## Our strategy map
2013 - 2018

### VISION

**Our Vision:**
To be an *inspiring, innovative* University of international renown

### MISSION

**Our Mission:**
To deliver an accessible and inspirational learning experience, to undertake pioneering research and professional practice, and to engage fully with employers and the community

### VALUES

**Our Values:**
Ambition, Student focussed, Pioneering, Integrity, Respect, Excellence (ASPIRE)

### STAKEHOLDERS

#### Our students can expect:
- S1: An education that challenges and creates excellent career opportunities
- S2: To learn from staff at the leading edge of knowledge and application
- S3: High quality physical and supportive learning environments

#### Our partners can expect:
- S4: A responsive and flexible University that delivers high quality work efficiently and effectively
- S5: To deal with leading experts in their field
- S6: High quality and fit for purpose facilities

### AIMS

#### Inspiring
- A1: To inspire our students to attain the highest academic and professional standards
- A2: To inspire our students to enjoy an outstanding University experience
- A3: To inspire employable and enterprising graduates

#### Innovative
- A4: To increase the number of our research active staff and the quality of their outputs
- A5: To increase the quantity and quality of our postgraduate research student community
- A6: To increase the quality and range of our external research, enterprise and innovation income

#### International
- A7: To become an increasingly popular destination of choice for world class international students
- A8: To ensure our international students have an inspiring world class student experience
- A9: To become ranked as an outstanding international university

### ENABLERS

#### Developing and empowering staff
- E1: To establish an effective leadership and management culture which secures continuous improvement
- E2: To identify and develop the human talent of the University to secure continuous improvement and clear succession planning
- E3: To provide a fair, transparent and motivational reward structure

#### Financial sustainability
- E4: To generate sufficient cash to meet strategic investment plans and economic contingency
- E5: To maintain financial strength
- E6: To ensure all Schools and Services maintain financial and operational viability

#### Efficiency and effectiveness
- E7: To improve core processes and performance
- E8: To increase academic time for research and innovation
- E9: To create a sustainable environment which enables the University to meet its strategic objectives
# Key Performance Indicators

## 2018

<table>
<thead>
<tr>
<th>Inspiring</th>
<th>Innovative</th>
<th>International</th>
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<tbody>
<tr>
<td>1. 75% 1st/2:1</td>
<td>1. 60% academic staff publishing at international level, 100% at national level</td>
<td>1. Top 25 among mainstream English universities for the percentage of international students on campus</td>
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<tr>
<td>2. Top 10% among mainstream English universities in NSS</td>
<td>2. To achieve and maintain a PGR community of 1000+ FTE</td>
<td>2. Top 10% of International Student Barometer</td>
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<tr>
<td>3. Top 10% among mainstream English universities in DLHE</td>
<td>3. £18m research, enterprise and innovation income</td>
<td>3. International QS 4 Star rating</td>
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<tr>
<th>Developing and Empowering Staff</th>
<th>Financial Sustainability</th>
<th>Efficiency and Effectiveness</th>
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<tbody>
<tr>
<td>1. All Schools and Services to show improvement in QoWL indicators of good management practice</td>
<td>1. Minimum 10% margin for sustainability and investment</td>
<td>1. Evidence of annual improvement in the KPIs</td>
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<tr>
<td>2. 80% of promoted posts short list internal applicants. 100% academic staff hold/registered on programme leading to a Doctoral qualification</td>
<td>2. To remain in the top 10% among mainstream HEI's in the HESA Security Index</td>
<td>2. 20% reduction in admin in average academic workloads</td>
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<tr>
<td>3. University Employee Engagement and Satisfaction measure in QoWL above sector benchmark</td>
<td>3. All Schools and Services to maintain agreed budgetary norms</td>
<td>3. Top 10 among mainstream English universities for the quality of the Estate.</td>
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