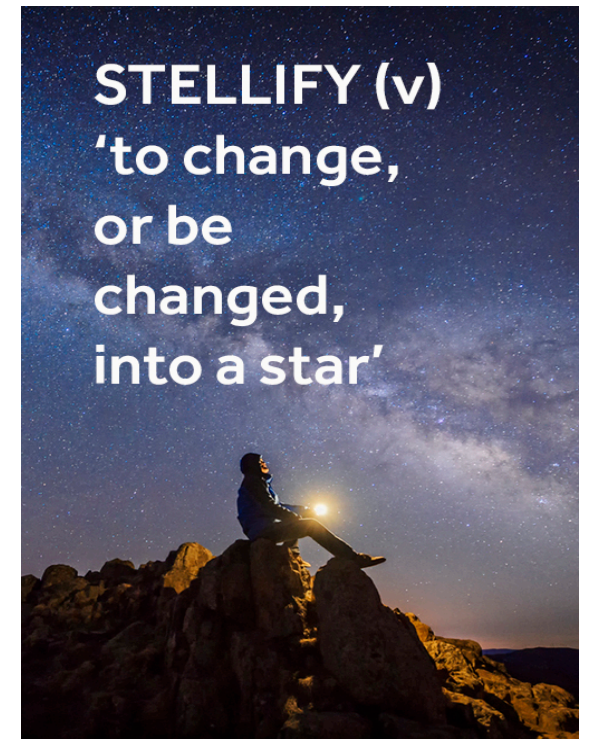


2017



# Stellify – establishing distinctiveness in teaching

Stellify encourages all Manchester students to do more and be more, via a select package of our most transformational activities, in order to develop the distinctive attributes of a Manchester graduate – and have the chance to gain a prestigious University award.





# Stellify activities

- Manchester Leadership Award
- Ethical Grand Challenges
- Student volunteering
- Interdisciplinary learning
- Enterprise / Global Challenges
- Study abroad



# Measuring and Monitoring Reputation

## Proxy Measures and Original Research

	2014	2016		2014	2016
International reputation	30th	29th	Media profile	24,062 stories	36,269 stories (+51%)
UK reputation	17.2% named Manchester (fourth in the UK)	18% named Manchester (third in the UK)	Website users	5,168,999	5,322,618 (+3%)
Undergraduate applications	61,285 (highest in the UK)	63,980 (+4%) (highest in the UK)	Digital and social media profile	65th	3rd
International students	9,910	10,465 (+6%)	Internal communications	61%	63%

# The World 100 Tracker

A new tool for measuring reputation in the UK

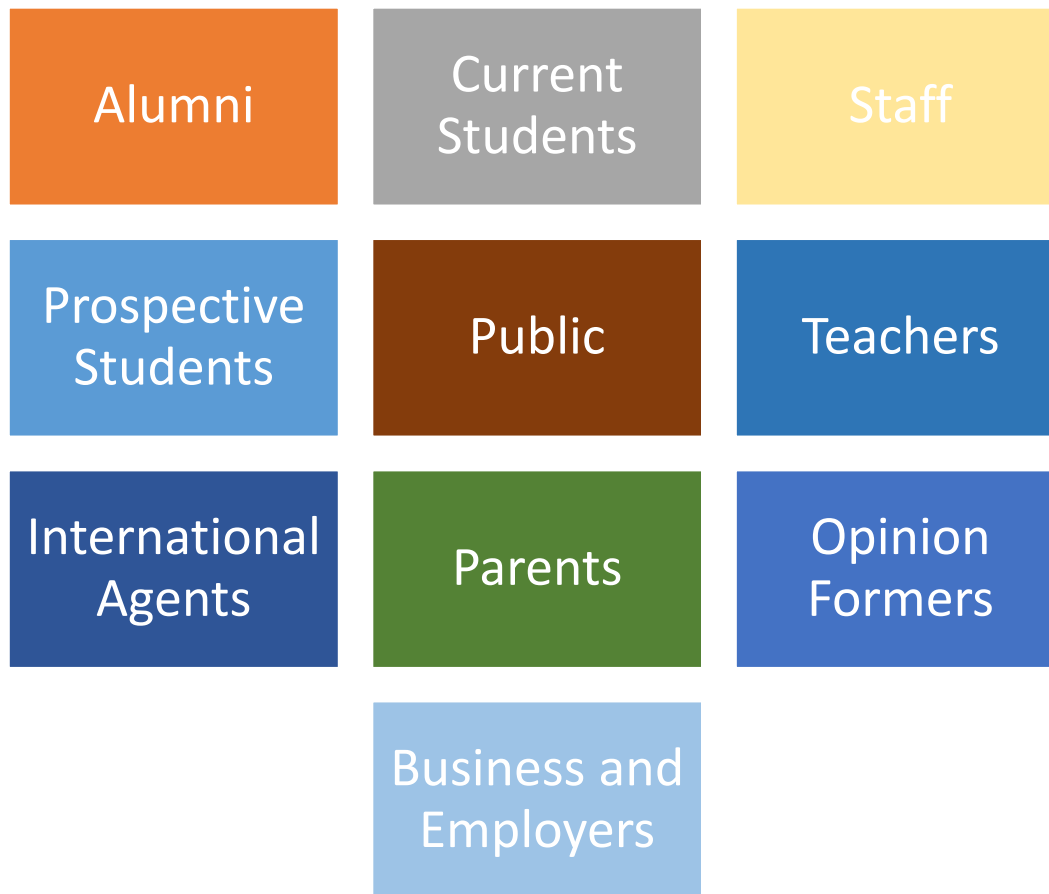


## THE WORLD 100 TRACKER

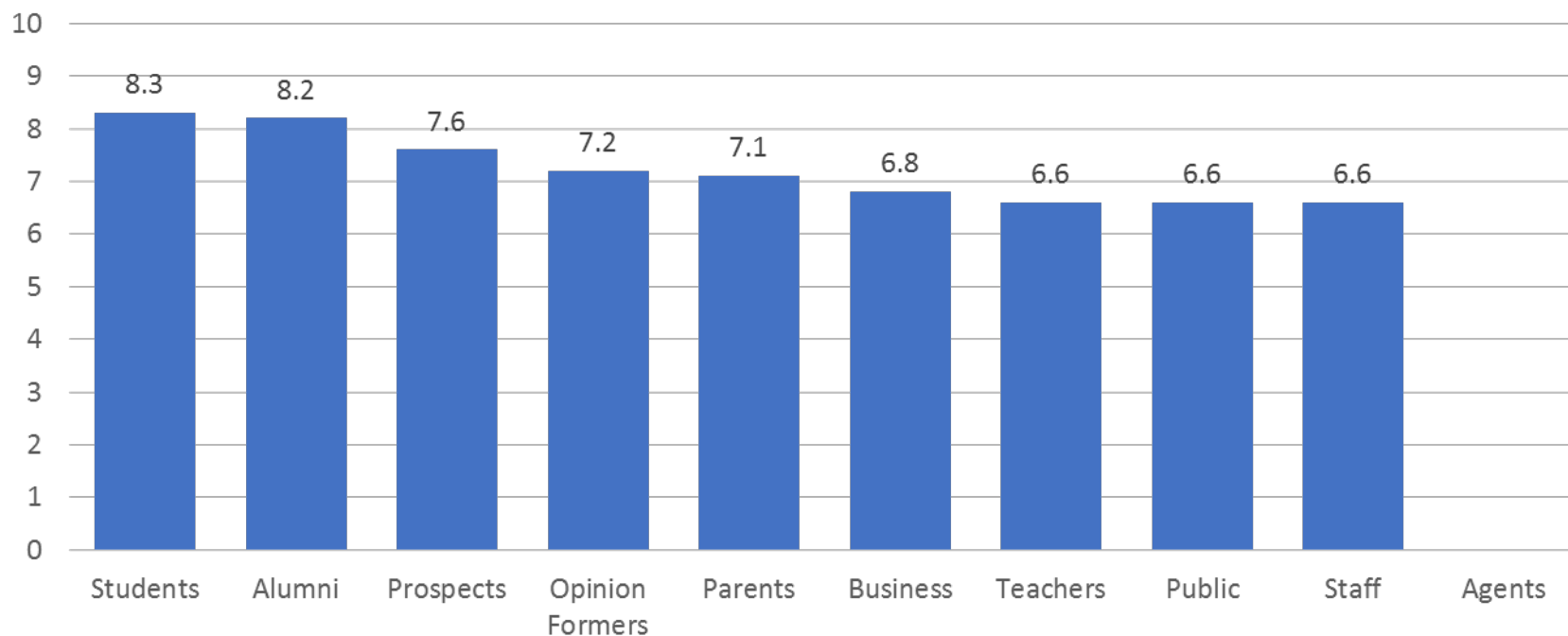
REPUTATION BENCHMARKING FOR WORLD 100 UNIVERSITIES



# Primary Audiences

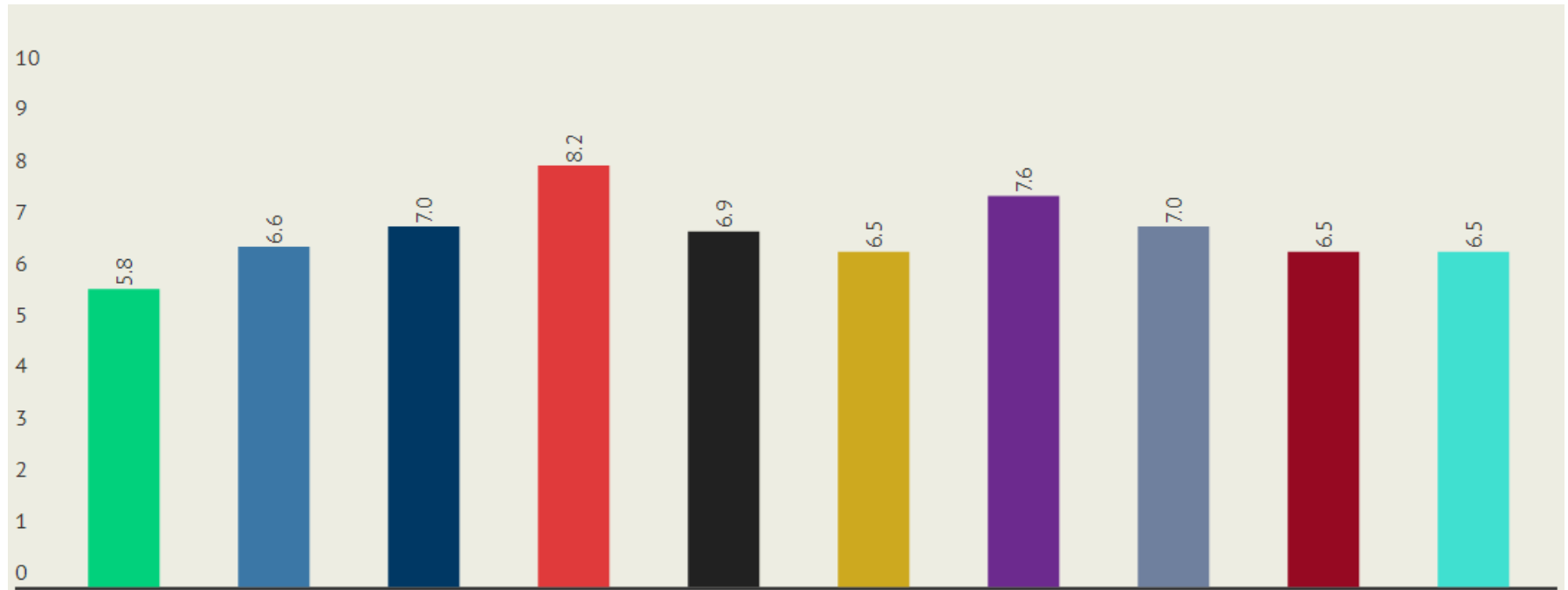


If the university with the best reputation in the UK scored 10/10, how would you rate the reputation of University of Manchester?



Rank

Prospects – If the university with the best reputation in the UK scored 10/10, how would you rate the reputation of this university?



# A new international World 100 Tracker

PRIMARY RESEARCH WITH NINE STAKEHOLDER AUDIENCES

## AUDIENCE SNAPSHOT

Latest survey  
data by  
audience



## AUDIENCE TRENDS

Highlights of  
snapshot data  
as a time trend



## AUDIENCE COMPARISON

Questions asked  
of multiple  
audiences



OPINION FORMERS

CURRENT  
STUDENTS

INTERNATIONAL  
PROSPECTIVE PGRs

INTERNATIONAL  
ACADEMICS

STAFF

BUSINESS AND  
EMPLOYERS

ALUMNI

INTERNATIONAL  
AGENTS



Audiences surveyed in W100 UK Tracker, 11 unis, 2018	Size of total number surveyed or estimated	Status
Students	5500	Target*
Staff	5500	Target*
Alumni	5500	Target*
Opinion formers	150	Target**
Business and employers	700	Achieved
International agents	130	Achieved
International academics	100	Target**
Prospective UG students	500	Achieved
Prospective PG students	500	Achieved
Teachers	200	Achieved
Parents	250	Target*
Public	1270	Achieved
<b>Total all audiences surveyed or estimated responses 2018</b>	<b>20300</b>	

**20,000 stakeholders answering these three questions**

**Compared with world ranking surveys**

- Size of QS world rankings survey = 83877 responses aggregated over five years, thus **16755** per annum.
- Size of THE academic survey aggregated over two years = 20,000 responses. Over one year, **10,000** responses.

\*Target based on 2017 completes  
\*\* new method/audience