**Our vision is....** to be in the top tier of UK universities, renowned for using our agenda-setting research, which responds to the biggest cultural, social, scientific and economic challenges of the day in innovative ways. to offer an unparalleled learning experience to all who can benefit.

---

**Grow our reputation, impact and engagement**

<table>
<thead>
<tr>
<th>The themes which shape our strategy</th>
<th>Education</th>
<th>Student experience</th>
<th>Research</th>
<th>People and culture</th>
<th>Estate and environment</th>
<th>Institutional sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The outcomes we want our strategy to achieve between now and 2020</strong></td>
<td>All of our students feel equipped with the knowledge and skills for success in a global, competitive market, have the confidence to be independently minded and socially responsible and supported to grow to their highest potential</td>
<td>Vibrant research that advances knowledge, supports the regional economy and will change our world</td>
<td>Diverse, motivated, high performing workforce who feel equipped and empowered to deliver our strategic objectives</td>
<td>A 21st century campus where the range and quality of our academic, recreational and pastoral facilities meet the needs of today’s students and staff while continuing to protect the heritage and unique atmosphere of our campus environment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Where we’re focusing our efforts to help achieve the outcomes**

- Foster independent thinking and an international perspective for a digital world
- Equip our students with resources and skills for study and work
- Focus on identifying and supporting our world class research
- Develop and strengthen our capabilities
- Invest to support our growth and development while retaining our unique and valued feel and culture

**Where we’re focusing our investment in 2015/16 to help achieve the outcomes**

- New academic posts
- Postgraduate scholarships
- On & offline teaching resources
- New courses, disciplines and schools
- Supporting and upgrading IT networks and hardware
- Student employability initiatives
- Accommodation upgrades
- Research resources, facilities and the impact of our research
- Building capabilities and managing performance
- Competitive reward and recognition
- Improving internal engagement
- Supporting health and wellbeing
- Developing and improving our estate and its infrastructure
- Upgrading IT systems and processes
- Growth in student numbers

---

**Our values – underpinning all that we do**

- Creativity
- Freedom
- Collaboration
- Excellence
- Fairness

---

Our strategy on a page