

University Strategy 2019-28 Executive Summary

Reflecting on our progress so far

The University of Essex is equally committed to excellence in education and research, for the benefit of individuals, communities and society. We are proud to offer a transformational research-led education, welcoming students to the University on the basis of their potential, helping them to fulfil that potential, and transforming the lives of everyone who chooses to study at Essex.

The 2013-19 strategic plan period was a period of outstanding achievements for the University. Under [the 2013-19 plan](#), the University went from strength to strength. We set ourselves some ambitious challenges: to achieve excellence in education and research, and to be recognised as a UK top 25 University, while growing our student numbers by 50%; to improve our financial sustainability, generating an annual cash surplus of at least 5.5% while significantly growing our academic staff base and developing our campuses. And, with every fresh challenge that faces Higher Education, to seek out opportunities for the University of Essex to grow, to thrive and to advance our mission of excellence in education and research, for the benefit of individuals and communities.

Highlights of our achievements since 2013 include:

1. We're part of an elite group of dual intensive universities recognised for excellence in education (Gold Award, TEF 2017) and excellence in research (top 20 in REF 2014).
2. We have successfully grown the University, attracting students from around the world to join our community and benefit from our distinctive Essex education. In 2018 more than 5,000 students came from outside the UK to study at Essex from 150 different countries, making us the most international mainstream university in the UK outside London (The Times and Sunday Times Good University Guide 2018). We are ranked 14th in the world – and 2nd in the UK – for international outlook in the Times Higher Education World University Rankings 2019.
3. We're recognised internationally for our globally important research with peaks of excellence in social sciences, human rights and data analytics. We were awarded the UK's first Regius Professorship of Political Science, Queen's Anniversary Prizes for Human Rights and Social Sciences, and the world's first UNESCO Chair in Analytics and Data Science.
4. We're in the top 30 of all UK universities thanks to the outstanding student experience we offer, strong graduate prospects, and world-leading research (The Times and Sunday Times Good University Guide 2019).
5. We are top 15 amongst mainstream English universities for overall student satisfaction (National Student Survey 2018).
6. We contribute more than £500m every year to the national and regional economy – according to our [Economic Impact report](#).
7. Our [Knowledge Gateway](#) technology and research park is becoming the location of choice for intelligent businesses who want to link up with our research expertise, graduate and student talent, and benefit from our campus services and business support capabilities. Our Parkside Office Village is fully let and we are top 5 in the UK for our technology-driven business partnerships (KTPs).
8. In 2018 we were awarded the prestigious Times Higher Education (THE) award of University of the Year. The award citation recognised our commitment to putting student and staff success at the centre of everything we do, with tremendous effect.

The citation read:

“What are Universities if not communities of talented, committed people. By putting these people – both staff and students – first, the University of Essex has every right to its claim to

be a 'home for staff and students who want to make the world a better place. It is also our University of the Year."

Looking ahead to 2028

As we embark on our next strategic plan period, we are looking to the future with confidence, optimism and conviction.

- The mission and purpose of the University is clear and unchanged: we are committed to excellence in education and research for the benefit of individuals and communities.
- The distinctive character of the University of Essex is clear and unchanged: we are "*freer, more daring, more experimental*"; tenacious, bold, inquisitive, and impatient for change. Our Essex Spirit is nurtured by our global community and outlook, enabled through our culture of belonging and membership and powered by our research mind-set.
- We are clear about what we stand for: transformational education and research, inclusion, academic freedom, partnerships based on shared values, and the commitment to make a difference in the world by putting ideas into action to create benefit for others.

What's new in our proposed University Strategy 2019-28?

1. Building on our commitment to be firmly established in the top 25 of the TGUG (KPI 1), we have set ourselves a new challenge: to be globally recognised as one of the world's top 200 Universities (KPI 2).

2. Building on our commitments to transformational education and inclusion, we have re-focused on consistency in the range and quality of learning opportunities for every student, responsive to our students' needs and aspirations. This is reflected in our emphasis on supporting every student, from every background, to achieve outstanding outcomes. In addition to consistent excellence at subject level (KPI1 – TGUG; KPI3 – TEF) we have added a new challenge in KPI 6 (no attainment gaps for measures of student success).

3. We have articulated more strongly and clearly the purpose of our commitment to excellence in education and research: to improve the lives of people and communities. This builds on the commitments of our staff and students to advocacy, activism, social entrepreneurship and service to our communities, and is reflected in our focus on *social action* as the defining characteristic of Essex education and research.

4. We have re-framed our priorities to reflect our commitment to putting people (staff and students) at the centre of everything we do. This reflects our values of inclusion, partnership and community. We recognise the contributions that every member of our community makes to realising our vision and ambitions. We are a people-centred organisation: our priorities and objectives seek to realise the full potential of every member of our community in contributing to transformational education and research. Our priorities are based on the process through which we create benefit: our people (priority 1) create and apply knowledge (priority 2) to generate benefit for our community of students and staff and for the communities who benefit from our education and research (priority 3).

5. We will aim to grow the University to a community of about 20,000 students and 1,000 researchers, including two new departments or disciplines to meet the needs of our time. This will generate the resources to realise our ambitions for world-class transformational education and research, and to ensure the financial sustainability of the University.

University Strategy, 2019-28

Our mission

Excellence in education and research, for the benefit of individuals and communities

Our vision for 2028

We will put student success at the heart of our mission, supporting every student from every background to achieve outstanding outcomes; preparing our students to thrive in their future lives and nurturing our community of educators to support and promote student success.

Our research will continue to focus on asking difficult questions, challenging conventional wisdom, tackling with rigour the questions that matter for people and communities and putting ideas into action to improve people's lives.

In 2028 we will be recognised nationally (top 25 Times Good University Guide) and globally (top 200 Times Higher Education World Rankings) for the quality and impact of our transformational education and for the international excellence and world-leading quality, scale and impact of our research.

We will nurture and celebrate our shared commitment to social action, supporting every person in our University community to realise the potential of their Essex Spirit through their contribution to our shared mission.

We will have grown the University, enabling us to offer transformational education to about 20,000 students, to achieve transformational research through a community of about 1,000 researchers, to extend the knowledge base by investing in new disciplines that meet the needs of our time and to ensure the financial sustainability of the University.

Our Priorities

- 1. People**
- 2. Knowledge**
- 3. Communities**

Priority 1: People

Our purpose, as set out in the University Charter, is “to advance education, scholarship, knowledge and understanding by teaching and research, for the benefit of individuals and society at large”. Our first priority is to inspire, empower and support all students and staff across academic departments and professional services sections to fulfil their potential in contributing to the University’s vision and ambitions for 2019-28.

‘We looked for people who would work together, and who were in sympathy with the University programme and determined to see it through.’ (Albert Sloman, Reith Lectures)

Our ability to improve people’s lives through excellence in education and research is built on the talents and capabilities of our people. In the period 2019-28, we will recruit students and staff who are committed to contributing to our mission of excellence in education and research for the benefit of people and communities. Our first priority will be to develop and enable every student and every staff member to realise the full potential of their Essex Spirit.

1.1 Supporting and celebrating student success

- 1.1.1 Supporting students to achieve success is at the heart of our mission. Our students are a diverse community of committed, engaged learners. We are committed to supporting every student to realise their personal ambitions, transform their lives and use their Essex education for the benefit of people and communities. Our students are active members of our University communities, taking responsibility for their own learning and helping to shape our living and learning communities, in partnership with each other and with staff who are responsive to their needs and aspirations.
- 1.1.2 Student success will remain at the heart of our mission, as we support our students to discover and define their own ‘Essex Spirit’ within our living and learning community, supported by committed partnerships between the University, the Students’ Union and external partner organisations.
- 1.1.3 Essex graduates are members of the University for life. We cherish and celebrate the impact of our graduates and their Essex Spirit on our global community. We welcome the contributions that our graduates make to shaping the life and future of the University, supporting the advancement of University and helping current and future generations of Essex students to realise their full potential and fulfil their own Essex Spirit.

1.2 Supporting and celebrating people for their contributions to transformational education

- 1.2.1 Our commitment to transformational education for every student, regardless of background, is realised through the care, skill and commitment of our community of talented people. Our people are dedicated to student success, recognise the power of transformational education, view talent as a starting point for future potential, value inclusion and are responsive to the needs and aspirations of our diverse student population.
- 1.2.2 Every member of Essex staff contributes to our mission of excellence in education, through their contributions to student learning, student experience and by creating and sustaining the environments in which transformational education flourishes. Our staff will be supported to develop and apply their skills, professional knowledge and expertise to educate and enable every student to realise their full potential, and to nurture and sustain the environments that enable transformational education.
- 1.2.3 Through collaborative networks and communities of staff and students, we will support our staff to work together across departments and sections, and - with our students and external partners - to ensure that an Essex education meets our

students' needs and aspirations, preparing them for their future lives, future careers and future learning.

1.3 Supporting and celebrating people for their contributions to transformational research

- 1.3.1 Our commitment to transformational research is realised through the care, skill and commitment of our community of talented people. Our staff and students are dedicated to asking difficult questions, challenging received wisdom, conducting ambitious, innovative and significant research that addresses contemporary and emerging challenges, and applying knowledge and ideas for the benefit of individuals, communities and society.
- 1.3.2 Every member of our community contributes to our mission of excellence in research, through the creation, application and communication of knowledge, ideas and innovations and by creating and sustaining the environments in which transformational research flourishes.
- 1.3.3 Our people will be equipped with the capabilities to realise their own Essex Spirit as active, empathetic, entrepreneurial and engaged global citizens. Our staff will be supported to develop and apply their skills, professional knowledge and expertise, to realise their full potential as researchers and to nurture the environments that enable transformational research. Through collaborative networks and communities of staff, students and partners, we will support research at the growing points of knowledge, meet the needs of our time, and harness our collective power as a community that drives innovation, creativity and enterprise internationally, nationally and in our region.

1.4 Supporting and celebrating the contributions of all staff to our shared mission

- 1.4.1 At Essex, we value the contribution that every member of staff makes to our University mission. We recognise the importance of meaningful relationships and partnerships across the University in realising our shared endeavour, and the role of staff voices in helping to shape our living and learning communities.
- 1.4.2 As a learning organisation, we value and support the ongoing development of professional knowledge, expertise and skills. We are committed to a culture of collaboration, agility and team-work, sharing good practices, promoting learning and skills across departments and sections and working across disciplines and functions to produce outstanding outcomes.
- 1.4.3 We will work in partnership across the University's communities to nurture the environments that support transformational education and research, enabling and recognising the contributions of all staff to our shared mission. We will promote our commitment to education and research through the value we place on learning within and across teams, and on evidence and data-led decision making, in academic departments and professional services. We never stop learning and this commitment shapes our relationships with each other and with our partners.

Priority 2: Knowledge

The purpose of the University, as defined in our University Charter, is '*the advancement of learning and knowledge by teaching and research and for enabling students to obtain the advantages of University education.*' Our mission of excellence in education and research is built on the creation, communication, transfer and application of knowledge, ideas and innovation, in our curricula, in our research and in our ways of working, within and across our campus communities and with our global, national and regional partners.

2.1 Transformational curricula

- 2.1.1 Our research-led curricula will induct our students into our communities of academic and professional practice through disciplinary and interdisciplinary knowledge, ideas, practices and techniques.
- 2.1.2 We will work in partnership with our students to ensure that our curricula meet their needs and aspirations, to create opportunities for students to develop their Essex education and to ensure that every student is supported to acquire the skills and capabilities to put ideas into action, to benefit people and communities. Every programme will offer students opportunities to work across disciplinary and skill boundaries, to shape their learning and to develop the skills and practices that support social action.
- 2.1.3 We will continue to nurture our global mind-set, collaborating with international partners to develop innovative programmes of study, learning from international innovations and experiences and providing opportunities for our students and staff to benefit from our global outlook.

2.2 Transformational research

- 2.2.1 Our Essex Spirit compels us to ask challenging questions, applying disciplinary and interdisciplinary ideas and knowledge and negotiating the spaces between boundaries to pursue creative and radical innovation and address emerging challenges.
- 2.2.2 Our research will meet the challenges of our time, addressing problems of global importance to shape and influence disciplinary and interdisciplinary thinking. We will draw on and extend our distinctive discipline mix to maximise the transformational potential of our research capabilities. We will champion collaboration, within and across disciplines and between academic and non-academic communities.
- 2.2.3 Our researchers will define the next generation of research challenges, set agendas for addressing enduring and emerging challenges, lead the advancement of knowledge and develop innovative applications of knowledge and ideas for the benefit of people and communities.

2.3 Transformational innovation and enterprise

- 2.3.1 Our Essex Spirit is founded on a commitment to '*radical innovation*', to be '*freer, more daring, more experimental*' in meeting the challenges and needs of each generation, including the needs of industry. Inspired by our inquisitive and ambitious Essex Spirit, our students and staff will collaborate with and be responsive to the needs of industry, enterprise and employers, aligning our students' learning and experiences with current, emerging and future needs and opportunities and sharing the benefits of our transformational research and education with communities beyond our campuses.
- 2.3.2 As an innovation and enterprise ecosystem, our Knowledge Gateway offers a unique opportunity to benefit people and communities through entrepreneurship and enterprise. We will continue to develop the Knowledge Gateway to enable easy access to the knowledge base, talent pipeline and research and development expertise of the University.
- 2.3.3 Partnerships between our tenants, researchers, educators and students across the University's disciplines and departments will enable us to support social, commercial and cultural entrepreneurship, to engage our local and regional communities in the research and education mission of the University, to share our facilities and to collaborate on programmes of innovation and enterprise that benefit people and communities, globally, nationally and regionally.

2.4 Transformational environments

- 2.4.1 Our success in realising our ambitions for transformational education and research is rooted in the environments in which we live, learn and work, and powered and enabled by the services we deliver for the University community.
- 2.4.2 We will develop creative and scalable, streamlined and efficient, intelligent and supportive services, to meet the needs of a community of around 20,000 students and 1,000 researchers in 2028. This will be achieved through creative partnerships across our sections and departments and with our students. We will be agile in seeking out opportunities to innovate, to harness the power of new ideas and knowledge and to identify the most effective ways of realising our ambitions.
- 2.4.3 ~~Reputation~~ **Reputation** is at the heart of our services: our dedicated and professional teams will identify, develop, implement, refine and deliver highly-functioning services and systems that meet the needs of staff and students by creating the environments in which transformational education and research can flourish.

Priority 3: Communities

The purpose of our mission of excellence in education and research is to improve people's lives, transform communities and benefit society. Serving our communities through transformational education and research that meets the needs of our time remains at the heart of our mission.

As we grow, we will extend the scale, global reach and impact of our education and research. On our campuses, "*bigness will be reconciled with intimacy*", by ensuring that our campus communities foster our sense of belonging, well-being, inclusion and purpose, our connections with each other and with our global and regional partners. And we will maximise the impact of the University on communities beyond our campuses.

Our Essex Spirit is driven by our ambition to achieve meaningful impact of global significance, and to realise the benefits of a world-class university for our region. We will achieve this by encouraging and supporting our students, staff, alumni and partners in collective action that creates benefit for people and communities around the world.

3.1 Nurturing our living and learning communities

- 3.1.1 Albert Sloman said, "*A university should, I believe, provide an experience of living as well as an opportunity for learning.*" We will work in partnership with our students and the Students' Union to create living and learning communities, both campus-based and communities of interest, shaped around our students' needs, ambitions and ideas.
- 3.1.2 We will provide a transformational student experience by scaling the range of opportunities for students to apply their learning, to discover their Essex Spirit and to develop and practice the capabilities to put their ideas into action for the benefit of people and communities.
- 3.1.3 We will celebrate the diversity of our students and staff, nurturing communities of belonging in which all are accepted without exception, and promoting inclusion, well-being, resilience and empowerment to enable every member of the University to achieve their full potential.

3.2 Enabling communities for transformational education and research

- 3.2.1 Our campuses provide the physical and digital, social and natural environments for our community of staff and students to connect, collaborate, test and exchange the knowledge and ideas that drive transformational research and education.

- 3.2.2 As we grow our community of staff and students, we will nurture, develop and grow our campus communities. Investment to grow our academic staff will aim to reduce student-staff ratios, and investment in our campuses will ensure that we provide a transformational environment for education and research, equipped with physical and digital infrastructure, facilities, workspaces, learning spaces, shared spaces and environments aligned to our ambitions and priorities.
- 3.2.3 Our campus environments will nurture our sense of community and belonging, providing safe and effective social environments, where positive relationships promote well-being for all. Economies of scale in the delivery of our work will enable us to offer an outstanding experience to our students and staff.

3.3 The impact of our Essex Spirit

- 3.3.1 We will nurture and promote our impact, reputation and standing, to ensure that the University of Essex is recognised globally and nationally for the quality, profile and visibility of our transformational research and education and for the benefit we create for people and communities.
- 3.3.2 We will lead research programmes of global and national importance, harnessing the knowledge base of the University to make the world a better place. We will support our students and graduates to apply their Essex Spirit for the benefit of people and communities. We will celebrate the successes of our alumni, their global impact, and the inspiration they give to our current and future students.
- 3.3.3 Albert Sloman said: "*A great University has a lot to give to its community.*" We will work closely with people and organisations who share our values to maximise our impact as a world-class University committed to creating global and local benefit. We will work with strategic partners in schools, businesses, industry, cultural organisations, local authorities and public services to advance the quality, profile and visibility of our transformative research and research-led education, and to ensure that the work of the University has a positive impact in the world around us.

Objectives

People

O1.1 Offer every student a transformational education, empowering them to discover and develop their own Essex Spirit, to achieve their potential, to improve their own lives and, through social and community engagement and action, to find solutions to societal and environmental problems for the benefit of people and communities.

O1.2 Seek out input and ideas from our students to enable them, in partnership with staff who are responsive to their needs and aspirations, to help shape our living and learning communities and contribute to the University's decision making processes.

O1.3 Recognise and celebrate the contributions of every member of staff to the achievement of transformational education and research and to sustaining the environments in which these can flourish.

O1.4 Promote and facilitate formal and informal learning across all sections and departments of the University, and support all colleagues in their roles as educators working within and across teams.

O1.5 Nurture and promote our commitment to research-led education and the development of a research mind-set for undergraduate and postgraduate students, for staff researchers and through our practices of research and data-informed decision-making across all departments and sections of the University.

O1.6 Ensure that every member of staff is supported, through induction and ongoing professional development, to be inspirational, inclusive and innovative, to define their own professional paths, plan their career goals, identify and address learning needs and opportunities, build and develop skills and knowledge, maintain rigorous professional standards, navigate moments of transition and share good practice across the University.

O1.7 Listen to, support and develop each other, responding to employee voices, building our staff community through practices of coaching and mentoring, recognising the connection between rest, creativity and wellbeing and helping our community to manage their physical and mental wellbeing through healthy working lifestyles.

O1.8 Support an inclusive working environment which recognises and harnesses the contribution of every member of the University, through inclusive policies and processes that put people at the centre and also by our behaviours, which will promote an environment where people learn from others and are supported through effective processes and partnership to take decisions on behalf of the organisation.

O1.9 Establish a flexible, digitally fluent working culture which leads to self-managed time with a focus on outcomes over input, fluid boundaries between teams and a culture of collaborative problem solving.

O1.10 Support our graduates to realise their personal ambitions, supporting them through the multiple transitions of their future careers, future learning and future lives and celebrating the impact of their Essex Spirit through agency, activism, advocacy, entrepreneurship, service to our communities and their commitment to social action.

Knowledge

O2.1 Support staff and students to co-produce relevant, responsive and inclusive curricula that offer a diverse range of learning opportunities and that are agile, responsive to current issues/emerging challenges and designed to meet the needs, interests, learning styles, aspirations and backgrounds of our student community.

O2.2 Offer students the opportunity to develop their Essex education, harnessing the power of our intellectual assets, discipline mix and interdisciplinary strengths, and adopting a rounded approach that prepares our students to be innovative, entrepreneurial change-makers.

O2.3 Encourage and enable our students to collaborate with communities and social enterprises to develop projects or ventures that create social benefit.

O2.4 Realise the opportunities to meet the needs and aspirations of students and graduates through innovative approaches to learning, including where appropriate blended learning, flexible and accelerated degrees, and flexible opportunities for students and graduates to accumulate credit.

O2.5 Draw on and extend our distinctive discipline mix and capabilities and our unique research assets to define research challenges, set agendas, lead the advancement of knowledge and respond to enduring and emerging challenges.

O2.6 Collaborate with partners who share our values and commitment to improving people's lives to develop innovative programmes of study and research and to promote intellectual exchange, inter-disciplinarity and openness, guided by principles of open science, transparency and intellectual honesty.

O2.7 Work in partnership with Knowledge Gateway tenants to drive innovation and enterprise in our region, to showcase the University's research strengths and contributions as a national leader in innovation and the application of knowledge to business and enterprise (including social enterprise), and to scale the range of opportunities for students and staff across our range of disciplines to contribute to and benefit from the success of the Knowledge Gateway.

O2.8 Continue to develop the networks, strategic partnerships and communication channels that connect our research and education base with our user communities, including industry, enterprise, government, policy, public sector and third sector users, to maximise the effectiveness and impact of our research and education in improving people's lives.

O2.9 Develop professional services that are creative, scalable, streamlined and efficient, and optimised to provide education and research services to a community of about 20,000 students and 1,000 researchers in 2028.

O2.10 Review, refine, develop and create seamless systems and processes to support, inform and prompt decision making, monitor their impact, effectiveness and efficiency and listen and respond to feedback from partners and users.

Communities

O3.1 Create living and learning communities that foster students and staff to feel a sense of belonging, inclusion, well-being, resilience and empowerment. We will work in collaboration with our students and the Students' Union to shape our communities around our students' needs, ambitions and ideas and to nurture the strengths, capabilities and experiences that our students bring to Essex.

O3.2 Enhance our support for students' future lives, careers and learning by scaling the range of opportunities for students to apply their learning, including the integration of experiential, work-related, employer-engaged and entrepreneurial learning in the curriculum.

O3.3 Provide opportunities for our alumni to participate in our living and learning communities, nurturing their continuing sense of belonging on our campuses and providing opportunities for alumni to support the advancement of the University through philanthropy, to share their experiences with students and staff, to contribute to the University's mission in education and research and to continue their learning journey with Essex as they progress through the multiple transitions of their future lives and careers.

O3.4 Ensure that our campuses are equipped with world class education and research infrastructure, including teaching and learning spaces that are designed and equipped to enable our ambitions for transformative education, appropriate and flexible facilities and equipment for research and shared open spaces for community, collaboration and chance encounters.

O3.5. Ensure that our natural, built, digital and social environments promote connections, community and innovation across departments and sections of the University through collaborative and agile working, across and through existing boundaries, a culture of empowerment, responsibility and mutual trust, and by supporting wellbeing, motivation and effectiveness.

O3.6 Develop the networks, strategic partnership and communication channels that connect our research base with our user communities (including industry, enterprise, government, policy, public sector and third sector users), harnessing the power of co-production to maximise the effectiveness of our research outputs in improving people's lives.

O3.7 Be a catalyst for international, national and regional research and development by scaling the range of opportunities for researchers to connect with collaborators and communities of practice, globally and locally, and nurturing partnerships that advance the quality, profile and visibility of our transformative research and education.

O3.8 Continue to connect our alumni with the University and each other to celebrate their Essex Spirit and its impact on people and communities, locally and globally.

O3.9 Promote the opportunities that the University's investments in the Knowledge Gateway and in building strong partnerships with others who share our values have created for businesses, industry and regional development partnerships to access knowledge and innovation through partnerships with our staff and students and to realise economic growth, increased productivity and social benefit for our region.

O3.10 Engage with the local communities in which the University and its campuses are located, including their related public authorities and our local schools, to make the most of the opportunities provided for students and staff from within these communities, and, through

the benefit that flows back into our local communities to maximise the opportunities that these partnerships provide for the work of the University to have impact in the world.

University Strategy, 2019-28

Key Performance Indicators

Overall Reputation and Standing

Our vision: We are an ambitious university, committed to global excellence in research and education, for the purpose of improving people's lives.

KPI 1: TGUG: to be firmly established in the top 25 of UK institutions as measured by TGUG; and each subject area to be in the top 20% of their subject area by 2028

KPI 2: THE: to be ranked in the top 250 of Universities globally, as measured by the Times Higher Education (THE) World University Ranking system by 2025; and in the top 200 by 2028; and for each subject area reported to THE to be in the top 200 of their subject area by 2028.

Education

Our vision: In 2028, we will be recognised nationally and globally for providing transformational education. We will put student success at the heart of our mission, supporting every student from every background to achieve outstanding outcomes; preparing our students to thrive in their future lives and nurturing our community of educators to support and promote student success.

KPI 3: TEF: University to retain TEF Gold award and each subject area offered by the University to obtain TEF Gold subject level at each assessment point.

KPI 4: National Student Survey: University to remain firmly established in the top 25 of UK institutions through the period 2019-2028, and each subject area offered by the University to reach the top 20% of their subject area through the period 2019-2028.

KPI 5: Graduate Outcomes: University to be firmly established in the top 25 of UK institutions and each subject area offered by the University to be in the top 20% of their subject area by 2025, and to sustain these positions through the period 2025-2028.

KPI 6: Student Outcomes (Equality and Diversity): by 2025, University to have no significant equality attainment gaps for measures of student success at institutional level; and to maintain this through the period 2025-28.

Education and Research

KPI 7: Research Degrees:

- a. Completion: University to exceed the UKRI minimum submission threshold (submission within 12 active terms) at the institutional level by 2025; maintain this performance and consistently to meet the minimum threshold in all departments by 2028.
- b. Awards: University's average number of doctoral awards per FTE of academic staff with research in their contract to be equal to benchmarks achieved by research-intensive Universities.

Research

Our vision: In 2028, we will be recognised nationally and globally for the international excellence and world-leading quality, scale and impact of our research. Our research will continue to focus on asking difficult questions, challenging conventional wisdom, tackling with rigour the questions that matter for people and communities and putting ideas into action to improve people's lives.

KPI 8: REF:

Institutional and subject research profile as indicated by performance in the Research Excellence Framework (REF): University to be in the top 20 nationally for overall research profile in the 2021 REF, and each Unit of Assessment submitted by the University to be in the top 20%, using TGUG methodology.

KPI 9: Citations:

To be ranked in the top 40 of UK institutions for citations per publication by 2025; and in the top 25 of UK institutions for citations per publication by 2028.

KPI 10: Income from Research

- a. Average research income per FTE for academic and research staff, calculated at institutional and cost-centre levels, to meet (by 2025) and exceed (by 2028) average benchmark achieved by research-intensive UK universities.
- b. Research income from industry calculated at institutional level, to meet (by 2025) and exceed (by 2028) average income from industry achieved by research-intensive UK universities.
- c. Total income reported in HEBCIS calculated at institutional level to meet (by 2025) and exceed (by 2028) average reported by research-intensive UK universities.

Finance

Our vision: We will have grown the University, enabling us to offer transformational education to about 20,000 students, to achieve transformational research through a community of about 1,000 researchers, to extend our knowledge base by investing in new disciplines that meet the needs of our time and to ensure the financial sustainability of the University.

KPI 11: Financial Sustainability

- a. Institutional cash surplus to be at least 5.5% annually.
- b. Liquidity: minimum requirement for access to cash to fund expenditure determined by risk-based assessment of minimum liquid funds.
- c. Debt servicing costs: Minimum ratio of earnings before income tax, depreciation and amortization (EBITDA) to debt servicing costs to be 2 to 1.