

# **Understanding what students want and need**

## **- UK and International**

**William Archer**  
**Chief Executive, i-graduate**

**Eversheds LLP**  
**London**

**14<sup>th</sup> February 2012**

## A few guiding principles...

- Beyond anecdotal..
- An intelligent dialogue
- Sustained approach to feedback
- The whole-of-institution picture – all years, all levels, each year
- Comparative findings – against relevant rivals
- Opinion data as a core metric for decision-making
- Expectation v satisfaction
- Outcomes and trajectories



Benchmarking student and stakeholder perceptions;  
delivering comparative insights to the education sector  
worldwide.  
Informing and encouraging institutional enhancement.



*Tracking stakeholder expectations  
and perceptions...*



# Student expectations: why should we care?





## The rationale

***“Personal recommendation is the single greatest influence on choice of institution... and country”***

***“What today’s students say will determine future flows”***

***“The key to influencing opinion is to ensure we are meeting and exceeding expectations”***

***“Faced with a world of choice, we must work to ensure the experience is world class”***

# How do we measure expectations and perceptions?



Who cares?

ISB Founders Group 2005

[www.i-graduate.org](http://www.i-graduate.org)



New partners 2006





Since then...

[www.i-graduate.org](http://www.i-graduate.org)

- Feedback from over 1,000,000 students, all nationalities
- Implemented by 110 UK universities
- 35 of Australia's 39 universities and 150 Australian education providers
- HE, FE, ELT, private colleges and secondary schools in NZ
- German government (DAAD & HRK) and universities since 2009
- Sweden, Finland, Denmark, Netherlands, Belgium, Canada, Estonia, Singapore, Hong Kong, China
- The largest US HE system, since 2010
- Multi-campus, TNE, DE, ELT and pathway providers
- Leading universities and colleges in 23 countries.
- Home to the Observatory on Borderless Higher Education since 2010



**Semi-standardised survey tool**  
**All aspects of the student experience**  
**Benchmarked nationally and globally**  
**Decision-making and intentions**  
**Runs twice each year**  
**All years of study, all levels of study**  
**‘Light touch’ process**  
**Confidential, unpublished**  
**Reported in person, in confidence**  
**Purpose: institutional enhancement**

## The Scope of the Student Experience

[www.i-graduate.org](http://www.i-graduate.org)

- 
- A large, light blue, semi-transparent globe is positioned in the background of the slide, centered behind the list of topics. It shows the outlines of the continents and is overlaid with a grid of latitude and longitude lines.
- Demographics – nationality, funding of studies etc.
  - Course - areas of study, course type
  - Decision-making – motivations and importance
  - Who helped you to choose ?
  - Application – use of agents, agent service levels
  - Visas – visa type, application, support
  - Enquiry to acceptance – service, communication
  - Arrival and orientation
  - Study hours, perceptions, employment hours
  - Future plans and career intentions
  - Learning experience – teachers, course content, facilities, employability
  - Living experience – accommodation, friends, funding, internet access
  - Support services - including health, employment, visas
  - Recommendation – would you recommend this institution to others?

## The Scope of the Student Experience

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  - Support services - including health, employment, visas
  - Recommendation – would you recommend this institution to others?
- Asked of all new students**



## The Scope of the Student Experience

[www.i-graduate.org](http://www.i-graduate.org)

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- Demographics – nationality, funding of studies etc.
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  - Who helped you to choose?
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  - Enquiry to acceptance – service, communication
  - Arrival and orientation
  - **Study hours, perceptions, employment hours**
  - **Future plans and career intentions**
  - Learning experience – teachers, course content, facilities, employability
  - Living experience – accommodation, friends, funding, internet access
  - Support services - including health, employment, visas
  - Recommendation – would you recommend this institution to others?
- Asked near end of academic cycle**



Academic year 2011/12

[www.i-graduate.org](http://www.i-graduate.org)

- Students invited to feedback from October to December 2011
- Feedback from 124,076 students in UK universities
- 287,475 students responded from 238 institutions in 16 countries
- Summer wave runs from April to June 2012

## UK International Vs. Domestic Student Summary – Autumn 2011

- Overall satisfaction for home students slightly higher than international:

|                             | International | Home       | Difference |
|-----------------------------|---------------|------------|------------|
| <b>Overall Satisfaction</b> | <b>90%</b>    | <b>92%</b> | <b>2%</b>  |

- Areas where home students more satisfied than international:

|                         | International | Home       | Difference |
|-------------------------|---------------|------------|------------|
| <b>Arrival Overall</b>  | <b>87%</b>    | <b>91%</b> | <b>4%</b>  |
| <b>Living Overall</b>   | <b>88%</b>    | <b>90%</b> | <b>2%</b>  |
| <b>Learning Overall</b> | <b>87%</b>    | <b>88%</b> | <b>1%</b>  |

- Areas where home students less satisfied than international:

|                             | International | Home       | Difference |
|-----------------------------|---------------|------------|------------|
| <b>Course organisation</b>  | <b>85%</b>    | <b>82%</b> | <b>-3%</b> |
| <b>Performance feedback</b> | <b>83%</b>    | <b>79%</b> | <b>-4%</b> |
| <b>Marking criteria</b>     | <b>83%</b>    | <b>77%</b> | <b>-6%</b> |
| <b>Careers advice</b>       | <b>76%</b>    | <b>72%</b> | <b>-4%</b> |

Base: Autumn 2011 UK SB (56,212) and UK ISB (67,864)

## UK International Vs. Domestic Student Summary – Autumn 2011

Home students have higher expectations around traditional careers support:

| Careers Support                                    | International | Home | Difference |
|--|---------------|------|------------|
| Advice (guidance on career paths etc.)             | 62%           | 81%  | 19%        |
| Information (directories etc.)                     | 55%           | 71%  | 16%        |
| Support (helping to produce my CV etc.)            | 57%           | 71%  | 14%        |
| Opportunities to meet employers                    | 52%           | 65%  | 13%        |
| Placement (finding relevant work experience)       | 50%           | 57%  | 7%         |
| Training (interview training etc.)                 | 54%           | 55%  | 1%         |
| Opportunities to network with alumni               | 36%           | 41%  | 5%         |
| Representation (contacting employers on my behalf) | 24%           | 20%  | -4%        |
| Employment (securing a job for me)                 | 30%           | 17%  | -13%       |
| Nothing (no expectation of support)                | 13%           | 9%   | -4%        |

## UK International Student Summary – Autumn 2011

Overall satisfaction in the UK slightly ahead of the Global ISB:

|                             | Global ISB | UK ISB     | Difference |
|-----------------------------|------------|------------|------------|
| <b>Overall Satisfaction</b> | <b>88%</b> | <b>90%</b> | <b>2%</b>  |

Areas where the UK is notably ahead on satisfaction:

|                           | Global ISB | UK ISB     | Difference |
|---------------------------|------------|------------|------------|
| <b>Language support</b>   | <b>85%</b> | <b>88%</b> | <b>3%</b>  |
| <b>Worship facilities</b> | <b>84%</b> | <b>87%</b> | <b>3%</b>  |
| <b>Visa advice</b>        | <b>78%</b> | <b>84%</b> | <b>6%</b>  |
| <b>Employability</b>      | <b>76%</b> | <b>80%</b> | <b>4%</b>  |
| <b>Careers advice</b>     | <b>70%</b> | <b>76%</b> | <b>6%</b>  |
| <b>Living cost</b>        | <b>60%</b> | <b>66%</b> | <b>6%</b>  |

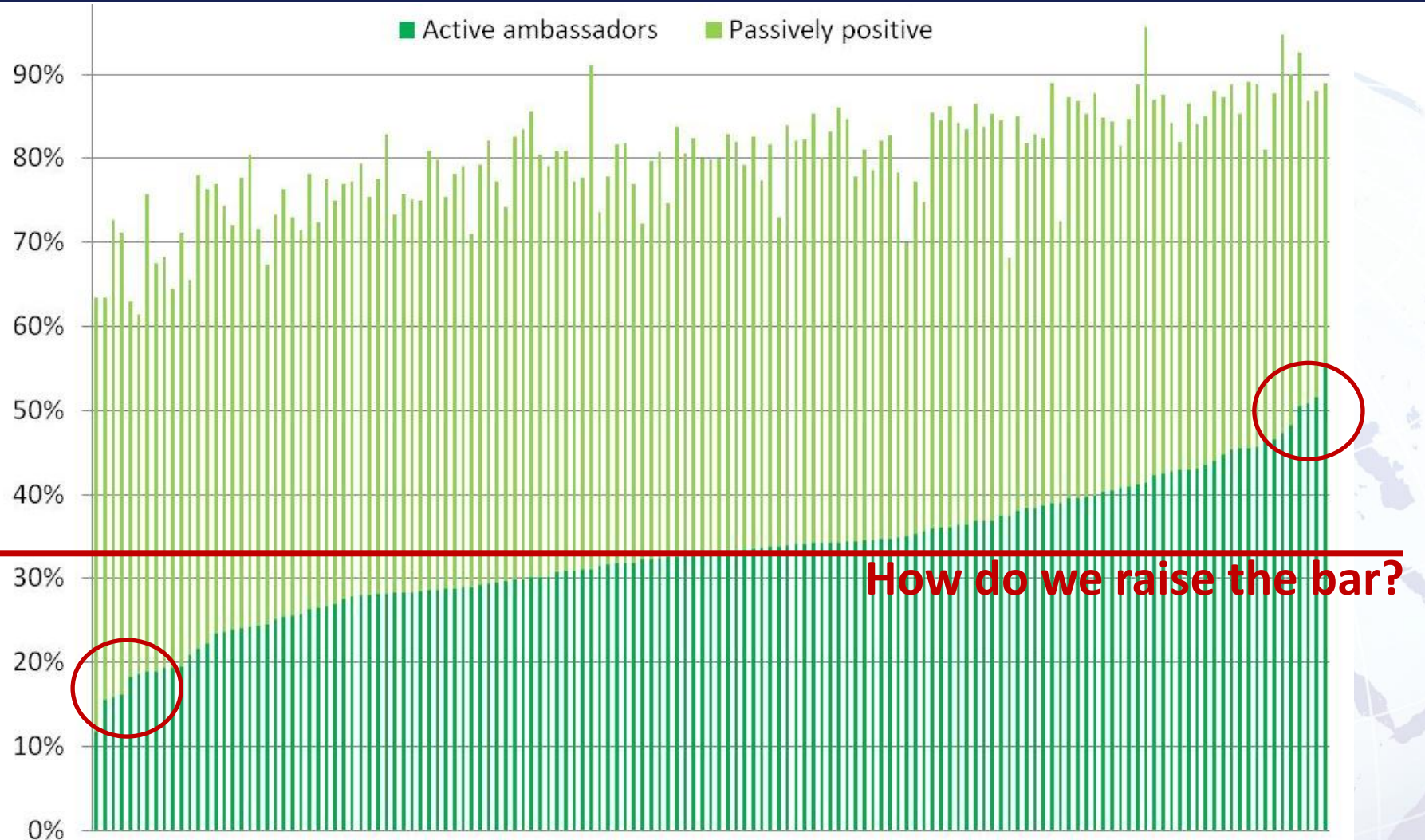
Areas where the UK is notably behind on satisfaction:

|                               | Global ISB | UK ISB     | Difference |
|-------------------------------|------------|------------|------------|
| <b>Opportunities to teach</b> | <b>72%</b> | <b>68%</b> | <b>-4%</b> |
| <b>Bank account</b>           | <b>78%</b> | <b>72%</b> | <b>-6%</b> |

**Base: Autumn 2011 Global ISB (209,422) and UK ISB (67,864)**

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# Understand the range of perceptions.. (example data)

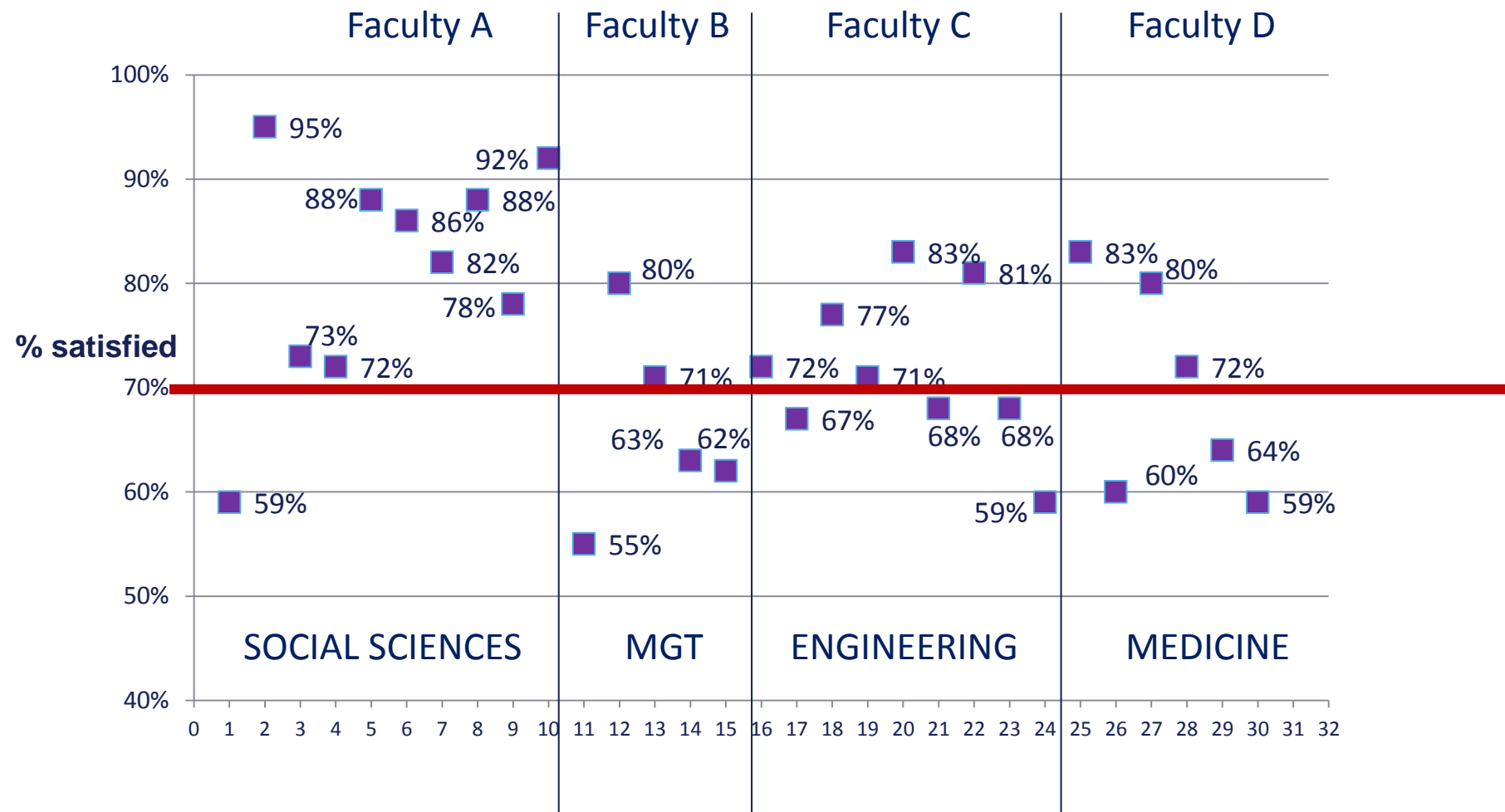


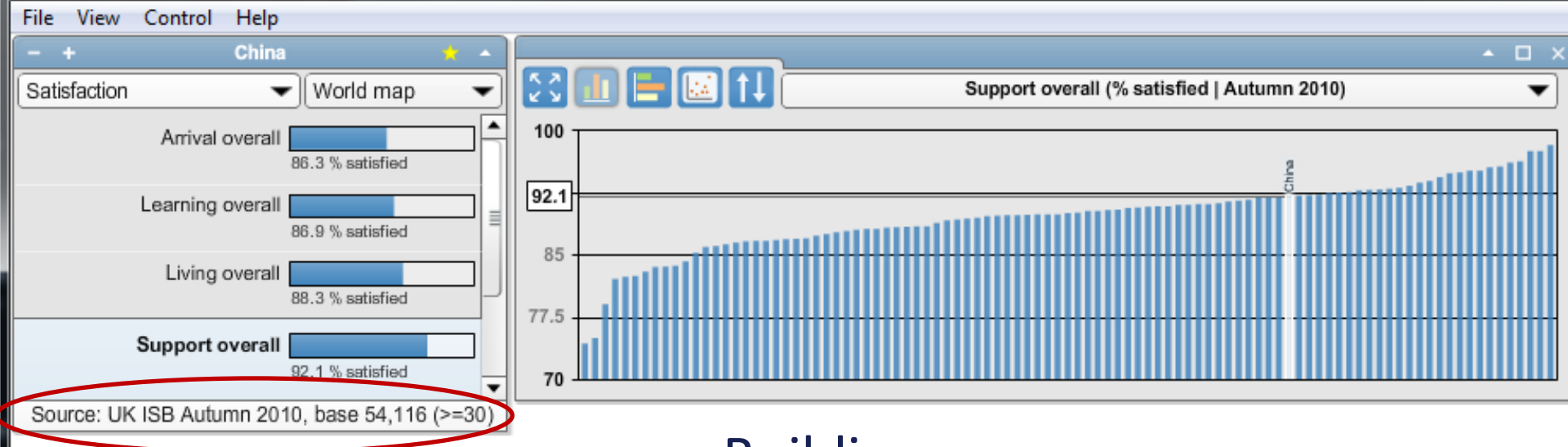
**How do we raise the bar?**



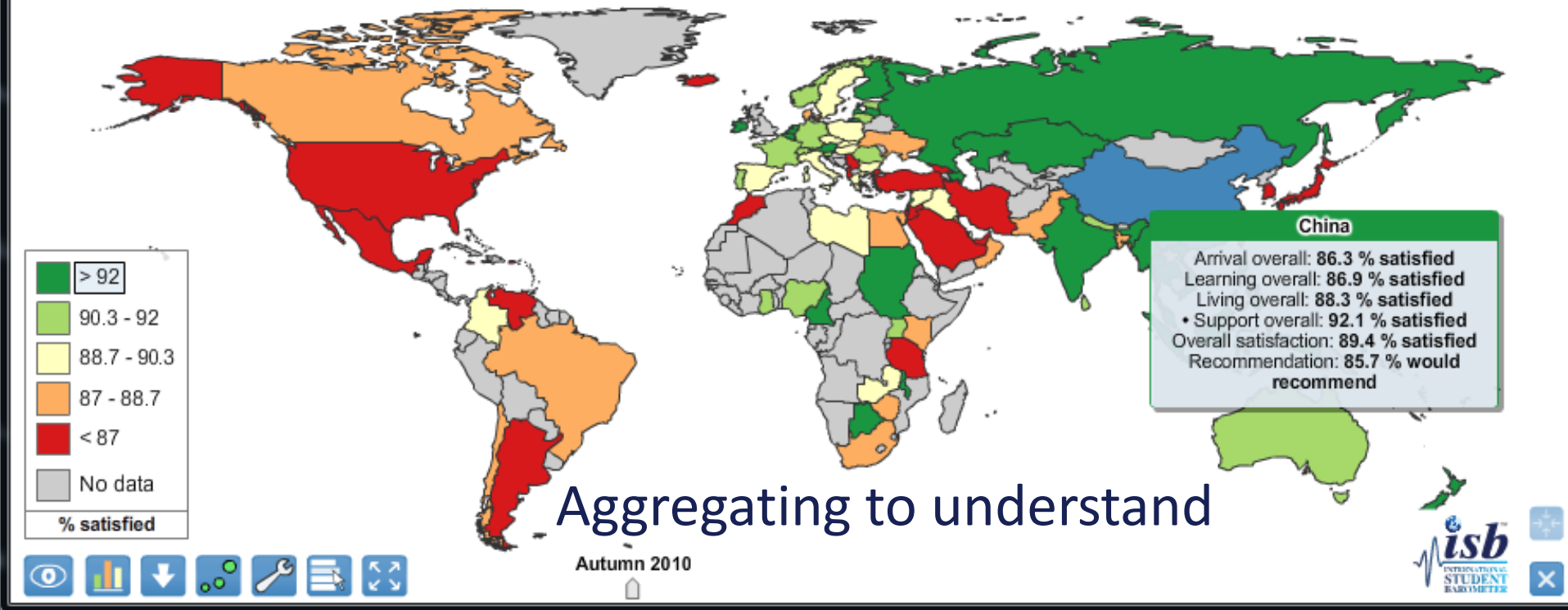
# Drilling down... (example)

**Performance feedback:**  
**Average 71% satisfied**

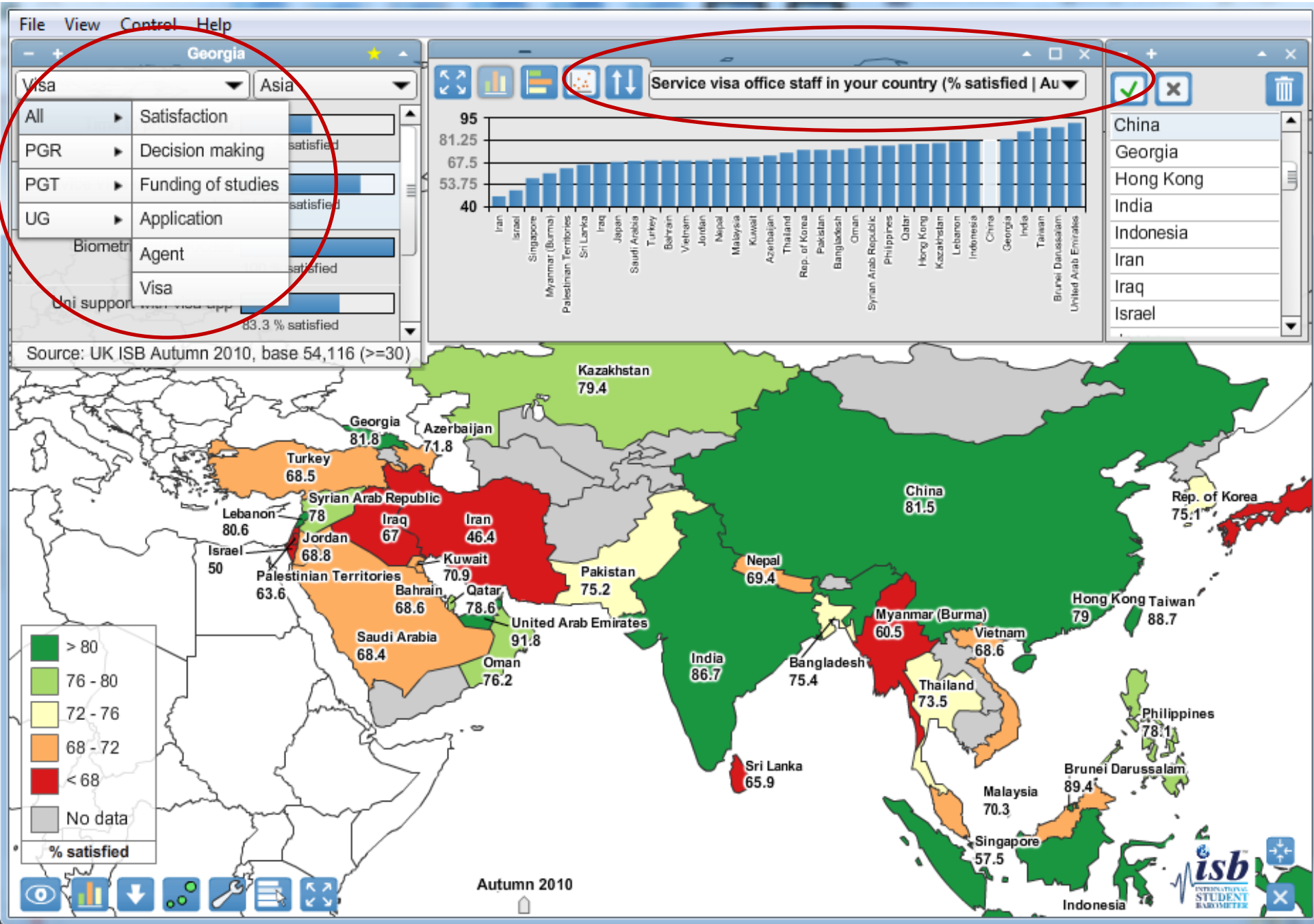




Building up...



Aggregating to understand



# Going... Going... ...Gone Global

## Provision of UK Higher Education (QAA 2010)

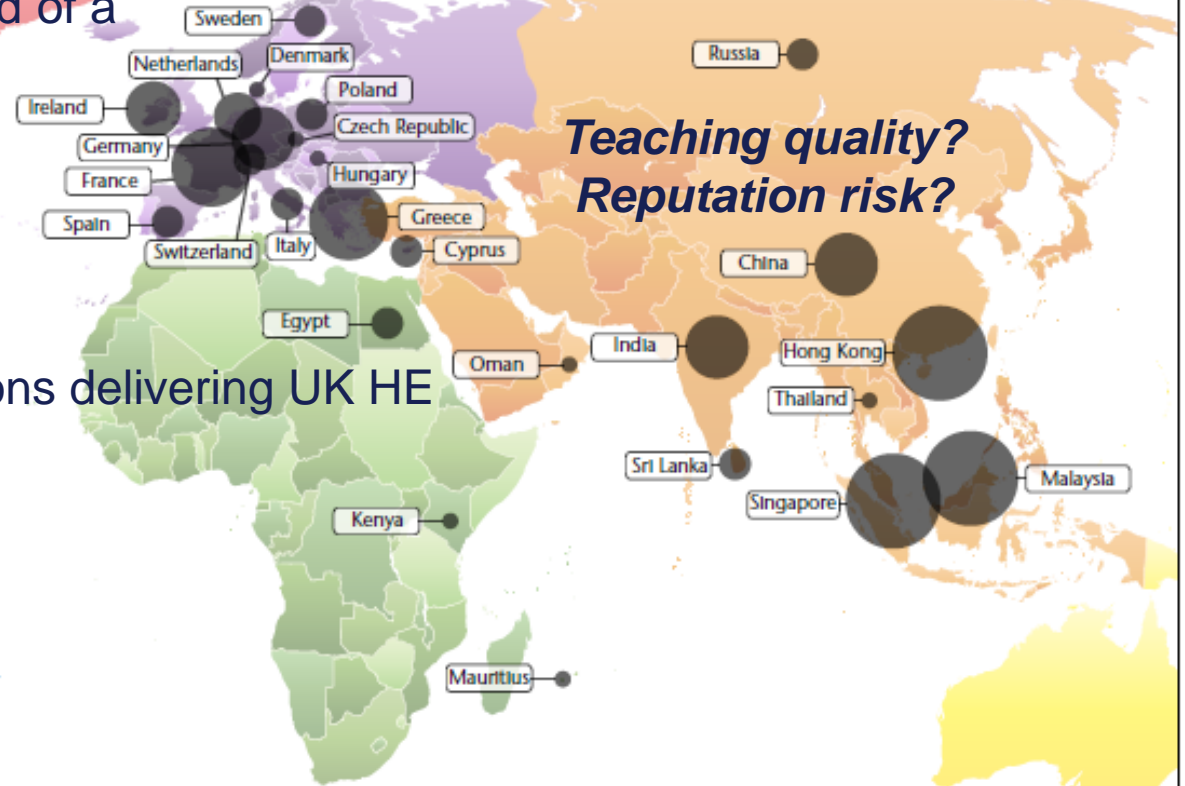
[www.i-graduate.org](http://www.i-graduate.org)

Over 400,000 students studying wholly overseas on an award of a UK Recognised Body

Around 1,600 institutions delivering UK HE

*Teaching quality?  
Reputation risk?*

*What do students think?  
How does the experience compare?*



## What drives domestic students to recommend?

| UG                         |
|----------------------------|
| Course organisation (0.36) |
| Course content (0.34)      |
| Employability (0.33)       |



\*Based on UK domestic students, sorted by relationship with recommendation (r-value)



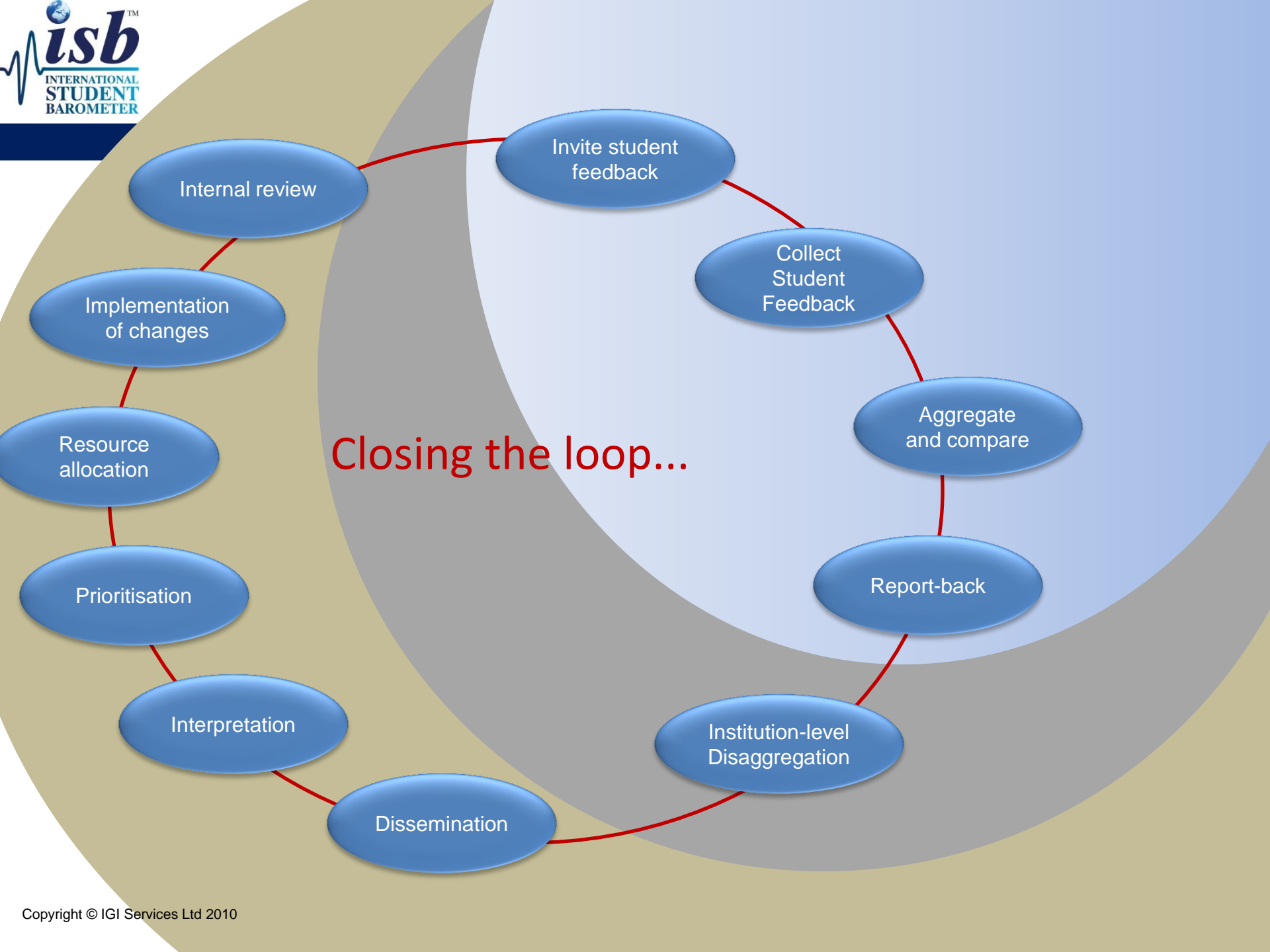
# What impact over time? Example: UK universities

## Tracking the international student experience

In 2006 adopted as the official measure of the international student experience, **across the lifetime of the ISB international student satisfaction has increased on average by 8 percentage points, to 80%.**

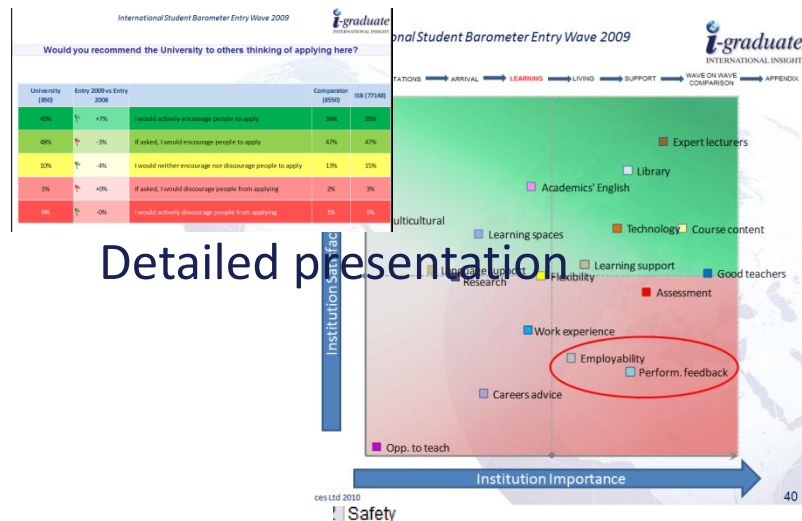
Some of the notable increases are:

- **Careers Service** (increased 7 percentage points from 78%\* to 85% satisfaction)
- **Visa Advice** (7pp from 74% to 81%)
- **Language Support** (5pp from 77% to 82%)
- **Employability** (7pp from 71% to 78%)
- **Counselling** (7pp from 81%\* to 88%)
- The only element that has experienced a significant decline in satisfaction is **opportunities to earn money** (-4 percentage points from 60% to 56%).



## Institution-level reporting, national aggregation

[www.i-graduate.org](http://www.i-graduate.org)



## Detailed presentation

| Your University | ISB Index | Rivals | ISB    | Rivals |
|-----------------|-----------|--------|--------|--------|
| 75.3%           | 74.5%     | 76.0%  | 0.8%   | -0.7%  |
| 89.8%           | 81.3%     | 78.7%  | 8.6%   | 11.2%  |
| 88.2%           | 80.4%     | 81.1%  | 7.9%   | 7.1%   |
| 87.6%           | 85.7%     | 88.9%  | 1.9%   | -1.4%  |
| 87.3%           | 81.4%     | 84.6%  | 6.0%   | 2.7%   |
| 86.6%           | 87.4%     | 88.5%  | -0.8%  | -1.9%  |
| 84.2%           | 81.3%     | 83.8%  | 2.9%   | 0.4%   |
| 84.0%           | 84.3%     | 84.3%  | 0.3%   | 0.3%   |
| 82.3%           | 78.5%     | 79.7%  | 3.9%   | 2.7%   |
| 82.0%           | 85.9%     | 86.9%  | -3.9%  | -4.9%  |
| 80.8%           | 72.8%     | 76.6%  | 8.0%   | 4.2%   |
| 78.9%           | 75.7%     | 79.9%  | 3.1%   | -1.0%  |
| 75.7%           | 80.1%     | 81.3%  | -4.4%  | -5.6%  |
| 74.7%           | 86.9%     | 85.8%  | -12.2% | -11.0% |

## Summary findings

## Verbatim comments

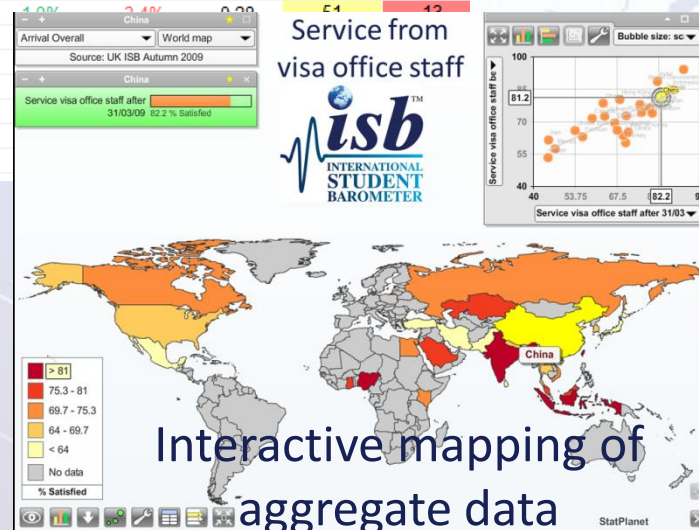
"Great university, great teachers, great accommodation, so many way to make English and foreign friends, a very beautiful place, ecologic. It's the best year of my life, i think I'm very lucky to study here and i will advice this university at everyone without any doubt!"

**University Breakdown - Entry Wave 2009**

**University of Hope**

| ISB | Base (Overall Satisfaction) | 22  | 765  | 50  | 30  | 25  | 277 | 111 |
|-----|-----------------------------|-----|------|-----|-----|-----|-----|-----|
| 97% | Good teachers               | 86% | 78%  | 89% | 82% | 83% | 83% | 86% |
| 97% | Course content              | 88% | 85%  | 89% | 82% | 82% | 78% | 82% |
| 97% | Expert professors           | 94% | 94%  | 92% | 92% | 86% | 91% | 91% |
| 95% | Assessment                  | 86% | 95%  | 88% | 89% | 96% | 95% | 86% |
| 93% | Library                     | 85% | 95%  | 83% | 92% | 86% | 74% | 81% |
| 93% | Technology                  | 86% | 94%  | 80% | 91% | 74% | 78% | 75% |
| 93% | Performance feedback        | 83% | 89%  | 87% | 87% | 81% | 68% | 78% |
| 89% | Employability               | 83% | 94%  | 86% | 86% | 85% | 82% | 77% |
| 93% | Learning support            | 83% | 90%  | 83% | 89% | 89% | 82% | 82% |
| 91% | Flexibility                 | 83% | 94%  | 86% | 91% | 75% | 87% | 86% |
| 86% | Academics' English          | 89% | 93%  | 85% | 85% | 93% | 96% | 93% |
| 84% | Work experience             | 86% | 89%  | 69% | 68% | 75% | 61% | 69% |
| 84% | Career advice               | 67% | 70%  | 73% | 79% | 63% | 64% | 68% |
| 85% | Research                    | 87% | 89%  | 86% | 81% | 62% | 87% | 81% |
| 86% | Learning spaces             | 84% | 89%  | 78% | 86% | 72% | 74% | 77% |
| 75% | Language support            | 82% | 94%  | 89% | 85% | 82% | 82% | 87% |
| 74% | Opportunities to teach      | 71% | NA   | 80% | 50% | NA  | NA  | NA  |
| 76% | Multicultural               | 87% | 100% | 90% | 94% | 82% | 76% | 84% |

## Analysis by department and location





UNIVERSITY OF  
**OXFORD**

**'The Oxford Barometer'**  
Internal initiative  
Replaces multiple internal surveys  
Externally benchmarked  
Implemented across all levels,  
departments, colleges & services

departments, colleges & services  
implemented across all levels



**instant access for 300 senior staff**  
**...Sort, sift & compare...**  
**...chart & export..**  
**debate ...and change**

debate ...and change

# Response times

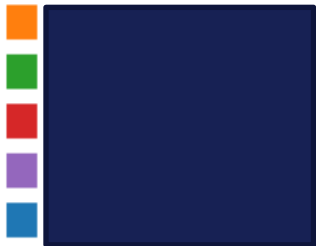
## Prog Type

- (All)
- PGR
- PGT
- UG

Click on a division to see the response times broken down by department.

Charts and tables show the length of time between application and receiving a response. ...

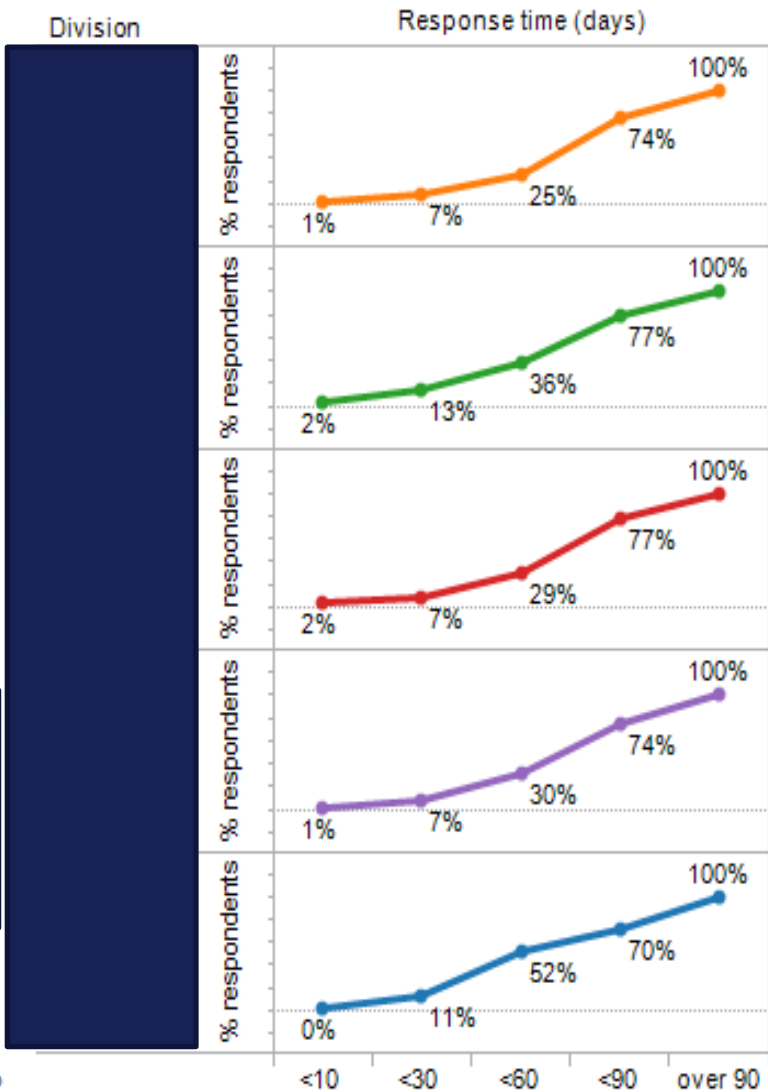
## Division



% applicants receiving response within given days



% students with a response by time



Departmental details for

| Department | <10 | <30 | <60 |
|------------|-----|-----|-----|
|            | 0%  | 17% | 50% |
|            | 0%  | 0%  | 0%  |
|            | 0%  | 0%  | 33% |
|            | 2%  | 13% | 30% |
|            | 2%  | 9%  | 25% |
|            | 0%  | 6%  | 21% |
|            | 0%  | 17% | 17% |
|            | 1%  | 4%  | 18% |
|            | 0%  | 14% | 45% |
|            | 0%  | 5%  | 45% |
|            | 0%  | 0%  | 27% |
|            | 0%  | 0%  | 60% |
|            | 0%  | 6%  | 20% |

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### i. Percentage of satisfaction of [redacted] Division vs Rest of the University

| Question group                       | Short qu and note   | [redacted] | All other departments |
|--------------------------------------|---|------------|-----------------------|
| Learning satisfaction                | Opportunities for work experience/ work placements as a part of m..   | 82.5%      | 57.4%                 |
|                                      | Advice and guidance on long-term job opportunities and careers fro..  | 81.8%      | 63.6%                 |
|                                      | Learning that will help me to get a good job                          | 95.4%      | 78.6%                 |
|                                      | Explanation of marking/assessment criteria (UG/PGT only)              | 77.0%      | 63.5%                 |
|                                      | The quality of laboratories   | 98.3%      | 88.1%                 |
|                                      | The quality of lectures (UG only)                                     | 93.5%      | 87.3%                 |
|                                      | Weblearn  | 91.5%      | 85.7%                 |
|                                      | The organisation and smooth running of the course (UG/PGT only)       | 90.4%      | 84.7%                 |
|                                      | The academic content of my course/studies (UG/PGT only)               | 98.0%      | 92.3%                 |
|                                      | The teaching ability of academic staff                                | 95.5%      | 89.8%                 |
|                                      | The dept/faulty learning technology (PCs, networking, etc)            | 92.7%      | 87.1%                 |
|                                      | Feedback which helps to clarify things I did not understand (UG/PG..  | 86.2%      | 81.3%                 |
|                                      | The development of my communication skills as a result of my cour..   | 91.7%      | 87.1%                 |
|                                      | The College's physical library facilities                             | 90.3%      | 86.0%                 |
|                                      | The University's physical library facilities                          | 97.9%      | 93.8%                 |
|                                      | Getting time from academic staff when I need it/ personal support ..  | 91.2%      | 87.3%                 |
|                                      | The level of research activity  | 97.1%      | 93.3%                 |
|                                      | The subject expertise of academic staff                               | 99.5%      | 97.3%                 |
|                                      | The quality of the lecture theatres and classrooms                    | 92.0%      | 90.1%                 |
|                                      | The University's online library facilities (access to journals etc)   | 95.7%      | 94.5%                 |
|                                      | The college learning technology (PCs, networking, etc)                | 83.9%      | 82.7%                 |
|                                      | Academic staff whose English I can understand                         | 96.9%      | 96.8%                 |
|                                      | Prompt feedback on my work  | 82.6%      | 85.1%                 |
|                                      | Fair and transparent assessment of my work (UG only)                  | 86.6%      | 85.9%                 |
|                                      | Studying with people from other cultures                              | 88.7%      | 91.8%                 |
|                                      | Help to improve the level of my academic English (Int'l only)         | 85.0%      | 88.8%                 |
|                                      | Detailed feedback (written and oral) on my work / Helpful feedback .. | 72.4%      | 79.1%                 |
| Question group satisfaction average: |   | 90.5%      | 85.5%                 |
| Overall satisfaction:                |   | 90.5%      | 85.5%                 |

### ii. Respondents

| [redacted] | All other departments |
|------------|-----------------------|
| 154        | 3,08                  |
| 132        | 3,21                  |
| 173        | 3,86                  |
| 135        | 1,16                  |
| 177        | 1,52                  |
| 201        | 3,20                  |
| 199        | 3,57                  |
| 198        | 3,24                  |
| 199        | 3,25                  |
| 199        | 4,53                  |
| 191        | 4,34                  |
| 195        | 3,15                  |
| 192        | 4,37                  |
| 195        | 4,48                  |
| 191        | 4,55                  |
| 194        | 4,51                  |
| 170        | 3,78                  |
| 200        | 4,75                  |
| 199        | 4,54                  |
| 186        | 4,49                  |
| 193        | 4,29                  |
| 193        | 4,52                  |
| 195        | 4,60                  |
| 194        | 1,15                  |
| 186        | 4,38                  |
| 20         | 1,52                  |
| 196        | 4,67                  |
| 201        | 4,83                  |
| 201        | 4,83                  |

Students answering 'satisfied' to a question.

[redacted] Division are

the all other depart-

l not answer a question

[redacted] Division col-

the difference between

iversity. The darker the

difference.

per of respondents to

30%

Select a category:

Learning satisfaction

Select a course:

(if a course has &lt;10 respondents, the views will be blank)

BA

Select a programme type:

(this should match the course chosen above)

(All)

Choose a sort order:

% diff (DESC)

Table shows the % of students answering 'Satisfied' or 'Very satisfied' to a question.

'All other courses' includes prog types: PGR, PGT and UG

Students from [BA] are compared to those from the all other courses. Students who did not answer a question are excluded. The BA column is shaded to show the difference between it and the Rest of the University. The darker the shading, the bigger the difference.

Diff in % satisfaction

-30%  30%

## i. Percentage of satisfaction of [BA] vs Rest of the University

|                                      |   | BA [BA] | All other courses |
|--------------------------------------|---|---------|-------------------|
| Learning satisfaction                | The college learning technology (PCs, networking, etc)                | 87.5%   | 82.8              |
|                                      | The quality of the lecture theatres and classrooms                    | 94.7%   | 90.1              |
|                                      | Prompt feedback on my work  | 89.5%   | 85.0              |
|                                      | Advice and guidance on long-term job opportunities and careers fro..  | 66.7%   | 64.3              |
|                                      | Getting time from academic staff when I need it/ personal support ..  | 87.5%   | 87.5              |
|                                      | The University's physical library facilities                          | 93.8%   | 94.0              |
|                                      | Explanation of marking/assessment criteria (UG/PGT only)              | 63.6%   | 65.0              |
|                                      | The College's physical library facilities                             | 84.2%   | 86.2              |
|                                      | The subject expertise of academic staff                               | 94.7%   | 97.4              |
|                                      | The University's online library facilities (access to journals etc)   | 90.9%   | 94.5              |
|                                      | The dept/faculty learning technology (PCs, networking, etc)           | 83.3%   | 87.4              |
|                                      | Opportunities for work experience/ work placements as a part of m..   | 53.8%   | 58.6              |
|                                      | The development of my communication skills as a result of my cour..   | 82.4%   | 87.4              |
|                                      | Studying with people from other cultures                              | 85.7%   | 91.7              |
|                                      | Learning that will help me to get a good job                          | 72.2%   | 79.3              |
|                                      | Academic staff whose English I can understand                         | 89.5%   | 96.8              |
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|                                      | Detailed feedback (written and oral) on my work / Helpful feedback .. | 70.6%   | 78.8              |
|                                      | The quality of lectures (UG only)                                     | 78.9%   | 87.7              |
|                                      | The academic content of my course/studies (UG/PGT only)               | 83.3%   | 92.7              |
|                                      | The quality of laboratories   | 78.9%   | 89.3              |
| Question group satisfaction average: |   | 81.2%   | 85.7              |
| Overall satisfaction:                |   | 81.2%   | 85.7              |

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# Feedback on my work – course level

## Percentage satisfaction for Division/Dept/Course

Select a question group:  
Learning satisfaction

Short question  
Detailed feedback (written and oral) on my work / Helpful feedback..

Select a division:

Select a programme type:  
UG

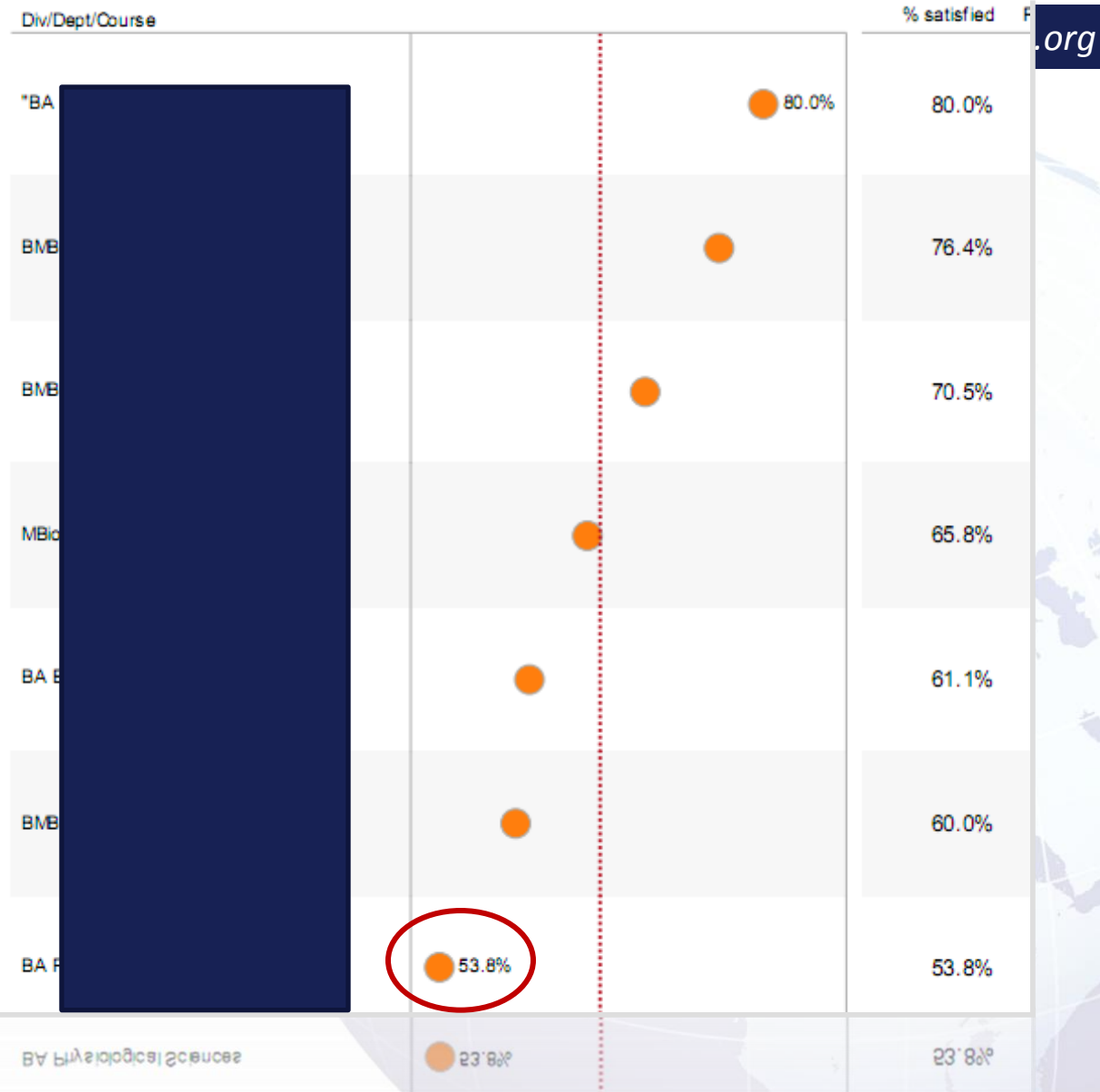
Division

Table shows the % of students answering 'Satisfied' or 'Very satisfied' to a question.

The table/chart is sorted by % satisfaction

Items with fewer than 10 respondents to a question are excluded from the list.

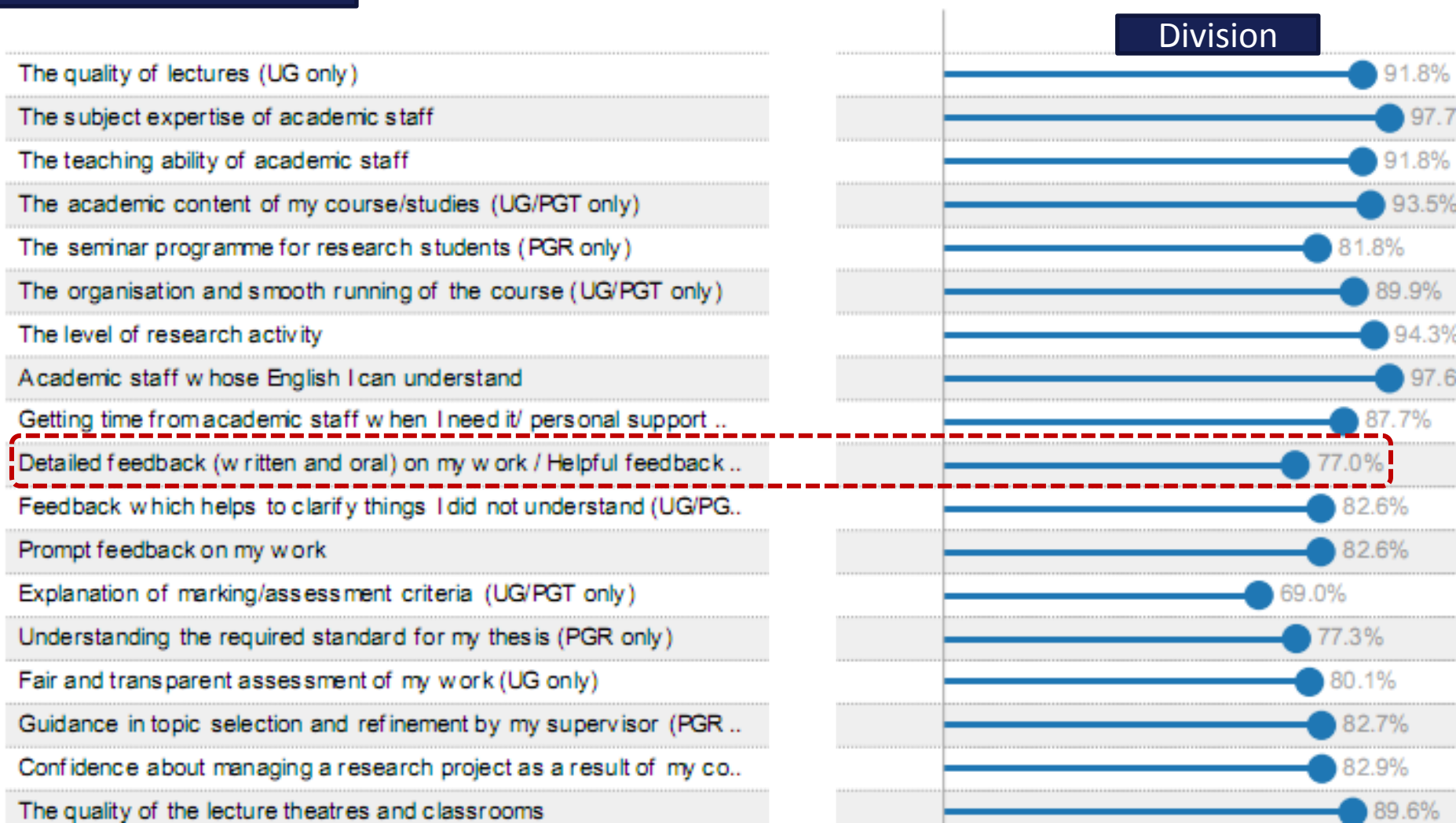
Report created by SDMA@admin.ox.ac.uk, March 2010.





# Learning satisfaction – students with disabilities *i-graduate* INTERNATIONAL INSIGHT

## Division of the University, by Disability





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## Choose course type:

- ☒ (All)  
☐ UG  
☐ PG

## Choose gender:

- ☒ (All)  
☐ FEMALE  
☐ MALE

## Occupations

- ☒ Work only  
☐ Work and study  
☐ Study only  
☐ Unemployed  
☐ Due to start job withi..  
☐ Unavailable

Data Source: DLHE data  
 Report by: SDMA  
 Date: July 2010

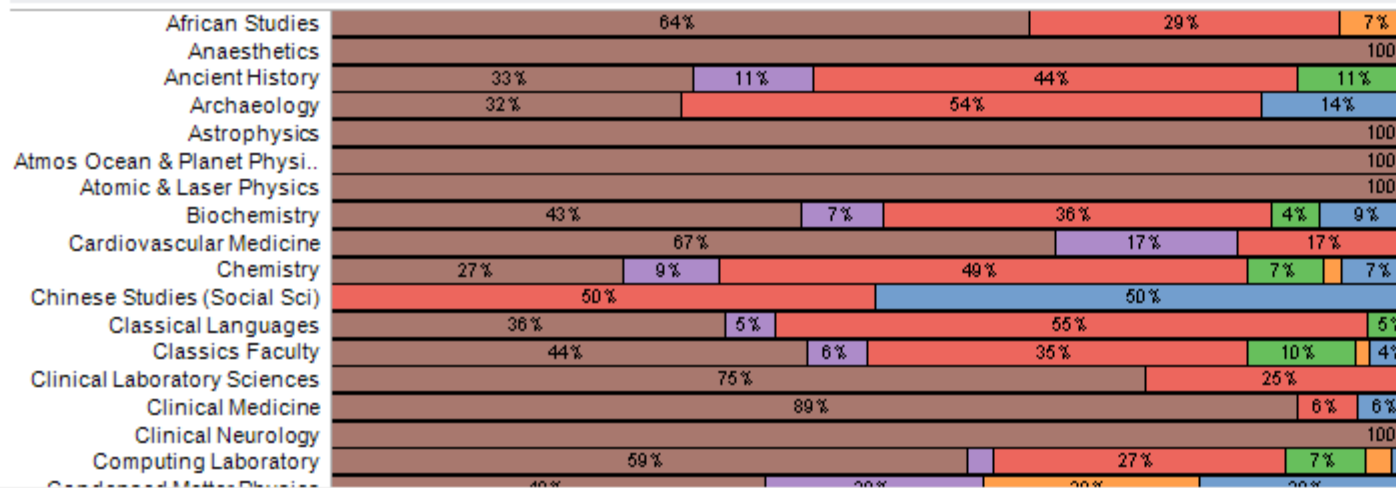
## Occupation of respondents (all departments)



## respondents

n=3,498

## Occupation of respondents (Dept)



## respondents

n=14  
 n=1  
 n=9  
 n=28  
 n=5  
 n=4  
 n=3  
 n=67  
 n=6  
 n=115  
 n=2  
 n=22  
 n=89  
 n=4  
 n=18  
 n=5  
 n=41  
 n=5



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## Choose gender:

- ☒ (All)  
☐ FEMALE  
☐ MALE

## Choose course type:

- ☐ (All)  
☒ UG  
☐ PG

## Average salary by division (£000)

|                  |       |      |
|------------------|-------|------|
| Medical Sciences | n=168 | 27.3 |
| Social Sciences  | n=183 | 25.3 |
| MPLS             | n=237 | 25.2 |
| Humanities       | n=316 | 21.5 |

Charts show average salaries of students by Division and College. Colleges/divisions where fewer than 10 students responded are excluded. The vertical bar shows the average for all displayed colleges/divisions.

Data Source: DLHE data  
 Report by: SDMA  
 Date: July 2010

## Average salary by dept (£000)

|                            |       |      |
|----------------------------|-------|------|
| Saïd Business School       | n=34  | 36.9 |
| Medical Sciences Division  | n=120 | 29.8 |
| Computing Laboratory       | n=12  | 28.1 |
| Physics                    | n=31  | 26.8 |
| Engineering Science        | n=54  | 26.1 |
| Theology Fac               | n=18  | 25.8 |
| Mathematical Inst          | n=52  | 25.7 |
| Politics & Int Relations   | n=81  | 24.1 |
| Earth Sciences             | n=11  | 24.0 |
| Biochemistry               | n=18  | 23.9 |
| Oriental Studies Fac       | n=15  | 23.9 |
| History                    | n=100 | 22.8 |
| SOGE                       | n=28  | 22.6 |
| Music Fac                  | n=10  | 22.5 |
| Zoology                    | n=28  | 21.6 |
| Chemistry                  | n=37  | 21.3 |
| Classics Faculty           | n=32  | 20.9 |
| Medieval & Modern Lang Fac | n=61  | 20.0 |

## Average salary by college (£000)

|        |      |      |
|--------|------|------|
| UNIV   | n=24 | 30.1 |
| GTC    | n=22 | 30.4 |
| MAGD   | n=38 | 28.3 |
| ORIEL  | n=23 | 28.3 |
| S-CATS | n=30 | 27.7 |
| CCC    | n=17 | 27.3 |
| NEW    | n=36 | 27.1 |
| KEBLE  | n=37 | 26.2 |
| QUEENS | n=29 | 26.2 |
| HERT   | n=36 | 25.0 |
| TRIN   | n=29 | 24.9 |
| S-HUGH | n=36 | 24.9 |
| SEH    | n=28 | 24.5 |
| CH-CH  | n=29 | 24.4 |
| MERT   | n=27 | 24.3 |
| WORC   | n=35 | 24.0 |
| SOMER  | n=37 | 23.7 |
| LMH    | n=29 | 23.5 |
| LINC   | n=13 | 23.4 |
| PEMB   | n=24 | 23.2 |
| BNC    | n=32 | 23.1 |
| S-ANNE | n=33 | 22.9 |
| S-PET  | n=35 | 22.8 |
| MANS   | n=16 | 22.4 |
| EXETER | n=27 | 22.1 |
| BALL   | n=38 | 22.0 |



In summary...

- **Embed** insight processes
  - **Compare** and track the experience  
all years, all levels, every year
  - **Empower** colleagues to enable change
  - **Get on with it!**
- THANK YOU!

[will.archer@i-graduate.org](mailto:will.archer@i-graduate.org)

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