

Appendix 6

High Level Key Performance Indicators: An Illustration

PERFORMANCE MEASUREMENT FRAMEWORK 2014

RESEARCH AND KNOWLEDGE EXCHANGE

KPI	1	RESEARCH PERFORMANCE	The proportion of research eligible staff who are operating at the University's defined quality threshold for internationally excellent and world leading research
SPI	1a		Proportion of research eligible staff who are operating at the defined quality threshold for 4* research
	1b		Proportion of research eligible staff who are operating at the defined quality threshold for 3* research
	1c		Number of prestigious projects (e.g. as funded through fellowships, funded centres, research centres or programme grants)
	1d		Citation impact
	1e		Highly cited papers
	1f		Proportion of international publications indexed by Web of Knowledge (i.e. internationally co-authored papers)
MI	1a		Proportion of staff engaged in research projects (current and expected)
	1d, 1e, 1f		Papers per academic staff FTE
KPI	2	RESEARCH PERFORMANCE	Research income per staff FTE (inc. rolling average)
	2a		Research applications (by number, value and band)
	2b		Research awards (by number, value and band)
	2c		Research success rates (by number and value)
	2d		Research income by source of funds (inc. EU)
	2e		Research applications by source of funds (inc. EU)
	2f		Research awards by source of funds (inc. EU)
MI	2a, 2b, 2e, 2f		Research applications and awards per staff FTE
	2d		Research income by PI/Col (inc. proportion of PIs)
	2d		Proportion of staff time engaged in research and/or teaching activity

KPI	3	RESEARCH AND KE IMPACT	The number of mature impact case studies
SPI	3a		Engagement with civil society through partnership boards in the region/city
	3b		Income generating knowledge based contracts and services through collaborative research income (as defined by HE-BCI)
	3c		Exploitation of intellectual property through IP licence income (rolling average)
	3d		Significant business interactions through strategic relationships
	3e		KE income per staff FTE (staff include all academic and academic related staff)
MI	3a		Public events (number and attendance)
	3a		Visiting professors from outside academia
	3a		Media appearances (TV and radio)
	3a		Student volunteers in the region/city
	3b		Contract research income (as defined by HE-BCI)
	3b		CPD income (and learner days/attendance)
	3b		Consultancy income (as defined by HE-BCI)
	3b		Hire of technical facilities
	3c		Invention disclosure reports
	3c		Patents filed
	3c		Business spin outs in year (staff and students) (as defined by HE-BCI)
	3d		MoUs and partnership agreements (number and nature)
	3d		Income from SMEs, commercial and non-commercial organisations (as defined by HE-BCI)
KPI	4	PGR STUDENTS	PGR students per staff FTE (inc. international PGR)
SPI	4a		Overall PGR student numbers (by HEU and OSI)
	4b		PGR completion rate (as defined by HESA)
	4c		PGR submission rate
	4d		PGR studentships (number and value by source of funds)
	4e		International PGR students per research active staff
MI	4a		PGR student intake
	4a		PGR applications and conversions

STUDENT EXPERIENCE			
KPI	5	DEGREES AWARDED	Proportion of 1st and 2.1 degrees awarded
SPI	5a		Continuation status (as defined by HESA)
	5b		Entry tariff
	5c		Proportion of staff achieving formally recognised standards of teaching (as defined by Higher Education Academy)
MI	5a		Progression
	5b		'Value added'
	5c		Number of staff promoted on teaching and scholarship pathway
	5c		Proportion of eligible staff attending learning and teaching development programme
KPI	6	STUDENT SATISFACTION	Overall student satisfaction as measured by the NSS
SPI	6a		Student satisfaction as measured by PTES
	6b		Student satisfaction as measured by PRES
	6c		Contact time (as defined in KIS)
	6d		Value for money ("the course I completed was good value for money" as defined by DLHE)
	6e		Satisfaction with student facing services (library, residences, IT, student support as defined by the NSS)
MI	6a, 6c		Module evaluation survey outcomes (inc. contact quality, satisfaction with curriculum)
	6c		Students involved in overseas placements
KPI	7	EMPLOYABILITY	Proportion of students employed or in further study
SPI	7a		Progression to further study at UoL
	7b		Progression to further study at other HEI
	7c		Proportion of graduates in employment
	7d		Proportion of graduates in graduate employment
MI	7c, 7d		Average income after 6 months of graduating
	7c, 7d		Sector employers of UoL graduates (international, national, local)
	7c, 7d		Geographical mobility of UoL graduates
	7c, 7d		Career aspirations
KPI	8	STUDENT POPULATION	The University will grow to 30,000 students on UoL campuses by 2023 with 33% PG and 25% OSI
SPI	8a		Student numbers (by UG, PGT, PGR; HEU, OSI)
	8b		Proportion of PG students

	8c		Proportion of OSI students
	8d		Student applications and market share
	8e		Conversion rates
	8f		Students studying for UoL degree overseas
MI	8a		Staff: Student ratio
WIDENING PARTICIPATION			
KPI	9	ACCESS AGREEMENT	Proportion of income spent on outreach activity
SPI	9a		Proportion of income spent on bursaries and scholarships
MI	9a		WP cohort performance (inc. degrees awarded, tariff, value added, continuation)
	9a		Graduate level employment for NS-SEC classed 4, 5, 6
KPI	10	WP BENCHMARKS	Performance again WP Benchmarks as determined by HESA PIs
SPI	10a		Percentage of young full-time first degree entrants from state schools or colleges
	10b		Percentage of young full-time degree entrants from NS-SEC classed 4, 5, 6
	10c		Percentage of full-time first degree entrants from low participation neighbourhoods (polar 3)
	10d		Percentage of young full-time first degree entrants in receipt of DSA
ENABLERS			
KPI	11	FINANCIAL HEALTH	Cash flow from operating activities
SPI	11a		Capital Expenditure
	11b		Debt and borrowing levels (forecast)
	11b		Staff headcount and FTE (non-research)
MI	11a		Condition of the estate as defined by HEFCE EMS
	11a		Space Utilisation
KPI	12	FINANCIAL HEALTH	Operating surplus as a percentage of income
SPI	12a		Staff costs as a percentage of income (excluding FRS17 income and expenditure)
	12b		Contribution (by planning unit)
MI	12a, b		Sources of income
	12a, b		Expenditure (e.g. OOE)
	12a, b		Ratio of teaching to research income

	12a, b		Income from fundraising activity
KPI	13	STAFF SATISFACTION	Overall staff satisfaction as measured by the staff survey (“the University is a good place to work”)
SPI	13a		Staff turnover/retention
	13b		Staff absence
	13c		PDR completion
	13d		Staff diversity