



GLYNDŴR UNIVERSITY

STRATEGIC PLAN 2009-2014

Approved by the Board of Governors, 16th October 2009

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STRATEGIC PLAN 2009-2014

OVERVIEW OF THE UNIVERSITY STRATEGY FOR 2009-2014

Having achieved full university status in 2008, Glyndŵr University is presented with numerous opportunities and challenges in a highly competitive global education marketplace. It is fully committed to supporting the policies of the Welsh Assembly Government as documented in the One Wales agreement¹. It sees both the economic and the social development of Wales as the key drivers of its activities. The Strategic Plan describes the objectives set for the next five years with the aim of meeting the broad requirements of the Assembly Government as documented in the remit letter to the Funding Council. This includes commitment to responding to the economic needs of Wales, to widening participation in higher education, to providing higher level skills to meet the needs of employers besides addressing issues of partnership, collaboration, equality, social responsibility, sustainability and the Welsh language.

Over the plan period, the University aims to become a highly regarded University not only in Wales but within the UK as a whole and internationally. Its character will reflect a strong commitment to widening participation, supporting the economy and inspiring enterprise. These aims are met by ensuring highly effective teaching and learning underpinned by high quality applied research, and by creative use of resources to maximize future potential and opportunities. The University's aim will be to transform lives and businesses and to become a centre of recognized excellence for embedding entrepreneurship and enterprise culture in HE provision.

The new University is presented with the over-arching challenge of making its full contribution at a time of economic recession and within the context of significant pressure on public sector finances likely to result in reduced HEFCW grant. This will require prudent financial management and a managed approach to risk. The mission and vision statements of the University set for the plan period reflect its vital role in economic and social development and of being a valued partner to Welsh businesses and institutions, besides becoming increasingly well regarded and significant in a broader national and international context. Within the overall context of economic uncertainty, the University's contribution to the people and businesses of

¹ One Wales: A Progressive Agenda for the Government of Wales, 27 June 2007.

North Wales is vital, in helping to build the elements of a successful and prosperous future beyond the economic recession.

THE MISSION AND VISION OF THE UNIVERSITY

MISSION STATEMENT

“Glyndŵr University strives to be a Market Led, Student Centred University of International Significance Open to All”.

VISION STATEMENT

“Glyndŵr University aims to become indispensable as a significant, relevant and expert partner in regional and national economic and social development”.

THE CORE VALUES OF THE UNIVERSITY

The implementation of the University’s Strategic Plan will always be influenced by the University’s Core Values which are:

- Respect for the individual, for the expression of ideas and the pursuit of knowledge;
- Educational, academic and professional integrity;
- Care for students, colleagues and customers and the anticipation of their needs and requirements;
- Organizational commitment to the pursuit of excellence and loyalty to the University as a community of learning.

STRATEGIC THEMES ALIGNED TO THE PRIORITIES OF WALES

A. FINANCIAL SUSTAINABILITY, PLANNING AND EFFECTIVENESS

Challenges and Opportunities

The University fully recognises the imperative of achieving maximum efficiency and effectiveness in an era of global economic downturn, a UK wide recession and significant pressure on public spending both within the UK as a whole and within Wales in particular. The University intends to plan for a reduced funding regime and adopt a highly prudent approach to budgeting consistent with that during the plan period. There are opportunities to achieve greater effectiveness and efficiency in academic delivery and underpinning operational support. The Jones' Review of Higher Education in Wales is redefining the role of Higher Education in Wales and reshaping the finance regime for students and institutions. The University will adapt to the challenges and opportunities presented by this.

Key Strategic Priorities During the Plan Period

A1. Prudent Budgeting

- The University aims to adopt prudent budgeting during the Plan Period taking account of external economic uncertainties and expected year-on-year core funding reductions owing to public sector financial constraints. In addition to strong internal control, the University will implement income related budgets and cost reduction strategies. Income will be diversified with a progressively lower reliance on the Funding Council. The University aims to grow its surplus level to provide greater resilience and scope for future investment.

A2. Developing Improved Planning

- The University intends to introduce an enhanced academic planning process to reduce bureaucracy and achieve greater simplicity and efficiency in academic development. Financial planning and forecasting will be more closely integrated with improved academic planning. Academic and operational structures will be more closely integrated and document management and work flow processes improved.

A3. Achieving Best Use of Staff

- The University intends to introduce a staff charter and enhanced staff appraisal to ensure staff capability is developed and that good performance is recognized and rewarded and performance weaknesses are effectively managed. The University will also give a high priority to the enhancement of management, leadership and governance capability to support change and drive institutional improvements where needed.

A4 Environmental Sustainability

- The University will work proactively towards an overall reduction in energy use and ensuring that new buildings constructed during the Strategic Plan period meet the highest environmental standards.

Key Strategies

- Financial Strategy
- Estates Strategy
- Information Strategy

B. RESPONDING TO THE ECONOMIC NEEDS OF WALES

Challenges and Opportunities

The University is based in a part of Wales which has benefited in the recent past from a strong industrial manufacturing base which resulted in relatively high employment rates. Many companies have more recently been experiencing decreased demand and increased international competition during the recession. Many traditional manufacturing industries are likely to decline, and there is a significant need to create new knowledge-based industries to guarantee the prosperity of the region. The University recognizes the opportunity to support the Welsh Assembly Government in achieving economic regeneration through working in partnership to establish new centres of innovation and to provide a highly educated work force for a range of new knowledge-based industries. In responding to the economic needs of Wales, the University recognizes the need to contribute to environmental sustainability and to the development of social capital and global citizenship.

Key Strategic Priorities During the Plan Period

B1. Developing the A55 Knowledge Corridor

- The University will support the economic development of North Wales through working towards the establishment of new centres of innovation along the A55/A483, including potential centres for Biosciences, Composite Materials, E-Health and the Creative Industries. To achieve this, the University will work closely with the Departments of the Welsh Assembly Government in taking forward initiatives as priorities and the availability of funding dictate. The University intends to develop further the contribution of the OpTIC Glyndŵr in relation to key technological areas such as solar energy materials and precision optical surfaces.

B2. Supporting the Regional Economy Through Improved Business Effectiveness

- The University will work more closely with local authorities and other public sector bodies to support coordinated actions in regional economic and social development. In particular the University intends to establish off campus delivery locations to support employers and will also expand its range of short courses and CPD provision with the aim of improving the effectiveness and competitiveness of Welsh businesses.

B3. Educating for Sustainable Development and Global Citizenship

- The University will introduce sustainable development, the fostering of social capital and the development of global citizenship as underpinning concepts in the education of our graduates. This will be achieved through the University's curriculum framework which is intended to create rounded graduates with the ability to play a responsible role in society as well as in the profession for which they have trained.

Key Strategies

- Third Mission Strategy
- Strategic Plan for Research and Scholarship
- Learning and Teaching Strategy

C. THE TRANSFORMATION AGENDA, RECONFIGURATION AND COLLABORATION

Challenges and Opportunities

There is a clear recognition that the development of the Welsh economy requires an HE sector which has a firm focus on improving higher level skill levels and of working in collaboration to achieve that effectively and efficiently. The University is fully committed to this agenda and intends to build on its already strong links with the FE sector in the plan period. Closer partnership with the FE sector will be both realizable and beneficial. The University is also committed to collaboration across the HE sector, though because of geographical location as well as for academic reasons will continue to develop collaborative opportunities with Universities and FE colleges in England.

Key Strategic Priorities During the Plan Period

C1. Developing Integrated FE/HE Partnerships

- The University intends to build strong partnerships with FECs during the plan period with the potential of very close working with one or more colleges both in the interests of operational effectiveness and efficiency and also in the interest of maximizing educational opportunities. There are significant opportunities to work with FECs in achieving efficiencies through shared services. Stronger partnerships will also help to increase the percentage of students progressing into HE and in particular to the University. It is intended that such partnerships will also provide an integrated approach to skills development across FE and HE levels to ensure that graduates exiting from programmes are provided with the best possible skills base to meet the needs of regional employers following the objectives of the Transformation Agenda. A strong collaboration across FE/HE in relation to composite materials spanning FE skills to higher level skills and advanced research and development will be established in order to support the needs of major Welsh employers such as Airbus. Senior level appointments will be made to support this.

C2. Developing HE Collaboration

- The University aims to develop more partnerships with other universities and research institutions in order to build virtual teams with critical mass and appropriate combinations of expertise to support the needs of Welsh employers. Potential shared

services with other HEIs will also be explored to improve efficiency and capacity in particular specialist areas, such as research support, following an initiative of GuildHE.

Key Strategies

- Learning and Teaching Strategy
- Partnership Strategy

D. DEVELOPING HIGHER LEVEL SKILLS FOR WALES

Challenges and Opportunities

There continues to be a perception by employers in Wales that there is a general lack of skills amongst the work force to meet the business challenges of the 21st century, whether in the private or public sector. Whilst this problem is primarily related to the provision of lack of relevant skills training at School and within the FE sector, there is also a lack of higher level skills within the graduate population. Universities must face the challenge of providing future graduates with the necessary skills to enable them to contribute fully as employees in dynamic businesses and able to support the economic recovery of Wales. The University has embarked on bold moves to address this issue and has seen considerable success as demonstrated by a high graduate employability rate. During the Plan period, the University will embed and further develop new measures to enhance still further the higher level skills base of the population through providing its graduates with core competences needed by the most successful and demanding Welsh businesses.

Key Strategic Priorities During the Plan Period

D1. Development of the Glyndŵr Curriculum

- The University will ensure that all graduates are provided with core higher level skills to enhance their employability. This will be achieved through a common modular framework for degree programmes offering opportunities to study electives in areas such as business and languages besides providing core common skills provision, entrepreneurship training, sustainability awareness, and project

management skills. An academic community of practice will be used to embed entrepreneurship and enterprise across the university.

D2. Ensuring that Teaching is Research Informed

- The University aims to ensure that learning is informed by advanced research, scholarship and, where appropriate, professional practice, and that all academic courses are up to date and equipping graduates to operate at the leading edge of their disciplines in support of the Welsh economy.

D3. Growth in Postgraduate Provision

- In order to support the development of new businesses in particular and to expand the Welsh economy at the forefront of developments, the University aims to increase the overall number of postgraduate programmes offered, including masters degrees, taught doctorates and research doctorates, and thereby to increase significantly the total number of postgraduate students. This will provide a broad range of advanced higher level skills for knowledge-based businesses. As part of this the University will participate in WEFO supported initiatives such as the Access To Masters (ATM) scheme and the Knowledge Economy Skills Scholarships (KESS) scheme.

Key Strategies

- Learning and Teaching Strategy
- Third Mission Strategy
- Employability Strategy
- Strategic Plan for Research and Scholarship

E. RECONFIGURATION OF TEACHER EDUCATION

Challenges and Opportunities

The University has been a significant provider of Initial Teacher Training within Wales but is adapting to the challenge of the phased removal of this provision following the reconfiguration of ITT within the country. The University sees a significant opportunity in taking forward a major initiative in Early Childhood Education with HEFCW support

during the strategic plan period. There is an opportunity to develop further the training of staff in the Post-Compulsory Education and Training sector in the pursuit of educational excellence for Wales.

Key Strategic Priorities During the Plan Period

E1. Development of the Centre for the Child

- The University intends to establish a Centre of Excellence for childhood studies with an emphasis on early years learning and the social and psychological development of children. This will link to multi-agency professional work related to the support of children throughout Wales. It is proposed that it will teach a proportion of its programmes through the medium of Welsh.

E2. Pedagogic Research

- The University intends to enhance further the quality and effectiveness of learning and teaching during the Strategic Plan period through pedagogically-related research and teaching fellowships. The University will also support its educational partners in Wales with training programmes and increase its collaboration with other institutions such as through the University of Wales Alliance and through Welsh networks such as WERN.

Key Strategies

- Teaching and Learning Strategy
- Research and Scholarship Strategy

F. WIDENING ACCESS, PARTICIPATION AND PROGRESSION

Challenges and Opportunities

The University has been highly successful in supporting widening participation and has been effective over many years in attracting students from low income families besides part time students and mature students. As it has done so, the University has continued to face the challenge of providing a sufficiently high level of student

support in order to achieve a strong level of student progression. During the Strategic Plan period the main challenge will be to continue to meet the widening participation agenda while being faced with a likely diminishing resource base with which to offer the support needed by widening participation students.

Key Strategic Priorities During the Plan Period

F1. Developing the Learning Environment

- The University aims to develop the highest calibre of teaching and support for learning. This will include the objective of upgrading the overall quality of teaching accommodation to support more innovative forms of academic delivery and social learning with a particular aim of giving better support to widening participation students. The University aims to improve overall academic support structures and course management role definitions to ensure highly effective course organization. These actions are expected to make significant improvements in retention and progression against the University's benchmark.

F2. Developing the Culture of the University and of the Community

-The University intends to work towards a much stronger inclusive campus culture, through more on-campus residential accommodation and improved social opportunities for students. There will be more support for the Students' Guild in establishing a wider range of clubs and societies. The University also recognizes its key role in developing the cultural life of North Wales and will strengthen its public engagement and outreach activities including developing its public concert series, and professorial lectures.

F3. Developing Diversity

- The University aims to have a fully inclusive, accessible and diverse campus which is fully welcoming of disabled students and students from ethnic and other minorities. The University aims also to increase the volume and range of visitors accessing its resources and facilities and to increase enrolments on a wider range of community, taster and short courses as an integral element of Widening Access strategies.

Key Strategies

- Learning and Teaching Strategy
- Widening Participation Strategy

- Estates Strategy

G. WELSH LANGUAGE STRATEGY AND COLEG FFEDERAL

Challenges and Opportunities

Glyndŵr University is firmly committed to the Welsh language and subscribes fully to the vision of a truly bilingual Wales as set out in *Iaith Pawb*. In order to contribute towards that in a meaningful way the University is seeking to expand significantly its programmes delivered entirely or partly through the medium of Welsh and will look forward to playing a full role in Y Coleg Ffederal. The initial emphasis of Glyndŵr University's Welsh medium provision is on professional programmes which will provide particularly public sector workers such as nurses, nursery assistants, and early years professionals with the confidence needed to practise their professions in Welsh.

Alongside the development of further Welsh medium provision, the University is continuing in its efforts, as set out in its language scheme, to increase the student support services and university administration conducted through the medium of Welsh. The main challenges it faces are twofold. In common with the other universities in Wales it needs to build up sufficient and sustainable subject expertise with the ability to deliver through the medium of Welsh and it needs to stimulate demand for Welsh medium programmes.

Key Strategic Priorities During the Plan Period

G1. Expanding Welsh Medium Students and Programmes

- The University intends to increase the number and percentage of students undertaking the whole or part of their studies through the medium of Welsh. This will be achieved by increasing the number and range of programmes offering some delivery through the medium of Welsh during the Plan period.

G2. Developing the Welsh Medium Academic Staff and Community

- The University aims to increase the number and range of academic staff who are able to deliver programmes through the medium of Welsh and also to contribute to the academic community through the medium of Welsh e.g. through the publication of articles in *Y Gwerddon*.

G3. Developing External Collaboration in the Welsh Medium

- The University aims to increase the number of new Welsh medium programmes being developed by Glyndŵr University in collaboration with other Welsh universities under schemes such as those operated by the Welsh Medium Higher Education Development Centre. The University will also undertake a full role in Y Coleg Ffederal and other organisations promoting Welsh medium higher education.

Key Strategies

- Welsh Medium Education Development Strategy
- Welsh Language Scheme

H. ALIGNING EDUCATION AND TRAINING WITH FUTURE LABOUR MARKET NEEDS OF WALES

Challenges and Opportunities

A key challenge for all universities is to provide education and training matched to future labour market needs. This requires a strong engagement with employers and some involvement in technological futures forecasting. The University has always recognized its key role as a supporter of the local economy and has developed courses in direct collaboration with significant Welsh employers, both public and private. This trend is expected to accelerate in the plan period as the University works to develop the economy of North Wales.

Key Strategic Priorities During the Plan Period

H1. Development of Courses Directly Linked to Employer Needs

- The University intends to develop more courses during the plan period which are specifically targeted at particular job roles with major North Wales employers and employment sectors, e.g. in manufacturing and logistics. Also there is scope to develop provision in new subject areas such as law and theology with identified market potential. The University expects to seek out new opportunities for niche provision linked to specific employment roles and will engage with the Sector Skills Councils as well as employers and third sector organizations to take this forward, with a particular emphasis on new Foundation Degrees. The University will also aim to rebalance the course portfolio to reflect employer and market demand.

H2. Expansion of Work Based Learning

- The University recognizes the considerable role of Work Based Learning in the development of the economy of Wales and will take steps during the plan period to provide more support for Work Based Learning. This will include more support for e-delivery and off-campus delivery locations to support employees at or near their work place. Sandwich degrees will also be explored as a vehicle to engage more employers with the University and with its graduates.

Key Strategies

- Learning and Teaching Strategy
- Third Mission Strategy
- Employability Strategy

Challenges and Opportunities

The Research Assessment Exercise 2008 confirmed that the University has internationally recognized research in six subject areas, with a proportion of world leading research in two of those areas, both of which are in technological areas helping to boost advanced knowledge in STEM subjects. Whilst confirming the overall quality of research and development work undertaken in these islands of excellence, the challenge for the future is to build capacity in those areas and to develop new areas of applied research to underpin high quality education and to contribute to the economic prosperity of Wales through successful high value knowledge transfer. The University requires a dynamic and sustainable research base to stimulate the creation of new businesses based on the expertise of its staff and students.

Key Strategic Priorities During the Plan Period

I1. Developing the Research Infrastructure and Capability

- The University aims to increase the support for research and knowledge transfer by establishing and embedding a Graduate School, and developing Research Services and Glyndŵr Innovations. It is intended to develop more research centres, including centres in composite materials and biosciences, and establish more high quality research groups through managed investment in targeted senior academic research posts at professorial level. Overall research capacity will be developed by recruitment of academic staff with strong research profiles when opportunities permit. This will support the University's aim of ultimately achieving Research Degree Awarding Powers.

I2. Building the External Profile of Research

- The University aims to improve the external profile of its research through implementing a research repository and on-line E-theses, and increasing the number of research publications in peer reviewed journals with the aim of maximizing future results under the Research Excellence Framework.

I3. Growth in Research and Knowledge Transfer Income

- The University aims to increase the overall volume of research and knowledge transfer in terms of the number of research students, research income, and knowledge transfer income by coordinated action in each academic area e.g. on grant applications.

14. Development of the Postgraduate Research Culture

- The University intends to develop a stronger postgraduate research culture through the Graduate School and to improve the effectiveness of the support offered to postgraduate students in terms of administrative processes and training programmes, including development of their entrepreneurial skills.

15. Development of Research Links with Welsh Businesses

- The University aims to develop further its research links with Welsh companies to support the development of the Welsh economy through the creation of new products and services. This will be done through a range of mechanisms such as the Welsh Assembly Government's Academic Expertise for Business Programme (A4B), Knowledge Transfer Partnerships and participation in schemes such as the WEFO-funded Knowledge Economy Skills Scholarships (KESS) and the Prince of Wales Innovation Scholarships (POWIS) which will involve companies in the Convergence zone.

Key Strategies

- Strategic Plan for Research and Scholarship
- Third Mission Strategy

J. HE INTERNATIONAL AND BUILDING THE CAPACITY OF WALES TO COMPETE INTERNATIONALLY

Challenges and Opportunities

In recent years the University has developed an increasing international dimension to its work. This is evidenced by the strong growth in EU and non-EU overseas students, increasing partnerships and collaborations with overseas institutions in relation to teaching and research, and increasing recognition of the research

contribution of the University internationally. The challenge for the University within the Strategic Plan period will be to further develop its international standing, and grow international business in terms of research collaborations and inflow of international students at a time of global economic turbulence and volatility. By developing such international links the University will support the economic development of Wales by both bringing overseas students into North Wales and stimulating the interest of overseas companies in the research activities of the University which may stimulate future inward investment.

Key Strategic Priorities During the Plan Period

J1. Achieve Managed Growth in Overseas and European Students

- The University aims to increase overseas student recruitment, both EU and non-EU as a mechanism to improve the diversity of the student body, increase revenue, and help support the achievement of critical mass for the University. This has to be managed in a sustainable way within the uncertain global market.

J2. Develop Further European Links and Partnerships

- The University aims to exploit opportunities arising from the Bologna agreement and increase overall participation in EU staff and student mobility schemes. Involvement in collaborative EU Framework Programme research and development will be increased.


J3. Increase the Range of Overseas Links and Partnerships outside the EU

- The University will develop more collaborative teaching and research partnerships with high quality overseas institutions and commercial organizations, building on existing relationships such as with the Bauman State Technological University, Moscow, and with San Ei Gen, Japan. The University will play an increasing role in supporting the Global Academy of the University of Wales, for example in the management of validated provision overseas, including in the new area of Theology.

J4. Contribute to International Research and Business

- The University aims to boost its international contribution to research and international business. This will include managing international activities at OpTIC Glyndŵr, such as the mirror production development work for the European Southern Observatory's Extra Large Telescope. The University will also expand its second language training to support Welsh businesses in doing business overseas.

Key Strategies

- International Strategy
 - Learning and Teaching Strategy
 - Strategic Plan for Research and Scholarship
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ANNEX 1: KEY PERFORMANCE INDICATORS

KPI No.	Key Performance Indicator	Target	Current Performance	Related Key Strategic Priority No.s	Related Corporate Risk No.s (see Annex 2)
Student Population Indicators					
1	Total FTE students	6,000 by 2014, of which 4,000 FTE are full-time	4,230 (07/08) 4,400 Est. (08/09)	A1	4
2	Percentage of students enrolled on full time programmes coming from overseas (non UK/EU)	20% by 2014	10% (07/08) Est. 17% (08/09)	J1, J3	4
3	Percentage of enrolled students on PG programmes	25% by 2014/15	10% (07/08)	D3, I4	4
4	No. of university delivery centres (excl. partner FE colleges)	10	7	B1	4
5	Total FTE students progressing from partner FE Colleges	1200 by 2014	850	C1	4
6	FTE no. of students enrolled on programmes in the Centre for the Child	600 by 2014	0	E1	4
Student Experience Indicators					
7	Total number of student clubs or societies	24	8	F2	24
8	Retention rate (HESA Non-continuation rate – FT first degree students)	10% [HESA Benchmark: 10.7%]	13.9% (06/07)	F1	23
9	Projected completion rate (HESA projected outcome, FT first degree)	70%	66.1% (06/07)	F1	23

	students)	[HESA Benchmark: 69.2%]			
10	Accommodation- ratio of number of on-campus beds : total FTE students	1 : 3	1 : 10.5	F2	25
11	Overall student satisfaction (from NSS)	86% by 2014	77%	F1	22, 27
12	Percentage of programmes adopting new curriculum framework	100%	~15%	D1	23
Economic Contribution Indicators					
13	Graduate employability rate inc. into further study (from FDS)	95%	94.3%	D1	23
14	Glyndwr Innovations gross turnover	£2m by 2014	£400k	B2	10
15	Annual short course enrolments	2000 by 2014	~1000	B2	10
Financial Sustainability Indicators					
16	Operating surplus as a percentage of turnover / gross University turnover	5%	3%	A1	5
17	Net institutional student : staff ratio	26:1	22:1	A1	5
18	HEFCW income as proportion of total annual income	35% by 2014	47%	A1	5
19	Ratio of FTE students/ number of delivered modules	6.66 : 1 by 2014 [6,000/900 modules]	3.08 : 1 (07/08) [4,230/1,373 modules]	A2, A3	5
20	Median administration cost per FTE student	£2,000	£2,400	A2	5
Research Indicators					
21	Achievement of RDAPs	RDAPs achieved in 2012/13	N/A	I1	26

22	Total Research Council income as a percentage of total income.	3%	1%	I1, I3	10
23	Total research income as a percentage of total income.	10%	4%	I1, I3, J2	10
24	No. of units submitted to REF	12	6 (RAE 2008)	I2	22
25	Percentage of total academic staff submitted to REF	30%	16% (RAE 2008)	D2,	10
26	Percentage of academic staff with doctorates	50% FT staff	46/182 (=25.2%) FT only	I1	10, 22
Welsh Medium Indicators					
27	Number of HE students taught wholly or partly through the medium of Welsh	750 by 2014	460	G1	23, 1
28	Percentage of staff able to deliver through the medium of Welsh	7%	3.73%	G2, G3	23, 1
Sustainability and Global Citizenship Indicators					
29	% Reduction in energy consumption per FTE	3% annually	N/A	A4	5
30	Percentage of academic programmes that make a significant contribution to sustainable development	20%	<10%	A4, B3	11
31	To achieve Green Dragon Award	Achieve award at Level 5 by 2013	N/A	A4	5
Widening Access and Participation Indicators					
32	Percentage of Full-time and Part-time enrolments from Low Participation neighbourhoods	21% FT / 10.5% PT	21% FT / 10.5% PT	F3	4
33	Percentage of Welsh domiciled FT students from Communities First areas.	7%	6.7%	F3	4

ANNEX 2: CORPORATE RISKS²

Corporate Level Risk No.	Risk Descriptor
1	Loss or lack of key staff
2	Severe business interruption
3	Safety of staff and students on overseas travel
4	Significant shortfall against planned student numbers
5	Financial non-viability
10	Non achievement of research and third mission income targets
11	Breach of legislation, statutory obligations or codes of practice
12	Non-compliance with governance or accountability framework

² This list contains the top level Corporate Risks contained in the University's Risk Management System as at 16 Oct 2009. The list is regularly reviewed and updated as part of the corporate risk management process. The list is included here for cross referencing to the Key Performance Indicators in Annex 1.

20	Impact of recession
21	Public relations crisis arising from sensitive leak or staff behaviour
22	Low ranking in league tables and NSS
23	Reduction in quality of learning and teaching
24	Reduction in quality of student support inc. health/safety
25	Capital projects risks
26	Risks of not achieving Research Degree Awarding Powers
27	Serious student complaints and major compensation claims
112	Over performance risk