

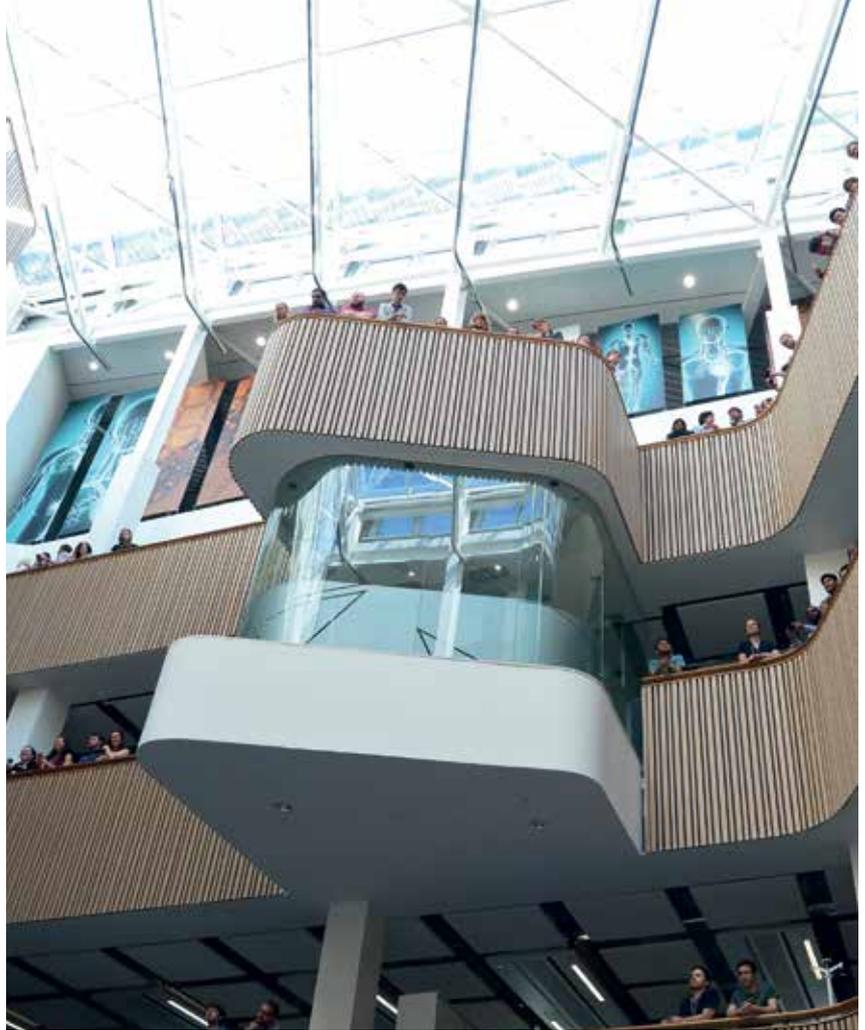
UNIVERSITY OF STRATHCLYDE STRATEGIC PLAN 2015–2020

THE PLACE OF USEFUL LEARNING

Since the publication of the 2015-20 Strategic Plan a small number of adjustments have been made to the University's KPIs and associated data, to better enable the University to determine progress against the Strategy. Further details of these changes are available on request from [Strategy and Policy](#).



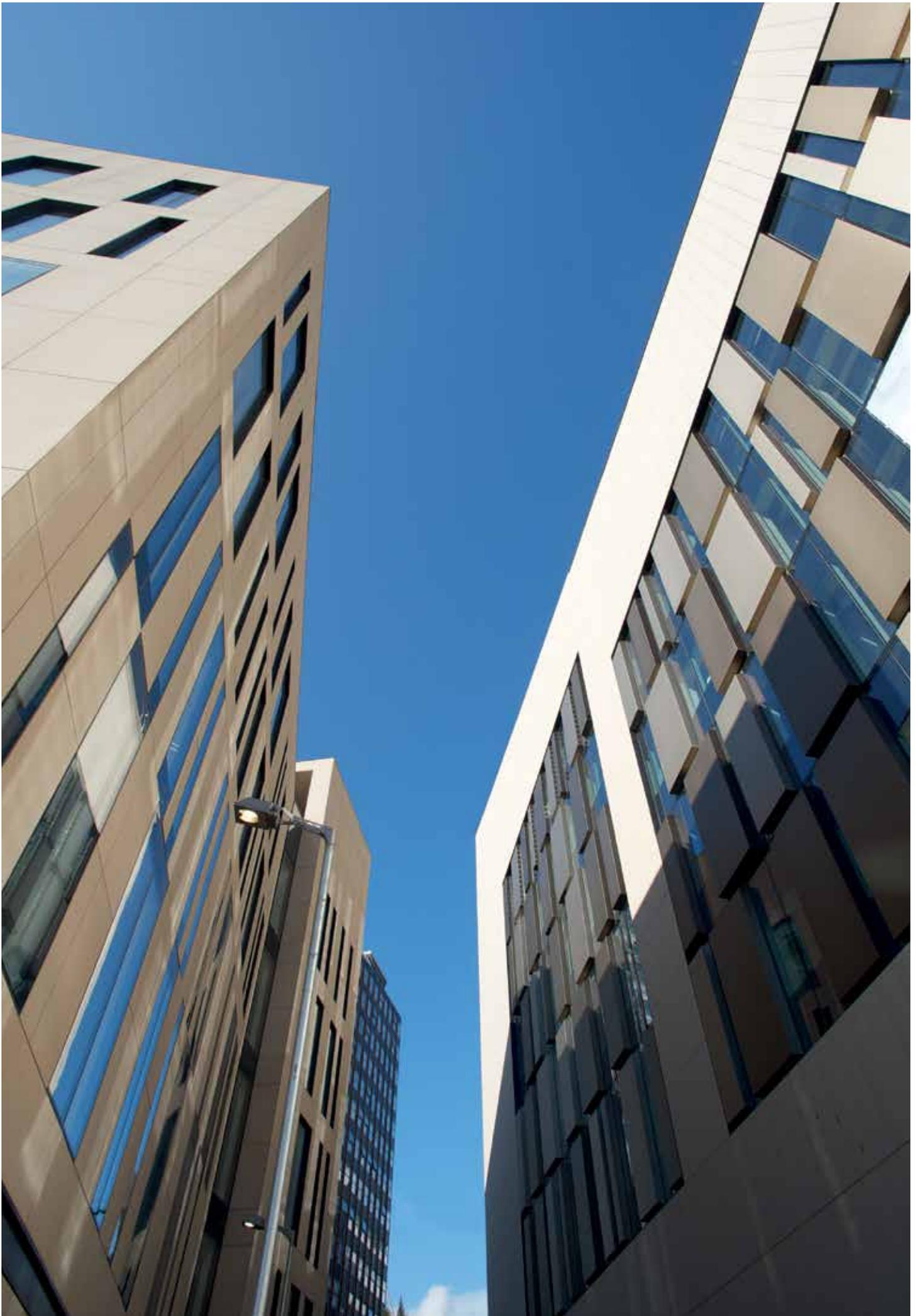




Our Values

The University's values capture our ethos: who we are, what we believe in and what we stand for. Our values set out how we conduct ourselves, how we expect to be treated as part of Strathclyde and how we engage with our partners. In delivering this Strategic Plan, we will 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 about what we do, and supportive of 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, internally and externally, with integrity and in an open, respectful way
 - **Ambitious:** for our institution, staff and students as well as supporting the ambitions of our partners
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Principal's introduction

The University of Strathclyde's Strategic Plan 2015-2020 signals the next stage in the realisation of our vision as a leading international technological university. Over the past five years, the collective talent, effort and commitment of our staff and students have provided the basis for our step change in academic and business performance and achievements. These factors will remain as the cornerstone of the exciting acceleration of our institution's journey.

Our highly successful Performance Measurement Framework, launched in 2013, provided the foundation to build upon our successes and sustain our strong reputational enhancement. The Plan presented here demonstrates how we will maintain and accelerate our progress over the next five years through a refreshed yet familiar approach.

Our collective vision for Strathclyde is of a leading international technological university inspired by its founding mission as 'the place of useful learning', that makes a positive difference to the lives of its students, to society and to the world. Our reputation and influence is global, yet we are an institution firmly grounded in the heart of Glasgow, contributing to the social, cultural and economic life of Scotland through the presence of a vibrant, international student community, as a major employer and by proactive engagement with the city leadership to drive Glasgow's growth. Through the successful delivery of this Strategic Plan and the realisation of our vision we will continue to be of significant benefit to society – locally, nationally and globally.

We start from a position of significant strength. Our students benefit from an innovative and practical educational experience that is enhanced by its integration with our research capabilities, high quality academic resources and an unparalleled industry engagement programme. The excellence of our research is evidenced by our position amongst the UK's top 20 research-intensive universities and by the growth in range and scale of our unique research collaborations. We have also redefined how we collaborate and work with industry, government and the third sector to ensure that innovation and knowledge exchange are fundamental activities that deliver tangible impact. Our current success has been underpinned by an international outlook which permeates everything we do, with an accompanying focus on achieving operational excellence.

I am delighted to introduce this Plan which presents the core of our future ambitions and how these will be achieved. Our aspiration is demonstrated by the range of objectives, strategies, key performance indicators and targets that will be used to measure success. The Plan sets out how we will continue to push boundaries and embrace opportunities – behaviours which have been fundamental in reaching our current level of success. In order to continue this success, we will also need to be responsive to changes in the external environment and increasingly agile in our approach to delivery. The level of engagement and enthusiasm which has been evident from staff and student contributions to the development of this Plan will ensure that all members of the Strathclyde community continue to work together and in accordance with the University's values to realise its successful delivery.

Professor Sir Jim McDonald
Principal and Vice-Chancellor

Bold, Innovative, Ambitious Delivering our Strategy

Established in 1796 by Professor John Anderson ‘for the good of mankind’ and with the purpose of being ‘the place of useful learning’, the University of Strathclyde is the only higher education institution to be established in Scotland during the Enlightenment.

This historical tradition is reflected and enriched today by our reputation and status as a leading international technological university, focused on delivering excellent teaching and world-class research and known for forging strong collaborative links with industry, government, business and the third sector.

We have achieved significant success through the realisation of our distinctive ‘triple helix approach’ – the coming together of academia, business and industry, and the government and public sector, in common cause – and a determination to make a significant difference for our students, the economy and wider society.

The University’s Strategic Plan 2015-2020 reinforces this approach and represents the way in which we will ensure continued progress as an institution which is bold, innovative and ambitious in its vision.

Our plan will be delivered across three key Strategic Themes:

- Outstanding student experience
- Internationally-leading research
- World-leading innovation and impact

Critical to these themes will be the context provided by the Cross-cutting Themes of:

- Global engagement
- Operational excellence

“Success will rely upon the commitment of all our staff to the delivery of the strategic priorities set out in this plan”

The following pages present the detailed objectives, strategies and key performance indicators underpinning these themes. Collectively, they demonstrate what we plan to achieve as an institution over the period 2015-2020 and how we will focus our collective energy in order to realise our ambitions. Our focused set of key performance indicators will help us measure and demonstrate our overall success, which will be underpinned

by delivery across the University against a wide range of supporting strategies and sub-indicators.

Success will rely upon the commitment of all our staff to the delivery of the strategic priorities set out in this plan. A collaborative, people-oriented and rewarding working environment where staff can benefit from opportunities for development and a shared set of common values will strengthen this commitment.

We will report regularly to the University Court, our governing body, on progress against our key performance indicators. Successful delivery will also be evidenced through regular internal updates and via the University’s Annual Report and Financial Statements.

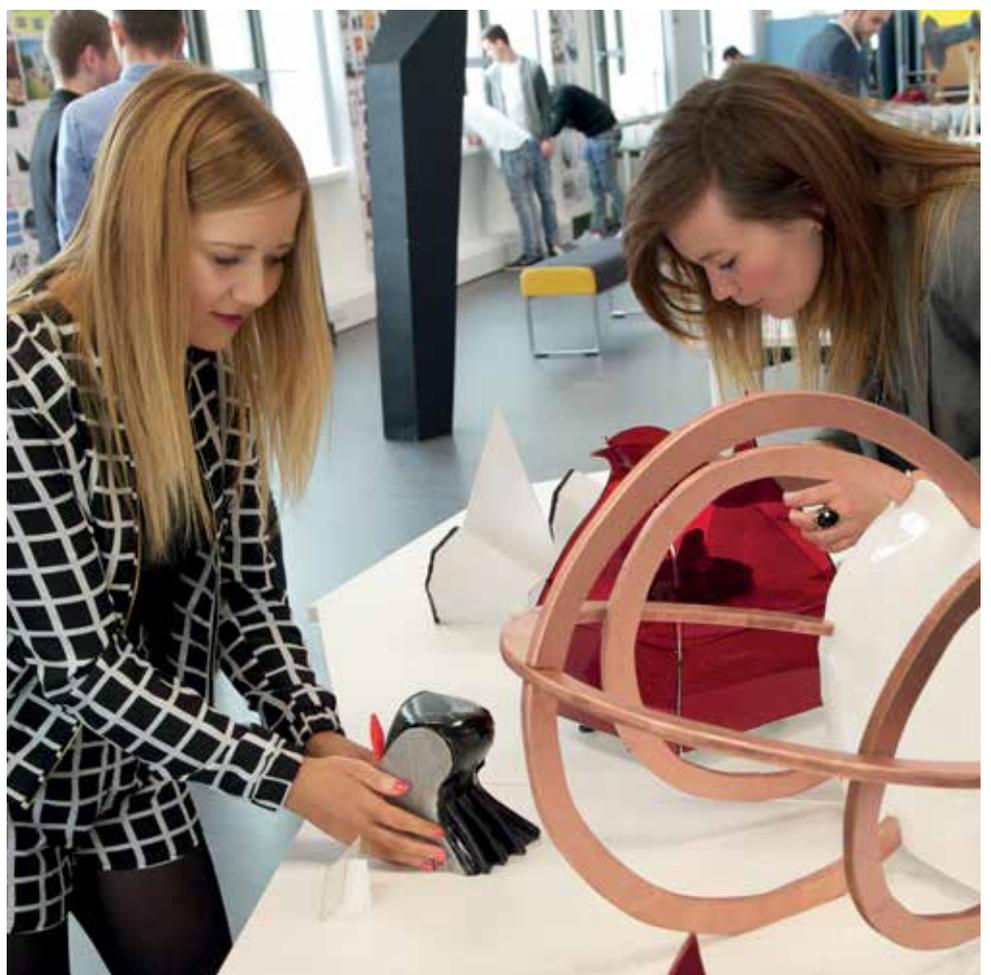
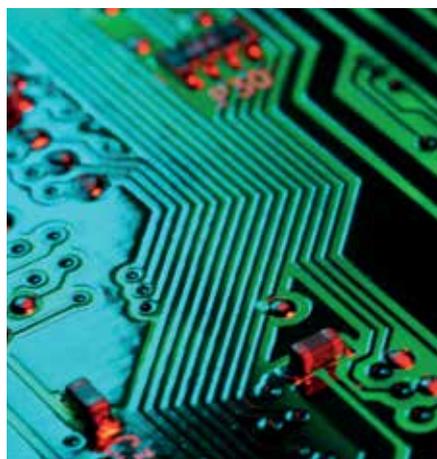
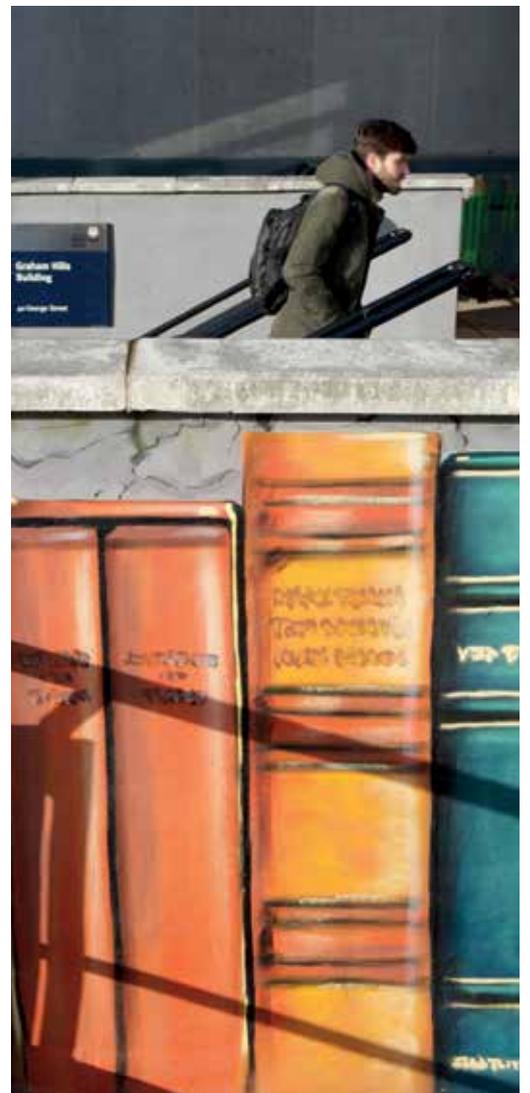
Our Vision	A leading international technological university, inspired by its founding mission, that is socially progressive and makes a positive difference to the lives of its students, to society and to the world				
Our Mission	From our foundation as ‘the place of useful learning’, we take it as our responsibility to research, teach and be of benefit to society – to reach outside the University to make the world better educated, prosperous, healthy, fair and secure				
Strategic Themes	Outstanding student experience		Internationally-leading research		World-leading innovation and impact
Cross-cutting Themes	Global engagement			Operational excellence	
Our Values	People-oriented	Bold	Innovative	Collaborative	Ambitious





Our plan will be delivered across three key Strategic Themes:

- Outstanding student experience
- Internationally-leading research
- World-leading innovation and impact



Outstanding student experience

Strathclyde's educational ethos and approach is innovative, collaborative and inclusive, designed to provide an intellectually stimulating environment, informed by and interlinked with our strengths in research and knowledge exchange.

Our strategic aim is to develop students who are engaged, enterprising, enquiring, and ethically, globally and culturally aware; work-ready graduates with impact who engage with societal and global challenges. Our entrepreneurial education nurtures business talent in our students at every stage in their University life.

Our commitment to delivering an outstanding student experience is characterised by our founding mission of being 'the place of useful learning', delivering a distinctive curriculum that is innovative, forward-looking and practical, and fostering academic excellence and achievement. We will support this commitment by drawing on our long-established and successful partnerships with industry, business and the voluntary and public sectors, both locally and around the world.

We ensure a positive learner journey for all by focusing on successful transitions across all levels of education; we are committed to providing access to people from the widest possible range of backgrounds, to improving student retention and ensuring onward success.

Our strategic ambitions focus on growing our postgraduate cohorts, diversifying our student population and creating flexible pathways, so that individuals from a variety of backgrounds can benefit from the distinctive student experience at Strathclyde.

“We are committed to providing access to people from the widest possible range of backgrounds, to improving student retention and ensuring onward success”

We will ensure an outstanding student experience at Strathclyde by maintaining and enhancing the high quality of our learning and teaching and through the delivery of an effective learning environment, comprising intelligent support, infrastructure and technologies, seamlessly blending physical and digital environments for all students.

Objectives	Strategies
What do we want to achieve?	How will we do it?
<ul style="list-style-type: none"> • A diverse and vibrant student population • An outstanding and distinctive student experience with high-quality student support throughout the learner journey • High-quality learning and teaching • Engaged and internationally-aware students • Knowledgeable, skilled and successful graduates 	<ul style="list-style-type: none"> • Improve our widening participation profile, while maintaining entry standards • Enhance our postgraduate/CPD offering and increase uptake • Tailor student support to individual transitions • Develop our learning and teaching infrastructure, technology systems and processes • Maintain or improve current levels of student retention, progression and satisfaction • Enable greater student participation in internships, placements and employment opportunities with industry, public and third sector partners, including international experiences • Develop graduates who are engaged, enterprising, enquiring and ethically, globally and culturally aware, with the skills, knowledge and entrepreneurial spirit to progress their careers and engage with societal challenges

Key Performance Indicators	Current Performance	Targets
How will we measure progress?	What is our baseline?	What are our ambitions?
1. Total Scottish-domiciled undergraduate entrants from SIMD 0-40 areas	875	Achieve annual intake of 1,000 undergraduates by 2020
2. Undergraduate retention from Year 1 to Year 2	93%	Maintain current range of 92 - 95% annually
3. Student satisfaction (overall) as measured by the National Student Survey	89%	Achieve 90% or higher annually
4. Proportion of graduates in work or further study relative to our benchmark	93.8% (HESA benchmark 94%)	Meet or exceed HESA benchmark annually
5. Total postgraduate taught (PGT) population	2,340 FTE	Increase to 3,100 FTE by 2020

Internationally-leading research

Challenging conventional wisdom has been fundamental to the University's ethos for over 200 years. Today our research activity continues to be of central importance in everything we do – informing our teaching and enabling us to translate outcomes for the benefit of business, industry and society as a whole. In keeping with our reputation and status as a leading international technological university, we are continually advancing the intensity, quality and international competitiveness of our research.

We will achieve our strategic objectives by increasing our research intensity in all areas and creating and adopting innovative approaches to connect high-quality fundamental research to outcomes that have impact in contemporary global society and industry. Firmly positioned among the leading research-intensive universities in the UK,¹ we will maintain a strategic focus on our major research themes, making significant contributions towards improving health, transforming energy, setting new standards in manufacturing, and shaping future cities.

Reflecting the essential human and social dimensions of our purpose as 'the place of useful learning', we will also focus our research efforts on

the systems, institutions, cultures and behaviours that shape and give meaning to people's lives. In this way, we will continue to contribute to the global advancement of knowledge about people and their societies and improve and enrich the human experience in our highly technological age.

Our distinctive mission and emphasis on joint-working with industry, government and international partners are exemplified by our current and growing range of unique research collaborations. These innovative initiatives underline our status as a leading international technological university and are set to double in scope over the next decade, contributing £1.4 billion to the Scottish economy by 2021/22.

We will strengthen our strategic focus on collaborative research by actively pursuing and developing further collaborative opportunities with leading academic, business, government and third sector partners.

Continuing to enhance the quality of our research outputs is crucial to our success. With this in mind, we will prioritise efforts and pursue appropriate strategies to improve our performance in key citation metrics over the next five years. This

will ensure that the new knowledge we generate has maximum impact by reaching the widest possible audience, delivering important reputational benefits and clearly demonstrating the quality and value of our research to potential partners and funders.

We have rightly set ourselves challenging targets – the recruitment and retention of outstanding staff and aspiring students are vital to the achievement of our ambitions. We will maintain and enhance an excellent research culture and environment that attracts high-calibre staff, researchers and students.

To support our objectives of high-quality research and increased research intensity, we will provide seamless, useful and relevant researcher development opportunities in order to grow and support our current and future research talent.

¹ Strathclyde was ranked 18th among all UK institutions for research excellence and intensity according to the outcomes of the Research Excellence Framework (REF) 2014

Objectives	Strategies
What do we want to achieve?	How will we do it?
<ul style="list-style-type: none"> • High quality research • Increased research intensity • A critical mass of well-trained researchers 	<ul style="list-style-type: none"> • Focus on agreed major research themes • Maximise the impact and value of our research across all areas • Grow our population of high-quality postgraduate researchers (PGRs) • Enhance researcher development training provision for research staff and students • Build our research collaborations with leading academic partners, business, government and the third sector

Key Performance Indicators	Current Performance	Targets
How will we measure progress?	What is our baseline?	What are our ambitions?
6. Total competitively won research income (spend)	£52 million	Increase to £70 million by 2020
7. Field-weighted citation impact: the number of citations our publications receive compared to the world average for comparable publications	39% greater than the world average	Achieve an overall citation rate 50% greater than the world average by 2020
8. Total PGR population	1,135 FTE	Increase to 1,750 FTE by 2020

World-leading innovation and impact

At Strathclyde, we are committed to redefining universities' collaboration with industry, business, government and the third sector, working with our partners to support sustainable economic growth and to deliver wider societal benefit by fully exploiting the impact of our research. Our 'triple helix' approach of collaboration between the University, industry and government has been transformational, accelerating the development of technologies, helping companies compete and informing the development of public policy.

We will accelerate and build on this highly successful collaboration model through the continued and expanded use of innovation partnerships, focusing on fundamental and pre-competitive research to bring together industry, public and third sector partners in ground-breaking collaborations with the University at the heart.

The existence of a supportive innovation ecosystem is crucial in guiding and developing technologies on the journey from new research to commercial application. At Strathclyde, this is provided by the expertise within our Departments, Schools and Faculties, and crucially through our industry facing Centres which work collaboratively with

industrial partners. Outwith the University, we are playing a leading role in the Government network of Catapult Centres and Innovation Centres established to tackle grand challenges in science and technology. The cultivation and growth of this distinctive Strathclyde innovation ecosystem is a key part of our Strategy.

“Our bold and innovative approach to knowledge exchange and impact will be evident in the activities of our students and staff”

We will work intensively in support of small and early-stage companies and help them tackle the unique challenges they face in deploying technological innovation to drive growth, overcome barriers, minimise costs and develop lasting partnerships. In this way, we will build on our expanding community of high-growth SMEs – locally, regionally and internationally – to ensure that we deliver sustained impact and growth for businesses and for the economy as a whole.

We will also continue to develop and build our relationships with major, industry-leading 'blue chip' partners through a variety of flexible engagement models to deliver strategic programme development, open innovation and effective industry collaboration. These collaborative partnerships will focus on finding solutions to key economic, technological and societal challenges.

Our bold and innovative approach to knowledge exchange and impact will be evident in the activities of our students and staff. Our students benefit from a range of development opportunities that establish enterprising characteristics, enabling them to engage with companies through student sponsorship, internships, placements and projects. The efforts of our staff reflect our commitment to entrepreneurship, commercialisation and innovation-focused research.

Objectives	Strategies
What do we want to achieve?	How will we do it?
<ul style="list-style-type: none"> • Prolific and far-reaching industry engagement • High-impact knowledge exchange with government, public and third sectors • Increased impact 	<ul style="list-style-type: none"> • Expand our industry engagement model • Grow licensing, CPD and consultancy activity • Facilitate commercialisation • Grow collaborative research with industry • Increase government, public and third sector knowledge exchange engagement

Key Performance Indicators	Current Performance	Targets
How will we measure progress?	What is our baseline?	What are our ambitions?
9. Total income from licensing, gains on sales of spin-out/spin-off investments, CPD and consultancy	£20 million	Increase to £30 million by 2020 (based on a two-year average figure)
10. Total value of industry research income	£10.7 million	Increase to £18 million by 2020





Our Cross-cutting Themes

The two Cross-cutting Themes which follow are vital components of our Strategy; together they underpin and support our ambitions to deliver an outstanding student experience, internationally-leading research, and world-leading innovation and impact.



Global engagement

We will strengthen our reputation as a leading international technological university with our international outlook permeating everything we do. This is reflected in the increasingly international and collaborative nature of our research, scholarship, knowledge exchange and innovation, but also in our drive to deliver a teaching and learning experience which equips Strathclyde graduates with the necessary attributes to flourish in the global workplace.

“We will ensure a distinctively international Strathclyde student experience by increasing the range and breadth of opportunities for our students to gain an international experience”

We will deepen and enhance our high-value, strategic alliances and collaborations with leading academic institutions and organisations across the world, based on the realisation of mutual and sustainable benefits. By doing so, we will ensure a global approach to developing our capability and capacity for excellence in teaching, research and knowledge exchange.

As a leading international technological university, we attract talented and ambitious students from Scotland, the UK, Europe and

right across the world, supporting our aim to provide all students with an enriching experience that will engender a truly international outlook. We will build on this by growing and diversifying our international student population.

We will ensure a distinctively international Strathclyde student experience by increasing the range and breadth of opportunities for our students to gain an international experience through student exchange, study abroad and international work or training placements.

International diversity among our academic staff reflects our global outlook and aims. We will continue to recruit the best and most innovative, forward-thinking academics and researchers from across the globe to complement the rich, diverse pool of knowledge and expertise which is our most valuable resource.

We will utilise our expanding global connections, including our academic and industry partners and network of alumni, to support the creation of new knowledge and to further extend our international sphere of opportunity and influence.

Objectives	Strategies
What do we want to achieve?	How will we do it?
<ul style="list-style-type: none"> Enhanced international profile and reputation Internationalisation central to strategic decision-making Increased proportions and diversity of international students and staff 	<ul style="list-style-type: none"> Enhance international marketing and communications Engage our network of alumni Expand and increase opportunities for students to gain an international experience Expand and deepen international partnerships Increase the diversity of our international staff and student populations

Key Performance Indicators	Current Performance	Targets
How will we measure progress?	What is our baseline?	What are our ambitions?
11. Number of Non-EU students	2,035 FTE	Increase to 2,650 FTE by 2020
12. Diversity of Non-EU student population	46%	Monitor the proportion of Non-EU students from beyond our five most well-represented countries
13. Proportion of academic professional staff who are international	34%	Monitor the proportion of academic professional staff who are international

Operational excellence

The efficient and effective management of our resources – our people, finances, physical assets and information – is vital to the achievement of our ambitions. In order for our students and staff to achieve at the highest level, we will ensure that these resources are optimally aligned, with financial sustainability at the core. We will evolve and embed a team-based approach to delivery, guided by our institutional values.

The successful realisation of our strategic vision relies on the collective commitment of all our staff to the strategic priorities, performance indicators, targets and values of the University.

We will ensure a supportive, people-oriented and rewarding working environment where staff will benefit from opportunities for development, a shared set of common aims, clear lines of communication and a commitment to equality and diversity. This includes our commitment to a new, extended Athena SWAN charter open to humanities, social science, law and business schools and covering wider issues of gender equality including the progression of professional, technical and support staff.

We are building for the future with a bold 10-year, multimillion-pound investment to transform our estate and deliver first-class facilities for teaching, research and knowledge exchange. We will continue to develop an attractive, dynamic, technology-enabled and environmentally-sustainable campus that reflects our status as a leading international technological university, supports our strategic ambitions and delivers for staff, students and partners.

The strategic use of technological solutions to support the delivery of transformational services is central to the realisation of our vision and ambitions. We will deliver state-of-the-art, innovative and ‘best-in-class’ information technology, regardless of physical location, to enhance our teaching, research and collaborative activities and to drive and support business change.

Ensuring continued financial sustainability as an institution requires that we generate sufficient funds both to cover our operating costs and to support our ambitions for investment in our staff and students and in our estates, IT infrastructure and facilities. We will do this by coupling innovative solutions with effective and efficient financial

practices to achieve value for money in all our operations. We also aim to maintain an operating cash surplus that will enable strategic and sustainable investment in the pursuit of our ambitions.

We will be innovative in delivering our strategic ambitions – questioning, challenging and developing our operations and processes to ensure that we are effective in all that we do. Our strength will lie in our ability to respond quickly and flexibly to developments in the external environment and to create and take advantage of opportunities when they arise.

Objectives	Strategies
What do we want to achieve?	How will we do it?
<ul style="list-style-type: none"> • Effective and engaged staff • Supportive environment for students, staff and partners • High-quality infrastructure • Value for money • Realise benefits from organisational values • Financial and environmental sustainability 	<ul style="list-style-type: none"> • Support staff development and leadership • Improve diversity and promote equality • Deliver planned infrastructure developments • Capitalise on our investments in information systems and tools • Maximise efficiency and effectiveness • Act and make decisions guided by our organisational values • Evolve and embed a team-based, collaborative approach to delivery • Maintain an operating surplus sufficient to meet strategic aims in a sustainable manner

Key Performance Indicators	Current Performance	Targets
How will we measure progress?	What is our baseline?	What are our ambitions?
14. Athena SWAN Silver award	Bronze Institutional Award renewed 2014	Submit for Silver Institutional Award by 31 July 2020
15. Operating surplus as a % of turnover	2.5%	Achieve a surplus annually of between 3 - 5%
16. Carbon emissions	30,000 tCO ₂ e	Reduce by 25% by 2020

the place of useful learning
www.strath.ac.uk/whystrathclyde/strategicplan
University of Strathclyde Glasgow G1 1XQ

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