

Data informed strategic decision making

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Introduction to The University of Manchester

32

QS World University Rankings

41

Academic Ranking of World Universities

2

in the world for social and environmental impact*

1

QS World University Sustainability Rankings –1 in the UK for environmental, social and governance impact.

8

Europe's Most Innovative Universities (Reuters, 2019)

23

Times Higher Education Most International Universities in the World

Outline

- REF 2021: Data informed submission strategy
- What did the REF results tell us?
- Post-REF data analysis
- REF informing institutional narratives



REF 2021: Data informed submission strategy

- Research Review Exercise (RRE) for output selection
 - Data regularly reported on by UOA, and by school/ faculty.
 - Aim to build an accurate view of the emerging submission and ensure highest quality outputs selected.
 - **Citation analysis to inform judgements – highly cited individual and UoAs/fields**
 - **Other output esteem measures eg prizes, book reviews**
- Modelling and optimizing submission
- Environment data collection for narrative

What did the REF results tell us?

- Confirmed national and global standing
- Outstanding impact and environment results
- Excellent outputs, but want more 4*
- Subject ranking - excellence, weakness, movement since last REF

160

Impact case studies showing benefits to society, culture, health, environment, and the economy

96%

of our research impact was assessed as 'world-leading' (4*) or 'internationally excellent' (3*)

99%

of our research environment was assessed as 'world-leading' (4*) or 'internationally excellent' (3*)

93%

of our research activity was assessed as 'world-leading' (4*) or 'internationally excellent' (3*)

5

Ranked fifth in the UK in terms of research power

Post-REF data analysis

- Comparison with RRE estimates
- Internal subject (UoA) comparisons
- Competitor benchmarking – enhances other more regular sector sources
- Research England reports inform strategy (qualitative data/content analysis)
 - UoM UoA reports (not public)
 - Subject panel reports - 'state of the subject'
 - Analysis of Impact case studies

Informs our investment decisions

- **Protect/grow strengths**
- **Invest where we want to improve quality or grow (scale)**
- **Disinvest**

REF informs institutional narrative

“Research powerhouse, ranked globally among the leading research universities”



“World-class research with impact which yields economic, environmental, health, social and cultural benefits across the world”

“Research environment and culture which is intellectually ambitious, bold, creative – with high expectations of each other but also collegial, fair and collaborative.”

