

Staffordshire University

Strategic Plan and Key Performance Indicators

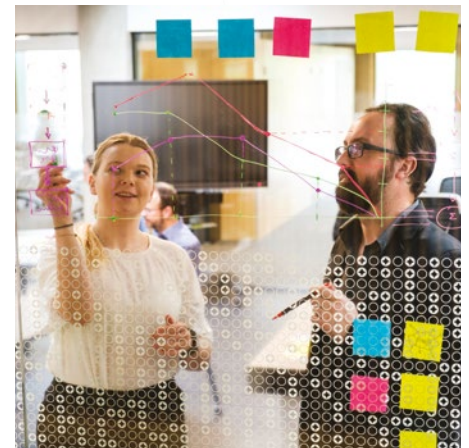


STAFFORDSHIRE
UNIVERSITY

University Strategic Plan

(2022 - 2027)

The new Strategic Plan was approved by the Board of Governors in April 2022. The “Catalyst for Change” Strategic Plan is explained below and represented as a dynamic flywheel.



We are Staffordshire University. We are a ‘catalyst for change’. We are a force for social good. We are here to transform the lives of people, who will transform our society and transform the places in which we live. This isn’t a new mission. It has been in our DNA for over 100 years. In these turbulent times, where inequalities pervade, achieving our mission is more important than ever. People, societies and places, depend upon us. ‘Catalyst for Change’, positioned in the centre, therefore, beats like a heart for Staffordshire University.

We will be this catalyst for change through our four interdependent priorities: Next Generation Education, Next Generation Experience, Next Generation Engagement and Next Generation Environments. And the focus on ‘next generation’ is important – if we are going to be that catalyst for change, we need be different to what has gone before, be different from our competitors and lead the way in embracing technology in how we live, work and study. We are after all, a university who has led the field of digital education for over 60 years.

Next Generation Education

We will create and deliver next generation education. Our portfolio of awards will reflect the ever-changing needs of business and society, recognising the global shift in demand for new skills and knowledge, in a post pandemic age. Our awards will not only be shaped by the impact of digital innovations, they will be delivered with digital innovation at their core. Entrepreneurism, developing entrepreneurs and a focus on enterprise will equip our graduates with skills to transcend traditional career boundaries. And our increasing global

attraction of staff and students will expand our global mindsets. In short, our graduates will be ‘world ready’, for the roles of the future, in careers that have yet to exist.

Next Generation Experience

We will deliver this all through our next generation experience. We will tailor the delivery of our courses so that students can learn in a way that meets their needs, and develops both their subject knowledge and hones their life skills. Our learning will be through phenomena - building subject expertise and developing an academic mind set, through focusing on real world issues.

We will deliver beyond the traditional confines of a subject, as we recognise that boundaries are historical and the future will be blurred and transdisciplinary. And with our digital credentials, it is unsurprising that the future of learning is immersive or simmersive even—using technology to enter environments that were previously unobtainable.

Next Generation Engagement

Next generation engagement increasingly matters. We are the connected university and have strong civic roots. This means we are committed to playing our role in transforming the regions in which are based—Staffordshire and London. Our civic roots and our aspirations align perfectly with the Governments ‘levelling up’ agenda. We will continue to work with civic institutions, businesses and industries to regenerate our region and provide better opportunities for all, through the educational opportunities we provide. We will focus our innovative research, increasing its quality and quantity, so that it is applied to real world issues and delivers an impact for broader society.



Our research, enterprise, innovative ecosystem will matter. We will work in partnership with the regions established businesses and industries, and support and nurture the growth of the new and emerging, so that all can flourish. No region is an island. As we do this, we must always face outwards, beyond our regions, which is why our focus on internationalisation is pivotal. By this, we mean that we will attract staff and students from across the world, to work and study with us, shape our thinking and our culture. Our focus is regional, but globally informed.

Next Generation Environments

Our people will work and study in next generation environments. We will transform our campus, building by building, to reflect the learning and teaching and working environments of tomorrow. We will be more sustainable and work actively to reduce our carbon footprint. We will harness all that digital developments have to offer, using new smart technologies, to ensure that we work and study in the most impactful ways. We will deliver together a strong, customer centric approach that places our students at the heart of all that we do. We will continue to promote diversity in all its forms, respecting and celebrating differences, and ensuring we are inclusive to all. We will promote and safeguard academic freedom of speech. We will all flourish in a healthy, creative and empowering place to work and study. In short, we will be known as one of the most innovative, vibrant and exciting places to work and study in the UK.

Delivery and Impact

The only way we can achieve all of this, is through our people— attracting the most talented to work and study with us. This is why our values are so important. Our values shape who we are

and how we act. So we want all of our staff and our students to be fair and inclusive, curious and daring, innovative and enterprising and ambitious and inspirational, every day. And it's a given, that every student and every member of staff, should always be 'Proud to be Staffs'.

If we focus on these priority areas, giving our best, living our values we will achieve our central purpose of transforming people, transforming society and transforming places. And what will the University look like by the end of this strategic plan?

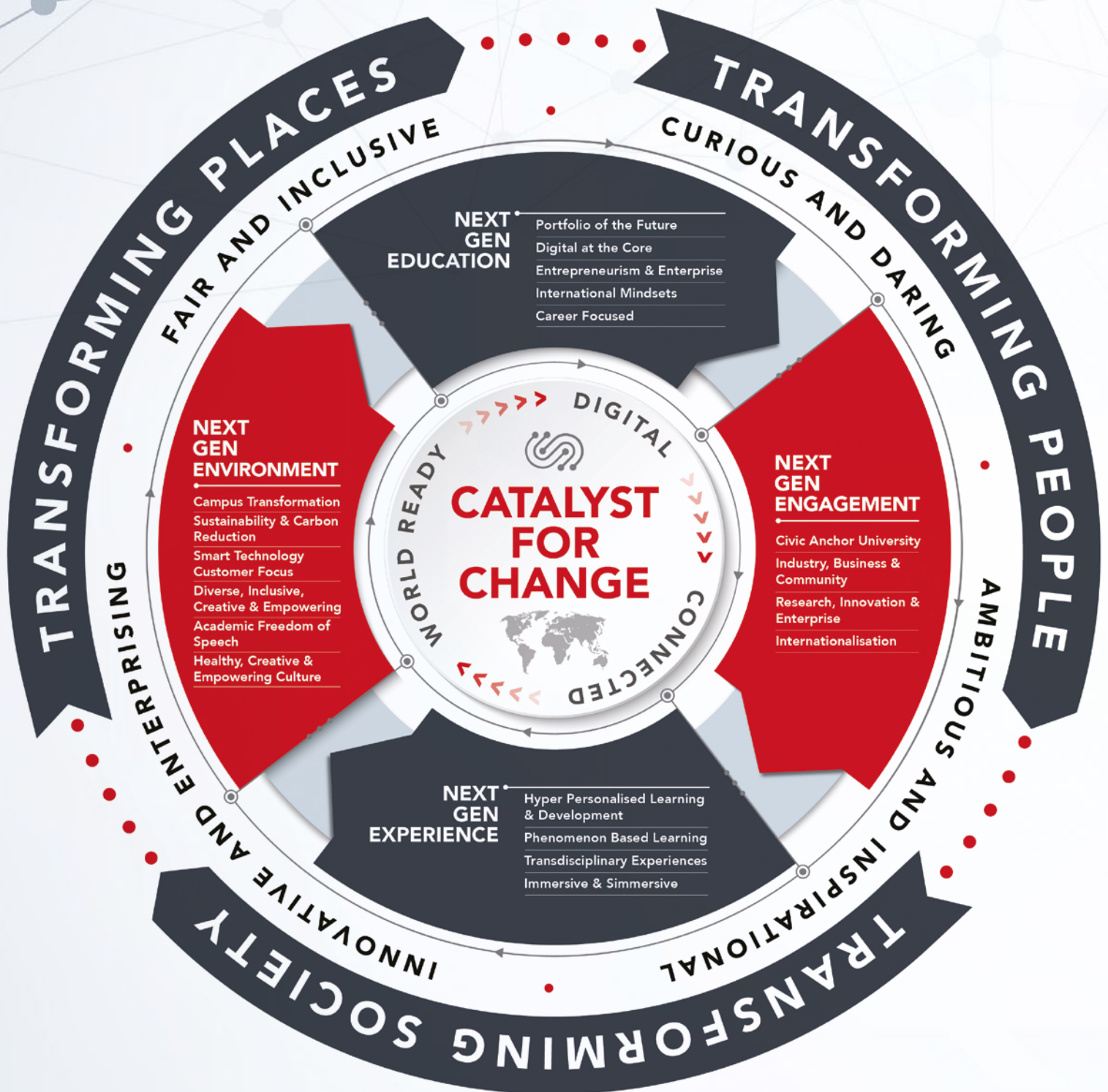
We will have achieved sustained growth in our undergraduate student numbers, reflecting gains in regional, national and international numbers. Our apprenticeship numbers will continue to be an important part of our provision, maintaining our apprenticeship numbers year on year, following our rapid growth during the last strategic plan. We will also increase our postgraduate student numbers, significantly in the taught provision together with modest growth in the research provision.

Our finances will be stronger still, boosted by our growth trajectory in our student numbers, together with increased revenues from our growing research profile and growing enterprise activities.

Our reputation within and beyond the sector will be cemented as the consistently best modern University, with strong academic, research and enterprise credentials, pivotal in leading the development of regions in which we are based.

This is who we are. This is what we are about. Together we can make it happen, for us and for everyone.

Strategic Plan



To be achieved by 2027

Key Performance Indicators:

- ▶ Grow full-time undergraduate on-campus students to 0.7% of market share
- ▶ Grow full-time postgraduate on-campus students to 0.7% market share with increases reflected in domestic and international student numbers
- ▶ 75% of graduates in graduate level roles, classified in accordance with Graduate Outcomes Survey
- ▶ Delivery of Carbon Net Zero (Scope 1 & 2) by 2030*
- ▶ Student Demographic Profile that mirrors the post-92 sector norms
- ▶ Staff Demographic Profile that mirrors the regional profile
- ▶ £5m income from externally-funded research per annum
- ▶ 55% of our research outputs will be internationally co-authored as measured by Scopus
- ▶ Secure entry into the QS World University Rankings by 2024-2025 and progress to 'top 1000'
- ▶ 5% of Staffordshire young people progressing into HE at Staffordshire University
- ▶ 20% graduate retention in graduate roles within Staffordshire as proportion of all graduates
- ▶ 20% of all impactable spend will be spent in the Staffordshire postcode area
- ▶ Teaching Excellence Framework - Gold Rating
- ▶ Top 50% of the key UK League Tables
- ▶ Reduction in all awarding gaps to less than 10%

*KPI extends beyond the life of the plan

KPIs - Annual Milestones

KPI	Current Position	2022-2023	
Grow full-time undergraduate on-campus students to 0.7% of market share	0.48%	0.5%	
Grow full-time postgraduate on-campus students to 0.7% market share with increases reflected in domestic and international student numbers	0.48%	0.5%	
75% of graduates in graduate-level roles, classified in accordance with Graduate Outcomes Survey	68%	68%	
Delivery of Carbon Net Zero (Scope 1 & 2) by 2030*	4226 (tCO2e)	4056 (tCO2e)	
Student Demographic Profile that mirrors the post-92 sector norms	The main focus within this KPI is the BAME student profile which is 18.2% of students compared to the competitor set of 27.1%	19.5%	
Staff Demographic Profile that mirrors the regional profile	The main focus within this KPI is the BAME staff profile which is 8.9% of staff compared to the Midlands region at 16.5%	9.5%	
£5m income from externally-funded research per annum	£0.7m	£0.8m	
55% of our research outputs will be internationally co-authored as measured by Scopus	52%	52%	
Secure entry into the QS World University Rankings by 2024-2025 and progress to 'top 1000'	Unplaced	Unplaced	
5% of Staffordshire young people progressing into HE at Staffordshire University	2.4%	2.4%	
20% graduate retention in graduate roles within Staffordshire as proportion of all graduates	15.9%	16%	
20% of all impactable spend will be spent in the Staffordshire postcode area	11%	12%	
Teaching Excellence Framework - Gold Rating	Not Applicable	Not Applicable	
Top 50% of the key UK League Tables	CUG 102nd, Guardian 72nd and Times and Sunday Times 76th	75%	
Reduction in all awarding gaps to less than 10%	Variety of awarding gaps, some already below 10%, however some significant awarding gaps remain such as the BAME awarding gap at 18.5%, and the black/white awarding gap is as high as 33%	Detailed trajectory for approved list of awarding gaps to be determined, once the new AAP submitted and approved by the OfS in early 2023	

*KPI extends beyond the life of the plan

	2023-2024	2024-2025	2025-2026	2026-2027
	0.54%	0.58%	0.64%	0.7%
	0.55%	0.6%	0.65%	0.7%
	70%	72%	74%	75%
	3623 (tCO2e)	3559 (tCO2e)	3206 (tCO2e)	2628 (tCO2e)
	22%	23.5%	25%	27%
	10.5%	13%	15%	17%
	£1m	£1.7m	£2.9m	£5m
	52%	53%	54%	55%
	Unplaced	Top 1250	Top 1100	Top 1000
	2.8%	3.5%	4.2%	5%
	16.5%	17.2%	18.3%	20%
	13%	15%	17%	20%
	Gold	Gold	Gold	Gold
	70%	65%	55%	Top 50%
	To be determined	To be determined	To be determined	Less than 10%

**TOP
5**
UK
UNIVERSITY
StudentCrowd
University Awards 2022

87%
OF RESEARCH IMPACT
IS "OUTSTANDING" OR
"VERY CONSIDERABLE"
Research Excellence
Framework 2021

**TOP
10**
FOR JOB
PROSPECTS
StudentCrowd
University Awards 2022

