



This place is special.

A world-class university at the heart of an extraordinary city.

Driven by outstanding people working as one.

Our work has the power to change lives.

Not just for those who study, teach and research here,

But for those who benefit from the discoveries we make every day.

We're proud of our past, yet it's the future that really excites us.

**We are the University of Sheffield.**

**This is our vision.**



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# Our story

115 years in the making, our story continues to evolve every day, defined not just by our achievements but by the **unique character of our people and this remarkable city.** →

# Our story

**The University of Sheffield has a proud history of discovery, innovation and social change. In 1930, we pioneered the very first medical use of penicillin, while more recently our researchers developed a life-saving drug for the treatment of ovarian and breast cancer.**

Our motto “Rerum Cognoscere Causas” (to discover the causes of things), is as relevant today as when we were founded in 1905. However, the world is now a very different place. As the world has evolved, so have we. As we have grown, so have our ambitions. Now we don't just want to understand the world, we want to change it. We believe in bold action and are unified in the knowledge that we can transform the world we live in for the better.

Today, we are pioneering research into sustainable farming to safeguard the world's food supply, recreating the interiors of the Chernobyl and Fukushima nuclear reactors to aid the clean-up process, and working with the world's biggest social media companies to protect vulnerable users from harmful content.

We're focused on equipping our students for life after Sheffield and our outstanding research-led teaching is empowering the next generation of global citizens. Our students have gone on to be bestselling authors, gold medal-winning Olympians and even groundbreaking astronauts.

We're proud of the difference we've made and continue to make. But we'll never stop exploring new ways to do more.

Our academic thought, research, and creativity energise the world around us. This starts right here in our home city of Sheffield. We care deeply about this place. Its spirit fuels our people. Just like Sheffield, we were forged and shaped by invention. We push, we explore, we innovate, we define. We make things, and we make things happen. It's who we are.

Yet we've always looked to the wider world for inspiration and collaboration, welcoming students and staff from over 140 countries and nurturing research and alumni links across the world. These partnerships not only provide international opportunities for our people but also drive investment locally. This is a global university. Not just in our outlook, not just in our ambition, but in the challenges we tackle every day.

None of this would be possible without our outstanding people, who drive our progress. Their innovation and initiative take the world in new directions: from developing the first new compound to kill antibiotic-resistant superbugs in 50 years, to powering industrial innovation and securing jobs through the Advanced Manufacturing Research Centre. It's our people who are unlocking the potential of the next generation with inspirational teaching and cutting-edge apprenticeships focused on the skills of the future.

The sense of community spirit here at Sheffield is like no other. Our staff and students work together. They support and inspire one another. Our diverse and inclusive community brings together different views, approaches and insights, leading to richer, more creative and innovative teaching and research.

We know that to remain a world-class university we must be a truly inclusive university. This is why our 'One University' ethos is central to our vision.

# Our vision & values

This is our vision for the future  
and the values **that underpin**  
**everything we do.** →

## Our vision

We will deliver life-enhancing research, innovation and education that not only transforms the lives of our graduates, but shapes the world we live in. **We believe the best way to achieve this is by fostering an ambitious, inclusive, collaborative community.**

We are, and will always be,  
guided by **our values**:

We are **ambitious** and strive for **excellence** in all that we do.

We believe in **collaborative** working.

We champion an **inclusive** and **diverse** community.

We are **responsible** – for our people and the wider world.

We are open and **transparent** about the decisions we make.

# Our pillars

Our University's core purpose is to deliver world-class **research**, **innovation** and **education**. We will do this by working as **One University**. These equally important four pillars underpin our vision. →



# Our pillars

## Research

Our distinctive and innovative research will be world-leading and world-changing. We will produce the highest quality research to drive intellectual advances and address global challenges.

## Innovation

Our transformative research and enterprise will find solutions to problems facing society. We will enable and promote a culture of excellence in innovation and entrepreneurship across the University.

## Education

Our teachers will deliver research-led programmes that inspire, enthuse and challenge a diverse community of outstanding students. Our graduates will be equipped to stand out as confident global citizens guided by strong values, ethics and standards – able to make meaningful contributions to society.

## One University

We know that when people come together with different views, approaches and experiences, it leads to more creative and innovative teaching and research, and enriches our campus and local community.

We will build a diverse community of staff and students from a broad range of backgrounds, demographics and cultures, to create an inclusive, supportive and collaborative environment in which they can succeed and flourish.

# Research

Our distinctive and innovative research will be world-leading and world-changing. **We will produce the highest quality research to drive intellectual advances and address global challenges.** →

# Research

## Priority one

Excellence

Postgraduate research students

## Excellence

**We will enable and actively promote a culture of research excellence across our University community, delivering internationally-recognised outputs, supported by sector-leading research income and facilities.**

### We will:

- Drive forward our distinctive and high-quality research capability to ensure we are well-positioned to exploit emerging and future research opportunities. We will capitalise on our disciplinary excellence and foster novel ways of working across disciplines.
- Develop outstanding research environments that deliver fundamental discoveries, and, in collaboration with our knowledge exchange and innovation activity, enable demonstrable research impact.
- Identify areas of potential and invest in them, and in their research leadership and facilities. For areas where we can improve, we will put in place the support required to achieve our ambitions.
- Build world-leading research centres and institutes by targeting resources in areas of real strength and future opportunity.
- Develop strategic partnerships with other institutions that add value and are aligned to our areas of research strength. We will focus on regional, national and global partnerships where our research expertise will support new funding opportunities, influence the research agenda and deliver impact.
- Confidently champion our areas of research strength and promote them internally and externally, informing our curriculum and enhancing our reputation for research excellence.
- Create an open research culture that values a range of contributions and delivers the highest standards and best practice in research integrity and ethics. We will adhere to the FAIR principles to the benefit of society (findable, accessible, interoperable, reusable).
- Provide the research expertise, facilities and environment that will make us an attractive institution for early career researchers and independent fellows. As signatories of the Researcher Development Concordat, we will commit to mentoring, supporting and training the research leaders of the future.

# Research

## Priority two

Excellence

Postgraduate research students

# Postgraduate research students

**Our research excellence, innovative training, and commitment to researcher development and wellbeing will make us the institution of choice for postgraduate research students (PGRs).**

### We will:

- Recognise PGRs as a vibrant, core part of our research community and integral to our research excellence, ensuring that they feel valued, supported and have a strong sense of belonging.
- Enhance the PGR experience and offer them an innovative and intellectual environment in which they can thrive, make the best possible contribution to our research agenda, and which prepares them for a range of career possibilities.
- Champion the value of innovation, knowledge exchange, and research impact as part of the PGR experience, in training that develops disciplinary depth but recognises the value of collaborative interdisciplinary approaches in delivering solutions to global challenges.
- Clearly define the essential criteria and competencies required to achieve a PhD by building on the recent review of our provision.
- Ensure that a greater proportion of our PGR community are funded in a way that enables them to submit their thesis during the funded period.
- Provide exceptional support and development opportunities to our PGR community and their supervisors, including training in best practice for supervisors and applying this consistently across the institution.
- Increase the diversity of our PGR community, widening participation and attracting a broad range of individuals, ensuring we develop their potential to undertake excellent research and provide them with the opportunity to flourish.
- Our PGR recruitment strategy will be aligned with our research strengths and demonstrate our commitment to meeting the needs of students and equipping them to obtain the maximum benefit from access to our world-class research expertise and facilities.

# Innovation

Our transformative research and enterprise will address the world's most pressing challenges. **We will enable and promote a culture of excellence in innovation and entrepreneurship across the University.** →

# Innovation

## Priority one

Impact

The Advanced Manufacturing Group

The Sheffield City Region

# Impact

**We will continue to grow and strengthen our impact, knowledge exchange and innovation activity.**

## We will:

- Ensure that knowledge exchange and impact are embedded as a core mission of the University, alongside research and education.
- Develop a portfolio of high-quality impact activity in every department that spans their disciplinary strengths and their academic staff groups.
- Maintain a sustainable pipeline of high-quality impact activities that prioritise our knowledge exchange activities and demonstrate the value of the University to society.
- Establish and support a University-wide flexible knowledge exchange and impact support system, ensuring that we have clear access points, engagement mechanisms and policies developed to suit the needs of a wide range of internal and external stakeholders.
- Develop and enhance our translational mechanisms to support potential start-ups and licensing opportunities, such as Northern Gritstone (in conjunction with the University of Leeds and the University of Manchester) and our Intellectual Property Development and Commercialisation Fund. We will be driven by an ethos that our intellectual property is used for the benefit of society.
- Grow collaboration with partners from beyond the University, such as with industry and NGOs, to drive high-quality research, education, knowledge exchange and income generation.

# Innovation

## Priority two

Impact

The Advanced Manufacturing Group

The Sheffield City Region

# Advanced Manufacturing Group

**We will develop and extend the Advanced Manufacturing Group model for collaborative working across the UK, and use the approach as an exemplar of good practice across the University.**

### We will:

- Develop and expand the Advanced Manufacturing Group to support the economic and social development of the UK.
- Work with national and regional government to support sustainable manufacturing, levelling up the north, net zero carbon and new energy systems, in collaboration with departments and faculties.
- Use the Advanced Manufacturing Group to improve relationships between researchers and practitioners across the country, providing a mechanism to translate basic research and to enhance communication.
- Build our strengths in academic areas aligned to the Advanced Manufacturing Group, such as materials science, sustainable engineering and nuclear technologies.
- Further develop our regional centres across the north, Wales and Midlands to support advanced manufacturing innovation as part of the High Value Manufacturing Catapult.
- Develop and enhance our strategic University-wide partnerships, providing effective innovation-led support to business and industry, especially with large corporations and with SMEs.
- Increase collaboration and joint working between the Advanced Manufacturing Group and faculties and departments across the University, including making joint appointments, developing ambitious collaborative projects and sharing best practice.

# Innovation

## Priority three

Impact

The Advanced Manufacturing Group

The Sheffield City Region

# Sheffield City Region

**We will use our excellence in research, education and knowledge exchange to play a leading role in the whole of the Sheffield City Region, including its economy; the health and wellbeing of its people and its environment; and its cultural richness and diversity.**

### We will:

- Be a role model employer, procurer, broker and civic partner.
- Develop and deliver our commitment to the Sheffield City Region.
- Work with the Sheffield City Region to provide a clearer pathway to regional destinations for our students at all levels (apprentices, undergraduate, postgraduate taught and postgraduate research).
- Develop a set of high-quality pathfinder projects that provide clear support to the people, businesses and institutions of South Yorkshire.
- Play a leading role in delivering the Sheffield City Region's economic regeneration activities.
- Provide leadership, expertise and support in the areas of social development, economic growth, productivity enhancement and cultural engagement, ensuring we are flexible and adapt to the changing needs of the region.
- Continue to work collaboratively with key partners, such as Sheffield Hallam University and the local NHS Trusts on projects and initiatives that benefit the region.
- Develop a programme of engagement with local MPs and regional politicians.



# Education

Our research-led programmes will inspire, enthuse and challenge a diverse community of outstanding students. **Our graduates will be equipped to stand out as confident global citizens guided by strong values, ethics and standards, able to make meaningful contributions to society. —>**

# Education

## Priority one

Portfolio

Employability

Digital experience

## Portfolio

**We will shape and deliver a balanced research-informed portfolio of programmes, which serves the needs of students and develops graduates with the knowledge and skills for successful careers.**

### We will:

- Regularly review, develop and adapt our institutional portfolio, using evidence and best practice, to ensure we are meeting student needs, reflecting disciplinary research and teaching developments.
- Build on the successful Programme Level Approach (PLA), ensuring that programmes are carefully designed and developed to deliver agreed learning outcomes.
- Ensure that programmes are nationally and internationally competitive and attract high achieving applicants from all backgrounds.
- Reflect on and adapt our offer to improve the quality and effective delivery of our portfolio.
- Work in partnership with students, employers and other stakeholders and use their feedback to further develop our programmes.
- Give students more opportunities to develop the deep knowledge, broad skills, and range of attributes they need to become assured and considered graduates.
- Provide guidance, support and resources to enable departments to deliver high-quality programmes.

# Education

## Priority two

Portfolio  
Employability  
Digital experience

## Employability

**We will deliver a sector-leading vision for employability which captures the value of learning and development experiences in and beyond the curriculum. Our vision realises the benefits of the University's rich network of regional, national and international alumni and employer partners to enable all students to fulfil their learning and career potential.**

### We will:

- Develop a framework for graduate employability based on an approach of joint endeavour, working across the University and with stakeholders to enhance students' skills, attributes and abilities to secure the outcomes they seek and manage their onward careers with confidence.
- Provide clear and responsive oversight of the careers and employability provision, enabling the University to assess and respond to the fast-moving skills and employability agenda.
- Align programme and curriculum developments with the changing skills requirements of our students and external partners.
- Clearly map and define skills within programmes and extra-curricular activities, and provide students with a mechanism to support and align both in-curricular and extra-curricular skills and personal development.
- Ensure every student is provided with opportunities to gain work-based and/or work-orientated experience and ensure effective governance of such activity.
- Effectively monitor progress and impact of the framework, including mapping of the levels of work experience, and ensuring the appropriateness and quality of career decision-making skills.
- Devise and implement an action plan to support graduating students in the job market and ensure that students recognise what opportunities exist and are confident in what they can offer to prospective employers.

# Education

## Priority three

Portfolio  
Employability  
Digital experience

# Digital experience

**We will design and deliver a rich, multifaceted and inclusive digital teaching and learning environment that supports excellent and inspiring teaching and enables all students to engage effectively in their learning.**

### We will:

- Develop a digital strategy that sets the future direction for learning and teaching and drives forward our capability and capacity to deliver a blended online and face-to-face learning approach.
- Jointly develop high-quality, technology-rich services, co-designed with students and staff.
- Develop and implement truly inclusive services, processes and staff development activities that are fit for purpose and facilitate a personalised university experience.
- Enhance the student experience through active learning environments, allowing students to connect with information and knowledge in inclusive personalised digital spaces, bridging the physical and the virtual.
- Create a fully online offer for a number of Masters courses.

# One University

We know that when people come together with different views, approaches and insights, it leads to more creative and innovative teaching and research, and enriches our campus and local community.

**We will build a diverse community of staff and students from a broad range of backgrounds, demographics and cultures, and create an inclusive, supportive and collaborative environment in which they can succeed and flourish. →**

# One University

## Priority one

Collaborative & supportive culture

Diversity and inclusion

Wellbeing

Sustainability

Philanthropy

## Collaborative & supportive culture

**We will foster a collaborative culture where staff and students are all active participants in the success of the University.**

### We will:

- Ensure our research, innovation and teaching activities are inextricably linked and strongly aligned.
- Use the new department framework to ensure colleagues are aligned to the vision, values and priorities.
- Create shared common processes and responsibilities to ensure consistency and fairness in the delivery of support for the student experience and academic excellence across all departments and faculties, in line with agreed priorities.
- Provide opportunities for interdisciplinary and interdepartmental collaboration across the University for staff and students.
- Foster interprofessional respect and teamworking between academic and professional services colleagues.
- Develop mechanisms for sharing good practice and intelligence across the organisation.
- Facilitate collaboration and co-creation between staff and students, involving them in the development of policy and strategy.
- Review our working culture and practices including processes for work allocation and opportunities for agile working. Ensure fairness and transparency amongst all staff as they carry out their core duties of research, innovation, teaching, leadership and professional support.
- Improve our Staff Review and Development Scheme (SRDS) to ensure the provision of valuable support and development opportunities for all.
- Establish career pathways for our professional and technical staff building on the Academic Career Pathway Framework established for academic colleagues.

# One University

## Priority two

Collaborative & supportive culture

Diversity and inclusion

Wellbeing

Sustainability

Philanthropy

## Diversity & Inclusion

**We will build a diverse community of staff and students that recognises and values the abilities, backgrounds, beliefs and ways of living for everyone. Our culture should ensure all members of the University community feel they belong and are treated with respect.**

### We will:

- Increase the diversity of our staff and student body, and identify and tackle patterns of inequality, to ensure that all staff and students can achieve their full potential.
- Ensure that we continue to consider equality, diversity and inclusion in the development of core policies, processes, procedures and guidance documents; be mindful of the impact of our decisions on members of our community with protected characteristics and those who traditionally have less of a voice.
- Support the creation of an inclusive culture through the provision of appropriate and accessible training and development opportunities for all staff, aligned to their role and responsibilities, and provide training in cultural difference and inclusive behaviours for students.
- Geographically diversify our international activities, including student recruitment and partnerships, by exploring new opportunities in carefully selected countries and regions.
- Facilitate the integration of international staff and students, both academically and socially.
- Give all students the opportunity to develop skills that make them culturally agile, internationally employable and ready to play a part as global citizens, including expanding our study abroad initiatives.

# One University

## Priority three

Collaborative & supportive culture

Diversity and inclusion

Wellbeing

Sustainability

Philanthropy

## Wellbeing

**We will create a positive environment that supports and encourages the wellbeing of our staff and students, whilst empowering individuals to be responsible for their own wellbeing.**

### We will:

- Review and implement an updated Staff and Student Mental Health Strategy, in line with UUK guidance. Continue to enhance and evaluate services and environment to ensure a holistic whole University approach to staff and student mental health.
- Make a committed pledge to the Mind Initiative, the UUK updated #stepchange framework for mental health, and aim for accreditation under the University Mental Health Charter.
- Proactively identify the causes and impact of environment, practice and culture on wellbeing, and take steps to improve wellbeing and reduce excessive pressure.
- Ensure that wellbeing is reflected in core policies, processes, procedures and guidance documents.
- Provide appropriate and accessible development and training, including training for managers on how to support colleagues, and training for staff on how to support student mental health and wellbeing. Provide tools and techniques to empower staff and students to manage their own wellbeing.



# One University

## Priority four

Collaborative & supportive culture

Diversity and inclusion

Wellbeing

Sustainability

Philanthropy

## Sustainability

**We will aim to be one of the most environmentally sustainable research-intensive universities in the country, ensuring that sustainability runs through everything we do: the education we provide for our students; the world-class research and innovation we carry out; and our campus operations and local environment.**

### We will:

- Publish and implement our Sustainability Strategy and Action Plan, in partnership with our Students' Union, and monitor our progress as a campus community.
- Actively contribute to and support all 17 of the UN's Sustainable Development Goals through our education, research and campus activities.
- Embed Education for Sustainable Development into all of our courses.
- Continue to seek solutions to the global climate emergency through our world-class research. We will use our facilities as 'living labs' to test our research.
- Lead by example and use our expertise, knowledge, and resources to have a positive impact on our local environment, radically reducing our emissions on campus and becoming carbon neutral.
- Work collaboratively with our regional partners to help the Sheffield City Region respond to the climate emergency.

# One University

## Priority five

Collaborative & supportive culture

Diversity and inclusion

Wellbeing

Sustainability

Philanthropy

# Philanthropy

**We will launch the University's first multi-million-pound fundraising and engagement campaign, to increase and diversify philanthropic income and help create a sense of belonging and participation amongst our staff, students and alumni.**

## We will:

- Significantly increase philanthropic income by 2025 and use it to:
  - Enrich our students' experience, offering students from all backgrounds the opportunity of a Sheffield education, and developing world-class facilities to maximise the value of our degrees
  - Enable the delivery of life-changing research to enhance the world around us.
- Conduct a transformational, One University campaign, inspiring students, staff, alumni, supporters and partners to participate in supporting this ambition.
- Build a strong link between volunteering, local community engagement and our philanthropic aims, including increasing volunteering from the University's global alumni community to support a range of activities across the University.



We are the University of Sheffield.  
These are our stories.  
This is our vision.  
**Together we'll make it happen.**

Discover exactly what we're doing  
to transform our **2020–2025**  
vision into a reality [here](#).