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

### 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

### 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
- S5: To deal with leading experts in their field
- S6: High quality work delivered efficiently and effectively

#### Aims
**Inspiring our students**
- A1: To deliver inspirational learning & teaching
- A2: To provide opportunities to all who can benefit
- A3: To enrich teaching through research and innovation excellence

**Research and Innovation**
- A4: To strengthen and enhance our research capability
- A5: To contribute to economic, social and cultural development

**Enhancing our standing**
- A6: To enhance our standing
- A7: To produce employable and enterprising graduates
- A8: To develop our identity and raise our profile

**Growth**
- A9: To become one of the UK’s 30 largest providers of HE
- A10: To grow international and postgraduate recruitment

#### Enablers
**Valuing and developing our staff**
- V1: To attract and retain high quality staff
- V2: To support staff to achieve their best
- V3: To promote equality of opportunity and diversity
- V4: To develop leadership/management skills in a wider range of staff

**Financial sustainability**
- F1: To ensure all Schools generate surpluses for re-investment
- F2: To align investment to strategic priorities
- F3: To ensure value for money

**Improving our effectiveness**
- E1: To provide top-class facilities
- E2: To create time for development
- E3: To improve core processes and performance
### 2013 Key Performance Indicators

#### Inspiring our students:
1. Innovative and inspirational teaching reflected in upper Quartile NSS scores
2. National and international staff and student prizes
3. Computing, Library & Student Services amongst best in UK
4. Upper quartile for access
5. Teaching enriched by research and innovation
6. Good ratings in all inspections

#### Research and Innovation:
1. Four-fold increase in the research grant and contract income
2. Double high quality journal publications/research outputs
3. Double number PGR student completions
4. Increase Professoriate by 40FTE
5. Year-on-year increase in intellectual property disclosures

#### Enhancing our standing:
1. Strengthen the University brand
2. An improved position in University League Tables
3. Five-fold increase in media coverage
4. Upper half of graduate destination tables
5. More than 1000 student work placements

#### Growth:
1. Be one of the UK’s 30 largest providers of HE
2. Double the number of students at the Barnsley and Oldham Centres
3. Double the number of overseas students
4. Double our PG taught numbers

#### Valuing and developing our staff:
1. Maintain the Investors in People standard
2. Staff turnover, absences and grievances below the sector average
3. Year-on-year improvement in ‘Best Company’ survey
4. An increase in application rates per vacancy
5. A 20% increase in the PG qualification base
6. Diversity of staff at HE benchmark
7. Mentoring and induction programmes available to all new staff or staff new in a role
8. Development programmes are provided for all individuals with management or supervisory responsibility

#### Financial sustainability:
1. Minimum of 3% surplus for each School
2. Sustainable budget and financial forecast
3. Diversify income streams
4. Above average performance in HEFCE Key Financial Indicators
5. Annual VFM and Procurement Performance Reports show year-on-year savings

#### Improving our effectiveness

##### To provide top-class facilities:
1. Increase volume of estate rated as Category A or B
2. Increase volume of ‘fit-for-purpose’ estate
3. Acquire development sites and dispose of surplus estate
4. Establish University Quarter

##### To create time for development:
1. Increase time available for scholarship by 20%
2. Increase scholarly outputs by 20%
3. Cease operating UG modules with less than 10 students
4. Cease operating degree programmes with less than 30 students

##### To improve core processes:
1. Review and improve all core processes and systems
2. Increase number of student applications with reduced processing time
3. Improve student retention
4. Improve student achievement
5. Reduce bureaucracy

##### To improve continually:
1. Evidence of a year-on-year improvement in all Key Performance Indicators
2. National recognition for innovative practices
3. Continuous improvement evidenced in staff surveys and ‘quality’ awards