

# 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

### Inspiring

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1. 75% 1st/2:1
2. Top 10% among mainstream English universities in NSS
3. Top 10% among mainstream English universities in DLHE

### Innovative

1. 60% academic staff publishing at international level, 100% at national level
2. To achieve and maintain a PGR community of 1000+ FTE
3. £18m research, enterprise and innovation income

### International

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1. Top 25 among mainstream English universities for the percentage of international students on campus
2. Top 10% of International Student Barometer
3. International QS 4 Star rating

### Developing and Empowering Staff

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1. All Schools and Services to show improvement in QoWL indicators of good management practice
2. 80% of promoted posts short list internal applicants. 100% academic staff hold/registered on programme leading to a Doctoral qualification
3. University Employee Engagement and Satisfaction measure in QoWL above sector benchmark

### Financial Sustainability

1. Minimum 10% margin for sustainability and investment
2. To remain in the top 10% among mainstream HEI's in the HESA Security Index
3. All Schools and Services to maintain agreed budgetary norms

### Efficiency and Effectiveness

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1. Evidence of annual improvement in the KPIs
2. 20% reduction in admin in average academic workloads
3. Top 10 among mainstream English universities for the quality of the Estate.