

Our University  
Our Future  
Our Plan.

# Chair's Foreword

In our previous strategic planning period from 2010 to 2015 we have seen the University make significant investments in our estate and wider infrastructure.

We have seen the continued growth of the Advanced Manufacturing Park and the development of other parts of our campus including, most recently, the outstanding new Diamond building – all enhancing our teaching and research facilities. The University has also shown a strong financial performance, delivered an outstanding student experience and extended its work to widen participation into higher education. Our Sheffield graduates have reinforced their reputation for being publicly responsible and socially conscious; not least through altruistic extra-curricular activities led by an award-winning students' union.

This new Strategic Plan seeks to build on this and set out what those who work at the University of Sheffield and those the University seeks to serve, want of their University. This is 'our Strategic Plan' in the broadest possible sense. The University's ambitions are confidently expressed in the themes and actions set out in this document, alongside some examples of work which exemplify how we intend to continue achieving our goals. The themes presented in this Strategic Plan represent the areas requiring the University's focus over the next five years. The number of themes is necessarily small and designed to inform subsequent planning and action.

The University Council will monitor the University's progress against these high-level key ambitions on a regular basis. They are set out in the context of the opportunities and challenges that the University, the Sheffield City Region, the UK and indeed the world are likely to face over the next decade. We fully recognise that, as with any strategy, currently unforeseen opportunities and challenges may require us to alter course from time to time. This is particularly relevant in light of many current UK and global uncertainties. For this reason, we will maintain a culture of flexibility and agility within the long-term pursuit of our goals.

Within this framework, we have set out some specific actions in this document. These are the beginning of a process not only to secure the long-term success of the University, but also to ensure we are doing the important tasks of research and delivering education to future generations to equip them to meet global challenges, develop our economy, improve healthcare, support communities and to improve all our lives through discovery and understanding.

I want to express my thanks to all the staff, students, alumni and others who have participated over recent months in seminars, workshops, town-hall events, web-based consultations and through many other opportunities towards the development of this Strategic Plan. The University Council and the University Executive Board have been thoroughly engaged in the process led by our Vice-Chancellor, Professor Sir Keith Burnett.

Special thanks are also due to Professor Jacqueline Labbe, Chair of the Strategy Development Group, and Dr Tony Strike, Director of Strategy, Planning and Change, for their contributions towards co-ordinating the development of this plan with others.

Our founding principles, our values and our passion to make a difference in this world remain constant and ensure that the University will continue to approach the goals and challenges we face with enthusiasm.



**Tony Pedder OBE**  
Chair of University Council



# Our University: Vice-Chancellor's Introduction

This wonderful academic community, the University of Sheffield, is such an important place for all the communities that we serve across our region, the UK and the world. And this is a crucial time for us to be thinking about our strategy.

In writing it, we have taken the highest and finest ideas that have emerged from our discussions and woven them into a pattern for our future. We talk about the University of Sheffield Strategic Plan in communal terms – ‘our University, our future, our plan’. But I should be clear by who ‘we’ are. Our University does not exist for itself alone, and it never has. It was founded by individuals and groups who had a profound belief in the public value of universities for the economy, for health, for changes in the lives of children and of a community.

---

*“Our University does not exist for itself alone, and it never has. It was founded by individuals and groups who had a profound belief in the public value of universities for the economy, for health, for changes in the lives of children and of a community.”*

## To serve the people

Our University was envisioned as a place where knowledge would transform lives for the better. And our purpose remains the same, with the strategy to – as necessary – always be ready to reconfigure around that need.

Our strategy is therefore more than simply ours as an academic community – it serves our wider world. And it is open and pragmatic – we are ready to try different approaches to offer the education and scholarship the world needs. We will be bold where we should be, while preserving what matters most.

Who is the University for? What benefits do we offer in the 21st century? These are the questions that truly matter, and they should not be separated from discussions of cost, funding, expansion or change.

You’ll see our own aspirations and values in this plan – but also what others value about us and the challenges that are being set by our students, our society, our economy and indeed the world. In addition, we are not deaf to the challenges that are being set to us by government, by economic and demographic change or by technology.

---

*“Our strategy is therefore more than simply ours as an academic community – it serves our wider world. And it is open and pragmatic – we are ready to try different approaches to offer the education and scholarship the world needs. We will be bold where we should be, while preserving what matters most.”*

Our values are strong, but they are not holding us back from change. Far from it. Time and again, it is these very values which are repeatedly putting Sheffield at the forefront of translational research, new routes in higher education and questioning boundaries between scholarship and the wider world. Our strategy is to build on this.



*“Who is the University for? What benefits do we offer in the 21st century? These are the questions that truly matter, and they should not be separated from discussions of cost, funding, expansion or change.”*

### Strength in shared purpose

Over the following pages, you will see how we are working with new partners and how these relationships are changing the way we apply our exceptional scholarship, which is at the core of all we do. You will see that in other cases, we have been the first to challenge perceived barriers and borders, finding new ways to offer access and research in the spirit of our forebears.

Any single plan cannot exhaust the range of ideas which have emerged from the discussions which led to it. We have tried to give enough texture and detail of these ideas, in order to guide our colleagues' thoughts about the future. We have also tested this pattern in discussions with the groups from which the ideas and values emerged – a conversation involving our academic colleagues and professional staff, our students, companies and opinion formers, who have challenged us along the way.

Our plan is, in the end, shaped by values and needs. We all know that true academic communities enable their individual members to achieve their goals, while at the same time growing the ability to support future generations of scholars – students and faculty alike.

It is also clear that anything which constrains our ability to innovate will be a disaster, in the context of what is bound to be a profoundly challenging period for all UK universities.

So do read this Strategic Plan, which I hope will be of help in various ways:

- The first will be to give us visible evidence of the sense of shared purpose for which the University of Sheffield is known.
- The second is a sense of pride, in a place that strives to do such important things.
- The third is to see where we are going in the broadest terms, and hence be better able to respond to the changes ahead.

To all those who work with us in achieving these aims, I thank you. We are determined to be exceptional and innovative partners in delivering shared ambitions for change and improvement in society and our economy.

To my colleagues, scholars and students past, present and future, I am proud to help you achieve the potential which also has the power to transform lives.

There is no greater honour.

**Professor Sir Keith Burnett**  
**CBE FRS FLSW**

Vice-Chancellor of the  
University of Sheffield



### What our graduates say

*“I was so sad when I left Sheffield and so were all my other friends because we'd had the best three years ever, but something that's eased the pain is the fact that everybody's carried on doing exactly what they're doing but in the real world, and it's really equipped everybody to go off and do amazing things... and I think make the world a better place.”*

*“The University was really helpful in building connections that gave me a foot in the door... I was able to get experience and meet more people putting me in a good position to apply for the job I wanted... it would have been much harder without Sheffield giving me that first way in.”*

*“It's an exciting time to be a student, especially in a university that's passionate about being at the cutting edge, which I believe Sheffield is. They were using some of the developer toolsets and technologies, which when I landed in the real world they were years from using.”*

# A Values-led University with Global Purpose

The University of Sheffield is a research-intensive university, committed to changing the world for the better through the power and application of ideas and knowledge.

We do this through life-changing research and teaching. And always, we achieve what we do through people – teachers, researchers, students, graduates and those we partner with to bring about change.

Knowing that our strengths can be used to make a powerful positive difference for individuals and for society as a whole, gives us energy and direction. We believe this is best achieved when research and teaching are both carried out to the highest international standards, and are mutually informed and mutually supported.

Our long-standing Mission, Vision and Identity explains who we are, where we've come from, our values and where we're going. The principles it expresses have a life beyond any particular strategic planning period and are our litmus test for this new Strategic Plan as it articulates our mission and guiding principles.

## Our Mission

To educate ourselves and others and to learn through doing so, thereby improving the world.

## Our Vision

That research, teaching, and learning together create a positive culture of higher education.

## Our Identity

A civic institution proud of its urban character, driving growth and vibrancy for the city, the region, and the globe.

## Our Guiding Principles

Excellence, ambition, engagement, collegiality, resourcefulness, resilience, agility, diversity, sustainability.

Our Plan sets out our understanding of how we will achieve this, described through five inherently inter-connected themes:

- Our Education and Student Experience
- Our Research and its Impact
- Our Strategic Partners
- Our Place: Locally and Globally
- Our Public Responsibility.

To these we add the challenges of action:

- The Challenge of Resource – ensuring a stable, sustainable university.
- The Power of People – attracting, retaining and developing talented students and staff.

We begin with education and research because these are central to our understanding of what a university is. We conclude with public responsibility because our University is determined to serve the communities, local and global, in which it exists. These themes span what is most important to the 21st century university: an institution of learning, research, and teaching that functions collaboratively, looks for its place in the world, and understands the complexities of the 'global'. In each area, we set out our core values and what we believe this means for our University over the next five years.

To deliver our Plan, we need to make the very most of our most precious asset, talented people, and to maximise and increase the resources available to us to deliver what matters. Our values wedded to our actions result in a university open to change, and unafraid of rethinking where and when we should.

To that end, our Strategic Plan is to be an active, living document. The values it expresses are derived from a communal sense of what the University of Sheffield is about and for: an institution that exemplifies our guiding principles and sustains them into the next phase of our history.

**Professor Jacqueline Labbe**  
Chair of the Strategic Plan  
Development Group



# Our Education and Student Experience



# Our Education and Student Experience

We want to offer the highest quality education and student experience.

## Key challenges

- Demonstrating that we provide the highest quality education which equips students for their future.
- Maximising employability, innovation and globally-recognised graduate skills.
- Ensuring value for money, including providing excellent facilities.
- Developing new routes to degrees and new forms of access.

## Our values

- Quality, diversity (including the range of backgrounds amongst our students), an outstanding learning environment and an international outlook.
- A progressive partnership between students and the University to ensure we are listening to what is needed.
- A willingness to be innovative and challenge the traditional divisions between universities and industry and school/further education, in the interests of students and to meet the real needs of employers.

## Our strategy

- Increase the range and type of widening participation access activities.
- Provide new pathways into higher education to broaden access, including as national leaders in advanced apprentice degrees.
- Improve the use of digital technologies.
- Innovate in internationalisation.
- Build stronger links with employers and give students the experience of live projects and challenges.
- Further embed entrepreneurship and innovation in teaching and learning.

We are committed to the highest quality education and student experience, and our mix of UK, EU and International students supports an international education and a global experience.

We will continue to attract high quality students, increasing the range and type of our widening participation initiatives to identify talent and potential from diverse backgrounds and supporting achievement which makes a difference. We will promote and support research-led teaching which puts our graduates at the cutting edge of their discipline, and develop innovative new pathways into higher education to broaden access. This will include improving our use of digital technologies and e-learning to enhance the quality and delivery of content and help support flexible learning for students.

We will strengthen links with partner organisations and industry, allowing students even greater opportunity to apply and develop their understanding – in the process, helping them gain the perspectives and insights which will help them succeed in their careers.

We will also continue our University's strong tradition of working with our students to ensure that we are attuned to their changing needs. We will afford them opportunities to help shape a vital international educational community, and give them, as individuals and in groups, the chance to develop the graduate qualities prized by employers and which will allow them to change the world for the better. This is an essential element of our global purpose.

---

*“Our University was built by people who were determined that education should be in the reach of all those who had the talent to make the most of it. They believed that privilege and family wealth should not be the only things which determined opportunity. We still believe that.”*

**Professor Sir Keith Burnett**  
Vice-Chancellor





*“Meeting new people, being intellectually stimulated in a positive environment, and just being in Sheffield has greatly increased my confidence.”*

**Shelagh Shaw MSc**  
Clinical Neurology  
SITraN

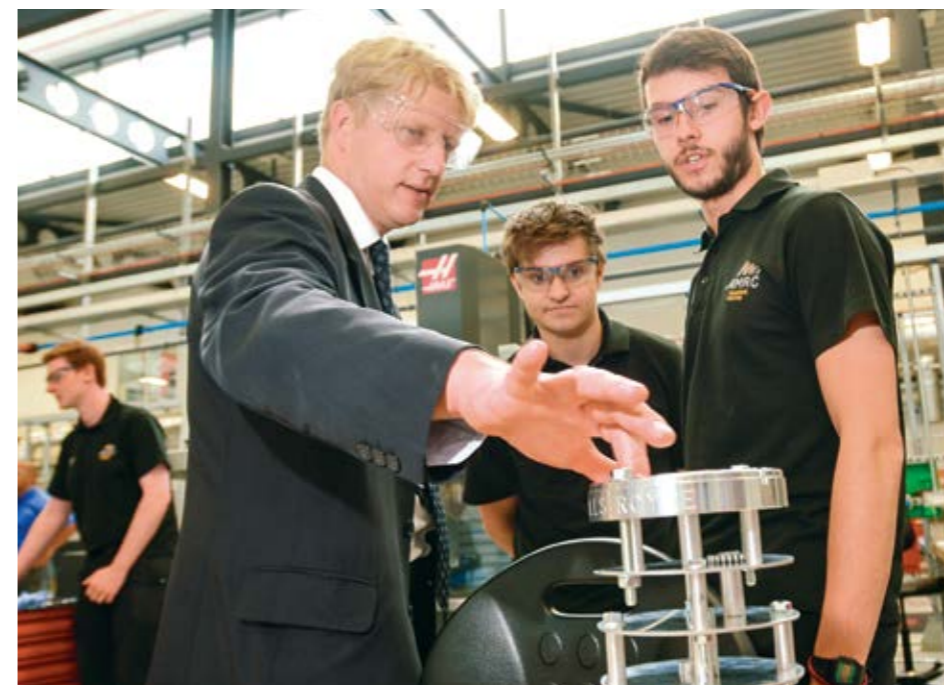
*“The University community as a whole was incredibly responsive to my needs as a student, supporting me in other areas so I could focus more fully on my work. Resources at the University of Sheffield aren’t distant or faceless automated responses, but real people with whom you can have real conversations and receive answers suited to your particular situation.”*

**Kathleen Hudson**  
3rd year PhD Student,  
School of English



*“At GSK we recruit the best people with the necessary skills to help us deliver our vision for improving health care globally. We seek candidates who demonstrate that they have the ability and potential in key competencies which we value. These include demonstrable leadership, an ability to develop oneself and others and borderless collaboration skills. In an ever-more global world, the latter is critical. Sheffield graduates have consistently shown that they possess these important attributes to thrive and excel at GSK.”*

**Peter Blenkiron**  
Senior Director, Skin Health Product Development,  
GlaxoSmithKline



*“To meet students’ high expectations of their university years and to deliver the skills our economy needs, we need a renewed focus on teaching.”*

**Jo Johnson MP**  
Minister of State for Universities and Science

*Case Study*

# The Best Advanced Degree Apprenticeships in the UK

## Empowering young people

A 2015 report from the Centre for Economics and Business Research (CEBR)\* says that one in four people in the UK would pay more for a product made by a company that employs apprentices.

It's an intriguing response, suggesting that the idea of apprenticeships, the kind that give talented young people purpose and hope, is a dearly-held principle.

Transformational research and teaching is fundamental to our University, and they underlie our investment, alongside our industrial partners, in hundreds of new apprenticeships at our Advanced Manufacturing Research Centre with Boeing (AMRC). And not only apprenticeships: we are also laying down the educational pathway to advanced vocational undergraduate and master's degrees that will facilitate those with talent and ambition to develop further and become Professional and Chartered Engineers.

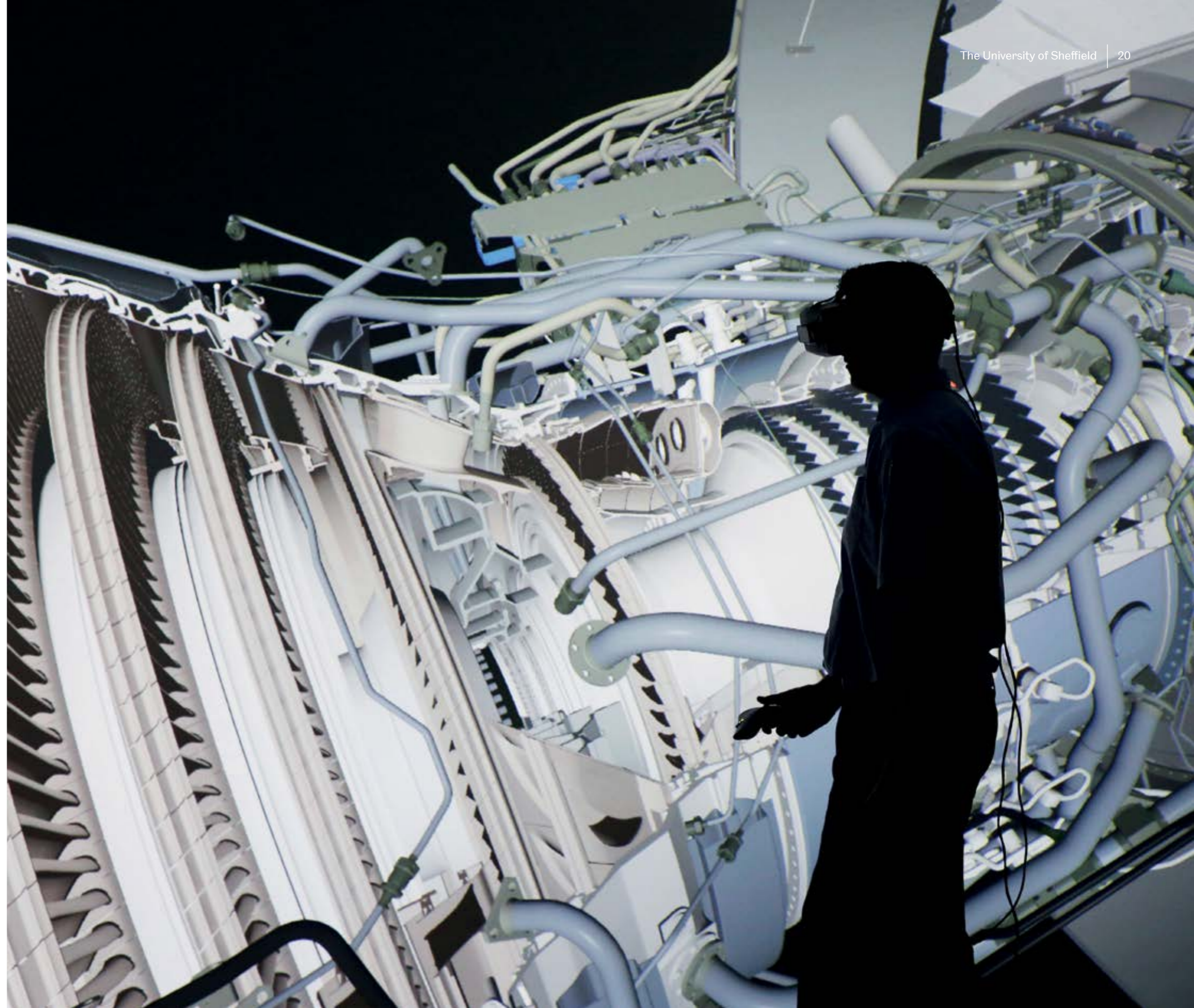
## Investing in quality, driving productivity

True to our mission, these are not conveyor-belt apprenticeships leading to low-paid work or no work at all. These are advanced degree apprenticeships that teach valuable technical skills. And our apprentices can augment their vocational training with a higher degree, which further increases their earning potential.

What does all this mean for the economy? The CEBR report suggests an increase in long-term productivity of £10,000 per year from a typical apprenticeship and almost double that in the engineering and manufacturing sectors. By replenishing those industries with fresh talent, we have a strong foundation for real growth.

We are proud that the AMRC will offer the best advanced degree apprenticeships in the UK. Our history has shown that when universities and businesses work together, we can solve problems. These apprenticeships demonstrate that when applied research and the public good become closely aligned, we can change the definition of what a research-intensive university is for.

\*The Benefits of Apprenticeships to Businesses Report, 2015






---

*“If I was 16 years old and I was given a hundred career choices, I would choose the Sheffield University’s AMRC every time. You cannot ask for a better environment for tomorrow’s engineers to learn about the challenges of creating customer-oriented solutions for industry, for our economy and for the future growth of high value manufacturing in the UK.”*

**Hamid Mughal**  
 Director of Global Manufacturing,  
 Rolls-Royce




---

*“Apprenticeship schemes can play a part in meeting important ambitions to boost skills and drive up productivity. But for apprenticeships to take hold, the focus should be on quality – not hitting an arbitrary figure.”*

**David Cameron**  
 Prime Minister



Case Study

## Outreach and Access to Medicine Scheme

The University of Sheffield's Outreach and Access to Medicine Scheme (SOAMS) makes a career in medicine a possibility for students from all backgrounds.

SOAMS is for local school and college students with an interest in medicine or science, and provides support and guidance through a range of activities which aim to raise awareness, aspirations, and levels of achievement. Students who complete the scheme are guaranteed an interview for an offer of a place to study Medicine at our University.

---

*“SOAMS gave me fantastic opportunities to experience university life as a medical student. I got to participate in a wide range of sessions that helped me develop the skills needed to get into medical school. Without the chance to experience the unknowns of university life, as well as the invaluable support from the SOAMS team, I wouldn't have felt confident applying for medicine. I am now at Sheffield studying medicine, and work as an ambassador for SOAMS. Without the opportunities given to me by the SOAMS team, I would not have fulfilled my goal of studying medicine.”*

**Tom Humphries**  
4th year Medical Student



Case Study

## Achieve More

Achieve More is one of the most significant curriculum changes to evolve within the University's undergraduate academic provision for 20 years, grounded in the success of our Global Engineering Challenge. It prepares our students to be outstanding graduates who understand the wider context of their discipline, helping them to solve real world problems and develop exceptional skills for the workplace.

---

*“For business, attitudes and aptitudes for work are more important than anything else when recruiting graduates. Achieve More is a great way to develop vital skills like team-working, communication, and innovation, and help candidates demonstrate their value to prospective employers.”*

**Neil Carberry**  
Director for Employment and Skills, CBI



# Our Research and its Impact



# Our Research and its Impact

We're a research university with a global reputation. Research motivates us, makes our teaching distinctive, and makes a difference to the city, the nation and the world.

## Key challenges

- Major global challenges of sustainability in food, energy, and urban development as well as the demands of a globalised economy.
- National and regional challenges around health, infrastructure, energy, education and wellbeing in an ageing population.
- Reduced public investment in research and the decline of private sector R&D facilities – demanding new forms of partnership with industry, charities and other supporters to find new solutions to these and other ongoing challenges.

## Our strategy

- Concentrate our focus on key research strengths, where we are acknowledged global leaders.
- Align capital investment with priorities, including around the development of a new research-led Innovation District.
- Increase high quality international research partnerships.
- Promote new initiatives for early career researchers.

## Our values

- Innovative thinking, ethical and responsible research, underpinned by creativity and imagination in setting research directions.
- Recognising that global challenges are effectively addressed through interdisciplinary and translational research.
- Privileging action over rhetoric.
- Focusing on beneficiaries working in partnership with, for example, industry, the third sector, patients, and communities.

Research is central to the educational mission of the University of Sheffield. Researchers at Sheffield are adding to knowledge and applying it for global benefit.

This is what motivates our staff and makes our teaching distinctive, and it plays a significant part in how the University makes a difference to the city, the nation and the world.

As a research university with a worldwide reputation, we will play our part in leading and defining the changing international research agenda. We will sustain an environment where our outstanding researchers can flourish, where they are enabled to work together as well as individually, and with the tools they need to address major global, historical, cultural, and societal problems.

Our research is conducted ethically and responsibly, and we actively support research themes in which Sheffield can take a leading position and make a difference. We encourage interdisciplinary research and enable interested staff and students at all levels to work in interdisciplinary teams and to learn from research-based challenges.

Understanding that our key asset is outstanding people, we will continue to invest in postgraduate and postdoctoral researchers and support their research career development both within and outside of academia. We will complement the creation of our Doctoral Academy with focused initiatives to benefit and sustain our early career researchers.

We will also foster collaboration with non-academic partners in industry, business, healthcare providers and the cultural and creative sectors, valuing diversity in research, encouraging creativity, imagination and innovation in all disciplines. In doing so, we will be known as a University ready and willing to push our own boundaries in the interests of discovery and making a difference.

*“Losing my father to Motor Neurone Disease (MND) motivated me to pursue research into MND and I feel like SITraN is the best place to do this.*

*“I hope my project will play a role in improving the diagnostic process for future families affected by MND, preventing the months of uncertainty we faced and helping them to get the support they need more quickly. I feel privileged to be part of the SITraN team, working in MND research has given me immense optimism that a cure can be found and I hope the work we do has a role to play in a future without this disease.”*

**Emily Goodall** was motivated to become a MND researcher after losing her father to the disease in 1998



Our undergraduate Engineering 'Make a Change' module sees students work in teams to find solutions to a real problem provided by a real customer, typically members of the community.

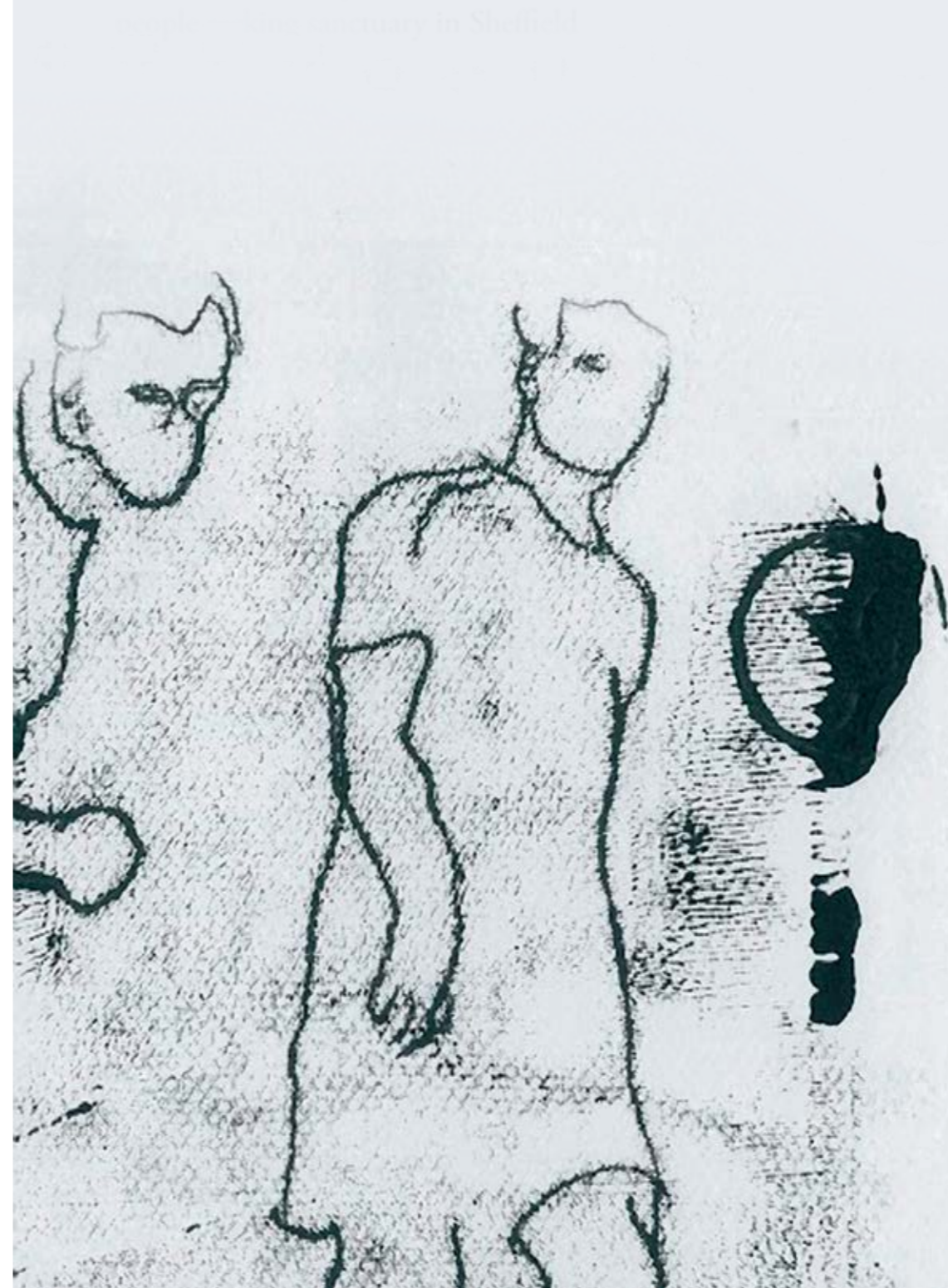
One of the winning solutions was developed by the 'Music with Ease' team, who created a device to hold the weight of an instrument to make it easier for the musician to play.



*"I've been playing the clarinet for 57 years and I want to continue playing for many more but it's sometimes difficult to hold it up for long periods of time as it can get very heavy. It's fantastic that the students were given the opportunity through this project to come up with enterprising solutions using their engineering knowledge."*

*The student team who created 'The Clarist' were really passionate about their product and I know from first-hand experience that if their product was available to buy, it would help older musicians to carry on playing the instruments they love. I can't thank or praise them enough for coming up with this simple but very effective solution."*

**Judith Wallace**  
Community participant in the project (above)



*"Back Where You Came From – in which I collaborated with artist/art therapist Emilie Taylor and six people seeking asylum in Sheffield – provided a unique opportunity to advance my research into the role migration plays in the biblical book of Genesis."*

*"At the same time, this collaboration allowed me to go beyond the confines of the University and to create an innovative, public forum for these often marginalised people to respond to their current situation."*

*"Together, we did research and engaged a broad audience on the pressing social issue of migration and the treatment of those seeking asylum."*

**Dr Casey Strine**  
Vice-Chancellor's Fellow



## Case Study

# The Grantham Centre: Preventing a Global Crisis

*“The language ‘it’s too late’ is very unsuitable for most environmental issues. It’s too late for the dodo and for people who’ve starved to death already, but it’s not too late to prevent an even bigger crisis. The sooner we act on the environment the better.”*

Jeremy Grantham

## What are we doing about it?

Projections suggest that demand for food and energy will double by 2050, and that demand for clean water will increase by 50 per cent. The world’s population is expected to reach around 10 billion. Our planet’s natural resources are finite – but that doesn’t mean there’s nothing we can do. The Grantham Centre for Sustainable Futures is a collaboration between the University of Sheffield and the Grantham Foundation for the Protection of the Environment, initiated by the prominent investor and Sheffield graduate Jeremy Grantham, co-founder of the Boston-based asset management firm GMO.

Directed by Professor Tony Ryan OBE, the centre builds on the success of Tony’s multidisciplinary Project Sunshine. It brings together experts from across many disciplines to look at the problem of our planet’s dwindling resources and find sustainable new ways to produce food and energy.

Drawing on expertise from all five of our faculties, researchers in the Grantham Centre can address the problem practically, critically, and theoretically. Our molecular biologists are looking at new ways to grow plants for food. Our environmental experts open up new avenues in areas such as water and soil. Our social scientists can tell us how consumers are likely to behave and how businesses might need to change.

## Changing things for the better

All the knowledge we generate at the Grantham Centre informs and provokes policy debate. And all our PhD students get media training, advice on career development and the chance to develop leadership skills. With researchers like these who understand the scientific, the technical, the political, the historical, and the economic dimensions of sustainability issues, we can develop ideas quickly and thoroughly.

True to the spirit of our founder Jeremy Grantham, our people are enthusiastic campaigners who engage with industry, government and the public. The Grantham Centre gives our partners in these sectors access to the full range of university expertise in this field, from translational plant science to food security and evidence-based policy making.

The research undertaken in the Grantham Centre inspires participants to become lifelong advocates for change. The work they’re doing is vital, and it gives us all hope.

*“I am an optimist. And I am an optimist because of the type of people we have in the team we’ve put together, and knowing that there are people like them all over the world working towards this common goal of a sustainable planet.”*

**Professor Tony Ryan OBE**

Left: Hanne and Jeremy Grantham  
Founders of the Grantham Foundation  
for the Protection of the Environment

*Case Study*

## HRI Digital

Over the past 25 years, HRI Digital at Sheffield's Humanities Research Institute has established an international reputation for its innovative use of technology in Arts and Humanities research, both as a method of inquiry and a means of dissemination. Approximately half of its 61 completed projects have involved Sheffield academics (including the award-winning Old Bailey Proceedings Online); HRI Digital staff also work closely as consultants and digital developers with partners nationally and internationally in universities, national libraries, museums and archives, and digital content companies.

Current projects are extending the boundaries of Digital Humanities research into the new fields of semantic searching ('The Linguistic DNA of Modern Western Thought'), the future of the humanities in a digital age ('Digital Rot'), and image and vision research ('Automatic Audio/Visual Analysis').



*“Virtually all the pressing issues in humanities research over the next decade require digital methodologies, and with its track record and expertise Sheffield’s HRI Digital will be at the forefront of this research.”*

**Professor Robert Shoemaker**  
Arts and Humanities Faculty Director  
of Research and Innovation

*Case Study*

## Sheffield Urban Institute

The pressing nature and scale of the problems facing our cities provides an imperative for world-class researchers to respond in a more systematic and ambitious manner than has historically been the case. Our social scientists and engineers have responded to this challenge by establishing the Sheffield Urban Institute (SUI). The Institute's mission is to explore cities as integrated socio-technical systems and to develop an innovative and ambitious trans-disciplinary research agenda that addresses urban challenges globally.

Future cities will be shaped by the interplay between technological innovation, individual behaviour, finance, governance and institutions and seeks to offer a holistic perspective on urban change. The Urban Institute provides a unique inter-disciplinary research environment that fosters intellectual invention and acts as a platform for large-scale, high impact projects drawing on a wide range of disciplinary and professional competencies.

*Case Study*

## Energy 2050

We're working to tackle the world's greatest energy challenges by bringing together international scholars, industry experts and government officials, through a pioneering initiative focused on energy research and innovation.

More than 40 leading academic energy researchers form a world-leading hub of excellence set up to address the 'trilemma' of making energy more affordable, secure and sustainable.

The UK is committed to reducing its greenhouse gas emissions by at least 80 per cent by 2050, but that target will only be achieved by transforming the way energy is supplied and used. Energy 2050 will explore the technologies needed, and how they can be implemented to ensure the country can move to a secure, affordable low-carbon energy system.

The initiative, designed to strengthen the interaction between university research, industry innovation and government policy, will provide an institutional framework for a multidisciplinary collaboration in energy research and innovation.

# Our Strategic Partners

# Our Strategic Partners

We create and maintain mutually beneficial relationships with partner cities, private and public companies, and universities from around the world.

## Key challenges

- Making a difference in complex areas of challenge, understanding difficult problems which require an interdisciplinary and collaborative approach and delivering timely and effective solutions in the real world.
- Identifying new supporters for research and teaching and new opportunities for students to learn, which benefit scholarship and help partners achieve their aims.
- Developing partnerships rooted in understanding need, and responsive to the communities we serve locally, nationally and globally.

## Our values

- Collaboration that is key to learning, purposeful in its partnerships, with a global perspective, and with direct input from the beneficiaries of scholarship.
- Mutually beneficial relationships that create change we cannot achieve alone.
- Quick and effective response to opportunities and partnerships which match our aims and areas of strength.
- Support of talented people who seek new ways of developing or applying scholarship in association with relevant partners.

## Our strategy

- Identify and develop large-scale partnerships with tier-one organisations in line with our strategic priorities and shared values.
- Focus on collaboration in areas of strength, promoting teaching and research activities that could not happen otherwise.
- Ensure our partnerships have demonstrable and sustainable purpose.



We will attract strategic partners, public and private, from around the world, who will benefit from the unique capabilities we have to offer – providing a better learning experience for our students and world-class research collaborations which have real impact locally, nationally and internationally.

We will be purposeful in deciding on and maintaining mutually beneficial relationships with partner cities, companies and universities. We will contribute to the local economy by enabling our local small and medium-sized enterprises to become part of international supply chains: harnessing global strength to drive the regional economy by attracting multinational companies and partners to our region.

As a partner of choice for major companies and leading institutions, we believe that our partners should remind us of our sense of purpose and keep us focused on the need for our work in the wider world; help us ask better and more challenging questions which we can only answer together; ensure that we are close to the people we exist to serve; create opportunities for our students and academics to engage in more dynamic and relevant scholarship; and make projects possible without depending on decreasing public funding.

Our global purpose requires a partnerships strategy that will sustain a world-class learning and research environment, and so we will carefully and diligently select a few key institutional strategic partners where long term goals and risks are shared.

However, we will also facilitate individual partnerships that bring sustainable intellectual, academic, and developmental rewards. We will seek industrial, research, international and policy partners, recognising that each brings different benefits, and we will critically evaluate all potential partnerships, whether with other universities, non-academic bodies, or private sector providers, to ensure a system of shared values.

The right national and international partnerships will enable us to develop teaching and research activities that could not happen otherwise, and each will extend our global reach and reputation. They will have identifiable benefits, such as advancing leading research, increasing recruitment, diversifying our student body, providing opportunities for student mobility and placements, and improving conditions and standards.

We will work closely with local and regional partners without being in any way parochial, drawing on our international reputation and strengths to be a leading voice in establishing the economic and intellectual importance of the North of England. This will help make real the promise of a rebalanced UK economy that draws on the industrial, human and intellectual possibility of our region.

*“Siemens is proud to be working with the University of Sheffield since 2009, leading the field in the development of the next generation of wind turbine direct drive generators at the Siemens-Sheffield Wind Power (S<sup>2</sup>WP) Research Centre.*

*“It is invaluable for Siemens Wind Power to be able to access the University’s world-class expertise and facilities and to sponsor PhD students and research at the University. This has culminated in the creation of the Siemens/RAE Research Chair to which Professor Zhu has been appointed as the academic director of the S<sup>2</sup>WP research centre.*

*“With our joint commitment to excellence, it is a partnership that works extremely well.”*

**Clark MacFarlane**  
Managing Director – Siemens Wind Power and Renewables UK  
Alumnus of the University of Sheffield



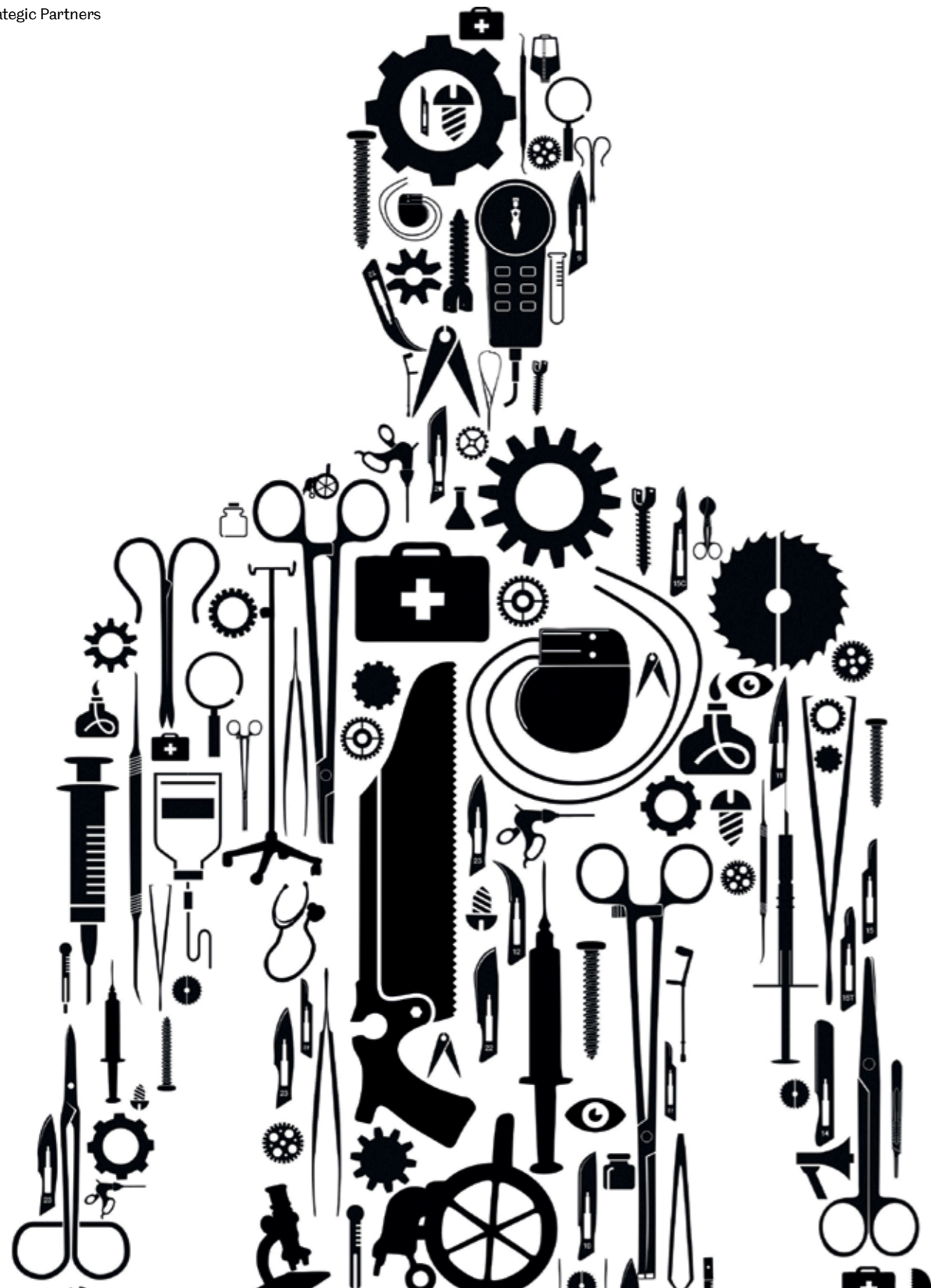
*“Sheffield is one of the greenest cities in Europe, but our green spaces are not evenly distributed and are particularly scarce in the central area.*

*“With the help of Professors Nigel Dunnett and James Hitchmough from the Department of Landscape and its own award winning landscape team, the city has begun a programme of reclaiming derelict land and redundant road space to create meadows, rain gardens and pop-up parks in the city centre known as the Grey to Green Project.*

*“This 1.3 km corridor, the largest of its kind in the UK, is helping to attract investment, improve living environments and mitigate flood risk. It marks a new level of collaboration between the University and the Council, combining regeneration and applied research on a significant scale.”*

**Simon Ogden**  
Head of City Regeneration,  
Sheffield City Council





### Case Study

# Care 2050

## Leading the patient care revolution

We are embarking on an extraordinary project that will transform the quality of patient care in the NHS. Care 2050 will bring together medical research from a variety of departments and institutes, linking it directly to applied health care and related social policy.

Led by staff in the School of Health and Related Research, Professor Keith Ridgeway of the AMRC, and Sir Andrew Cash of the Sheffield Teaching Hospitals NHS Foundation Trust, Care 2050 is a citywide collaboration. It combines our expertise in health care services and health policy, engineering, computer simulation, diagnostics and advanced manufacturing. The Medical AMRC, INSIGNEO, SiTraN and SchARR will each play a role, alongside private health tech companies from our region.

The project's unique framework will enable health care policy research to underpin advanced health care technology. Care 2050 will feature a Care Innovation Centre (based at AMRC), the Olympic Legacy-funded Advanced Wellbeing Research Centre (AWRC) at Sheffield Hallam University, and a reconfigurable demonstration hospital where new treatments can be tested.

With this project, the Sheffield way of doing things becomes a model for the future of healthcare in the UK.



*Case Study*

## Medical Humanities Sheffield

Medical Humanities Sheffield has forged a series of collaborations that reflect the need to bring a thoughtful and creative approach to patient care and clinical research: understanding both the body and mindfulness. Projects include working with scientists and engineers to develop computational models and simulations for biomedical purposes with an emphasis on the philosophical, social and cultural aspects of computational medicine.



*Case Study*

## RISE

RISE is a major city-wide initiative which strives to increase graduate employment in small and medium sized enterprises. It brings together graduates who want to work hard and do great things, with businesses with energy and vision that are already looking for fresh talent.

RISE is a collaboration between our University, Sheffield City Council, Sheffield Hallam University, and the private sector.

*“RISE is a brilliant scheme and our experience on both occasions has been second to none.”*

**Mark Smith**  
Director of Operations and Strategy,  
SAFE@LAST, employer of two RISE graduates

*Case Study*

## International Partnership – Building Bridges with China

The University of Sheffield has a number of growing partnerships with leading Chinese universities in key areas of common interest, such as energy, sustainability and medical collaborations.

The University recently formed a partnership with Nanjing University in China. The Universities’ collaboration includes a state-of-the-art centre established to create a more energy efficient world within the next 50 years and will play an important role in the field of energy-saving lighting.

The partnership represents a coming together of shared values – in particular, our common desire to use education to make a vital difference in our world.

The University of Sheffield also hosts one of only a handful of Model Confucius Institutes globally, focusing on the language and culture of business and manufacturing, energy and health.





Our Place:  
*Locally and Globally*

# Our Place: Locally and Globally

We are a global university rooted in Sheffield.  
We attract staff and students from around the world, encouraging cultural and economic vibrancy.

## Key challenges

- Fostering a global community of scholarship, in order to undertake internationally-leading research and recruit talented staff and students from across the world.
- Maintaining our deep roots in the local and national community, and our commitment to improving the lives of local people.
- Balancing the tensions between the local and the global to bring benefit to all our communities.

## Our values

- Maintaining our identity as a global university rooted in Sheffield, driving economic growth and social and cultural vibrancy.
- Collegiality in working with our students as partners to impact our city and region for the better.
- Open, shared and mutually-supportive learning relationships with the Sheffield City Region and internationally.
- Pride in our internationally diverse university community which draws on more than 120 nations – the world is home.

## Our strategy

- Enhance our strengths locally and globally to carry out excellent research and teaching that makes a direct difference for communities near and far.
- Drive the regional economy through our research-led innovation district, and transform the UK's approach to infrastructure manufacturing and employer co-designed and funded apprentice degrees.
- Continue to forge key partnerships relating to areas of research strength across the world, but in particular in Europe, China, the U.S. and India.
- Continue to develop international opportunities for students in research, volunteering and international experience.

*"I have studied in two different universities, in two different countries. I have met lawyers from all over the world, and when they found out I was going to the G7 Summit people went crazy and started messaging me saying, 'How on earth have you got this opportunity?' They were completely flabbergasted that it was available, and I said, 'Well you can do it at the University of Sheffield.'"*

**Lucy Pedrick**

G7 Student Policy Analyst, Global Learning Opportunities in the Social Sciences Programme



Rooted in Sheffield, we are a global university. Our students come to Sheffield from around the world, and when they graduate they work around the world, bringing benefits to the city and taking away their experience of our region's unique hospitality.

Our staff likewise exemplify our international outlook, bringing with them a diversity that we celebrate.

We are proud of our position as an urban institution driving the economic growth of the city and the region, encouraging cultural and economic vibrancy, and contributing to scientific and cultural capital through our research and its outcomes. Our positive engagement with our local community is complemented by our values-led, innovative approach to strengthening our place globally.

We therefore embrace our responsibilities, both local and global, and through our research, teaching, and partnerships we will lead in shaping and driving the Northern economic powerhouse, making the national case for investment in our regional infrastructure. We will use our international profile to benefit Sheffield and the City Region, bringing world-leading companies and international partnerships to the region.

Our University community's diverse and cosmopolitan character enhances the city and the region, and our students are our most fundamental partners in establishing our place both locally and around the world. Through the experience offered in a University of Sheffield degree, we will assist them in developing a lifelong international outlook while also understanding the importance of giving back to the local community.

We will also encourage and support staff to spend periods of time researching and teaching internationally, particularly making use of identified strategic partnerships. In order to cement Sheffield as a destination of choice for visiting students and researchers, we will develop mechanisms to facilitate their mobility.



*“Our ethos is to help meet each individual's needs and we stick to this model whatever the project.”*

*“The Hope Project which helps victims of human trafficking is something which I feel exceptionally privileged to have been involved in.”*

*“To see the transformation in people from being so vulnerable and nervous that they cannot even look you in the eye when they are speaking to you – to becoming confident, strong and successful women is absolutely amazing.”*

**Bethan Rimmington**

Enactus Sheffield International Director and International Development Masters Student



*“There are students who inspire me every day; their passion, determination and desire to change the world is breathtaking. The Sheffield Enactus team are without a doubt at the top of this group of transformational students.”*

**Elena Rodriguez-Falcon**

Professor of Enterprise and Engineering Education

*Case Study*

# Driving Productivity: *The M1 Innovation District*

From its foundation, the University has been a key player in the city's tradition of making and doing.

In the present climate of economic uncertainty, with productivity at a low ebb, we're responding by creating a full-service advanced manufacturing innovation district alongside the M1 to the east of the city of Sheffield.

The M1 Innovation District will provide a hub for the kind of radical innovation that even the biggest companies can't achieve on their own. Here, multinationals and SMEs can work alongside world-leading researchers on new ideas in energy, transport, infrastructure, manufacturing, and health. And with the support of the University, these smaller companies will get the chance to prove they can deliver.

The Innovation District will drive productivity and create jobs. It is the natural next step for Sheffield, building on the world-leading activities of our Advanced Manufacturing Research Centre (AMRC), which set a new standard for collaborations between universities and industry in its work with Boeing. Its sister centre, the Nuclear AMRC, gave a much-needed boost to energy R&D. Today there are NAMRC hubs at Sellafield and overseas (AMRC Korea) and the AMRC's global partners include Rolls-Royce, Siemens and BAE Systems.

## A world first

These partnerships form the bedrock of our new district's activities. At the heart of the Innovation District is a world first: an extraordinary reconfigurable factory that combines technologies including advanced robotics, off-line programming in virtual environments and 3D printing from flexible automated systems. The ability to switch rapidly between different types of production in this facility opens up more possibilities for research and innovation, more collaborations with industry, more growth for the city, the region, and the world.

*"The AMRC contains an impressive array of specialised facilities, each dedicated to providing advanced manufacturing companies in the region and beyond with access to industrial expertise, cutting-edge machines and equipment, and, ultimately, solutions to complex technological challenges."*



**Bruce Katz**  
Vice President,  
The Brookings Institution,  
Former Adviser to Barack Obama





Case Study

# #weareinternational

Our #weareinternational initiative has led to the development of a national campaign to help universities express the contribution of international students within the UK and our commitment to international staff and students. At a time of global debate over immigration which has sometimes damaged relations overseas, the #weareinternational campaign has been supported by more than 100 universities and bodies ranging from the British Council to the CBI.

The University of Sheffield is proud to make the case that international students are vital to our universities, to our research, to our communities. They are innovators and friends.

Case Study

# Sheffield Institute for International Development

The Sheffield Institute for International Development (SIID) is a flagship interdisciplinary research institute. We contribute to the study of international development through an understanding of development as a search for social justice, in the face of multiple and overlapping situations of inequality – and we explore the agency of people, communities and social organisations in claiming rights, wellbeing and equality, as well as the responses of states and international organisations to the challenges of creating a fairer world.

SIID explores the meaning of development, democracy, governance and global justice as well as the challenges and opportunities of undertaking development through policy and practice. We conceive development research as a participatory exercise and we actively seek to build partnerships with NGOs, networks and international organisations in order to embed our ideas in practice.



© Atm2003 | Dreamstime.com - Work In The Fields - Ghana Photo



# Our Public Responsibility

# Our Public Responsibility

Our social and public responsibility is integral to our University – to our education, research and partnerships.

## Key challenges

- Delivering and demonstrating public value.
- Responding to and ameliorating environmental challenges.
- Supporting campus sustainability.
- Forwarding social justice.

## Our values

- Respect for our community in all its diversity.
- Commitment to fair access.
- Equitable and transparent use of resources.
- An ethical and consistent approach in our teaching and research.

## Our strategy

- Work closely with our city and region to support and sustain mutually beneficial activities.
- Increase our efforts to widen access to qualified students.
- Create a university-wide culture of volunteering.
- Concentrate on reducing our carbon footprint and using natural resources wisely and sustainably.

---

*“In 2015, the Festival of Arts and Humanities drew an audience exceeding 3,500 to more than 40 free events, highlighting new thinking and showcasing the ways in which research in the Arts and Humanities is accessible and relevant to all. I left feeling happy to live in this city and proud of the creativity and heritage we have here.”*

**Audience Member**



For our University, social and public responsibility is integral to our education, research, partnerships and place-making. All our activity is geared towards improving the world's thought, creativity, invention, and store of knowledge.

Our values arise from our conviction that the purpose of a university is to contribute to the enlargement of the parameters of global understanding, and our Strategic Plan is an integral part of this service.

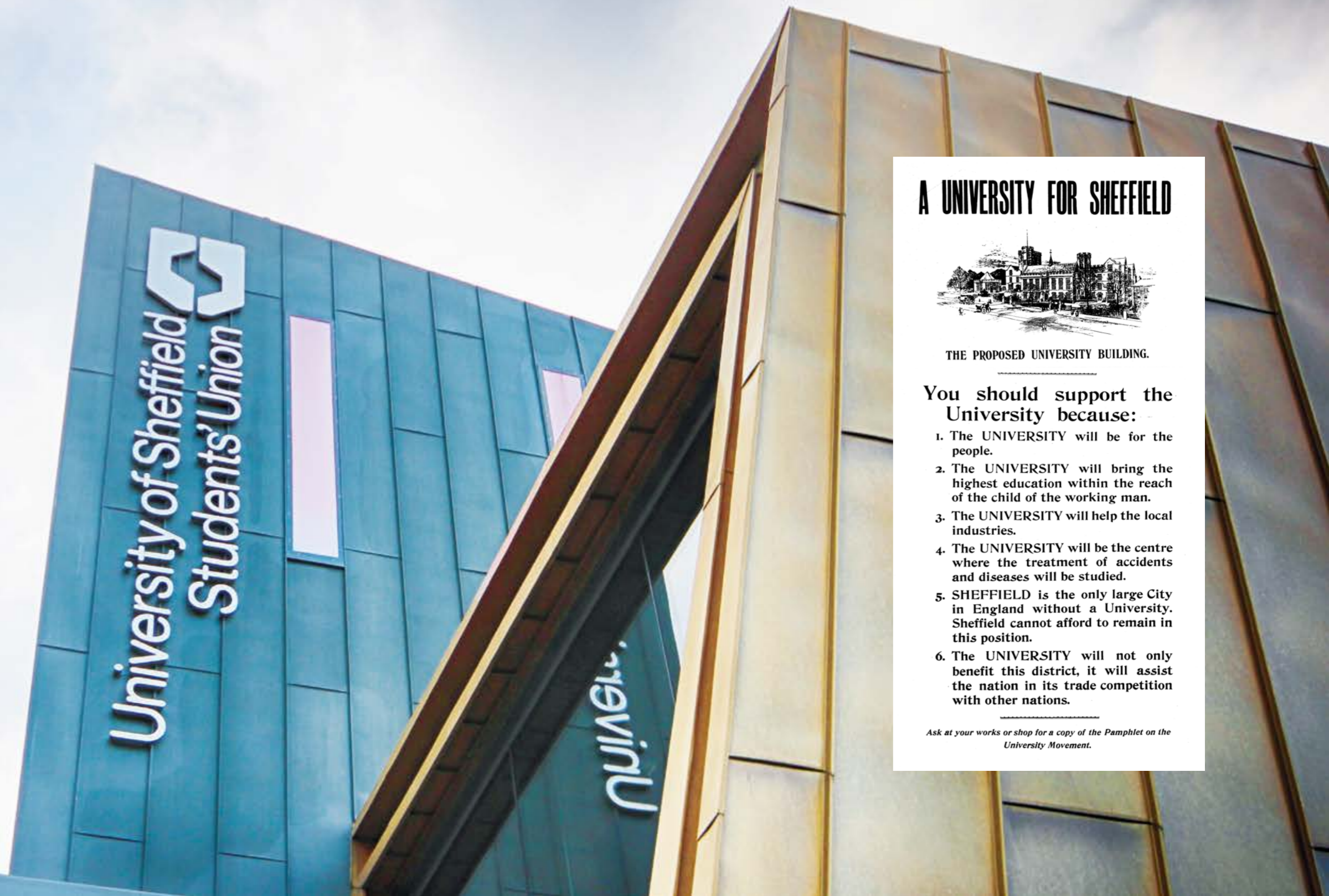
We will foster a socially engaged approach that genuinely helps the society we serve, as well as supporting and growing the appetite for volunteering that exists in our staff and students. We will continue to work with our Students' Union to identify and give credence to locally, nationally, and globally essential conversations and reforms, especially those that support a socially inclusive and open society.

We will create a coordinated articulation of our research and its impact, so that all staff and students can act as proud advocates for the University. Our curricular and extracurricular activities will provide staff and students with the knowledge and skills to be active global citizens.

We value open, inclusive and honest dialogue about the many conflicted choices we and the rest of the world face, and welcome our duty of public service to the society of which we are a part. We will support students and staff in creating an inclusive, open society that encourages the free exchange of ideas in a mutually respectful atmosphere.

*"Someone once told me that pro bono work should be in the DNA of every lawyer and every law student and I firmly believe this to be the case. I set up both FreeLaw and the Miscarriages of Justice Review Centre in 2007 to give students the opportunity to be involved in pro bono work. The students work incredibly hard for the clients and it has a big impact on their studies, as well as the clients who access the service."*

Professor Claire McGourlay  
School of Law



## A UNIVERSITY FOR SHEFFIELD



THE PROPOSED UNIVERSITY BUILDING.

### You should support the University because:

1. The UNIVERSITY will be for the people.
2. The UNIVERSITY will bring the highest education within the reach of the child of the working man.
3. The UNIVERSITY will help the local industries.
4. The UNIVERSITY will be the centre where the treatment of accidents and diseases will be studied.
5. SHEFFIELD is the only large City in England without a University. Sheffield cannot afford to remain in this position.
6. The UNIVERSITY will not only benefit this district, it will assist the nation in its trade competition with other nations.

Ask at your works or shop for a copy of the Pamphlet on the University Movement.



*Case Study*

# A Leap of Faith: *Storying Sheffield*

At Sheffield, we want to play a major role in civic life. And we are fortunate in having academics such as Professor Brendan Stone with the courage to push the boundaries of the teaching, learning, and research arenas.

Based in the School of English, Brendan's Storying Sheffield initiative brings together students and local people to produce art, creative writing and video. By empowering people from disadvantaged backgrounds to tell stories about their lives, Storying Sheffield tackles social issues head-on, giving disenfranchised people a voice, creating understanding and changing minds. For some, the experience is a springboard to further or higher education.

Their stories generate insights beyond the reach of conventional research methods. These insights can be used to improve services, inform practice and influence policy. Our students, meanwhile, are seeing first-hand how research can be applied, discovering new skills, and becoming well-rounded, politically engaged, socially responsible citizens.

Storying Sheffield's module, which works mainly with people who have long-term mental health problems or physical disabilities, is still the initiative's main activity. But it is growing fast, connecting with public sector organisations, community groups and charities.

The work is bold and groundbreaking: providing consultancy for social services and children's safeguarding boards; involving NHS service-users in organisational change; offering a masterclass for medical students led by people who have experienced mental illness.

Storying Sheffield is a beacon for academics from other disciplines who want to start similar initiatives. And we're setting aside funding to support them.

---

*"I have been personally and professionally nourished through my interactions with the academic community, when it acts with the innovation and imagination described by Brendan and demonstrated by his determination to move the University into the community."*

**Graham Duncan**  
Director, The Art House

*Case Study*

## Festival of Social Science

The ESRC Festival of Social Science offers a fascinating insight into some of the country's leading social science research and how it influences our social, economic and political lives – both now and in the future. The Sheffield part of the Festival is the largest outside of London.

'Decent helpings: Setting a local and regional agenda for food justice' was an event bringing together practitioners, businesses, policy-makers, community organisations and advocates, and the general public.

*"I thought it was absolutely fantastic that the University had decided to consult with the community about their priorities for research. The fact that our choices will lead directly to decisions about research funding is a superb example of the University 'putting its money where its mouth is' in terms of working with the city."*

**Attendee at the 'Tackling Food Justice in South Yorkshire' event, ESRC Festival of Social Science**

*Case Study*

## Festival of the Mind

Festival of the Mind is a collaboration between the city and the University, showcasing our cultural strengths by bringing together research staff and the cultural and creative industries in the city, through a series of high-impact knowledge exchange partnerships. The Festival of the Mind is for everyone – the general public, academic colleagues and the professional and cultural quarter.

*"Our University and our city are overflowing with ideas. The Festival of the Mind captures the spirit of invention and collaboration and the love of ideas that makes Sheffield such a wonderful place to live and work."*

**Professor Sir Keith Burnett**  
Vice-Chancellor

*"Festival of the Mind is about bringing the city and the University together through wonderful creative projects. It's about inspiring people, about bringing the magic of our research through the creativity of our partners to the people of Sheffield."*

**Professor Vanessa Toulmin**  
Director of Festival of the Mind

*Case Study*

## Volunteering

*"When the opportunity to volunteer came up in my first semester, I signed up immediately as I really wanted to get involved in the local community."*

*"I study Biomedical Science and in my first year of university I volunteered with St John's Ambulance (LINKS), Sheffield Cats Shelter and was the Project Leader of 'BMS Science Club'."*

*"I was keen to help young children become more interested in science and hopefully inspire them to realise that it's not another 'boring' thing they do at school, but that it can be incredibly interesting and fun. I was especially keen to get some of the girls in the club more involved, and maybe even help them start thinking of a possible future in science or the other STEM subjects. It was hugely gratifying to hear some of them say that they wanted to be like us and study science at university someday."*

**Emily Pentreath**  
Biomedical Science Student



# The Challenge of Resource

We understand that our ambitions for the quality and quantity of our education, scholarship and research will bring challenges in both the availability and the optimal use of our resources.

An increasing number of students wish to benefit from the best possible higher education experience, and the shift of the funding burden for home students from the public purse to the individual student requires our acknowledgement and response.

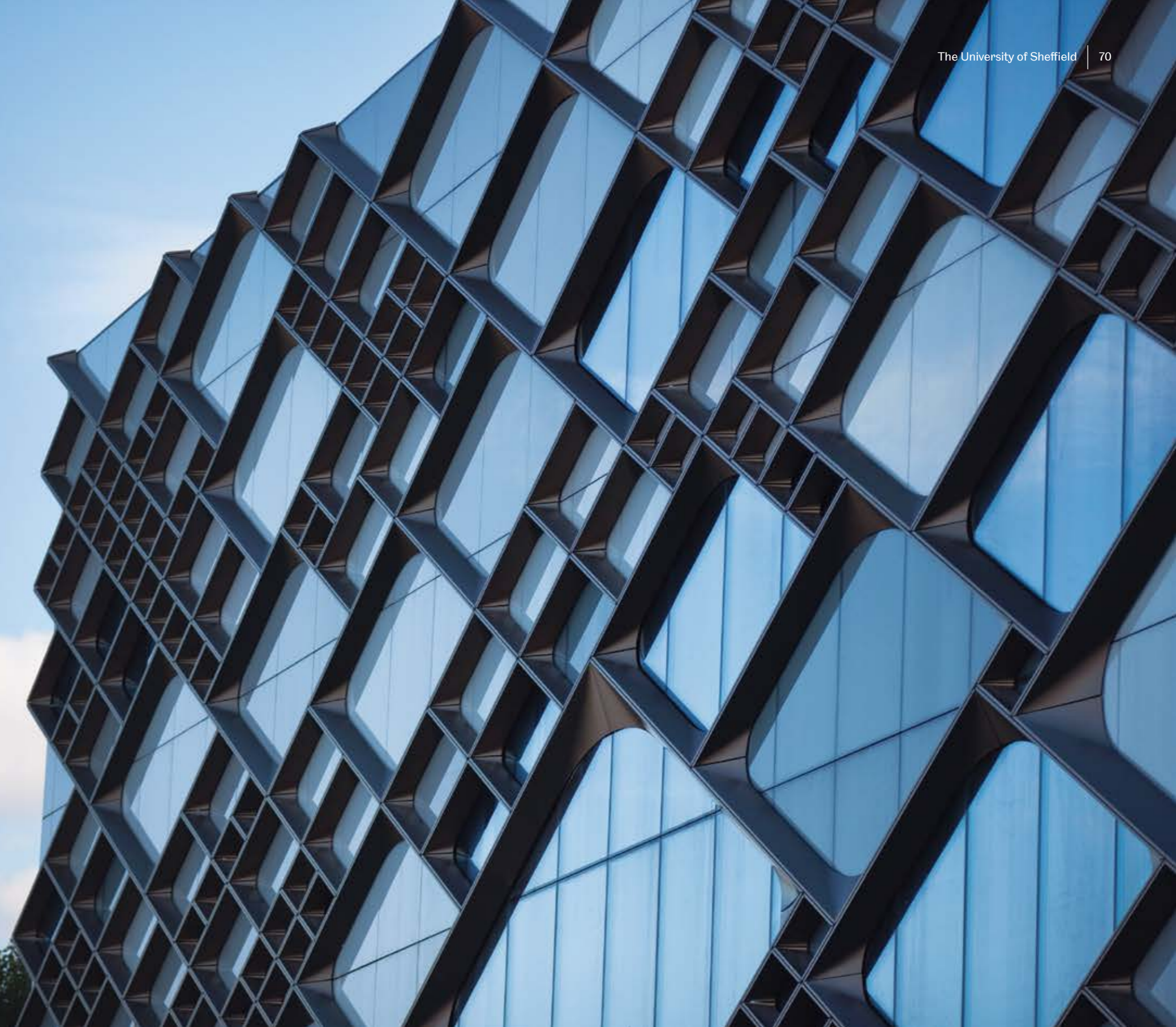
Further, we recognise other external challenges: reductions in public funding arising from the UK government's approach to global economic pressures, accompanied by a scaling-back of research and development undertaken by business; widespread concern about UK immigration policy and controls and their impact on international student numbers; and increasing competition for the best students and staff.

In order to meet these challenges, we will:

- Seek new and diverse types of income from public, private and business sources.
- Ensure that all of our student experiences and research partnerships provide value for money.
- Allocate resources across the University in a principled, transparent and clear way, so that the best spending decisions are taken by those best qualified to do so.
- Make fully evaluated choices on the priorities of proposed capital projects.
- Raise funds from diverse philanthropic sources to sustain, widen and enhance the quality of those research, teaching and other publicly-responsible activities which we would otherwise be unable to afford through core-funding streams.
- Build a community of engaged alumni and other supporters whose time and gifts of other non-financial resources provide advice, expertise and opportunities for staff and students.
- Improve the efficiency and effectiveness of all our supporting structures and processes.

We recognise that when new, creative and developmental activities arise, they may require additional flexible resources to ensure that they achieve their maximum potential reach and impact. We will continue to advocate for sustainable and appropriate levels of funding.

Only by being prudent, innovative and open with our students, partners and staff, can we create a supportive environment in which resources are effectively applied.



# The Power of People

Our staff, students, alumni and their collective talents are key to achieving the University's strategic vision. Our University is populated by talented people with ingenuity, energy and innovation who undertake the pioneering work essential to our ambitious plans.

Attracting and engaging the best staff and students is vital to our development and growth. We will continue to invest in a world-class learning, research and working environment that encourages all to grow and to embrace their unique talents and ambitions.

Our aim is for our staff and students to be healthy, happy, confident and engaged and to develop as leaders with authenticity, courage, and imagination. We will continue to support and develop our globally acclaimed leadership model 'Sheffield Leader' to ensure this. Our growing community of dynamic leaders and managers across the academic and professional services spectrum will look for solutions to new challenges and offer intellectual leadership to society.

We are proud to build inclusive and diverse teams, because we believe that diversity in all its forms delivers greater impact in our research and teaching and enhances the experience of our students. All of our staff and students pursue the extraordinary, supporting the University's vision of excellence, impact and distinctiveness. We will continue to recruit and engage people with ambition, and bring together teams with the skills, strengths and identities to make the greatest impact on the world.

The public value of our University is central to our Strategic Plan and is demonstrated through the work of our staff and students and the major and positive effect we have on our city, our region and the world. Being part of the University community is an experience that shapes the life and prospects of everyone who comes here. Our academic and professional staff work together to ensure that the highest quality teaching, research and facilities are available to our students as well as the student support for which we are rightly renowned.

Our values are embedded in our support for our Sheffield Academics and our Sheffield Professionals. Our staff exemplify the values of their professions and remain true to those of the University. And our students' personal and professional skills are developed throughout their studies, as part of what it means to be a Sheffield Graduate.



# Reconfiguring for Change

Our Strategic Plan is founded on our identity and enduring values as a global institution.

At the same time, by acknowledging the resourcing and other challenges we will face, we show our understanding that assumptions about how we do what we do will require significant and ongoing review. As a broad-based teaching and research institution, if we need to transform ourselves we will draw on these strengths. We embrace this opportunity to rethink what we offer and reinvent higher education for the 21st century.

Increasingly, university functions previously uncontested are being supplied by private providers. Global competition between universities is increasing. Changing societal needs, technology and mass-market provision are affecting access to higher education and democratising knowledge in unforeseen ways. Our University must be ready to meet the challenge of fair access and the wider, more broad-spread participation this entails.

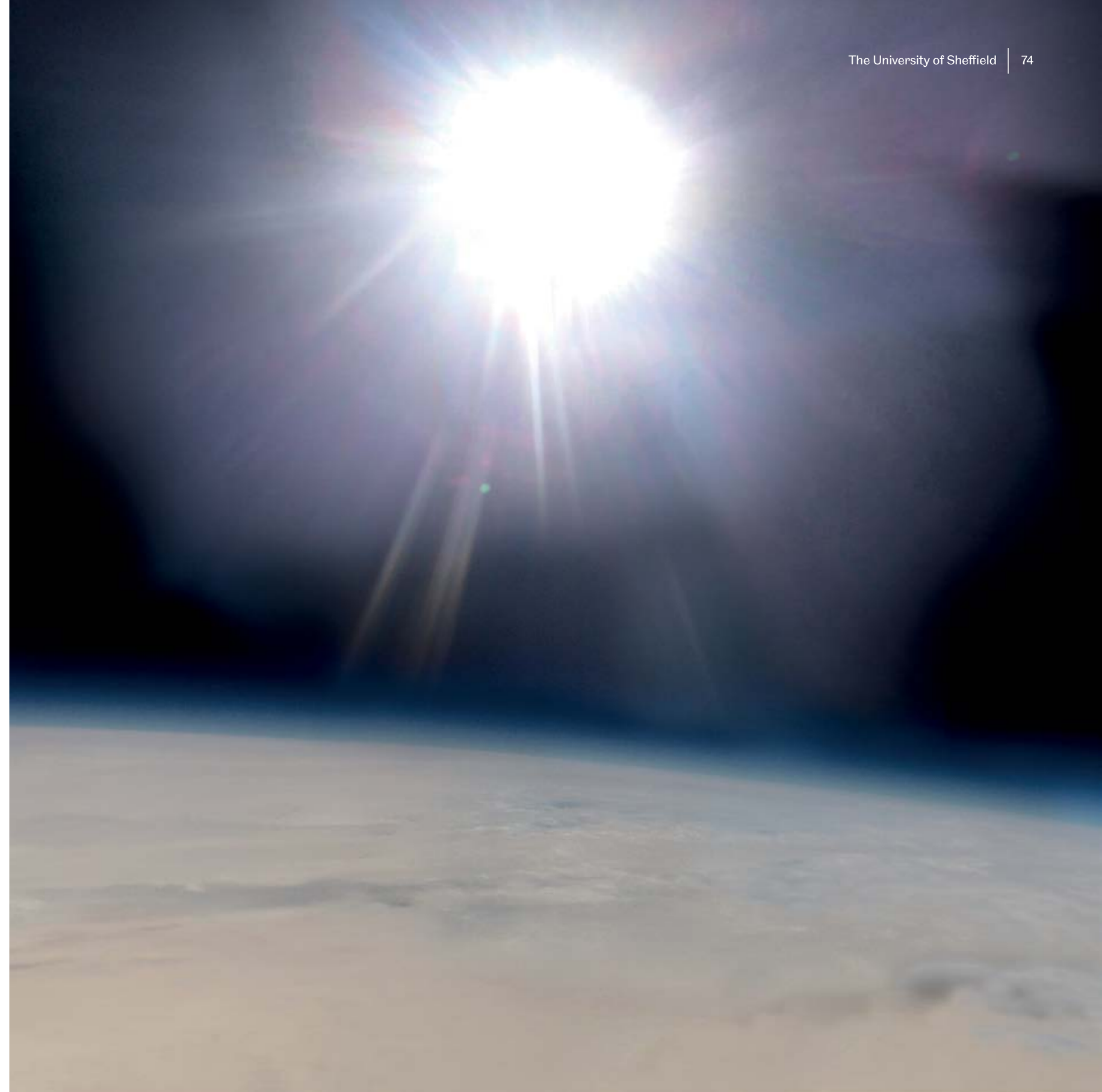
We are ready to act as an economic and cultural engine within the great city that founded us, working with industry and communities to fuel innovation and growth at a time when global economic power is shifting and potential students search globally for the best higher education.

As this Strategic Plan shows, our history and heritage are fundamental to our identity and inform our mission and values; most importantly, however, they must inspire us to new endeavours and make us fearless of change.

Alongside our institutional resilience and agility, we will advocate the case for the critical role of the University of Sheffield in the city of Sheffield, to the Yorkshire region and to the UK's future, in order to build public support for the University and the work we do.

This Strategic Plan develops a vision of what we want our future to look like, and so we will put effort and resources behind new developments in different parts of the University, try new paths, and develop strategic activities that build upon the different strengths we possess and the opportunities we will seize.

To enable this, we will work together across our academic and professional services to allow us to marshal perspectives and energy collectively into achieving our ambitions. This will build the capacity for change into our staffing, systems and estate.



# Conclusions

Over the course of our Strategic Plan, the University of Sheffield will maintain its core values of social inclusivity; respect for each other, the environment, the city and region; and addressing global educational needs.

We will offer a broad-based curriculum that is responsive to students' intellectual needs and collegial enthusiasm.

We will support a learning base that draws on the highest standards of research and teaching. Our strong belief in a culture of higher education built on a positive interaction between learning, teaching and research allows us to make a distinctive difference through our students and graduates and our relevant, translational research.

By valuing teaching and research equally, we affirm our teaching and research-intensive culture. For us, this drives our mission.

Our identity resides in our founding purposes and in the good we do. The structure of our departments, our prospectus and other documents, our mechanisms for admitting students and promoting staff, our financial model, even our campus buildings and grounds are secondary. They are institutional characteristics rather than integral to our values, and we will be proactive in change to meet the challenges ahead.

Ours is a resilient and agile institution, and we will work together across our academic and professional services to allow us to marshal perspectives and energy collectively into achieving our ambitions. This will build the capacity for change into our staffing, systems and estate.

Our staff and students make up our Sheffield community and our ambition is that, for our graduates, this will be a lifelong relationship – one galvanised by the research-led teaching and learning they have experienced. We will facilitate our alumni in remaining firmly connected to Sheffield, harnessing their enthusiasm as our ambassadors and as guides providing advice and opportunities to existing students.

Our global outlook and position will be reinforced by the positive relationships we build in our University community. As such, over the course of the plan, an important measure of success will be the expressed satisfaction of our students and staff and the demonstrable attainments of both.

But we will also be bold in our thinking and ambition. Our University can and does make a positive difference in the world. We are confident that our work as a globally competitive, values-led institution of higher learning and advanced research will continue to offer distinct and exciting ways to make a contribution, to lead innovation and to benefit society, and we are determined to make this so.



For more information about  
this plan please contact:

**Professor Sir Keith Burnett**

Vice-Chancellor  
vc@sheffield.ac.uk

**Professor Shearer West**

Deputy Vice-Chancellor  
shearer.west@sheffield.ac.uk

**Dr Tony Strike**

Director of Strategy, Planning and Change  
tony.strike@sheffield.ac.uk

A WORLD  
**TOP 100**  
UNIVERSITY