**Aims**

**Innovative**
- Increase our international recognition via the volume and quality of research outputs
- Increase our research and knowledge exchange income
- Become a focus for productivity improvement, impact and enterprise

**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
- Grow an inclusive community of leaders and managers to develop people to achieve excellence

**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

**Growth and Efficiency**
- Sustained student-numbers growth
- An estate with sector-leading condition and functionality
- Efficiencies led by a Digital Transformation agenda

**Inspiring**
- Enable all students to become inspiring and enterprising global professionals and achieve career and personal success
- Inspire all students to fulfil their potential and achieve the highest academic and professional standards
- Create an inclusive globally aware community providing a world-leading and inspiring student experience

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**Values**

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

2025 Strategy
An inspiring, innovative University of international renown

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

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 QoWL sector upper quartile measure for engagement and satisfaction
University of Huddersfield student engagement score to improve by 20%.

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.

Financial Sustainability
Minimum 9% 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.

Values
We will work as a team to provide an excellent service to all of the communities we support.
2025 Strategy
An inspiring, innovative University of international renown

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

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 UKISB for “Integration” measures (and Top 10% overall)

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

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

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

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%

Upper quartile for estate condition and functionality
Reduced cost per transaction and improved user satisfaction in key University processes

Top 25% in UK ISB for “Integration” measures (and Top 10% overall)
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