

Mission and strategy

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Cross-reference/related documents:	1.3 Risk Management	

1.0 Rationale and principles which this policy seeks to uphold

- 1.1 The University is guided by a unique vision, mission, and set of goals.
- 1.2 The University sets high standards for its academic and operational outcomes.
- 1.3 The University's strategic planning process secures congruence between those outcomes and the University's vision, mission, and goals.
- 1.4 The University's strategic planning process is continuous, and oriented to the enhancement of its outcomes, and the enhancement of the value to stakeholders of its goals.

2.0 Scope

- 2.1 This policy serves as a reference for all seeking a definition of the University's purpose and seeking understanding of its operational framework.

3.0 Definitions

- 3.1 Mission: describes what the University wants to achieve now.
- 3.2 Vision: describes what the University wants to achieve in the future.
- 3.3 Goals: describe the key objectives the University seeks to achieve in order to meet its Mission and Vision.
- 3.4 Strategy: describes the formulation and implementation of the major goals and objectives which the University uses to achieve its Mission and Vision.

4.0 Policy

- 4.1 The University will operate a strategic planning framework.
- 4.2 The University's Strategic Plan is approved by the University Council and serves as the central reference to guide and align all other planning activity.
- 4.3 The University Strategic Plan refers to the University's Mission, Vision, and Goals.
- 4.4 The University has a Risk Management Plan which defines levels of risk in achieving the goals set out in the University and Faculty plans. The Risk Management Plan defines the actions required to identify, monitor, and mitigate risk and is dealt with under the University policy for Risk Management.
- 4.5 Strategic planning is a continuous process, requiring ongoing analysis of strengths, weaknesses, opportunities and threats, and of the key value streams of the University's students, the knowledge it shares, and its reputation and influences more widely.
- 4.6 The University's Mission, Vision, and Goals are reviewed periodically to ensure that they remain appropriate to the aspirations of internal and external stakeholders, the developing maturity of the University, and the University's continuously changing external context.
- 4.7 Each Faculty will have its own Strategic Plan aligned with the University's Strategic Plan. The Faculty's Strategic Plan is reviewed annually and updated as appropriate.

5.0 Responsibilities

- 5.1 The creation and development of a Strategic Planning Framework that aligns with the University's budgeting process is the responsibility of the Vice Chancellor.
- 5.2 The Deans of Faculty are responsible for the creation and development of a Strategic Planning process within their Faculties.
- 5.3 The Registrar and Chief Administrative Officer is responsible for the implementation and monitoring of the University's Strategic Plan with respect to administrative services and units.

- 5.4 The Office of Institutional Effectiveness is responsible for developing and implementing a continuous process of institutional research to provide measures of the extent to which the University's academic and operational function align and meet the goals set out in the Strategic Plan.
- 5.5 The Office of Institutional Effectiveness will support the continuous process of institutional research at Faculty level by providing measurement tools, data collection services, and analysis expertise.
- 5.6 The Office of Institutional Effectiveness will use the results of institutional research at Faculty level to support analysis of institutional effectiveness at University level.

6.0 Structures

6.1 The Strategic Planning Team will comprise:

- 6.1.1 Vice Chancellor;
- 6.1.2 Registrar and Chief Administrative Officer;
- 6.1.3 Head of Planning & Projects
- 6.1.4 Deans of Faculty;
- 6.1.5 Dean of Research;
- 6.1.6 Two representatives of the UK University Alliance partners;
- 6.1.7 Two members of University Council.

6.2 The Strategic Planning Team will consider:

- 6.2.1 the appropriateness of the Faculty Strategic Plans within the context of the University Strategic Plan;
- 6.2.2 risks associated with the Faculty Strategic Plans, in accordance with the University Risk Management Plan;
- 6.2.3 revisions to the University Strategic Plan consequent on the approved Faculty Strategic Plans.

7.0 Procedures

University Strategic Plan

- 7.1 The University Strategic Plan is developed and periodically reviewed by means of a structured process.
- 7.2 The University operates a routine programme of institutional research.

Faculty Strategic Planning

7.3 Faculty Strategic Plans will be developed and revised in consultation with staff, students and external stakeholders, utilising the Advisory Group and Staff/Student Liaison Committee structures. The Faculty will concern itself with at least the following:

- 7.3.1 a summary of the main activities of the Faculty in teaching, research, knowledge transfer, and community relations/outreach;
- 7.3.2 planned changes in teaching, research, knowledge transfer, and community relations/outreach;
- 7.3.3 a full rationale for the planned changes, detail of the budget implications, and the timescale for the changes;

7.4 Analysis of teaching effectiveness and required change will be based on:

- 7.4.1 Faculty/student profile;
- 7.4.2 student recruitment targets over five years;
- 7.4.3 opportunities for new programmes;
- 7.4.4 opportunities for inter-disciplinary teaching and programmes;
- 7.4.5 plans for creating inter-institutional joint teaching and programmes;
- 7.4.6 any imbalance in the demographics of the student population.

7.5 Analysis of research effectiveness and required change will be based on:

- 7.5.1 Faculty current and/or planned research themes, including inter-disciplinary research;
- 7.5.2 detail of planned links with UK University partners.

7.6 Analysis of knowledge transfer and community relations/outreach will be based on:

- 7.6.1 current activities;
- 7.6.2 planned future activities or opportunities;
- 7.6.3 links with external bodies (professional, commercial, governmental, international);
- 7.6.4 Faculty membership of professional organisations.

7.7 Any major staffing issues will be detailed, with reference to:

- 7.7.1 recruitment, retention and turnover;
- 7.7.2 succession planning for key positions.

7.8 Any major resource issues will be detailed, with reference to:

- 7.8.1 office and other space;
- 7.8.2 staffing needs;
- 7.8.3 Library resources;
- 7.8.4 Information Technology resources;
- 7.8.5 administrative support (structures, resource, expertise).

7.9 A summary of the goals and objectives of the Faculty will be provided together with a commentary on how the Faculty is meeting these goals and objectives.

- 7.10 The Faculty Strategic Plans will be reviewed by the Strategic Planning Team. The Strategic Planning Team will request revisions to the Faculty Strategic Plans as appropriate.
- 7.11 Revisions to the University Strategic Plan that are consequent on the approved Faculty Strategic Plan, including recommendations for revision of the University Vision, Mission, and Goals, will be drafted by the Registrar and Chief Administrative Officer.
- 7.12 The Registrar and Chief Administrative Officer will detail how the administrative services will align to the revised Strategic Plans at Faculty and University level.
- 7.13 The new draft University Strategic Plan and report by the Registrar and Chief Administrative Officer on the administrative implications will be circulated to Senate for discussion and recommendation for further review, and/or recommendation to the University Council for approval.

Annual Financial Planning (Operational Plan)

- 7.14 The University Strategic Plan is reflected in a financial analysis of resource requirements with respect to academic, research, outreach, and staffing aims and objectives.
- 7.15 The analysis is produced on an annual basis, following the production of a forecast financial outcome report by the Registrar and Chief Administrative Officer and Head of Finance.
- 7.16 The analysis will be supplemented by a commentary of requirements that are not possible to express in quantitative (monetary) terms.
- 7.17 This analysis informs the budget and cash flow forecast for the subsequent academic year and forms the basis of an Operational Plan.
- 7.18 The budget and cash flow forecast, with commentary (Operational Plan) is submitted to the University Council for approval.