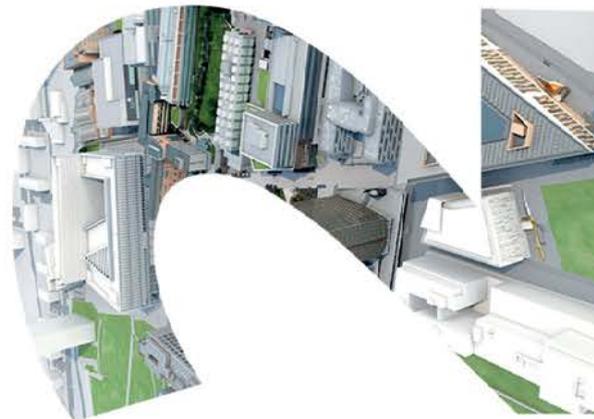
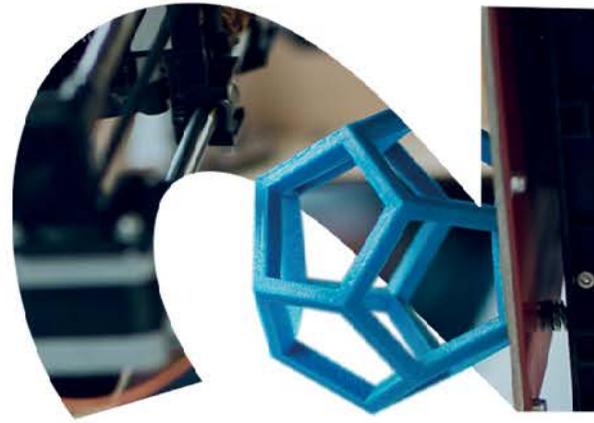




THE PLACE OF USEFUL LEARNING



VISION 2025



University of
Strathclyde
Glasgow



People-oriented
Bold
Innovative
Collaborative
Ambitious

Our Values

The University's values capture what we're all about: who we are, what we believe in and what we stand for. Our values flow from how we act and how we expect to be treated as part of Strathclyde. In delivering this Strategic Plan, we will contribute, act and make decisions guided by these values.

People-oriented: committed to our staff and students, providing opportunities and investing in their development

Bold: confident and challenging in what we do, and supportive of embracing appropriate and managed risk in our decision-making

Innovative: focused on discovering and applying knowledge with impact, and encouraging creative thinking and new ideas

Collaborative: working together, with our colleagues and external partners, with integrity and in an open, respectful way

Ambitious: for our institution, staff and students as well as supporting the ambitions of our partners

2020

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Our Strategy 2020-2025

The place of useful learning

THE UNIVERSITY OF STRATHCLYDE'S STRATEGIC PLAN 2020-2025 BUILDS ON OUR COLLECTIVE ACHIEVEMENTS OVER RECENT YEARS IN REALISING OUR VISION OF STRATHCLYDE AS A LEADING INTERNATIONAL TECHNOLOGICAL UNIVERSITY THAT MAKES A POSITIVE DIFFERENCE TO THE WORLD.



Principal's introduction

More than two hundred years after its foundation in 1796, the University of Strathclyde continues to make a contribution to society which is distinct, broad and deep.

Established as the place of useful learning – with a mission to make the world better-educated, prosperous, healthy, fair and secure – we continue to live by our socially progressive values today, putting sustainability at the heart of our strategy through our commitment to deliver against the United Nations Sustainable Development Goals.

Over the five-year span of our last strategy, together we have achieved a great deal for which we can be immensely proud. By focusing on some of the key challenges of our world today, we have strengthened our basic research portfolio and created highly efficient models for knowledge exchange and collaborative research and innovation. The quality of our students' experience is recognised as amongst the best in the sector. We have made huge progress with respect to widening access to university education while maintaining our strong commitment to our students and the high standards of their education.

We have grown our partnerships with business, industry and government to accelerate and amplify innovation and to boost societal advancement, economic success and inclusivity in our city, our country and across the world.

We have invested enormously in our campus to deliver a first-class experience for our increasingly international and diverse student body, while making advances towards net zero through the setting of ambitious and challenging milestones, mindful of the urgent need to reduce humankind's impact on our planet.

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Our Strategy 2020-2025

The place of useful learning

Principal's introduction (continued)

We make important contributions to the international acknowledgement of the climate emergency we face and have acted to identify solutions to tackle this defining challenge for the 21st century. This has arisen through our staff delivering impactful outcomes from our leading research activities and by our staff appointments on bodies influencing government in Scotland and the UK. To deliver net zero we will work more intensively and in collaboration with others to: influence policy; ready our graduates with the knowledge and approaches they need to make an impact; create technical solutions through our research programmes; and ensure our own campus and community make the necessary shifts in behaviours and investments.

Our successes flow from our clear and distinctive strategy which, measured against performance data and stakeholder responses, tells us that our values-led approach to working together, and our targeted actions and bold decision-making are delivering for our students, our partners and society at large.

We will continue to build on the solid foundations, strong financial position, international profile and goodwill that we have established and we will make major investments in our staff, focusing on new talent attraction and retention and development across all our staff categories. We will strive for even greater progress and to meet the challenges and capture the opportunities of the years ahead with purpose and determination in a world that is continually and rapidly changing.

Our strength lies in our ability to respond quickly and flexibly to developments in the external environment and to create and take advantage of opportunities, working with our partners here and overseas, when they arise.

This Strategic Plan outlines our aims for the next five years and how we will use our distinctive position as a leading international technological University to be innovative in delivering our ambitions – questioning, challenging and developing our approaches, operations and processes to ensure that we are effective in all that we do. Coupled with our relentless commitment to pursuing a globally socially progressive vision, these two overarching characteristics define

the authentic passion we have for making definite, high value, contributions; truly 'useful learning' in the 21st century.

Our Plan is owned by the whole Strathclyde community and each individual has a contribution to make to ensure we achieve our objectives and continue to live our values of being bold, ambitious, innovative, collaborative and people-oriented.

In doing so, we will ensure Strathclyde provides a supportive and rewarding working environment which allows us to develop our capabilities and look after our health and wellbeing. Our values ethos, and our focus on social inclusion, social justice, and community and public engagement influence not just what we do, but how we do it.

As a University, we benefit immensely from welcoming diversity from across society and the world at large, and we will always remain open and outward looking. We will continue to focus on improving diversity, enabling inclusion and promoting equality at Strathclyde.

And as we progress towards our objectives we will endeavour to keep everyone informed and involved to ensure we can all continue to take pride in Strathclyde and our achievements and contributions.

This is the platform we will build on, and these are the commitments we will continue to make, as we go forward together to realise the objectives of Vision 2025.



Professor Sir Jim McDonald
Principal and Vice-Chancellor

Outstanding education
and student experience

Our Strategic Framework

World-leading
research

Transformative

innovation and impact

We have three key Strategic Goals through which our ambitions will be delivered:

- Outstanding education and student experience
- World-leading research
- Transformative innovation and impact

Our Cross-cutting Goals provide critical context:

- Global engagement
- Operational excellence

Our commitment to sustainability underpins the entire Strategy. Through delivery of this Plan we will demonstrate what we intend to achieve as an institution over the period to 2025 and how we will focus our collective energy in order to realise our ambitions.

Our Strategy 2020-2025

Measuring and communicating success

We act on evidence and are driven by an embedded culture of continuous improvement. We are continuously advancing our business intelligence analytics capability to guide our efforts and maximise impact. Our key performance indicators give us a framework to measure and demonstrate our overall success, underpinned by delivery across the University against a wide range of supporting strategies and informed by data and additional metrics.

The University's Executive Team and Court, our governing body, monitor progress against our key performance indicators. Successful delivery and calls to action will be communicated to staff through regular internal updates, with progress highlights featuring in the University's Annual Report and Financial Statements.

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The place of useful learning

Success relies upon the commitment and contributions of all our staff. This commitment will be strengthened by a collaborative, people-oriented and rewarding working environment, where staff can benefit from opportunities for development and a shared set of common values.

University of Strathclyde

Our Strategy 2020-2025

The place of useful learning



Our Strategy 2020-2025

Goal 1

Outstanding education and student experience

Our commitment to delivering high-quality learning and teaching and an outstanding student experience continues to reflect our founding mission. As the place of useful learning, we deliver a distinctive and innovative curriculum, fostering academic excellence and inclusive lifelong achievement underpinned by effective student support throughout every stage of the learner journey.

The place of useful learning

Partnership is at the heart of the learning experience at Strathclyde – students are partners in enhancing their experience, engaging in decision-making and in enacting change. Our diverse student body is fully engaged in learning which is flexible, problem-based and co-created with learners and employers, and through our partnership with our Students' Union. We engage learners through an innovative blended approach of face-to-face and online interaction.

In educating Strathclyde students, and upskilling/reskilling/developing people in work and changing careers, we ensure they are challenged in an intellectually stimulating environment, which is informed by our strengths in research and knowledge exchange and is set in a context of global challenges and sustainability. Our extensive UK and international partnerships with industry, public and third sector partners and our significant strengths in research

and knowledge exchange enable our students to gain the knowledge, skills and experience they need to excel in a fast-moving world.

Our strategic approach to education delivers an enhanced and distinctive high-quality learning experience which equips our students with the skills, knowledge, attitudes and ambition with which to develop their careers and engage with global societal challenges. Our entrepreneurial education nurtures business talent in our students throughout their University and working lives.

As a socially progressive institution, the University is enabling access to education by people from the widest possible range of backgrounds, and all ages and stages of life, providing tailored personalised support, promoting wellbeing, and fostering onward success.

the place of useful learning

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Our Strategy 2020-2025

Outstanding education and student experience

Strategic aim 1.1

We have a diverse and vibrant student population

We will achieve this by:

- enhancing our commitment to widening access and inclusion across the University, selecting, developing and supporting excellent students based on merit, potential and ability to benefit from the education we offer
- delivering seamless learner journeys for students with a wide range of prior educational experience and qualifications, working in close partnership with schools, colleges and employers and enabling entry with advanced standing wherever possible
- enhancing our postgraduate and continuing professional development (CPD) offerings, building our portfolio of work-based and lifelong learning opportunities and making significant strides with Strathclyde Online Learning
- ensuring our processes, policies and teaching approaches are inclusive and where necessary adapted to meet the needs of particular groups of students, notably those from under-represented or vulnerable groups, recognising intersectionality

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The place of useful learning

Distinctive Strathclyde

A diverse and vibrant student population

Strathclyde welcomes anyone with the willingness and ability to benefit from a university education. Through Glasgow’s Children’s University we nurture a love of learning from an early age (more than 800 children since 2013), and we engage with, inspire and support school pupils through a variety of initiatives such as Scottish Space School, Science Scouts and Accelerate. We endeavour to sustain this love and appreciation of learning into later life through our Centre for Lifelong Learning and Age Friendly Academy. We are committed to widening access to university, and proud to have achieved our 2020 target of recruiting 1,000 students from the 40% most-deprived postcodes three years early – this Plan sets out our ambitions as we strive to ensure our population is representative of society and that we address under-representation in all parts of our University.

We encourage care-experienced students to join us, supporting them with their applications, providing scholarships and mentors, and helping with accommodation and graduation costs – and we have exemplary status from the Buttle UK Quality Mark. We are proud of our diverse international student body, drawn from more than 100 nations, and the sector-leading scholarship support we provide to asylum seekers in partnership with the Carnegie Trust.

We are driving increased engagement of our entire community and this includes pioneering science outreach events designed for pupils with Additional Support Needs and working with partners such as ENABLE Scotland on our award-winning Breaking Barriers initiative. This programme is helping young people with learning disabilities gain a university qualification and valuable work experience with industry partners including ScottishPower and Marriott Hotel, Glasgow. The University is leading the sector through the development of Equally Safe in Higher Education in prevention of gender-based violence, and through research and support for transgender students and staff. We will build on these ground-breaking initiatives.

As part of this Plan we will work to ensure we take into account the potential equality impacts of all of our policies and practices and to deliver on our commitment to ensure our campus is a safe space for all. We seek to include and support all who are identified as being ‘at risk’ of not being able to access, participate or remain in higher education – this includes vulnerable groups and individuals with under-represented protected characteristics or backgrounds. Over the period to 2025 we will build on our strong and effective outreach and engagement work. Our strategic ambitions focus on growing our postgraduate cohorts, further diversifying our student population and creating flexible on and off campus pathways, so that individuals from a wide variety of backgrounds can benefit from the distinctive student experience at Strathclyde.



Our Strategy 2020-2025

Outstanding education and student experience

Strategic aim 1.2

Our students have a co-created outstanding and distinctive student experience with high-quality student support throughout the learner journey

We will achieve this by:

- working in close partnership with our Students' Union
- providing high-quality learning and teaching
- tailoring support to individuals and focusing on health and wellbeing as well as academic development and progress
- where needed, improving current levels of student retention, progression, attainment and satisfaction, including identifying, understanding and closing 'attainment gaps' where these are identified for particular groups of students
- providing an exceptional learning and teaching environment, and promoting our digital assets to enhance teaching, learning and the wider student experience
- providing distinctive Strathclyde experiences which are focused on ensuring our graduates are knowledgeable, skilled and successful in whatever they do, and are engaged and internationally aware

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The place of useful learning

Distinctive Strathclyde

An outstanding and distinctive student experience

As a leading international technological university we aim to ensure our students benefit from our unrivalled partnerships. A key feature of the Strathclyde student experience is the breadth of opportunities to undertake work placements, internships and work-based projects with business, industry, government and academia – these defining experiences, many of which are international - make our graduates distinctive and highly sought after – in the jobs market and in terms of their contribution to society.

By placing Education for Sustainable Development (ESD), aligned with the UN Sustainable Development Goals (SDGs), at the heart of our curricula we will embrace change in teaching and learning processes, bringing in new approaches that stimulate our students to ask questions, empathise, analyse, and think critically about the world around them and the positive impact they can have on it. Knowledge and understanding of sustainable development is vital for the type of global citizen Strathclyde is committed to nurturing and producing. Strathclyde's Vertically Integrated Projects for Sustainable Development (VIP4SD) programme, represents an internationally acclaimed exemplar of embedding research-based ESD in undergraduate curricula. It aims to develop key sustainability competences in students within the context of their core discipline; and to inspire, educate and equip our students to work collaboratively, across disciplines, now and in the future, in the pursuit of the global goals.

As part of this Plan we will significantly expand our flexible study options, most notably through Strathclyde Online Learning which incorporates a rapidly expanding range of undergraduate and postgraduate courses as well as free Massive Open Online Courses. And we are working closely with professional bodies and employers to provide a breadth of Graduate and Degree Apprenticeships, and upskilling opportunities, which offer employees an ideal opportunity to gain a qualification and essential skills to advance their career while continuing to work.

We strive to provide our students with a strong foundation in entrepreneurial skills which are embedded across all of our programmes, with our influential Hunter Centre for Entrepreneurship providing support to develop, enhance and test the transferable skills that give students a head start in the graduate jobs market. An emphasis on development of entrepreneurial mindsets is a key feature of our plans towards 2025 – we will build on our strong socially progressive ethos to support the next generation of entrepreneurs, whatever their background, sector or ambition. Entrepreneurial learning will complement Strathclyde's leading role in research and engagement promoting fair work and inclusive growth.

Our extensive sports, health and wellbeing services are enabling current and future students to enhance their health and wellbeing, recognising the strong connection between physical activity and positive mental health and wellbeing, while our location at the heart of Glasgow, regularly voted as one of the world's top, most-friendly cities, means our students can readily experience the rich culture heritage of the city.

Through this Plan we will expand our opportunities for students to study abroad with partner universities and to undertake international work placements; and we will continue to welcome students from overseas on similar exchanges and summer schools enriching the on-campus experience for all our staff and students.

Our continuing transformation of our campus, with investment set to exceed £1 billion by 2025, will ensure our facilities are both fit for the 21st century, and environmentally-sustainable, creating a first-class learning environment for our students and supporting inclusive growth in Glasgow and beyond.



Our Strategy 2020-2025

Outstanding education and student experience

Strategic aim 1.3

Our students are taught by inspiring staff, using innovative approaches underpinned by high-quality infrastructure, and develop the knowledge, skills, aptitudes, attributes, experience and confidence to be successful and responsible lifelong global citizens

2020

2025

The place of useful learning

We will achieve this by:

- enabling our staff to deliver interactive, exploratory, action-oriented, inquiry-based, experiential and transformative learning
- investing in our learning and teaching infrastructure, technology systems and processes, and creating social spaces for communities of students and staff
- providing opportunities for our students to undertake an experiential learning experience, work placement, internship or work-based project with industry, public and third sector partners, including international experiences
- encouraging students to develop innovative entrepreneurial mindsets, including by expanding and promoting our entrepreneurship education provision, and providing budding entrepreneurs with multiple easy entry points to practical start-up support
- delivering graduates with the knowledge, attitudes and ambition with which to develop their careers and engage innovatively with societal challenges in dynamic workplaces
- placing education for sustainable development at the heart of our curricula, enabling our students to contribute to solving global challenges set out in the UN Sustainable Development Goals (SDGs) and to fully understand how to become climate neutral

Key Performance Indicators

We will demonstrate our success by achieving, by 2025:

1,300

1. Over 1,300 entrants per annum from the 40% most deprived areas in Scotland, with an even distribution across the deciles

**Employment/
study**

4. Graduates securing graduate-level employment or going on to further study at rates which are above our externally-determined benchmark figure

93%

2. Undergraduate retention rates from year 1 to year 2 of over 93%

5,000

5. Over 5,000 FTE taught postgraduate (PGT) students

**Student
satisfaction**

3. Student satisfaction scores in the National Student Survey in the upper quartile for Overall Satisfaction and the upper or second quartile for other question sections

Goal 2

World-leading research

The University's drive to increase our research quality, intensity, impact and international competitiveness is integral to our reputation and status as a leading international technological university. We have made significant progress over recent years in what is an increasingly competitive and challenging funding environment and our concentration on partnership with industry and collaboration with international partners has played a significant part in our achievements to date.

The place of useful learning

As the place of useful learning, we also focus our research efforts on the systems, institutions, cultures and behaviours that shape people's lives. This activity is of central importance in everything we do. We translate research outcomes for the benefit of business, industry and society as a whole.

Modern complex challenges need multi- and inter-disciplinary approaches. Whilst we have strengths in research across many domains, our seven Strategic Research Themes enable the right teams to collaborate to make the greatest impact for key areas of research activity. Together with our partners, we are at the forefront of international research and development in these seven themes, which bring together our research, teaching and innovation strengths from right across the University:

- Advanced manufacturing & materials
- Energy
- Health & wellbeing
- Innovation & entrepreneurship
- Measurement science & enabling technologies
- Ocean, air & space
- Society & policy

Already firmly positioned amongst the leading research-intensive universities in the UK, we are increasing our research intensity and quality in all areas and using innovative approaches to translate high-quality fundamental research to deliver high-impact solutions for global and local challenges and inclusive economic impact for Scotland. Strathclyde's renowned research strengths are complemented by the formation of six Clusters of research capability and innovation focus in the following areas:

- Industrial informatics
- Health technologies
- Financial technologies
- Space technologies
- 5G communications
- Quantum technologies

These Clusters are characterised by deep research capability, excellent facilities and outstanding research talent, complemented by translational research programmes that exchange knowledge to large Tier 1 companies and their innovation-led supply-chain partners and other SMEs. The Clusters enable agile collaborative research and innovation programmes which accelerate the creation and adoption of new knowledge, and its impact on our region.

2020

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Our Strategy 2020-2025

World-leading research

Strategic aim 2.1

We have a high-quality broad-based research portfolio clustered around key themes and underpinned by high-quality infrastructure

We will achieve this by:

- recruiting and retaining outstanding academic staff, researchers and students
- embedding our Strategic Research Themes and Clusters
- maximising the impact and value of our research across all areas
- building our research collaborations with leading academic partners, business, government and the third sector, enabling both local and global reach and impact
- investing in state of the art buildings and equipment with the support of our research partners and funders

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The place of useful learning

Distinctive Strathclyde

World-leading high impact research

Strathclyde is a research-intensive university (ranked amongst the UK's top 20 universities for research intensity according to the Times Higher Education's REF2014 analysis). Our research informs our teaching and we're focused on ensuring our research has a real, tangible impact on society.

While we are an institution firmly grounded in the heart of Glasgow, contributing to the social, economic and cultural life of Scotland, our reputation and influence is increasingly global and this will be a continuing focus through the Plan. We will deliver on our commitment to interdisciplinary research combining the strengths of all of our Faculties to explore the impact of advances in science and technology on society and industry.

Our strategic research themes and our Technology & Innovation Centre reflect the nature of modern, complex challenges which require interdisciplinary approaches and articulate how our research expertise serves each area. Building on this successful approach is a key plank of our 2025 ambitions.

Adopting this thematic approach is enabling us to bring the right teams together from across the University enabling both interdisciplinary and cross-disciplinary working across our Faculties. The resulting achievement of funding related to each theme is demonstrating how well chosen and effective our themes are and this is supporting success in securing challenge-related support such as Industrial Strategy Challenge Funding. Our four EPSRC-funded Prosperity Partnerships very much symbolise our values and encapsulate our approach to industrial collaboration – they are collaborative cutting edge research programmes with key industrial partners.

We have a host of research and innovation centres and we are involved in four UK Catapult Centres, four Scottish Innovation Centres and host the UK's only Fraunhofer Centre. Our affiliation and involvement with Scottish research pooling initiatives helps to deliver outcomes beyond that possible without collaboration.

To ensure our research tackles some of the world's biggest challenges we are aligning our work to the UN Sustainable Development Goals.



Our Strategy 2020-2025

World-leading research

Strategic aim 2.2

Our research quality and intensity is strengthened and the new knowledge we generate has maximum impact

We will achieve this by:

- undertaking high-quality collaborative research activity with leading academic, business, government and third sector partners, underpinned by our commitment to useful learning
- enhancing the quality of our research outputs and adopting an informed publication strategy
- prioritising efforts and pursuing appropriate strategies to engage audiences with our research and to improve our performance in key citation metrics
- ensuring our research and knowledge reaches the widest possible audience, delivers reputational benefits, fulfils our commitment to support research integrity, and clearly demonstrates the quality and value of our research to potential partners and funders
- progressing towards fully open access publishing and fair open data policies

2020

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The place of useful learning



Our Strategy 2020-2025

World-leading research

Strategic aim 2.3

Our research is delivered by a critical mass of highly skilled and well-trained researchers

We will achieve this by:

- maintaining and enhancing an excellent research culture and environment
- growing our population of high-quality postgraduate researchers and early career researchers
- providing seamless, relevant researcher development opportunities for research staff and students
- building a student-centred interdisciplinary research environment

2020

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The place of useful learning

Distinctive Strathclyde

The Strathclyde Doctoral experience

Every researcher wants to solve challenging problems and to create new and useful knowledge. Strathclyde's research environment with its combination of fundamental and applied research excellence, world-leading facilities, and connectivity to problem owners in academia, industry and the public sector provides a distinctive environment to enable our doctoral students to flourish as independent researchers. Our routes to postgraduate study, which include doctorate at work and professional doctorates, allow for tailored approaches that enable Strathclyde doctoral students to develop their independence. Our goal is to enable Strathclyde doctoral students to progress in academia, or to apply their research skills in industry or in the public sector.

Through our Strathclyde Doctoral School we are facilitating an interconnected research community, through which we promote interdisciplinary research dialogue, knowledge exchange, and impact and innovation opportunities. Our postgraduate researchers have access to a comprehensive range of professional and personal development opportunities through our Researcher Development Programme, helping to differentiate Strathclyde PhD graduates in a competitive

employment market. We offer a distinctive approach to the training of postgraduate research students through our Postgraduate Certificate in Researcher Professional Development. This innovative approach to PhD training provides a framework for students to identify their own development needs and build a tailored training plan. Doctoral researchers receive an additional academic award in research-related and transferable skills for enhanced career prospects, whilst we ensure that expertise and resources are directed at provision with academic excellence and employer relevance.

Student representatives from the Doctoral Researchers' Group (DRG), through their varied backgrounds, expertise, and interests, provide direct input into the Doctoral School's planning, to ensure that our activities meet their needs. The DRG ensures that the needs of our researchers are heard and catered for, and focuses on: promoting cross-Faculty events and training for postgraduate researchers; interdisciplinary engagement; communicating the interests, successes and constraints of postgraduate researcher life; establishing peer to peer support frameworks; and sharing good practice and informing institutional policy development.

Key Performance Indicators

We will demonstrate our success by achieving, by 2025

£125M

6. Total competitively won research income of £125M per annum

20%

7. Over 20% of our published research outputs in the top 10% of their field worldwide for citations

2,000

8. A total Postgraduate Research (PGR) student population of at least 2,000 FTE

Goal 3

Transformative innovation and impact

The growth of our distinctive Strathclyde innovation ecosystem, built around partnership and collaboration, is key to our overall strategy. Our relationships with government and the public and private sectors, developed over an extended period, accelerate the development of technologies, help companies compete, and inform the development of public policy.

The place of useful learning

This highly successful approach attracts investment and creates deep strategic partnerships with high-impact businesses, large and small, from Scotland and across the whole UK, and with inwardly investing corporates.

By driving collaborative research on a global stage, we are able to be truly world-leading in our areas of strategic focus. At the same time, we make vital impacts locally and regionally, addressing industry needs and building new physical innovation assets. We provide expertise from within the university and crucially through our industry-facing Centres, through which we work directly alongside our industrial partners.

We are committed to providing our students, staff and alumni with an understanding of the value of innovation and entrepreneurship, through development opportunities that include student sponsorship, internships, placements and projects. We will continue to identify and develop new talent – new entrepreneurs and innovators – through our bold approach to knowledge exchange and impact.

Strathclyde’s authentic promotion of innovation, inspired by our world-class research, teaching and talent, will be a defining characteristic of our institution over the period to 2025.

Engagement with the public is central to Strathclyde’s ethos and sits at the heart of our mission as a socially progressive institution.

2020

2025

Our Strategy 2020-2025

Transformative innovation and impact

Strategic aim 3.1

Our distinctive industry engagement model accelerates growth, improves productivity and enables partners to access world-class research, technology and talent from the University

We will achieve this by:

- maximising collaborative research with industry
- creating an ecosystem for entrepreneurs to work alongside researchers, innovation organisations and companies across our key cluster areas
- expanding our industry engagement approach to encompass more diverse partners and models
- growing our licensing, continuing professional development (CPD) and consultancy activities
- empowering venture creators and creating competitive advantage through an unrivalled programme of support at the heart of the Glasgow City Innovation District and the Advanced Manufacturing Innovation District Scotland
- engaging with organisations to support progressive workplace practices that deliver fair work, workplace innovation to drive productivity and inclusive growth
- supporting entrepreneurship, industrial engagement and commercialisation and enabling fast-growing businesses, by making strategic investments in developing companies and growing our number of industrial strategic partnerships

2020

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The place of useful learning



Our Strategy 2020-2025

Transformative innovation and impact

Strategic aim 3.2

Our knowledge exchange with government, public and the third sector delivers increased impact

We will achieve this by:

- increasing our constructive and independent influence on government policy at all levels through the high-impact policy centres linked under the banner of Policy@Strathclyde
- working in partnership with public agencies such as the NHS to ensure that our research and knowledge exchange can support change to improve public services and impact on people's lives through Strathclyde Health and Care Futures
- collaborating with third sector organisations locally and internationally to provide knowledge, skills, and capacity to support innovation and deliver transformational change
- increasing knowledge exchange from university research and technologies

2020

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The place of useful learning

Distinctive Strathclyde

Strathclyde's innovation ecosystem

As the place of useful learning dedicated to making a positive difference in the world, we play a leading role in bringing new ideas to life. We work with partners from the private, public and third sectors to tackle societal and global challenges and drive inclusive economic growth.

Whether through our industry and research-informed learning and teaching; our focus on entrepreneurial skills for students; or our translation of research to tackle the real-life, practical challenges of business to solve problems and boost the growth of SMEs to multi-nationals: our innovation makes a real-world impact.

As home to a network of four Catapult Centres and four Innovation Centres, as the base of Fraunhofer UK, and as a host site for the National Physical Laboratory and the Laboratory of the Government Chemist, we sit at the heart of Glasgow City Innovation District (GCID), an initiative driven by the University in partnership with Glasgow City Council, Scottish Enterprise, Entrepreneurial Scotland and Glasgow Chamber of Commerce.

Through GCID we're creating a hub for entrepreneurship, innovation and collaboration, building on Scotland's rich tradition of scientific excellence and industrial collaboration. The GCID is attracting significant numbers of companies and organisations looking to nurture and accelerate growth, improve productivity and access world-class research, technology and talent from the University. It is expanding Strathclyde's scope for industry and academic engagement across all Faculties, opening doors to ground breaking collaborations, and will be a key priority development area over the period to 2025.

A second innovation district at Glasgow Airport – the Advanced Manufacturing Innovation District Scotland (AMIDS) – sees Strathclyde as the anchor University for the National Manufacturing Institute Scotland, a strategic partner in the Medicines Manufacturing Innovation Centre, and operator of the Lightweight Manufacturing Centre. All of this is built around the University's Advanced Forming Research Centre, which has grown at double its planned rate since its inception and now forms the cornerstone of AMIDS.

Strathclyde has unrivalled expertise in the interdisciplinary development, analysis and support of policy creation and delivery across an extensive range of fields. Policy@Strathclyde is a platform for our impacts in the policy community and will harness the expertise across the University and of our public and private sector partners. As a key element of our innovation ecosystem, we are engaged in all areas of society and policy and we aim to improve and enrich the human experience.

And in healthcare, Strathclyde Health and Care Futures will enable the development of a strategic relationship with NHS Scotland, the Scottish Government Health and Care Directorate, and wider public health and funding organisations. The initiative will contribute to Scotland's public health and local priorities by enabling the development of new technologies and approaches to health and social care to respond to changing demographics, pressures on primary and secondary care services and demand for patient-directed care.



Our Strategy 2020-2025

Transformative innovation and impact

Strategic aim 3.3

Our public engagement activities are inclusive, benefit society, and have increased reach and impact

We will achieve this by:

- enabling staff and students to take pride in sharing and developing their knowledge with others
- developing the engagement of the public in the priorities and delivery of our research through citizen science
- maintaining existing, and establishing new, public engagement platforms – large scale events with light touch interactions – all with the goal of deriving benefit for the University, for the research and for participants, by changing understanding and awareness
- growing our public engagement portfolio of activities, with an emphasis on socially progressive engagement with wider and more diverse audiences in Glasgow and globally
- providing training and opportunities for staff to focus on escalating their public engagement activity, either as part of an existing external collaboration or in developing a new partnership

2020

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The place of useful learning

Distinctive Strathclyde

Public Engagement

Public Engagement in all its forms – from student and staff volunteering to communicating the impact of our world-leading research – is central to Strathclyde’s ethos, a part of our history, culture and civic responsibility, which empowers staff and students to pursue their ambitions and to share and develop their knowledge with others. It sits at the heart of our mission as a socially progressive institution, as we strive to engage, inspire, inform and empower all parts of our community.

Our approach to ‘public engagement’ is inclusive, encompassing activities to widen access, schools engagement, volunteering and mentoring, as well as public engagement with research. This stems from the conviction that our institution is intrinsically linked to society and should work for the benefit of all.

Through large-scale University-wide platforms staff are supported to engage with the public in an easy-to-access way. Explorathon is Scotland’s edition of the Horizon2020 European Researchers’ Night: delivered as a nationwide consortium, Strathclyde has hosted the night annually since 2014, reaching tens of thousands of members of the public in Glasgow through events in key public locations, including a shopping centre and the Riverside Museum.

Images of Research is an annual competition through which researchers are challenged to portray their work and its impact in a single, eye-catching image

and short story. The subsequent year-long exhibition brings the research conducted at Strathclyde to an audience of thousands of people, as the exhibition moves around high profile public spaces including art galleries, museums and the Glasgow Science Centre.

We will continue to reach out and inform public policy in a way that is trusted, highly respected and engaging. Strathclyde’s Fraser of Allander Institute – soon to mark its 45th anniversary – continues to play a vital role in public life in Scotland holding policymakers to account and improving public understanding of key policy questions in a world of uncertainty.

The Brilliant Club provides training and support for early career researchers to engage with schools and we extend our engagement reach through partnership working with collaborators such as the Glasgow Science Centre. To reach audiences further afield we are increasingly enabling academics to produce professionally edited articles for publications such as The Conversation.

Our new Public Engagement Strategy sets out how we will deepen and enhance our commitment to sharing our collaborative innovation ethos with local, national and international communities. It includes new Platforms to facilitate more in depth relationships, including a Living Lab, as part of the GCID investment, to allow users to be engaged much earlier in real-life product and service prototyping.

Key Performance Indicators

We will demonstrate our success by achieving, by 2025:

£30M

9. Income from conferences, training, consultancy, Knowledge Exchange grants and other Knowledge Exchange income of at least £30M per annum

Strategic relationships

10. Strengthened key strategic relationships

£40M

11. Total industry research income of £40M per annum



Global

Our Strategy 2020-2025

The place of useful learning

Our Cross-cutting Goals

The two Cross-cutting Goals which follow are vital components of our Strategy. Together they underpin and support our ambitions to deliver an outstanding education and student experience, world-leading research, and transformative innovation and impact.

Operational

excellence

2020

2025

Our Strategy 2020-2025

Goal 4

Global engagement

We are a leading international technological university that provides opportunities for a truly global experience and engagement in all that we do. In finding solutions to the grand global challenges of today, and specifically to the acceleration of delivery of the UN Sustainable Development Goals, we accord a high priority to our international collaboration.

The place of useful learning

Our research, scholarship, knowledge exchange and innovation are international in outlook and our strategic alliances and collaborations have a world-wide reach. This adds to a teaching and learning experience which equips Strathclyde graduates to flourish in the global workplace.

We attract talented and ambitious students from across the world. This helps to provide all our students with an enriching experience that engenders a truly international outlook. We will build on this by growing and diversifying our international student and staff populations. We will also increase opportunities for our students to gain an international experience through student exchanges, study abroad and international work or training placements.

International diversity among our staff reflects our global outlook and aims and is built on deep and long-lasting international collaborations and profile. We will continue to recruit the best and most innovative, forward-thinking academics and researchers from across the world, to further enrich our knowledge and expertise, which is our most valuable resource.

Our expanding global connections include our academic and industry partners and our network of alumni. We will use these to extend our international sphere of influence and opportunity and to push the boundaries of education, knowledge and technology.

Distinctive Strathclyde

Informing global thinking

Strathclyde makes a striking contribution to the global discourse outwith Scotland, and is a valued partner in shaping and informing the direction of European and global policy. The work of our European Policies Research Centre is particularly influential across the EU institutions and member states, and the work of our Institute for Inspiring Children's Futures is contributing to the work of the key UN agencies that promote the rights and opportunities of children. Through a major Global Challenges Research Fund grant, the Strathclyde Centre for Environmental Law & Governance has established the One Ocean Hub which will directly inform global thinking around the approaches to transform our response to the urgent challenges facing our ocean.

2020

2025

Our Strategy 2020-2025

Global engagement

Strategic aim 4.1

Our international outlook permeates everything we do, leading to our enhanced international profile and reputation

We will achieve this by:

- ensuring internationalisation is central to our strategic decision-making
- strengthening our international marketing and communications
- engaging our network of alumni
- deepening our international partnerships and leveraging the opportunities these offer

2020

2025

The place of useful learning

Distinctive Strathclyde

International strategic partnerships

The University has a dedicated approach for developing strategic partnerships with selected institutions, enabling us to capitalise strategically on collaborations as they develop. International strategic partnerships support new activity in several ways, for example providing joint support for:

- new research proposals, with seed funding
- international sabbaticals and research leave, or funding for research visits to develop new joint work
- creation of PhD clusters
- exchange of best practice.

As relationships deepen, a strategic partnership may lead to joint educational programmes, often an attractive option for many prospective students, bringing the benefit of pooling specialist expertise and an added international dimension.

Engagements with strategic partners also provide a route to new international students and new opportunities for our students to pursue study abroad.



Our Strategy 2020-2025

Global engagement

Strategic aim 4.2

Our international outlook is reflected in our diverse community of staff and students

We will achieve this by:

- further increasing the diversity of our international staff and student populations
- ensuring we are responsive to the needs of our international staff and students and provide a full and supportive experience
- expanding opportunities for students to gain an international experience including study abroad, work placement and short exchange programmes, and ensuring barriers to participation for under-represented groups are overcome

2020

2025

The place of useful learning

Distinctive Strathclyde

Diverse community of staff and students

Graduates from Strathclyde with an international student experience are global in outlook and we are determined that our international opportunities should be available to all, no matter their background or income. Students from under-represented groups are prioritised in funding opportunities and supported to apply for and engage in international exchanges and study abroad programmes. For example, we offer fully-funded places on the Radboud Summer School: one week programmes of study at a partner university in the Netherlands. Through a competitive application process, places are allocated to those who would most

benefit from an international experience but whose circumstances may prevent them from otherwise gaining it. Priority is given to mature students, carers, those with care experience and those from target postcodes.

Our international engagement also raises our profile and helps to support Strathclyde's Global Talent Attraction Programme which aims to bring the best academic talent from all over the world to Glasgow. International diversity among our staff opens new possibilities and new perspectives in our teaching, research and innovation and enhances the educational experience for all our students.



Key Performance Indicators

We will demonstrate our success by achieving, by 2025:

4,500

International staff

12. Total international student population of 4,500 FTE

13. Sustain or exceed current proportion of international academic professional staff

Goal 5

Operational excellence

Our people and the community they create are, without question, our greatest asset and what make our University what it is. Through our provision of a supportive, people-oriented and rewarding working environment, staff benefit from opportunities for development, a shared set of common aims, clear lines of communication and a commitment to equality and inclusivity.

We want to ensure our staff and stakeholders are proud of their institution, of what we have achieved collectively, and are motivated to deliver on each milestone of this Strategy.

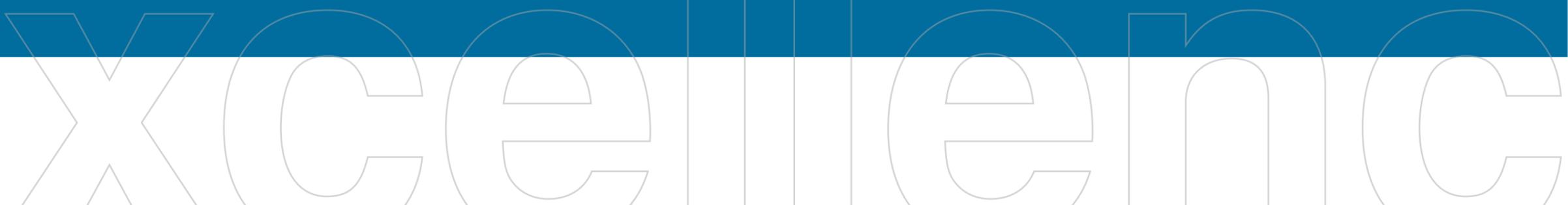
We will continue to develop our attractive, dynamic, technology-enabled and environmentally sustainable campus, ensuring it is safe and promotes student and staff health and wellbeing.

The efficient and effective management of our resources – money, physical assets and information – is vital to achieving our ambitions. Ensuring continued financial sustainability as an institution requires that we generate sufficient funds both to cover our operating costs and

meet our obligations, and to support our ambitions for investment in our staff and students and in our estates, IT infrastructure and facilities. The next period will see a significantly increased focus on climate action, decarbonisation and digital transformation – embracing technological solutions and ensuring innovative responses to critical global and local challenges. And we are committed to ensuring our socially progressive ethos underpins our thinking and decision-making in all our areas of activity.

2020

2025



Our Strategy 2020-2025

Operational excellence

Strategic aim 5.1

In embracing our socially progressive ethos, our community of staff and students feel valued and are effective, engaged and values-led

We will achieve this by:

- supporting staff development and furthering leadership development to ensure our community of staff epitomise our values and have the capability and confidence to think differently, take measured risks and deliver excellence
- evolving our team-based, collaborative, continuous improvement approach to delivery and gathering views via 'pulse' surveys to ensure change is informed by an understanding of the Strathclyde community's views
- using our values and our socially progressive ethos to guide our decision-making and actions
- improving diversity, enabling inclusion, and promoting equality
- implementing our workplace health and wellbeing strategy, 'Thrive @ Strathclyde'
- ensuring we derive maximum benefit from Strathclyde Sport, with a focus on sport, health and wellbeing, academic alignment, external partnerships and our elite athletes programme

2020

2025

The place of useful learning

Distinctive Strathclyde

Our People

Our strength is our people and our 2025 plans will be underpinned by implementation of our complementary People Strategy which places staff at the heart of our plans and recognises that their collective talents, effort and commitment will deliver the University's ambitious Vision for 2025.

Our overall Strategy is owned by the whole Strathclyde community and each individual has a contribution to make to ensure we achieve

our objectives and continue to live our values of being bold, ambitious, innovative, collaborative and people-oriented. We will undertake detailed workforce planning across all parts of the University and ensure a focus on staff health and wellbeing through Thrive @ Strathclyde. In doing so we will ensure our People Strategy enables us to provide a supportive and rewarding working environment while allowing us to develop our capabilities for the future and look after our health and wellbeing.

Our People Vision:

Together we will create an exceptional Values Based work environment where our staff feel deeply connected with the University's Vision 2025 and have the skills, motivation and reward for delivering it.



Our Strategy 2020-2025

Operational excellence

Distinctive Strathclyde

Our People (continued)

The University's commitment to maintaining a healthier and safer workplace is enshrined in our People Strategy, to ensure we can provide an inclusive, diverse and people oriented working environment. This is demonstrated through our achievement of NHS Scotland's Healthy Working Lives Gold Award for multiple years.

Thrive @ Strathclyde will provide a framework to enhance the health and wellbeing of the whole University community, integrating a supportive health and wellbeing strategy into day-to-day decision making and business operations. Our Workplace Mental Health Action Plan is for all Strathclyde staff and will be delivered through cross-organisational collaboration to develop mental health awareness, provide tailored mental health and wellbeing support and help colleagues to thrive.

The 5 strategic themes across our People Strategy and our Strathclyde Staff Pledge will ensure we continue to implement a range of sector leading, socially progressive, people-oriented policies over the period to 2025. For example, we will:

- create an inclusive, diverse and people-oriented environment where all staff are appropriately challenged and are able to balance work and life commitments
- identify the roles for the future through workforce planning, and work to attract and retain the best local, national and international talent to support the delivery of our Strategy
- ensure our leaders consistently epitomise our values and have the capability and confidence to engage, develop, challenge and reward our staff, to take measured risks and deliver excellence
- encourage shared celebration of Strathclyde's achievements through implementation of a 'Strathclyde Shared Success Scheme'.

2020

2025

The place of useful learning

Our People Strategy Framework

OUR PEOPLE VISION

Together we will create an exceptional, Values Based work environment where our staff feel deeply connected with the University's Vision 2025 and have the skills, motivation and reward for delivering it

We will achieve this Vision through 5 Strategic Themes which build upon a foundation pledge for all staff:



THE STRATHCLYDE STAFF PLEDGE



OUR VALUES



Our Strategy 2020-2025

Operational excellence

Strategic aim 5.2

Our infrastructure is high-quality, sustainable and meeting user needs, within a wider technology-enabled environment designed and maintained to enable our students, staff and partners to maximise their contribution to local and global issues

We will achieve this by:

- delivering a step-change in our response to climate change: as a community; as an institution; and as a thought leader and creator of 21st century solutions to global issues
- delivering planned infrastructure developments with a focus on net zero
- growing our staff numbers in all categories through new talent attraction and retention, whilst also embracing digital transformation
- capitalising on our investment in information systems and tools to allow us to take a digital first approach, with a focus on simplification and automation of business processes
- adopting a ‘data protection by design and by default’ approach and ensuring that we actively tackle cyber security challenges

2020

2025

The place of useful learning

Distinctive Strathclyde

Delivering net zero and promoting sustainability

Strathclyde has been at the forefront of environmental sustainability for more than one hundred and fifty years. The scale of the University’s contribution to our understanding of how to protect the world around us is both long-standing and significant. Through research and innovation, we have helped shape modern renewable energy. Through education and teaching, we are producing thousands of graduates who go on to put sustainability at the centre of the energy industry. Through the brightest minds tackling the biggest challenges, we are helping shape the policy landscape, which is allowing society to see sustainability not just as a set of problems or an initiative but as a driver for innovative solutions and an absolute necessity. We are guided by the Intergovernmental Panel on Climate Change timeline and aligning with Scottish Government commitments: the scale of change necessary over the critical period to 2025 clearly requires us to bolster our efforts.

Over the period of this Strategy we will take bold action to address UN Sustainable Development Goal 13: Climate Action and to co-ordinate our efforts with those of the Government, Glasgow City Council and other partners. Universities have a pivotal role to play and the Strathclyde community is determined to rise to the challenge. We will intensify our rate of change in relation to energy, travel, waste and resource use, water use and fuel use, in order to meet this global challenge. We will implement our Responsible Investment Strategy. We will adapt our estate to cope with our changing climate. We will continue to consider the social impact of our operations at a local city, regional, national and international scale. It is critical that we work with others to deliver ‘at scale’ change, particularly at city region scale.

The University met its strategic carbon reduction target of a 25% reduction of the 2009-10 baseline ahead of the 2020 target delivery point, but

significantly greater intensity of action is now required and our milestones and target reflect our determination to increase the pace of change.

Our response to climate change and our drive to sustainability is set out in our Climate Change and Social Responsibility Policy, which is structured around four aims:

- Tackle climate change and reduce resource use
- Be socially responsible
- Collaborate with others to embed sustainability across the institution
- Share learning and knowledge to help ensure continuous improvement

Through concerted action, and with close student, staff and community involvement in design and delivery of change, we will drive towards net zero emissions and are committed to achieving a net zero carbon campus – we will regularly review progress and re-set our ambition. We will establish the necessary structures, governance and leadership required to ensure integration of climate action into decision-making processes and our Climate Change and Social Responsibility Plan will present key deliverables designed to enable achievement of our net zero KPI, ensuring our pace of change in delivering net zero is at least as fast as our wider institutional ambitions and that we frequently review and adapt as required.

Our focus on the United Nations Sustainable Development Goals as part of our vision as a socially-progressive university goes much further and deeper than Climate Action – our cross-University approach is enabling increased understanding and delivery of impact. The University is a signatory of the SDG Accord, is establishing a Centre for Sustainable Development with a focus on SDGs, and is committed to delivering and contributing towards the SDGs by means of inspiring, reporting and learning from each other.



Our Strategy 2020-2025

Operational excellence

Strategic aim 5.3

Our ‘value proposition’ approach enables us to ensure we take informed risks within an overall framework that is managed, efficient and focused on maximising impact and learning from experience

We will achieve this by:

- ensuring our approach delivers ‘value for money’ for our partners, funders and students
- taking a technology-enabled and data-informed approach to decision-making, built on bespoke analytics and benchmarked performance data
- maximising our efficiency and effectiveness and undertaking post-investment evaluations
- working within a tailored risk framework which considers constraints and opportunities, encompasses our agreed ‘risk appetite’, takes privacy into account, and enables us to meet our ambitions within a changing external and internal context
- promoting a positive, sustainable safety culture in which everyone plays their part
- delivering on our commitment to ensure Strathclyde is financially sustainable throughout its next period of growth

2020

2025

The place of useful learning

Distinctive Strathclyde

The Strathclyde Commitment

The University is mindful of its place in the community both locally and within the city of Glasgow and its wider environs. We are transforming our campus, with investment to exceed £1 billion by 2025 to create a first-class working and learning environment for our students and staff and we spend around £100M per annum on goods, works, services and our capital investment programme. Our major projects are carried out under the socially progressive Strathclyde Commitment: Socio Economic Impact & Community Benefits Strategy, which goes beyond fulfilling legislative requirements to ensure community benefits are built into all significant contracts and delivered in partnership with suppliers.

Developed as a means of engaging with and enhancing the local area by leveraging the University’s annual spend through our procurement activities on goods, works and services, many of the benefits are educational – for example, the creation of apprenticeships, work placements, studentships and targeted benefits

for Project Search – alongside other benefits to the local community.

Through the ideas and initiatives underpinning the Strathclyde Commitment we are creating opportunities for local people and the University to work together, to develop skills and knowledge and, at the same time, to measure the impact of the developments being undertaken.

An example is the University’s installation of a Combined Heat and Power District Heating project, which employed 14 apprentices, created multiple work placements and student internships, and engaged local community groups and schools. Through this project, we also worked to targets for local employment by working with local SMEs. We are also securing community benefits through other contracts where it is appropriate and proportionate to do so for example, some ICT and legal services projects, and ensure consideration of sustainable measures, carbon footprint, human trafficking and fair working practices.

Key Performance Indicators

We will demonstrate our success by achieving, by 2025:

Gender pay

14. A continuously closing gender pay gap

Net cashflow

15. Meet or exceed planned net cashflow from operating activities

70%

16. Year on year reduction in greenhouse gas emissions, leading to 70% reduction by 2025, 80% by 2030 and net zero by 2040 at the latest: this KPI refers to a 2009-10 baseline and will evolve over the period of the Strategy



Our Strategy 2020-2025

Summary of KPIs

KPI	Baseline (year)	2025 Target	
1	SIMDo-40 entrants	1,209 headcount (2019/20)	1,300 headcount evenly distributed by decile (and by Faculty)
2	Undergraduate retention	91.0% (2018/19)	>93%
3	Student satisfaction*	Upper quartile for Overall satisfaction; 3/8 question sections in upper or second quartile (NSS 2019)	Upper quartile for Overall satisfaction; at least 5/8 question sections in upper or second quartile
4	Graduate level employment/further study	TBC once initial results from new Graduate Outcomes survey published early 2020	Above benchmark
5	PGT FTE	3,566 FTE (2018/19)	5,000 FTE
6	Research income	£74.0M (2018/19)	£125M
7	Proportion outputs in top 10% for citations	15.9% (2018)	20%
8	PGR FTE	1,431 FTE (2018/19)	2,000 FTE

2020

2025

The place of useful learning

KPI	Baseline (year)	2025 Target	
9	Income from conferences, training, consultancy, Knowledge Exchange Grants and other Knowledge Exchange income	£23.3M (2018/19)	£30M
10	Key strategic relationships*	To include relationships with: Research and Technology Organisations, Alliance and SME Partners, spinouts and spin-ins, and public and third sector	Increased breadth and depth
11	Industry research income	£17.65M (2018/19)	£40M
12	International student FTE	2,856 FTE (2018/19)	4,500 FTE
13	International staff proportion	36.4% (2018/19)	Sustain or exceed: no lower than 36%
14	Gender pay gap	19.8% (July 2019)	Year on year reduction
15	Net cashflow from operating activities	£33.4M (2018/19)	Meet or exceed planned annual figure (recalculated annually): £11.1M in 2019/20
16	Greenhouse gas emissions**	29,994 tCO2e Scope 1 and 2 (2009/10)	Year on year reduction, leading to 70% reduction by 2025, 80% by 2030 and net zero by 2040 at the latest

* This KPI will evolve over the period of the Strategy, with interim milestones set.

** This KPI refers to a 2009/10 baseline for Scope 1 and 2 emissions and will evolve over the period of the Strategy incorporating Scope 3. It builds on the 25% absolute reduction on 2009/10 baseline achieved by 2020.



The University of Strathclyde's Strategic Plan 2020-2025 builds on our collective achievements over recent years in realising our vision of Strathclyde as a leading international technological university that makes a positive difference to the world.

Professor Sir Jim McDonald
Principal and Vice-Chancellor

the place of useful learning
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