

**HARPER ADAMS UNIVERSITY**

**Board of Governors**

**Institutional Monitoring Statement 2016/17**

**Section 1: Areas on Programme with the University's Strategic Plan**

Indicator	Examples of Evidence to Support this Conclusion
<b>Institutional Sustainability including transition to new funding environment</b>	<ul style="list-style-type: none"> <li>• Student recruitment levels during the year were more challenging in some course areas, while others remained positive. Numbers at confirmation for 2017/18 were not as strong as those in previous years. Demographic downturn and other opportunities such as apprenticeships appear to be affecting numbers at HAU and in other HEIs. Postgraduate student numbers and employer engagement student numbers were maintained overall.</li> <li>• International student recruitment maintained at a positive level</li> <li>• Office for Fair Access approved the University's fee plan for 2016/17</li> </ul>
<b>Academic Profile and Positioning</b>	<ul style="list-style-type: none"> <li>• Research income per FTE academic staff member increased. Number of peer reviewed publications increased compared to the previous year.</li> <li>• Number of academic staff who are HE Academy Practitioners continues to grow steadily and is now 79%.</li> <li>• Gold Rating- Teaching and Excellence Framework</li> <li>• Awarded "Best Modern University" in Sunday Times Good University Guide</li> <li>• (Shortlisted for two THE awards during the year and winner of THE Award for Most Innovative Contribution to Business-University Collaboration Award (Harper Adams University and Dairy Crest)</li> </ul>
<b>The Student Experience</b>	<ul style="list-style-type: none"> <li>• National Student Survey top 10 performance in 2016/17 (6<sup>th</sup> highest score overall)</li> <li>• THE Student Experience Survey First Place</li> <li>• Curriculum Review process completed as planned</li> <li>• Winner - University of the Year, Whatuni? Student Choice Awards 2017 (second year running)</li> <li>• WhatUni? Student Choice Awards-runner up/shortlisted in eight other categories</li> <li>• Employability performance indicator (Graduate Jobs) 98% of all graduates in employment or further study within six months of graduation (Joint 2<sup>nd</sup> in England)</li> <li>• Students achieved a wide range of national and international awards.</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>• Significant growth in research income(see above)</li> <li>• Research publications maintained (see above)</li> <li>• National Agri-Tech Strategy bids led by/or involving Harper Adams were successful and project delivery was progressed during the year.</li> </ul>
<b>Financial Health</b>	<ul style="list-style-type: none"> <li>• Student number targets were not fully met for 2016/17. Student recruitment for 2017/18 was a key focus during the year.</li> <li>• Positive financial position at year end</li> </ul>
<b>Estates and Infrastructure</b>	<ul style="list-style-type: none"> <li>• STEP (Green Energy) project underway</li> <li>• New laboratory and glasshouse facilities and capital works delivered</li> <li>• Implementation of Estates Strategy monitored through reports to the Finance and General Purposes Committee at each of its meetings</li> </ul>
<b>Staff and Human Resource Development</b>	<ul style="list-style-type: none"> <li>• Positive progress with implementation of HR Strategy monitored by Staffing Committee</li> <li>• Annual Staff Development Report presented to Staffing Committee</li> <li>• Equality and Diversity Group work continued with volunteer members from across the University's staff and student community</li> </ul>
<b>Governance, Leadership and Management</b>	<ul style="list-style-type: none"> <li>• Corporate Planning Statement monitored by Board. Targets delivered during the year</li> <li>• PREVENT Duty requirements addressed and managed</li> <li>• Plans to meet new governance and management requirements in relation to new sector wide academic quality arrangements delivered.</li> </ul>

<b>Institutional Projects</b>	<ul style="list-style-type: none"> <li>• Dairy Crest Research and Innovation Centre completed and occupied. Delivery of the next phase of new partnership progressed successfully</li> <li>• Agri-Tech Projects secured and in progress</li> <li>• Actions to secure additional farmland in progress</li> </ul>
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## Section 2: Areas of Particular Focus by the Board in 2017/18

<b>Indicator</b>	<b>Actions During 2017/18</b>
<b>Institutional Sustainability, financial health and resilience</b>	<ul style="list-style-type: none"> <li>• Continued attention to be paid to financial performance and the University's Financial Strategy in the light of on-going changes to the public funding regime</li> <li>• Achieve student number targets for 2018/19</li> <li>• Review forecast data once OFS funding letters are available</li> <li>• Successfully complete registration for Office for Students (OFS) and meet transition requirements</li> </ul>
<b>Estates and Infrastructure</b>	<ul style="list-style-type: none"> <li>• STEP project operational</li> <li>• SMART Dairy and Agri-Epi developments operational</li> <li>• Review first year of operation of Elizabeth Creak Building</li> <li>• Continue refurbishment programme for halls of residence</li> <li>• Deliver first phase of new Estates Strategy</li> </ul>
<b>Staff and Human Resource Development</b>	<ul style="list-style-type: none"> <li>• Impact of Staff Development to be monitored by Staffing Committee</li> <li>• Continue engagement with Advance HE 'Aurora' programme for female members of staff aspiring to be leaders</li> <li>• Action plan on Gender Pay Gap</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>• Delivery of research income targets</li> <li>• Continue to grow research outputs and prepare for REF 2021</li> <li>• Continue to develop partnerships with industry and other universities where appropriate</li> </ul>
<b>Governance/Strategic Planning</b>	<ul style="list-style-type: none"> <li>• Third year of implementation of Strategic Plan 2015-2020</li> <li>• Address requirements of OFS and new CUC Code on Remuneration of Senior Staff</li> </ul>
<b>Institutional Projects</b>	<ul style="list-style-type: none"> <li>• Monitor progress with key estates/capital projects through regular reporting to the Board and its Committees</li> <li>• Continue consideration of Joint Veterinary School</li> <li>• Delivery of Agri-Tech projects including SMART Dairy</li> <li>• Continue focus on efficiency measures</li> <li>• Continue to explore opportunities to engage with other HE partners in key strategic areas including engagement with the Midlands Engine for Growth</li> </ul>