

Vice-Chancellor's objectives for 2022 - 23

	Task	Strategic Plan Reference	Accountability			Timeframe
		Strategic Risk Register Risk ID	USG lead	Academic lead	Prof Services lead	
Vice-Chancellor (Professor Anthony Forster)						
1.	Ensuring that student benefit is at the centre of our thinking a) Ensure that the UG, PGT and PGR student experience is maximised, including making best use of blended learning. b) Continue to ensure that we maximise student outcomes (in terms of student satisfaction, continuation, good degrees, and employability). c) Ensure that we maximise and promote the benefits of a residential campus-based experience. d) Ensure that our students see the value of, and benefit from, the research that is undertaken within the University both through research informing the curriculum and through students being taught by World class researchers.	KPIs 1,2,3,4,5,6,7 Risk ID 1,2,6,7,9,12 Education Strategy O1,2,3,7,9,18	Professor Madeline Eacott	Professor Madeline Eacott	Richard Stock	By July 2023
2.	Maximising the benefits of our on-campus community experience Ensure that, as we return to on-campus living and working, our community, both staff and students, see and value the benefits of being on our physical campuses.	Education Strategy 15,19,25 EAP Objective 4.4a	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Chris Oldham/ Richard Stock/ Alix Langley	By July 2023
3.	Financial sustainability Ensure the financial sustainability of the University in the context of our Strategic Plan, Strategies, Sub-Strategies and Supporting Strategies, our three-year recovery plan and external changes to funding.	KPIs 10 and 11 Risk ID 1, 3, 5, 7, 10, 12	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Andrew Keeble	By July 2023
4.	Inclusivity, equality and diversity Ensure that we continue to deliver on our commitment to equality, diversity and inclusion.	KPI 6 Risk ID 12	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Alix Langley	By July 2023
5.	Strategic planning Ensure that short-term actions support the long-term goals of the University.	All KPIs Risk ID 1,2, 10	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Bryn Morris	By July 2023
6.	Leadership and performance Support the development of a high performing USG team as part of our high-performance culture: a) Continue to focus on resilience through personal development of individual members of USG and USG as a whole.	All KPIs Risk ID 6, 7, 10, 12	Professor Anthony Forster	Professor Anthony Forster	Alix Langley	By July 2023

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	b) Ensure the University has appropriate academic and professional services leadership capacity to manage the challenges we face.					
7.	Global Engagement Ensure the University takes the right steps in responding to the UK's departure from the European Union including in relation to: finances, recruitment, partnerships and reputation, and that we maximise any opportunities that arise within the EU, for example through continuing membership of all parts of Horizon Europe, as well as continuing to develop/support global partnerships developments.	KPIs 1 and 2 Risk ID 1, 8, 9, 10	Professor Anthony Forster	Professor Madeline Eacott/ Professor Chris Greer	Vanessa Potter	By July 2023
8.	External bodies Ensure a strong relationship with regulatory and sector bodies such as OfS and UKRI.	All KPIs Risk ID 1,5,6,7,8,9,10,12	Professor Anthony Forster	Professor Anthony Forster	Bryn Morris	By July 2023
9.	Maximising opportunities from unforeseen events Ensure capacity to respond to unplanned events not only in terms of our immediate response but also ensuring that we stand ready, and are able, to take advantage of any opportunities arising that help us innovate or accelerate our ability to deliver on our Strategic objectives, KPIs, education and research objectives.	All KPIs and strategic objectives	Professor Anthony Forster	Professor Lorna Fox O'Mahony	Bryn Morris	By July 2023
10.	Workload Review Identify the causes and ways to better manage workloads and implement changes, including through: a review of institutional systems and processes; regular review of our wellbeing support; the findings of the working group on workload; and a review of support for staff in a range of leadership and management roles.		Bryn Morris	Professor Lorna Fox O'Mahony; Bryn Morris; Maria Fasli; Nancy Kula; Andrew Le Sueur	Alix Langley	By July 2023

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11.	<p>Climate and Ecological Emergency</p> <p>a) Act as a Champion for, and provide visible leadership in relation to, the University's agreed Sustainability Sub-Strategy vision for 2026 and specifically our ambitions in relation to climate change including our commitments to reaching net zero carbon emissions and to substantially reducing the University's environmental and ecological impact.</p> <p>b) Ensure that the new Energy Saving Planning Group links in with our existing planning processes and decision-making in relation to financial investments.</p> <p>c) Ensure that our Times Higher Education (THE) Impact Rankings planning and submission is as compelling as possible.</p>	Risk ID 1,2,6,8,10,11,12	Bryn Morris	<p>Professor Lorna Fox O'Mahony</p> <p>Professor Dominic Micklewright</p>	Chris Oldham	By July 2023