2025 Strategy
An inspiring, innovative University of international renown

Aims

Innovative
Increase our international recognition via the volume and quality of research outputs

Inspiring
Enable all students to become inspiring and enterprising global professionals and achieve career and personal success

Create an inclusive globally aware community providing a world-leading and inspiring student experience

International
Recognised as a world-class academic institution

Build strategic research partnerships with other world-class academic institutions

Continue to provide a world-class student experience

People First
Attract a talented global academic workforce to deliver and support our growth, vision and values

Recognise contribution and provide a fair and motivational framework to ensure colleagues' engagement for continuous improvement

Growth and Efficiency
Sustained student-numbers growth

An estate with sector-leading condition and functionality

Efficiencies led by a Digital Transformation agenda

Financial Sustainability
Generate sufficient cash to meet strategic investment plans and economic contingency

Maintain financial strength

Ensure all Schools and Services maintain financial and operational viability

Values

We will work as a team to provide an excellent service to all of the communities we support.
Key Performance Indicators

- **Innovative**
  - All academic staff publishing at 2-star level or above (75% at 3-star or above)
  - Institutional average of 15 citations per output
  - Research income £30m pa, knowledge exchange and innovation income £5m pa
  - Formal links with 5000 unique businesses and end users, and 10% of all research outputs created with research end users

- **Inspiring**
  - University to be in the top quartile of the National Student Survey for the sector
  - Differential achievement: No statistical difference for Retention, Highly Skilled Employment and Classifications once benchmarked
  - University of Huddersfield student engagement score to improve by 20%

- **International**
  - Top 300 Times and QS World University Rankings
  - 140 strategic research collaborations with Top 300 Times or QS institutions and 60% of publications with international collaborators
  - Top 25% in UK ISB for “Integration” measures (and Top 10% overall)

- **People First**
  - 35% of academic staff to have international experience
  - University to be in the upper quartile in the staff survey for engagement and satisfaction
  - University to be in the upper quartile in the staff survey for good management practice

- **Financial Sustainability**
  - Minimum 7% of total income as cash generation for sustainability and investment
  - Remain in the upper quartile amongst all UK HEIs in the HESA Security Index
  - All Schools and Services to deliver a 3% annual underspend against their devolved revenue budgets

- **Growth and Efficiency**
  - 5% pa growth in overall taught-student fee income or consequent efficiency savings
  - Upper quartile for estate condition and functionality
  - Reduced cost per transaction and improved user satisfaction in key University processes

Values

We will work as a **team** to provide an **excellent** service to all of the **communities** we support.