



UNIVERSITY OF
LIVERPOOL

LIVERPOOL 2031: OUR STRATEGIC AMBITION

Introduction

The University of Liverpool is a remarkable place, combining academic excellence with the attributes of our famous home maritime city: a spirit of creativity, originality, welcoming to all and committed to social responsibility. With a history of innovation that spans life-changing discoveries through research, ground-breaking global education partnerships and a steadfast commitment to opening up higher education to all, we have always believed in doing things differently and in partnership with others.

The ethos behind our past successes is the inspiration for our future, to and beyond our 150th anniversary in 2031. Outward-looking, and built upon our distinctive strengths and characteristics, this strategic framework sets out how we will develop the confidence and sustained excellence to break into the top 100 ranked universities worldwide.

Our Purpose

The strategic framework supports the University in fulfilling its Purpose:

Embracing Liverpool's enterprising and creative spirit through research and education that transform students' lives and create a fairer, better world.



Our Vision

Through the framework, we are seeking to realise our Vision:

The University of Liverpool will be recognised for globally-leading research and education, the quality and scale of its partnerships, and its positive impact on people, our place and the planet. Driven by our values and diverse community of colleagues, students and alumni, we will make ground-breaking discoveries that shape the future, empower individuals to become changemakers, and inspire students to fulfil their academic and personal ambitions.

Our Values

We are a values-led organisation. Our five Values reflect the character of our University and the things our people believe are most important to creating an environment in which individuals and the University as a whole can thrive.

They will guide our way of working from day-to-day and be a reference point for our decision-making, future plans, and individual performance and development.

Ambitious We dream big and make things happen We have the confidence to make bold decisions to achieve success	Collaborative Together, we achieve more We make an impact through partnerships, releasing the power of collective expertise and shared endeavour	Inclusive Shaped by diversity, powered by difference We champion a culture in which all are valued and supported to thrive	Innovative Original thinking with an independent spirit We create, reimagine and break new ground	Responsible A focus on doing the right thing We create positive change that improves lives
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Building on our past, focused on the future

The distinctive origins of our University's story are visible not only in our beautiful University Quadrangle and the Victoria Gallery and Museum – the building that inspired the term 'redbrick university' – along with the characterful maritime city that is our home, but also in our founding mission in 1881, *for advancement of learning and ennoblement of life*. Through generations of learning, discovery and societal impact, the same mission has underpinned the transformation and growth of the University to where we are today, having touched the lives of millions of people around the globe through our education and research.

This strategic framework gives new impetus to the University's continued evolution, with a focus on the most important opportunities and challenges we face now and in years to come, including the development of new materials and technologies, addressing local and global health challenges, tackling environmental change, and stimulating knowledge-based economies and the creative and cultural sectors.

We are setting the bar high. Success will see our research capability considered world-leading in an even wider range of specialisms, including our unique Research Frontiers, and directed through partnership to spur innovation and creativity that benefits communities within our region and beyond. Our students will benefit from programmes and a learning environment that help them to realise their full potential and equip them with the skills and dexterity to succeed as global citizens, employees and entrepreneurs in a rapidly changing world. These successes will be underpinned by successful public, private and third sector partnerships and we will have an excellent reputation internationally for our research and its impact, our influential alumni, and our status as an aspirational destination for students, postgraduate researchers and staff.

The strategic framework places emphasis on our role in securing a more sustainable future, building on our existing commitments in the transition to Net Zero and the United Nations Sustainable Development Goals, while also reflecting our ability through research and education to shape future generations of change-makers able to tackle these greatest of challenges.

And at the heart of our commitments are the University's people; our remarkable community of academic, technical and professional services staff, who are the key to achieving all of this. The framework sets out the path to being an employer that attracts, values, develops and retains the best people, enabled by a culture that helps unlock everyone's potential, promotes high performance and confidence, and will deliver our aspiration to be a global Top 100 university.

Our strategic pillars and themes

The strategic framework features four pillars, representing our main areas of strategic focus. The pillars are:

- **Research and Impact**
- **Education and Student Experience**
- **Global Engagement and Partnerships**
- **Place and Innovation**

There are also two overarching themes, essential to each pillar and to achieving the overall vision:

- **People and Culture**
- **Sustainability**

You can discover more about the pillars and themes over the following pages.



PILLARS: RESEARCH AND IMPACT

GROUND-BREAKING, WORLD-SHAPING

Our vision: To deliver ground-breaking research that changes our world for the better.

The University of Liverpool is a place of discovery and creativity where researchers, increasingly working in multi-disciplinary teams and environments, make breakthroughs that enhance society's ability to understand and address even the most complex of challenges. Through our strategic framework, we aim to enhance our research capability for the maximum benefit of our staff, students and the world that we collectively aim to help make a better place.

Our objectives for Research and Impact reflect the support, momentum and ambition this requires at all levels. We are committed to creating the optimal conditions for individual researchers and teams to succeed, including sector-leading development opportunities, a re-imagining of the Liverpool PhD, and increasing research income to a level that matches our aspirations. Recognising the vital role of research that seamlessly connects different academic disciplines, we will also establish a new multi-disciplinary centre for research that will be a focal point for identifying and supporting new and existing collaborations. And, to help ensure we keep pushing the boundaries, our new Research Frontiers will see the University inject additional support and investment into some of our most impactful and globally-significant research.

Research and impact: Our objectives

Objective 1:

Support all those involved in research to flourish – through a thriving and inclusive research culture, prioritised infrastructure and investment

Priorities

We will:

- Deliver sector-leading support for the development of research talent at all career stages, as exemplified by our commitment to Prosper, The Concordat and wider initiatives for postgraduate researchers and mid-career researchers
- Enhance our research culture and our commitment to equality, diversity and inclusion with new approaches to teamwork, our contributions framework and narrative statement that position us as sector leaders in these areas
- Deliver our CREATE project, a five-year plan to increase grant income to at least the Russell Group median
- Support knowledge exchange including public engagement through a range of pump priming grants to strengthen our impact, partnerships and research environment
- Support a more entrepreneurial culture and establish a greater number of successful spin-out companies with increased investment in commercialisation, aided by external collaborations such as those with Northern Gritstone and LYVA Labs
- Continue to invest in early career talent, including through the recruitment of Research Fellows, with diversity, cohort-building and leadership development embedded in the process
- Reimagine the Liverpool PhD to enhance the environment and experience for our postgraduate researchers, prepare them for a variety of careers, and attract a diverse and talented intake from across the world
- Enhance research performance and partnerships through access to specialist facilities, including the Liverpool Shared Research Facilities (LIV-SRF) initiative.

Objective 2:

Stimulate multi-disciplinary research at scale to address national and global challenges

Priorities

We will:

- Establish a centre to support new ways of convening multi-disciplinary research. This will bring together all those involved in research to explore grand challenge areas that benefit from multi-disciplinary teams from our different faculties working together and creating opportunities for impact
- Introduce a dedicated physical location for this centre as a focus for networking and collaborations
- Review our institutional research themes to identify cross-faculty activities to be run through the new centre
- Host visiting researchers specifically to drive international collaborations
- Promote and enable new models of collaboration and team research.

Objective 3:

Develop our unique, world-leading research strengths, growing their number, scale, leadership capacity and impact

Priorities

We will:

- Continue to identify, develop and support areas of excellence through established and new research centres
- Establish a small number of Research Frontiers to support clusters of academics working in fields where they are taking unique and world-leading approaches to addressing key research questions and global challenges, with the demonstrable critical mass or potential to grow at scale
- Develop sustainable investment plans to ensure these areas thrive, attract significant external funding, and achieve greater global impact.



PILLARS: EDUCATION AND STUDENT EXPERIENCE

ENRICHING MINDS, TRANSFORMING LIVES

Our vision: To create outstanding, transformative, research-connected learning experiences that empower our diverse community of students and teaching staff to achieve their highest potential.

For our wonderful, diverse community of students, supported by our outstanding educators and student-focused services, our research-connected curriculum is the cornerstone of a University of Liverpool experience that aims to embed a unique blend of opportunities, enjoyment and preparation for future success. Our ambition is to enable every student to fulfil their own.

Through this strategic framework, and in partnership with our Guild of Students, we will focus on several objectives to ensure students' current and future needs and plans are at the heart of what we do. Our portfolio of programmes and our curriculum will adapt and continue to evolve to attract talented students from across the United Kingdom and internationally, engaging them in journeys enriched by connections to up-to-the-minute research and relevance to their future careers. We will ensure they are equipped not only with the knowledge and capabilities that make them most attractive to employers, but also with the confidence and entrepreneurial skills to compete successfully in the jobs markets of the future. And we commit to a learning experience that equips students with excellent digital skills, uses technology to support a rich partnership between staff and students, and shapes campus environments and a caring and inclusive community that support every student to achieve their goals.

Education and student experience: Our objectives

Objective 1:

Provide a suite of stimulating programmes that are attractive to the most talented students worldwide, valued by employers, and support our ambitions for growth, particularly in postgraduate study

Priorities

We will:

- Reimagine our research-connected curriculum to focus on applying the University's research to real-world problems, emphasise skills development that leads to success in further study and highly-skilled work, and ensure that qualified students from all backgrounds have the opportunity to succeed in their studies and research
- Expand our portfolio of postgraduate programmes and review our portfolio more broadly to ensure it is coherent, efficient and attractive to our domestic and global student audiences
- Grow our transnational education offer, building on our successful partnerships with Xi'an Jiaotong-Liverpool University and Kaplan, to expand our portfolio of innovative programmes using online, hybrid and blended approaches
- Equip all students with an understanding of sustainability and the tools to be agents for positive change.

Objective 2:

Embrace digital opportunities to develop our curricula – so that our students have more flexibility of how and when they learn, are adept in both physical and online environments, and are prepared for a wide variety of careers

Priorities

We will redesign our curricula to:

- Combine the best of in-person and interactive online learning methods to provide more flexibility in how and when students want to study, embrace the future demand

from students wanting to learn at their own pace, and open up learning opportunities to a broader range of students

- Exploit the best digital technologies, offer a personalised learning experience that promotes high engagement, satisfaction and achievement, and integrate artificial intelligence, virtual and augmented reality into our programmes
- Offer progressive optionality and specialisation in our research strengths in preparation for a variety of career paths
- Reduce unnecessary workload for staff and students to focus our efforts on the most impactful teaching and learning opportunities.

Objective 3:

Ensure our students are confident, adaptable, self-reliant and internationally competitive for the best jobs – through embedded employability and a range of co- and extra-curricular activities that support their personal and professional development

Priorities

We will:

- Offer a Year in Industry option on all non-clinical programmes
- Offer a stimulating range of inclusive extracurricular opportunities such as global study, volunteering, field trips and projects with employers to all students who want to participate, including options to study abroad as part of all non-clinical programmes
- Provide a programme of enterprise education, entrepreneurial skills development and support for all students, and support those students wishing to start their own business, including through learning from the city's success in community-led businesses
- Provide sector-leading support and advice to ensure our students reflect on their needs to develop in a competitive jobs market and recognise

their own skills set in readiness for a variety of career opportunities.

Objective 4:

Provide the highest-level of support to ensure all students achieve personal and academic success – developing each student's ability to manage their wellbeing and feel welcome in a caring, respectful and inclusive community and campuses, underpinned by our Student Success Framework

Priorities

We will:

- Work with our city region to provide opportunities for our students to make a profound contribution to our local community through work placements and volunteering
- Develop, through staff and students working in partnership, a new approach to student support that is more responsive and accessible
- Create vibrant and welcoming campuses in Liverpool and Wirral, supporting a broad range of curricular and co-curricular activities in an environment where students can succeed in all aspects of their life
- Further develop our extensive virtual campus to support students in all aspects of their university experience
- Build respectful, supportive and inclusive communities by providing effective induction and welcome programmes along with other experiences that engage and involve students to ensure they all feel safe, secure and welcome on our campuses
- Enable students' greater control of their own learning and career development opportunities through a structured, proactive and tailored support model enhanced by the use of analytics data.



PILLARS: GLOBAL ENGAGEMENT AND PARTNERSHIPS

FROM LIVERPOOL, FOR THE WORLD

Our vision: To be recognised as a global Top 100 university, making a positive impact in the places we operate and the partnerships we build through outstanding research and education.

With a proud track record of partnerships and projects reaching around the world, an alumni community spanning over 180 countries, and an established place among the leading 200 universities globally, we are already a University with substantial international reach. This strategic framework signals our intent to build significantly on what we have achieved so far, with global engagement and partnerships central to extending the impact of our research and education. Our international role is intrinsically linked to Liverpool more broadly, contributing to the city region's international profile, boosting its economy and creating meaningful connections between the region, alumni and partners worldwide. The connection between our local and international roles also extends deep into our research in disciplines such as infectious diseases where our understanding of some of the world's greatest challenges, together with our longstanding partnerships with National Health Service (NHS) and government organisations within and beyond our city region, enabled the University to play an influential role in responding to the COVID-19 pandemic and in establishing Liverpool's globally-connected Pandemic Institute.

Our priorities include expanding our range of strategic partnerships with other world-class organisations in academia, business, and the public sector, while extending the scope and impact of the valued partnerships we already have in place. We will embed a global mindset across the University, establishing and supporting new aspirations for international engagement, and further internationalising our curriculum, student experience and graduate employability. And our student body will become more globally diverse, with an education programme and student recruitment tailored to a wider range of countries and regions.

Global engagement: Our objectives

Objective 1:

Develop and invest in a range of strategic partnerships focused on increasing the global impact and reputation of our research and education

Priorities

We will:

- Leverage the University's key assets, including our outstanding academic strengths and sector-leading research facilities such as the Digital Innovation Facility, Materials Innovation Factory and Pandemic Institute, as the foundation for strategic partnerships with other world class institutions to deliver globally impactful research in areas that address global and societal challenges
- Engage with business and public organisations in the Liverpool city region and in selected countries to jointly forge global cross-sector partnerships. By doing so we will work to establish new networks that are distinctive, such as with other maritime cities, that leverage common strengths and address similar challenges and priorities
- Develop existing and new transnational education partnerships through novel arrangements to educate students beyond our existing campuses
- Catalyse our strategic partnerships with infrastructure, investment and effective mechanisms, such as dual PhDs, fellowships, faculty mobility and early career research opportunities
- Harness our new and existing partnerships, including with industry and other sectors, to extend the global impact of our research and civic role, and enhance our global reputation.

Objective 2:

Build an outward looking, globally connected community across staff, students and alumni, that shares our aspiration for positive worldwide impact

Priorities

We will:

- Develop Faculty, Institute and School level partnerships and networks that enhance our global footprint for research, impact and reputation, that provide opportunities for early career researchers and for talent mobility
- Promote our research and global engagement both on the world stage and on our campuses, raising the profile of our research, areas of distinctive leadership and international outlook, including by leveraging distinctive assets such as Liverpool University Press
- Enhance the global nature of our student experience through an internationalised and inclusive curriculum
- Engage with our influential alumni and stakeholder organisations to build our global reputation through advocacy, philanthropy and volunteering.

Objective 3:

Extend our global footprint for staff and student recruitment through the diversification of geographies we target, the products we offer and the markets we engage

Priorities

We will:

- Reduce single-country dependency by building new international partnerships in priority regions including North America, Europe, Asia and South East Asia, while further developing our valued existing partnerships including those with Xi'an Jiaotong-Liverpool University and the Malawi Liverpool Wellcome Programme
- Develop new strategies and recruitment marketing mechanisms to attract an increasingly diverse intake of international students.



PILLARS: PLACE AND INNOVATION

REGIONAL IMPACT FOR A BRIGHT FUTURE

Our vision: To drive prosperity and wellbeing for the Liverpool City Region through excellence in research, innovation and partnership for local and global impact.

Our main campus sits at the heart of Liverpool's Knowledge Quarter, a 450-acre world-leading urban innovation district located a short journey from Liverpool's city centre, port and major cultural assets. Complemented by our rural Wirral campus at Leahurst and Ness Gardens, our presence at the Sci-Tech Daresbury campus in Halton and at a number of local NHS trusts, we are determined that our influential role in science, innovation, education, public policy and culture, and as a major employer, supports the wellbeing and prosperity of communities across the region.

The strategic framework gives our commitment to creating ambitious plans that, working with partners in the region, will deliver growth in investment, jobs and innovation. Closely connected to our framework's Sustainability theme, we will also prioritise activities that deploy the University's expertise towards helping the city region achieve its Net Zero ambitions. And we will strive to support our communities in addressing inequalities and improving life chances, including through widening access to education, participating in arts and culture initiatives that promote wellbeing and sense of community, and working with employers to identify and address skills gaps in the region's workforce.

Place and innovation: Our objectives

Objective 1:

Create ambitious, long-term plans to deliver investment, jobs and innovation

Priorities

We will:

- Identify and support academic and professional services leaders, assign resources and create robust business cases for each of the following priorities;
 - creating a Materials Innovation Supercluster, building on our longstanding partnerships with Unilever and NSG
 - fostering enterprise and entrepreneurship among staff and students and the establishment of significantly more new companies in the region
 - creating a health and life sciences innovation campus to advance our world-leading research and support the ambitions of the Liverpool City Region's Investment Zone for life sciences
 - supporting the development of the city region's Investment Zone through actions that unlock private sector investment and attract businesses into the region, working in partnership with the combined authority, our NHS Trusts and Liverpool Health Partners, and others to achieve shared goals
 - fostering digital innovation and support including in the cultural and heritage sectors
- Secure significant external funding for flagship developments in our key innovation areas
- Undertake economic analysis to track jobs created and Gross Value Added in our key innovation areas.

Objective 2:

Deploy our research and education strengths to support our city region in reaching its Net Zero targets

Priorities

We will:

- Help businesses to innovate and become more sustainable, including through the use of digital technologies to support them in becoming cleaner and healthier
- Work with Liverpool City Region Combined Authority to support its Net Zero ambitions for the benefit of local communities, workers and visitors
- Maximise our own contribution to addressing the Net Zero challenge, as set out in the Sustainability theme of this framework.

Objective 3:

Mobilise our people, skills and know-how to address inequalities and improve life chances

Priorities

We will:

- Work with local employers to identify and address skills gaps, helping to shape a future workforce and drive prosperity
- Increasingly support and influence the development of sustainable, inclusive cities and regions, led by our Heseltine Institute for Public Policy, Practice and Place
- Renew our commitment to widening participation and outreach to raise educational attainment and aspiration, so that students from all backgrounds are able and supported to achieve their full potential
- Increase our partnerships and participation in arts and culture activities to promote wellbeing, including through assets such as the Tung Auditorium, the Victoria Gallery and Museum, and our unique collections and archives.



PILLARS: PEOPLE AND CULTURE

GREAT PEOPLE, LIMITLESS POTENTIAL

Our vision: To foster an inspirational, welcoming and inclusive culture in which all can thrive and reach their full potential, recognising and celebrating the strengths of our diverse communities and building collaboration, engagement and high quality support into all that we do.

People and Culture is one of two overarching themes in our strategic framework, recognising that our ambition to be a Top 100 university can only be realised through the talents, expertise and endeavours of our people. Placing our values at its heart, our vision for this theme is to foster an inspirational, welcoming and inclusive culture in which every colleague – academic, technical and professional services staff and postgraduate researchers – is valued, respected, and able to thrive and reach their full potential. We will involve our diverse community of staff and students in decisions and future plans, recognise and celebrate their many strengths and successes, and build collaboration, engagement and high-quality support into all that we do.

Our ambitions in this area include to be recognised as an employer of choice, able to attract and retain people of the highest calibre from all backgrounds and to compete successfully with other global universities in recruiting staff from around the world. We will develop our working culture to embody the Values set out in this framework, ensuring an inclusive and positive working environment in which colleagues are listened to, recognised and able to thrive. And, recognising we set the bar high, we will provide innovative development opportunities that support everyone to deliver their best work in pursuit of organisational and personal objectives.

People and culture: Our objectives

Objective 1:

Be an employer of choice - attracting and retaining a diverse range of great people globally, nationally and locally, unlocking their potential to achieve the University's strategic objectives and our global Top 100 ambition

Priorities

We will:

- Ensure our colleagues are clear about their contribution to our strategic priorities, and equip and support them to succeed
- Embed our global ambitions through all our people processes, that both attract and retain international talent, and amplify our standing and reputation around the world
- Implement our equality, diversity and inclusion plans to improve our representation at all levels, and specifically be more representative of the communities we serve
- Implement our Wellbeing Strategy embracing the key themes of Connecting, Working and Living Well.

Objective 2:

Develop a culture which embodies the University Values – through which our colleagues thrive, and an environment in which academic and professional services staff work collaboratively to deliver our strategic aspirations

Priorities

We will:

- Enhance our reward and recognition portfolio, reflecting the strategic priorities and our values, to ensure aligned achievements are appropriately rewarded
- Review and revise our career and promotion pathways to provide advancement opportunities for those leading in their fields
- Evaluate our contracts and policy frameworks to ensure we have the most appropriate, fair and inclusive employment arrangements
- Listen and take account of the views of our diverse communities through the implementation of effective diversity, equality and inclusion plans at all levels.

Objective 3:

Provide innovative development opportunities that enable all colleagues to perform at their best

Priorities

We will:

- Cement our position as sector-leaders in the development of the research community, fostering a culture of research excellence in which future talent is equipped to deliver upon our research priorities
- Continue to develop our colleagues in stellar educational practices that generate student success
- Create a working environment which values and supports all professional and technical services staff in reaching their potential and facilitating professional and personal development
- Ensure leaders at all levels are able to drive our organisational success, through high quality development opportunities that recognise their unique practices and contexts.



PILLARS: SUSTAINABILITY

FUTURE-GAZERS, SOCIETY-CHANGERS

Our vision: To drive forward environmental and social equity through our education, research and operations, making a positive impact within and beyond our boundaries.

Sustainability is a priority for the University and the second of the overarching themes in this framework, important to each aspect of our work. Recognising both the global value of our academic role and our local impact as a large organisation, our vision in this area is to drive forward environmental and social equity through our education, research, and operations, making a positive impact within and beyond our boundaries.

Research will be at the forefront of our efforts as we commit to achieving global impact in addressing the greatest challenges facing today's society, including accelerating progress towards and beyond the United Nations Sustainable Development Goals. Supported by initiatives including our major investment in a new School of Environmental Sciences, we will also empower our students to become global citizens able to make a difference in this changing world. And, in addition to supporting our city region to meet its net zero commitments, within our physical and organisational boundaries we will place a strong focus on our sustainability and the transition to Net Zero by 2035.

Sustainability: Our objectives

Objective 1:

Our multi-disciplinary research will create global impact in addressing the greatest challenges facing today's society

Priorities

We will:

- Develop new solutions through our multi-disciplinary research and partnerships that accelerate the progress of the United Nations Sustainable Development Goals, building on existing initiatives such as our work in human rights law and the influential research undertaken through CLEAN-Air Africa to tackle household air pollution
- Develop collaborative global partnerships to create knowledge and impact that make a positive difference to communities globally
- Conduct our research in a way that supports social and environmental equity.

Objective 2:

Our students will be empowered as global citizens to make a difference in a changing world

Priorities

We will:

- Ensure that sustainability is woven into the curriculum and wider student experience, connecting each discipline to the United Nations Sustainable Development Goals and enabling every student to gain relevant attributes, skills and knowledge
- Create a curriculum for all which is sustainable and inclusive in its content and delivery
- Empower our students to be engaged citizens within Liverpool, in their wider communities and beyond.

Objective 3:

Sustainability, including the achievement of Net Zero by 2035, will underpin how we operate within and beyond our organisational boundaries

Priorities

We will:

- Embed sustainability across our policies, processes and practices, supporting our own community to thrive
- Support and empower staff to develop their understanding and confidence in making sustainable decisions
- Develop partnerships which align with our values and drive forward better outcomes locally and globally
- Improve social mobility and outcomes through our recruitment and staff development
- Develop sustainable procurement standards which actively promote local impact and supply chain equity
- Embed sustainability throughout all our estate operations, creating sustainable, inclusive and resilient campuses.



MEASURING SUCCESS AND REALISING OUR VISION

Realising our Vision

This strategic framework is ambitious and our vision will only be achieved through a sustained and focused team effort across the University and its strategic partnerships.

The objectives and priorities described here provide long term direction and will be progressed through a range of new and existing strategic implementation plans.

These plans will include:

- Institutional plans for growth, setting out our detailed objectives for future student numbers, research income and performance
- A Financial plan that forms the basis for rigorous financial management and ensures the University's ability to invest in infrastructure and strategic priorities
- Digital and Estates strategies to facilitate the right capability and environment for success
- External Relations strategies that enhance the University's brand and reputation among key stakeholders and markets
- A major new fundraising campaign that is aligned with our 150th anniversary in 2031, to unlock significant additional resources for investment in our priorities
- Moreover, the framework is the foundation for all faculty, school and departmental plans, which will be developed locally and through appropriate engagement with staff.

Our annual planning and governance processes will ensure that all plans and the allocation of resources are aligned to delivering our priorities for the benefit of students, staff, our region and the world beyond.

Measuring success

Ten key measures will be used to monitor the implementation of the framework, tracking our success in achieving the best for our University community and the world around us. Our focus on these measures will drive performance, plans and investment across the University and be complemented by other measures at faculty and department level that enable every individual and team to recognise their contribution towards the University's overall success.

Progress against the ten measures will be monitored by University Council, our governing body.

The measures of success are:



1. Global reputation

We will achieve a global Top 100 university ranking



2. Research income

We will substantially increase our research income to above the median of the Russell Group



3. Student experience

Our students will report excellent levels of satisfaction as measured by the annual National Student Survey



4. Student success

Recent graduates will be in highly skilled employment at or above target levels as measured by the annual Graduate Outcomes Survey



5. Research quality

We will achieve targeted increases in co-authored publications and citations with international and industrial partners



6. Economic and social impact

We will achieve strong economic and social impact as measured by the Knowledge Exchange Framework and other key indicators



7. Environmental impact

We will achieve the targets set out in our sustainability strategy, including Net Zero by 2035



8. Staff experience

Our staff will report excellent overall levels of satisfaction as measured by our Staff Survey



9. Inclusive community

Equality, diversity and inclusion will be demonstrably valued



10. Healthy finances

We will achieve our targets for increasing the University's annual surplus to enable reinvestment in our priorities

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THE ORIGINAL

REDBRICK