

Corporate Plan

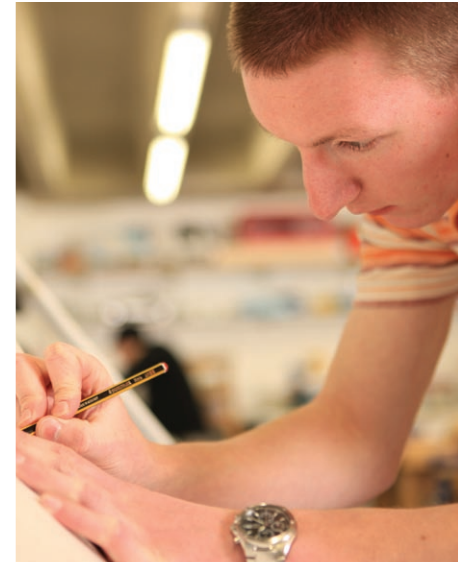
"His passion towards Law helped me decide what I want to do with my life."

Ahmed Khalil

Trainee Solicitor and
Law graduate with

Chris Ashford

Principal Lecturer in Law



"The lecturers were so experienced."

Claire Rushworth

Primary School
Teacher and
Education graduate





Dear Colleagues

My role as Chancellor has been made so much easier by the wonderful welcome and support I have received from staff, students and the University's wider set of friends.

Since I took up the role I have seen first-hand how important the University is in helping to drive the city and the region forward, and how closely it engages with its communities.

Sunderland's civic role is best seen through its exemplary work in widening access and offering life-changing opportunities to those with talent, regardless of background. Something I feel very strongly about.

The excellent academic quality at Sunderland is something we should be very proud of. Staff in all areas of the University are committed and make that extra effort to ensure students receive the best possible experience.

I am very committed to the themes within the Corporate Plan and, from a strong financial base, look forward to watching us fulfil the ambitions set out in it. I know I will do all I can to help.

Kind regards

Steve Cram

Chancellor, University of Sunderland

Contents

1. Our Vision and Purpose

Professor Peter Fidler, Vice-Chancellor and Chief Executive

5

2. Our Values

7

3. Strategic Themes - What we aim to deliver

9

Opportunity

9

Experience

11

Support

13

Sustainability

15

Society

17

4. Strategy in Action - How we will achieve our objectives

19

Collaborating

Innovating

Place Shaping

5. Measuring Success

21

Key Performance Indicators

"He was the person I thought I could always talk to."

Charlene and Cheryl Proctor
Pre-Registration Pharmacists and Pharmacy graduates with **Paul Hambleton**
Senior Lecturer in Pharmacy



"The facilities are really excellent and definitely prepare you for the world of work."

Alex Moore
TV Development
Producer,
CBBC and Media and
Film Studies graduate with **Sue Thompson**
Senior Lecturer in Media



1. Our Vision and Purpose

In August 2004 we published a Corporate Plan for the period 2004/05 - 2009/10 which outlined our vision:

“To help make our region great, help make our City great and help all our learners to achieve and become great. If we succeed we may then be recognised as one of a new generation of great civic universities - innovative, accessible, inspirational and outward looking; with international reach; and with remarkable local impact.”

The 13 strategic aims we developed during 2004 have influenced our major institutional decisions, given us a strong platform from which to promote the University, and helped us to determine our priorities in a challenging market environment.

Much of what we set out to do in 2004 is still very valid today, and the key themes of widening access and expanding our student base through the provision of life-changing opportunities, delivering a high quality student experience, and working in partnership at a local, national and international level will continue to be inherent in everything we do. We move into the next five year period with an extremely strong track record in all these areas, and with the confidence that we are heading in the right direction.

Our National Student Survey ratings indicate that our students are happy with the Sunderland student experience. Since the survey was introduced in 2005 Sunderland has proved to be one of the most consistent performers. This satisfaction will undoubtedly grow with the £75 million investment in our City Campus and the ongoing estate developments at the Sir Tom Cowie Campus at St Peter's.

We continue to break down the barriers to widening access – locally, nationally and internationally. Our international reach is now the strongest it has

ever been. We operate in more than 30 countries worldwide and plan to expand further still.

Our focus for the next period will be underpinned by five broad themes that capture the University's range of activity and what we aim to deliver:

- To provide a purposeful higher education **opportunity** for learners from all walks of life, that enriches society and offers innovation in research-led teaching and practice that will equip learners for productive employment.
- To ensure an excellent student **experience** through provision that draws together research, teaching and learning, and engagement with the social, professional and business communities. An experience that provides a 'life-changing' experience through options for voluntary, community and employment based opportunities.
- To offer individual and tailored **support** for students including financial, academic, and pastoral within a supportive learning community to ensure progression and retention.
- To build a **sustainable** business with a clear focus on planning for a 'fit for purpose' workforce, a well-managed estate, an appropriate financial strategy that focusses on efficiency and value for money, and product development activity that ensures programmes and modules are attractive and relevant to students and employers.
- To embrace the University's wider role in **society** by focussing on economic regeneration, enterprise and creativity through the development of entrepreneurial opportunities across the curriculum, and through the delivery of innovative solutions and knowledge transfer for business. In addition, recognising the University's role in civic and community engagement to address social mobility, educational and health inequalities, and the environmental agenda.

Each of these strategic themes and emerging objectives will be underpinned by operational plans which will be embedded in our annual and longer term planning framework and monitored by the University's statutory committees. Targets and actions will be set for three years with lines of responsibility made clear from the outset.


This document aims to build on our successes over the past four years and re-affirms our bold but achievable purpose... **to be recognised as one of a new generation of great civic universities – innovative, accessible, inspirational and outward looking; with international reach and remarkable local impact.**

I firmly believe the University of Sunderland is an innovative organisation that creates and responds to opportunities whilst supporting the needs of its students and the wider community. I look forward to the challenges and opportunities the next period will bring and welcome feedback on how we focus on our strategic themes and operational objectives in what will be a testing time for the sector.

Peter Fidler

Vice-Chancellor and Chief Executive





“Our university values shape our institutional ambitions to raise educational aspirations, achieve academic excellence, provide an exceptional student experience and make a positive contribution to society. Working in higher education brings challenges but also many rewards and real opportunities to make a positive difference to the lives and life chances of others. Having a shared vision and a set of meaningful values to guide our work gives a sense of purpose to everything we do both as a civic university at the heart of our regional community right through to our extensive reach as an international partner of choice.”

Dr Maggie Gregson

Principal Lecturer, Faculty of Education and Society

2. Our Values

Our shared values help frame our organisational culture and are a key element of our Strategic Plan:

Academic Excellence

Continuous improvement in our academic standing through the creation, dissemination and application of knowledge to the highest quality standards.

Community Engagement

Collaborating with educational, civic and community partners to deliver the University's objectives, and the wider social, cultural and economic aims of the region.

Inclusiveness

Recognising the diverse nature of our academic community through a proactive approach to equality and diversity, embracing a culture of mutual respect.

Teamwork

Working together in a culture of continuous improvement to deliver our strategic objectives while demonstrating professionalism and integrity in all aspects of our work.

Customer Focus

Placing the needs of our students and clients at the centre of everything we do.

Customer Satisfaction

Providing an experience that is challenging and rewarding for both students and staff, and that equips learners to be purposeful citizens and professionals in their chosen careers.

Information Sharing

Meet the rising expectations of students and staff through new technologies and the sharing of relevant and accurate information and data.

Sustainability


A commitment to provide a safe and healthy environment for all and apply the principles of sustainable development and energy management in everything we do.



"I have been part of the University's academic community for seventeen years. It's good to be part of an organisation that recognises the value of a diverse multi-cultural environment and the benefits this can bring not only to the University but also to the city and wider region. A significant number of our students come to Sunderland from all over the world and the work we do in conjunction with our city partners to offer a welcoming and inclusive environment is an integral part of our ethos."

Gurpreet Singh

Principal Lecturer, Faculty of Arts, Design and Media

A portrait of Sue Reece, a woman with blonde hair, wearing a white blazer and a pearl necklace. She is sitting in a red chair, and her hands are clasped in her lap. The background is a blurred office setting with a red wall and a blue wall.

“Here at Sunderland we are committed to delivering a high quality and inclusive higher education that enriches society and provides an opportunity for all students to contribute as citizens in their community and in their chosen career. The institution draws upon its disciplinary strengths in order to provide a relevant curriculum that addresses the needs of employers and is flexible enough to support distributed learning either in the workplace or at a number of quality assured partner colleges at home and overseas.”

Sue Reece

Director, Student Recruitment and
Business Partnerships

3. Strategic Themes – What we aim to deliver

Opportunity

The University continues to be one of the highest performing universities in terms of attracting students from under represented groups. As a consequence of this the University outperforms other benchmark institutions in terms of widening participation. In addition, the development of a range of vocationally focussed Foundation Degrees with partner colleges and employers is beginning to address the regional skills gap for employers and provide students with a locally delivered learning experience relevant to the world of work.

A strategic imperative for the next period will be to continue to support the widening participation agenda whilst continuing to promote the University as a high quality provider to a wider group of potential students through increasing regional market share, the penetration of national and international markets with premier products, and through addressing the needs of part-time students and those wishing to study in the workplace. Ambitions for growth will need to be set within the context of market demand (and our disciplinary strengths), the inevitability of public funding constraints and the longer-term impact of demographic changes.

Objectives - Opportunity

- To improve regional market share through focussed recruitment activity supported with targeted promotional campaigns, and through distributed learning in Higher Education Centres at strategic college partners.
- To attract a higher number of students from outside of the region through the targeted

promotion of a range of 'Premier Products'.

- To improve our market intelligence to inform regular portfolio refreshment to meet the needs of our markets.
- To develop programmes for mature and emerging international markets both on-campus and in-country, and develop strategic alliances with quality assured international partners.
- To widen participation from under represented groups through innovative programmes of engagement.
- To increase participation through the development and delivery of innovative and flexible learning opportunities to address the needs of part-time, postgraduate and work-based learners.

Sunderland to become recognised for:


- Life-changing, flexible and innovative delivery, relevant to the needs of learners.
- High quality products that have regional, national and international market appeal.
- Mutually beneficial strategic partnerships both at home and overseas.



"Working closely with our network of college partners is a key strand of our access strategy. We help over 3,000 learners achieve their goals at our Higher Education Centres in Further Education Colleges across the region offering relevant vocational programmes and progression routes through to higher level skills. Much of my time is spent with our students at their place of learning. I feel confident that Sunderland offers a great student experience to a growing number of off-campus learners, many of which are mature and study work related programmes on a part-time basis."

Ruth Davison

College Partnership Liason Officer

A full-page photograph of Professor Jim Smith, a middle-aged man with grey hair, wearing a dark pinstripe suit, a light blue shirt, and a striped tie. He is standing in a pharmacy, with shelves of medicine and a counter visible in the background. He is leaning on a counter in the foreground.

“The School of Pharmacy at Sunderland can look back on almost 90 years of academic excellence and look forward to a bright future where internationally recognised research excellence is translated into meaningful learning opportunities for our students. As a former Chief Pharmacist for the UK I can verify that the Sunderland learning experience is relevant to the needs of the profession and equips graduates for rewarding employment and we actively encourage and support work experience and internships to enhance the prospects for our graduates.

Innovation in teaching and learning through adopting new technologies whilst retaining a high level of individual academic support and pastoral care are all important aspects of our new Academic Strategy.”

Professor Jim Smith

Head of Pharmacy, Health and Well-being
and former Chief Pharmacist for England

Experience

In August 2008 we launched a new Academic Strategy entitled “Enhancing the Student Experience” which characterises our ambition for academic excellence through three strategic imperatives:

- To promote innovative and flexible learning opportunities responsive to the needs of a diverse market.
- To provide a high quality academic experience for all our learners with exemplary support in a contemporary learning environment.
- To prepare our students for fulfilling employment, and to make a positive contribution to society.

This strategy provides a framework for all academic development and related activity, and a reorganisation of the University’s academic infrastructure has resulted in an enhanced focus on the student experience.

Our 2009 National Student Survey overall satisfaction result was 82%. Maintaining and improving on this position will be challenging. Student satisfaction is a key strategic theme for the institution, however the University must look to encourage and challenge learners to enrich their experience whilst at university through taking advantage of added value opportunities as excellent service will increasingly be regarded as being a ‘given’ in Higher Education.

Objectives - Experience

- National Student Survey results to be within the top quartile in all eligible subject areas.
- Enhance our systematic arrangements to monitor student satisfaction and respond to specific issues.
- Embed the three core strands of the University’s Academic Strategy in the institutional planning process and ensure they are reflected in Faculty and Service operational plans.

- Continue to develop the University’s reputation through the best possible outcomes in Quality Assurance Agency assessments of teaching quality, including those conducted by The Training and Development Agency and other professional accrediting bodies.
- Focus research activity to be relevant to the University’s core academic disciplines.
- Embed the skills employers need within the curriculum, and offer accredited flexible work experience as part of a programme of study.
- Interpret leading edge research and scholarly activity and economic and community engagement within teaching and learning practice.
- Offer unique added value ‘life-changing’ opportunities to allow students to participate in international student exchange programmes, volunteering schemes and a range of work placement schemes.
- Introduce innovation into the curriculum through the use of pioneering learning technologies.


Sunderland to become recognised for:

- High levels of satisfaction reflected in the National Student Survey results and our own student feedback
- Employability – through accredited work experience, employer input and graduate skills development embedded in the curriculum.
- Research excellence delivered through ‘Beacons’ of excellence and institutional Research Centres.
- A curriculum that provides added value through international exchange, volunteering, and community engagement.



“I can honestly say I have had a truly life-changing student experience at Sunderland. I was encouraged to opt for a study abroad placement as part of my course and I was offered the opportunity to study Film and Popular Culture at Brock University, situated at the centre of Canada’s Niagara Peninsula at St Catherine’s, Ontario. I spent four months in Canada and it was the most amazing experience both from an academic and personal perspective! The experience was tough at times but hugely rewarding. Study abroad has changed my outlook - I have returned to the UK a more mature, well-rounded and independent student. I now encourage others to take full advantage of the excellent opportunities that the University can offer as part of the Sunderland experience.”

Kimberley Raine
Study Abroad Student



"The opening of The Gateway at City Campus in 2007 heralded a new approach to a wide range of support provision. The Gateway offers a single point of contact for a wide range of services and The Gateway front of house team offer a central point for the necessary administration processes such as applications, enrolment and timetabling for example.

Specialist teams from across the University are co-located in The Gateway to offer professional support and guidance across all aspects of student support including financial support and advice, accommodation options, careers advice, pastoral care and health and wellbeing.

Our students tell us that this is working well, and our high level of student satisfaction in the National Student Survey is testimony to the emphasis we place on student support."

Alison Simms
Manager, The Gateway

Support

In recent years the University has made a high level of investment in the way it supports its students, both on and off campus, home and abroad. The Gateway has provided a step change in the way students can access both general and one to one help and pastoral support. Virtual learning environments, social learning space and 24 hour access to some of the best learner support facilities has had a huge impact on our student experience.

Student retention continues to be an area the University will address through ongoing evaluation of the student journey and the provision of targeted intervention and support for discrete groups and susceptible individuals. Working in conjunction with our Students' Union and our own student ambassadors and mentors the University will look at early intervention strategies within the student journey to improve progression, completion and employability rates.

Financial support in the form of discretionary bursaries are not seen as being a differentiator for students in their choice of university. During the next period the University will be looking to provide distinctive financial support arrangements to recognise academic excellence and achievement.

Objectives – Support

- Improvement in retention rates through timely and appropriate interventions throughout the student journey.
- Develop financial support arrangements to support students in the financing of their studies and that recognise excellence and achievement.
- Identify and address the diverse and complex requirements of student cohorts who may have differing patterns of study and a requirement for one-to-one support (International/Part-time/Off Campus/Work Based Learners for example).

- Develop an IT support infrastructure that embraces new technologies to address the e-learning and social networking agenda and keeps our student community 'in touch'.
- Provide support for students in terms of access to work experience, an understanding of the skill set demanded by today's employers, and exemplary careers and employability resources to improve graduate employment prospects.
- Develop a set of agreed learner support principles that clearly define 'learner' and 'deliverer' responsibilities.

Sunderland to become recognised for:


- Distinctive and flexible support arrangements both practical and pastoral for all learner groups.
- Developing confident graduates well prepared for the world of work and in tune with the needs of today's employers.
- Innovative on-line student support and guidance that minimise the need for time consuming administrative tasks and processes.



“Starting a new life at university can be exciting but a bit daunting too! Within our department we have small support groups where students feel as if they are part of a ‘family’. This environment allows students to tackle both personal and academic challenges with growing confidence and helps them to develop their skills and flourish as individuals. I fully endorse our institutional ethos to place the student at the heart of everything we do.”

Melanie Hani

Programme Leader, Animation and Design,
Faculty of Arts, Design and Media



“Creating a campus environment that meets the needs and expectations of a 21st century university community is a significant task and a major capital project to re-develop our City Campus is well underway. The University is committed to building a sustainable future in all aspects of its operation - managing our environmental ‘footprint’ within our city and with partners further afield is no exception.

We push at the boundaries of environmental best practice and have national recognition as an exemplar organisation not only in the sector, but in the wider region and at a national level. Our ambition to provide excellent learning facilities and social space to enhance our student experience goes hand-in-hand with our vision for sustainable and safe campus developments, sensitive to the needs of the environment.”

Phil Marsh
Director, Facilities

Sustainability

The University had a consolidated operating surplus of 4% in 2009/10. Plans are in place to increase operating surplus over the next period whilst continuing to invest in areas of strategic importance.

The University has achieved substantial improvements to its physical environment through award-winning design, innovative refurbishment and through extensive engagement with students and staff. This has greatly improved the quality, sustainability, and capacity of the University's estate.

Objectives – Sustainability

- To develop a portfolio of products and services that meet the needs of the market and that are in line with our core expertise and longer-term strategic ambitions.
- To ensure that plans for our estate development, residential provision and learning resource facilities meet the needs of the modern learner and are aligned with the demographic challenges facing the sector, institutional ambitions for growth in off-campus provision with partners, and the needs of an increasing number of work-based learners.
- Develop a physical environment that provides a sense of community, is safe, and sensitive to the needs of the environment.
- Apply sustainable development and energy management principles across all aspects of our business.
- Develop our management and leadership capacity, recruit and retain the highest calibre staff informed by best professional practice, and engage with organisations and individuals who can contribute positively to our development.

- Generate a surplus for re-investment.
- Measure key performance targets against benchmark organisations and 'best in class'.
- Ensure risks are understood and mitigated within agreed tolerances.

Sunderland to become recognised for:

- Providing high quality teaching facilities and social learning spaces in line with learner needs.
- Being an institution with the capacity to invest in infrastructure and resources that enhance the student experience.
- Being regarded as a good place to work, employing the highest calibre staff at the leading edge in their field.
- An environmentally aware institution that embeds sustainability at the core of all business processes.




"I joined the University as a Clerical Assistant back in 1996 and at that time I was probably employed at the lowest possible administrative grade within our pay scale structure. Fourteen years later I am part of the Human Resources Senior Management Team with specific responsibility for employee relations which involves the recruitment of staff, contractual arrangements and dealing with a huge range of employment related issues across all Faculties and Services.

I am one of many employees here at the University whose career ambitions have been accelerated by our culture of investing in our people and through our commitment to life-long learning and continuous professional development. Our staff surveys suggest that we are regarded as a good place to work – I can pay testimony to that!"

Iain Clark

Head of Employee Relations

A man with short dark hair, smiling broadly, wearing a light blue button-down shirt and a dark blue tie with a small white polka-dot pattern. He is leaning against the trunk of a tree on the right side of the frame. The background is a soft-focus green, suggesting foliage.

“Our Corporate Social Responsibility statement describes our inclusive culture and shared values. The University has high ethical standards and works tirelessly to ensure equality of opportunity, to nurture a tolerant and inclusive environment, and to work with partners to enhance the well-being of the communities where we operate.

I firmly believe that corporate citizenship is at the heart of our mission as we continue to develop ethical supply chain policies, monitor our environmental impact, and deliver supportive practices. We understand that ethical, social and environmental issues are high on our university’s agenda and are also everyone’s responsibility.”

Paul Andrew

Equality and Diversity Manager

Society

The University is committed to working in partnership with others in order to address the economic challenges facing the region and the wider issues that impact on educational attainment, social inclusion, health inequalities and environmental drivers. The University's approach is clearly defined in its Corporate and Social Responsibility statement which articulates the University's excellent and long-standing record in ethical practice.

Objectives – Society

- Engage with our host communities in a productive and mutually beneficial way to promote the University and Sunderland as an attractive place to work and study.
- Ensure corporate and social responsibility targets are embedded in policies and procedures and that the University delivers excellence and professionalism across all aspects of its activities.
- Capitalise on the wide range of opportunities presented through competitive funding, creating a strong funding base.
- Ensure the value derived from Knowledge Transfer activity is closely aligned to the Regional Economic Strategy and The Sunderland Economic Masterplan and that it adds value to the curriculum.
- Develop an entrepreneurial culture where students can make a positive contribution to the city and region through self-employment and business start-ups.
- Contribute to the shaping of Higher Education policy for the future, and build sustainable relationships with government and regional agencies to influence regional and national policies.

- Address regional health inequalities by providing health promoting opportunities for the University and wider community.

Sunderland to become recognised as:

- A 'civic' university offering life-changing opportunities for the wider community.
- A policy shaper and strategic enabler both within the city and region, but also within the education and wider public sector.
- A responsible partner and neighbour with a Corporate and Social Responsibility ethos as a key institutional imperative.



"Partnership with businesses and the professions has long been at the heart of the University's mission. For over twenty years we have been recognised for our reputation in responding to the needs of organisations across a wide range of sectors, from blue-chip multi-nationals to small companies. I have witnessed much of this growth first-hand, and have had a co-ordinating role in our highly acclaimed internship programmes and our support network for student and graduate entrepreneurs. I believe that our experience in dealing with a wide range of business partners helps us make our curriculum relevant and prepares our students for the world of work, so vital at a time of economic challenge and change."

David Donkin

Assistant Director,
Student Recruitment and Business Partnerships

“Detailed operational plans will form a ‘Strategy in Action’ planning process where plans will be characterised by ‘How we do things’ in order to achieve our strategic goals through a shared understanding of:

Collaborating – working with strategic, educational, governmental and civic partners at the local, national and international level for long term mutual benefit.

Innovating – Identifying opportunities for new market developments, for pioneering technological developments in teaching and learning, for developing enterprise and excellence in our curriculum.

Place Shaping – Playing a key civic role in regional regeneration including support for ‘transformational’ development projects, in innovative and relevant Knowledge Transfer, and in the development of enterprising graduates who will make an impact in society.

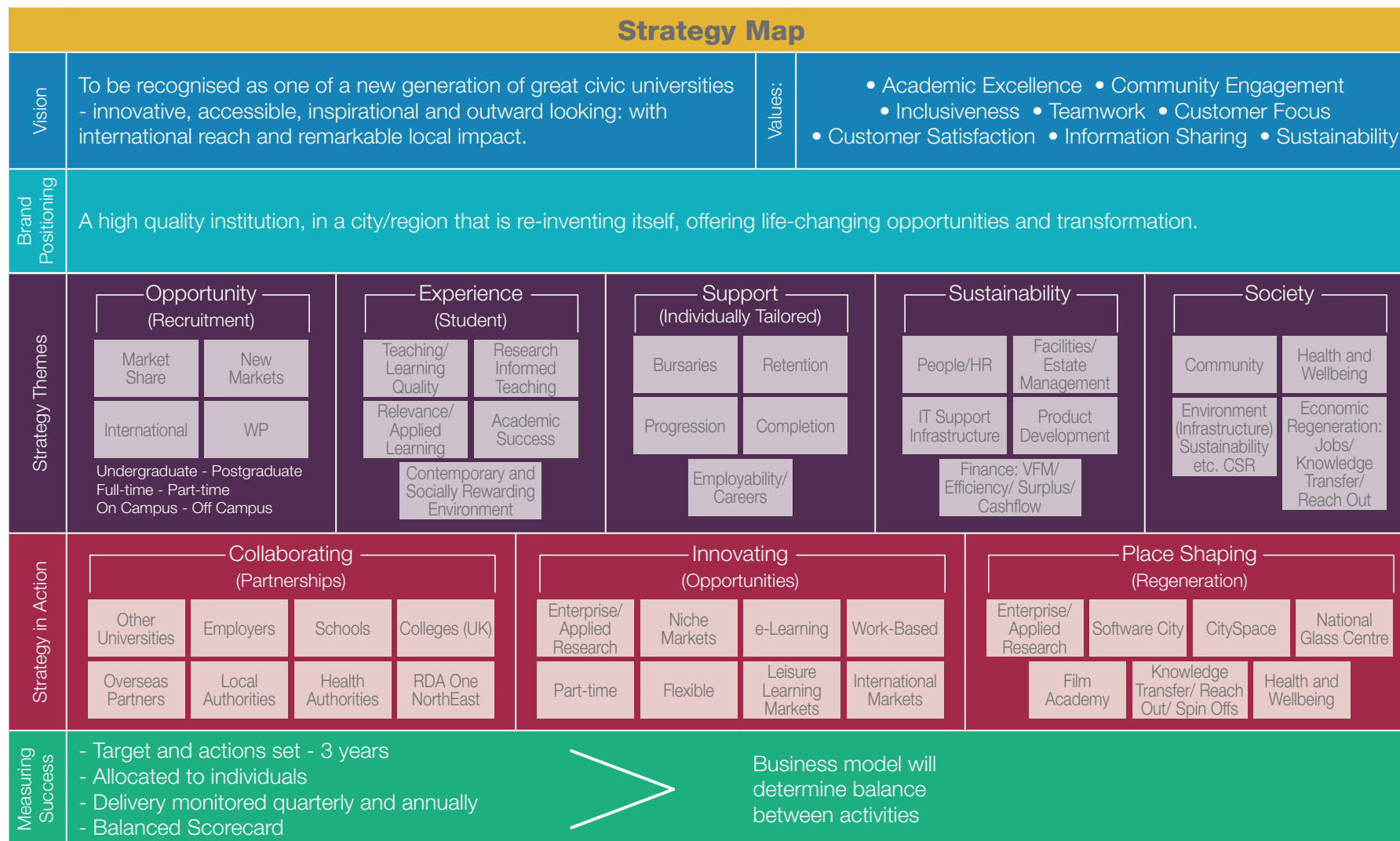
I believe we have a Strategy Map which integrates our vision and purpose with our academic strategy and resource planning. This framework gives us the basis for relevant corporate operational plans, and for individual Faculty and Service plans.”


Shirley Atkinson

Deputy Vice-Chancellor, Resources and Corporate Governance



4. Strategy in Action - How we will achieve our objectives



A woman with short blonde hair, smiling, is seated on a white modern-style chair. She is wearing a black blazer over a white top, a necklace, and a watch. The background is split into a red wall on the left and a white wall on the right.

“‘Strategy in Action’ themes will shape our Faculty and Service planning which will determine our priorities at the operational level. Accountability is essential in terms of our institutional obligation to funding bodies, and at a Faculty and Service level where individual responsibilities need to be clearly defined.

We can only deliver our objectives by setting challenging but realistic goals, and we can only assess our performance by regularly measuring our progress against key performance targets which will be set at a strategic and operational level during the annual planning process.”

Amanda Watson
Planning Manager

5. Measuring Success

Our governance and management arrangements are characterised by an institutional imperative for financial stability coupled with a good understanding of our markets, our costs and our risks. The University is looking to further develop its relationships with staff, students, governors and funding bodies to develop a transparent and self-critical community in order to improve service delivery, develop an internationally relevant curriculum and extend the impact and reach of our activity in new and existing markets.

The University is committed to reviewing progress against the five key themes identified in our Strategy Map. This will be done through target setting for each Faculty and Service as part of the planning process, and the development and ongoing assessment of supporting strategies.

The University will be reviewing its position in terms of setting protocols to ensure that institutional Key Performance Indicators (both quantitative and qualitative) are challenging and relevant to the needs of a modern, forward thinking organisation.

Performance will be monitored by the Executive Board, Academic Board, and the Board of Governors at regular and appropriate intervals during the academic year.

5.1 Opportunity

Objective	Baseline	Key Performance Indicators	Measure
Achieve recruitment targets and ensure that the University's admissions system provides equal opportunities for all applicants regardless of background or financial circumstances	2009 Enrolment data	HEFCE and TDA Fundable Student Numbers (On and off-campus) Overseas Student Numbers plus TNE partnerships Progression from Strategic Partner Colleges Planned increase in work-based learning opportunities	HESES/HESA institutional returns Annually
Monitor proportion of Firsts and Upper Second Degree Awards	2009 Graduation data	Monitor levels in line with sector profiles	HESA Data Annually
Prepare our students for fulfilling employment by equipping them with the skills employers need	HESA Destination of Leavers Survey 2009	Monitor graduate destinations by subject area in line with economic trends and sector/benchmark indicators	HESA Destination of Leavers Survey Annually

5.2 Experience

Objective	Baseline	Key Performance Indicators	Measure
To be in the upper quartile in the main indicators of satisfaction in the National Student Survey	2009 National Student Survey Results	Specific year on year incremental targets developed for each subject area (where appropriate)	National Student Survey results Annually
Monitor student satisfaction levels and respond to key issues	2009 National Student Survey and in-house market research surveys	Targets set for improvements linked to National Student Survey results and wider recommendations derived from in-house market research reports	National Student Survey results and in-house student satisfaction surveys Annually
Meet the highest academic quality standards set by The Quality Assurance Agency and other statutory quality boards and professional bodies	Institutional Audit 2009 Professional Body Recommendations received 2008/09	Institutional and departmental KPIs to address outcomes of Ofsted, Overseas and domestic collaborative audits, institutional QAA and professional body recommendations	Audit reports and professional body recommendations Periodic
Deliver a research strategy that is aligned with institutional strengths, enhances teaching and academic development, and contributes to the student experience and wider knowledge base.	2009/10 Targets	Increase income from Quality Related Research Funding Increase income from applied research grants and contracts Meet targets for Research Student numbers Measure % of staff engaged with research at national or international standards of excellence	Financial Reports, Enrolment Reports Revised Research Assessment Exercise

5.3 Support

Objective	Baseline	Key Performance Indicators	Measure
Improve student retention to exceed benchmark expectations	2009 HEFCE Performance Indicators	University In-year Entrant Retention Rate University Non-Continuation Rate	HEFCE Performance Indicators Annually
Offer accredited and non-accredited work experience placements across the curriculum and a support infrastructure for work-based learning	(Number of programmes in 2009 with placement, work-based learning activity)	Increase placement/internship activity year on year Grow work-based delivery in line with institutional/faculty operational targets	Internal measures
Provide distinctive student bursaries that are relevant to student needs	New Student Survey feedback	Develop a package of support in line with student expectations and review regularly	New student surveys Annually
Provide responsive and exemplary academic and pastoral support	2009 National Student Survey results and in-house market research surveys and The Student Voice	Monitor feedback received via institutional research surveys	Student Surveys NSS results Annually and periodic

5.4 Sustainability

Objective	Baseline	Key Performance Indicators	Measure
Diversify income streams to promote financial health and long-term stability and deliver an annual consolidated operating surplus in line with financial objectives	Financial Report and Accounts 2008/09	Addressing performance targets articulated in the University's financial plan	Financial Statements Monthly Quarterly Annually
Invest in a high quality campus environment to enhance the student experience	Agreed capital developments and estate enhancements as outlined in existing Campus Masterplans	Align operational performance indicators with National Estates Management Statistics	Facilities Reports Quarterly Annually
Manage the impact of the University's activities, products and services on the environment	Facilities Service Plan 2009/10 and Faculty and Service Plans	Monitor performance on specific indicators relating to energy consumption, emissions, and environmental management	Environmental Management statistics Carbon Management Plan delivery Quarterly Annually
Ensure our staff resource has the capability, capacity and flexibility to deliver the University's longer-term objectives	2008/09 staffing analysis	Implement work force development objectives against agreed criteria Measure Staff Satisfaction against previous survey results and sector averages Implement recommended changes at institutional, Faculty and Service level	Institutional Human Resources Strategy Staff Survey Every 2 years

5.5 Society

Objective	Baseline	Key Performance Indicators	Measure
To become recognised for the quality and range of the University's work in knowledge transfer and economic and social engagement	Institutional HEIF 4 submission	Operational plans derived from HEIF 4 submission	HEIF Reports Monthly Annually
To be recognised for work within the City/Region that makes a valuable contribution to the Regional Economic Strategy and the Sunderland Economic Masterplan	Level of discrete activity linked to regional outputs	A range of specific outputs congruent with local and regional economic performance indicators	Regional economic outputs as defined by the region and the City of Sunderland
Invest in the development of Corporate Social Responsibility Standards that reflect institutional values	Institutional CSR statement "Making a Difference"	Relevant KPIs embedded in Faculty/Service Plans	Institutional Planning Process Annually
Promote the University's 'Civic' role and growing status as a strategic partner of choice	Stakeholder research results 2010/11	Define the University's place shaping role in the Regional Economic Strategy and the Economic Masterplan for Sunderland	Annual assessments review and stakeholder feedback

