Personal objectives to support College priorities

Below are Royal Holloway’s institutional priorities for 2019/20. These, and some context that follows them, are provided to help you and your manager identify and agree objectives that will ensure that the areas you focus on during 2019/20 are the ones that will contribute most to the College achieving its overall priorities.

**Royal Holloway’s institutional priorities for 19/20**

1. To raise Royal Holloway’s profile nationally and internationally
2. To develop and implement an academic strategy that will deliver outstanding performance in the National Student Survey (NSS) and Teaching Excellence Framework (TEF)
3. To develop and implement an academic strategy that will deliver outstanding performance in the Research Excellence Framework (REF) and Knowledge Excellence Framework (KEF)
4. To continue to deliver growth in student numbers to meet the target of 10,500 by 2020
5. To respond to the changing regulatory and accountability landscape, including demonstrating value for money to students, funders and stakeholders
6. To prioritise investment in maintaining and improving our academic estate, facilities and infrastructure to the benefit of the student and staff experience

By achieving these priorities we help to ensure that Royal Holloway continues to advance knowledge so that individually and as a community we can make a positive difference in the world.

**How these priorities apply to you**

We need to prioritise our contribution across four areas. Some people will have an impact in all of four areas, many us of will make our contribution on one area only.

1. **World-leading and impactful research that allows us to demonstrate subject leadership**
   Whether you are working in an academic department or supporting or promoting one, any contact you have with the research being undertaken means you are playing your part in helping to strengthen our reputation nationally and internationally. As we prepare for REF it is important that we focus on achieving the outputs, impact and metrics (grant income and PhD students) to achieve a strong result. The research environment, with the advent of the industrial and global challenge focus, also requires us to develop more challenge-based approaches and work closely with industry.

2. **Excellent teaching and learning**
   Everyone involved in supporting and delivering teaching and the student academic journey is helping us to strengthen our reputation for excellent teaching. We need to continue to develop innovative approaches to teaching and learning, assessment and feedback, using technology, developing vibrant curricula and new programmes. Strong NSS and employability metrics are key for TEF and league table success.

3. **Outstanding student experience**
   From personal tutors to careers advisors, health services to hall life, volunteering to job fairs, libraries to sports fields, books to Moodle, scholarships to bursaries, there are lots of ways we help our students to make the most of their time at university, achieve their goals and so feel they receive value for money. If you are involved in some way, however indirectly, in any activity that involves the student experience, you are helping to strengthen our reputation and through it, to grow our student numbers.

4. **Strong and supportive campus community and environment**
   Our students invest a significant amount of money in their education and they expect to be able to access the individual support, facilities and resources they need to succeed. As colleagues, we expect to work with people who share our values, and to have the tools and support we need do our jobs well. We all benefit when we maintain and develop our campus, harness digital technology, support our students, engage with change and support and inspire each other, personally and professionally.