University Assembly 2012
3rd October 2012

Professor Nick Foskett
Vice-Chancellor
Aim of the Annual Assembly Briefing

- Update on achievements and issues
- A view of the HE scene
- Challenges for Keele 2012/13 and beyond
- Challenges for Colleagues
Key Achievements 2011/12
Key Achievements 2011/12

- Academic achievements
- Charter Year Celebrations
- New Chancellor
- Strategic Plan in place
- Branding
- Financial strength and stability
- Capital developments
- International Students and partnerships
- Sustainability
- Student Recruitment for 2012/13
Academic Achievements 2011/12

- NSS Scores
- Employability achievement
- Quality of student entrants
- Research funding
- League Table positions
New Chancellor and the Charter Year
Strategic Plan

Strategic Map and Operating Plan approved June 2011

Engaging staff in strategic thinking – Local Operating Plans launched April 2012

Annual review in October 2012
Financial Strength and Stability

• Positive Financial Outturn (2011/12 Surplus £5.7m)
• Reduction in pay costs achieved (£6.5m savings)
• Progress made on research income (£13.2m for 2011/12)
**Financial Indicators**

**HEFCE Performance Indicators**
**July 2012**

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>PURPOSE</th>
<th>2010/11 ACTUAL</th>
<th>KEELE ACTUAL</th>
<th>KEELE TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Historical cost surplus as % of income</td>
<td>To generate surpluses</td>
<td>%</td>
<td>3.5%</td>
<td>4.8%</td>
</tr>
<tr>
<td>2. Discretionary reserves as % of Income</td>
<td>To improve reserves</td>
<td>%</td>
<td>5.9%</td>
<td><strong>10.4%</strong></td>
</tr>
<tr>
<td>3. Operating cash flow as % of income</td>
<td>To generate cash from operations</td>
<td>%</td>
<td>5.3%</td>
<td><strong>7.1%</strong></td>
</tr>
<tr>
<td>4. Net Liquidity Days</td>
<td>To maintain a sufficient cash balance</td>
<td>Days</td>
<td>43 days</td>
<td><strong>36 days</strong></td>
</tr>
<tr>
<td>5. Staff costs as % of income</td>
<td>To manage staff costs</td>
<td>%</td>
<td>58.9%</td>
<td><strong>55.8%</strong></td>
</tr>
<tr>
<td>6. External Borrowing as % of total income</td>
<td>To manage the level of external borrowing</td>
<td>%</td>
<td>13.1%</td>
<td><strong>12.0%</strong></td>
</tr>
</tbody>
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Capital Developments

- £115m capital spend since 2002
- Keele Sustainability Hub October 2011
- The Nova Centre September 2012
- New Keele Nursery October 2012
- Students’ Union refurbishment 2012
- Union Square redevelopment 2012
- Darwin Building for Keele Management School 2012
Capital Developments
International Students and Partnerships
Internationalisation at Home

Keele University
International Students as a percentage of the Student Population
2007/8 – 2011/12 (Source: HESA)

<table>
<thead>
<tr>
<th>Year</th>
<th>% of total Student Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/8</td>
<td>887</td>
</tr>
<tr>
<td>2008/9</td>
<td>749</td>
</tr>
<tr>
<td>2009/10</td>
<td>770</td>
</tr>
<tr>
<td>2010/11</td>
<td>1153</td>
</tr>
<tr>
<td>2011/12</td>
<td>1653</td>
</tr>
</tbody>
</table>
International Students and Partnerships
Internationalisation Abroad
Sustainability

• Key strategic aim
• The Chancellor
• PVC Sustainability and Environment
• Green Academy
• Carbon Reduction League Tables
• Sustainability Hub
• Reputation and profile
The Changing World of Higher Education
The Changing World of Higher Education
Key Challenges

• Global economic challenges and the UK economy
• Funding change
• Research Excellence Framework
• Institutional Review
• The Distinctive Keele Curriculum
• Internationalisation and the UKBA
• Regional roles
• Alumni and Development
• Campus capital developments
The Wider Economic Context

• Government financial policy
• Future spending reviews
• The view from HEFCE
Funding Change

- The HEFCE Model
- Reduction in HEFCE funding of 40% by 2014/15
- NHS and Teaching Agency changes
- Capital funding changes
- Fees from students from £3 billion in 10/11 to £5.7 billion by 14/15
- New student fees regime
- The new student market
  - Core and Margin
  - Student Number Controls
  - AAB+ → ABB +
Research Excellence Framework

- REF December 2013
- Research priorities
  - Health
  - Sustainability
  - Ageing
QAA Institutional Review

- IRENI
- Week 1 19-23 November 2012
- Week 2 11-15 March 2013
The Distinctive Keele Curriculum
Internationalisation and UKBA
Keele’s Regional Role

- Regional Economic Contribution
- Local Enterprise Partnership
- “The Deal”
- The Keele Science Park
- Educational Partnerships
- Keele’s Political Role
Alumni and Development

- Keele Alumni affinity
- Friend raising and Fund raising
- National Alumni groups
- Development Fund (£50m by 2020)
Future Campus Capital Developments

- Capital development funding priorities
- Hotel
- Hawthorns
- IC5
- Energy Network
- Legacy Buildings
Looking to the Future
A Vision for post 2015?

• Core values
• Shape – physical and academic
• Residential provision
• Commercial/financial position
• The estate and sustainability
• HR challenges
Challenges for Colleagues

- Changing Funding Environment
- Competition for Students
- Competition for Research Funding
- Raising the Profile
- Sustaining and Enhancing Quality
- Scanning the Horizon
- Communication