

Vision

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

Mission & Values

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

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

- A3** To enrich teaching through research and innovation excellence

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