



UNIVERSITY OF
PLYMOUTH

OUR STRATEGY

UNIVERSITY 2030: A FUTURE OF EXCELLENCE

“In 2004, we were the first to describe ‘microplastics’ in the ocean.”
Professor Richard Thompson, OBE



Experiential learning: Second year
Marine Biology students out in the field

UNIVERSITY 2030: A FUTURE OF EXCELLENCE

Our University **advances knowledge and transforms lives**. This mission has been the foundation of extensive, rich and positive discussions across the institution as we have created this exciting new Strategy for the next decade.

We will build institutional reputation through our areas of excellence in education and research, the culture of our location that is steeped in collaborative partnerships and global discovery, and our staff who are committed to the University's success. The University will be ahead of the competition in a rapidly changing higher education environment through being ambitious, confident, agile and outward looking.

The University of Plymouth is pre-eminent in research and education relating to marine and maritime environments and societies, and is uniquely placed to build upon this distinctiveness and global recognition. We will ensure this. Environmental sustainability research, education and practice has been at the heart of the University over many years. We will nurture this vibrant and influential leadership.

We have set two ambitious institutional goals – to be top 30 nationally and top 250 internationally by 2030. These are achievable through the commitment to excellence in everything we do. Maintaining our broad subject-base we will become an international university of the region.



We will invest to achieve our ambitions. In the very best staff, in our estate, in emerging technologies and digital trends. We will not just adopt best practice but drive it.

The University of Plymouth has a proud heritage as an institution that makes a difference. Now is the time to build on this, through our students, researchers, staff, graduates, partners and communities.

Thank you for your support and positivity in developing this Strategy. The following pages expand on the important elements introduced here. I look forward to working together to achieve our ambitions and our future.

Professor Judith Petts CBE
Vice-Chancellor

SUCCESS FOR THE FUTURE

Mission

Advancing knowledge,
transforming lives.

Vision

We will be a broad-based,
research-intensive university,
open to all who can benefit
from a University of Plymouth
education, and delivering excellent
interdisciplinary research,
experiential education and
civic engagement.

The Core Principles

We will adapt our existing core strategic principles to enhance the University's reputation and to understand sustainability as an embedded principle across everything we do.

1. **Quality:** striving for the highest quality in everything we do.
2. **One Team:** working, planning for and delivering a shared vision, underpinned by a strong sense of collegiality.
3. **Reputation:** building our institutional reputation through confidence in our pioneering contributions, excellence in education and research, socio-economic impact, and thought leadership.
4. **Sustainability:** sustainability in our finances, reputation, services, partnerships, environmental performance and global contribution.



Tsunami wave experiments
in the Coastal Basin



Achievers: Faculty of Science and
Engineering Graduation Ceremony

MARINE AND MARITIME ENVIRONMENTS AND SOCIETIES

We want to maintain and build upon our pre-eminence internationally for contributions to the sustainability of marine and maritime environments and societies.

The marine environment is integral to the well-being of life on Earth. Covering 70% of the Earth's surface, the marine environment is home to 95% of the Earth's species. Humans are dependent on the oceans more than ever before – for food, oxygen, water, mineral, sustainable energy. Yet vast areas remain unexplored. Mega cities of the world are on coasts, capitalising on economic and trade benefits but impacting on, and vulnerable to, marine environments and climate change impacts.

Of growing economic importance, marine and maritime industries support over 950,000 jobs in the UK. The UK has a Maritime Strategy to 2050 which supports significant investment as well as protection. In the South-West, regional development strategy is strongly anchored in offshore renewable energy, autonomous shipping, marine cyber security and the health and well-being of both coastal and rural communities.

The University of Plymouth is pre-eminent in these matters, and more.









THE QUEEN'S
ANNIVERSARY PRIZES
FOR HIGHER AND FURTHER EDUCATION
2019

From its foundations as a College of Navigation in the 19th century, the University has built a unique breadth of disciplinary interests in matters relating to marine and maritime environments and societies. Leading education and research in Marine Biology (not least in marine microplastics), Ocean Science and Marine Engineering is complemented by marine and maritime themes across the University, including in History, English, Education, Architecture and the Built Environment, the Business School, Law, Geography and Psychology. Three times recipient of the Queen's Anniversary prize, two of which were awarded for the University's strengths in marine and maritime research.

Furthermore, Plymouth is the first choice for Health in the South-West, a focus for training of professionals in a system that can capitalise on the well-being opportunities of the 'blue environment', while responding to the problems common amongst ageing populations and the health inequalities of coastal communities. Interdisciplinary health research includes links between marine biology and the discovery of novel antibiotics.

The University of Plymouth is equipped to build upon this base – given our location, the history and priorities of our City, our leading-edge education and research facilities, and our strong partnerships with research organisations and industries in Plymouth itself and internationally.

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|--|---|---|
|  1st in the UK and 8th in the world in Marine/Ocean Engineering  (Shanghai International Rankings 2019) |  Top 10 University for Geology, Environmental, Earth and Marine Sciences (Times Higher Young University 2019) |  Educates more students who choose marine-related courses than any other UK University  |
|  3x winner of the Queen's Anniversary Prize Microplastics and Marine and Maritime Research | | |



Mayflower Autonomous Ship (MAS)

OUR STRATEGIC PRIORITIES

Three strategic priorities underpin our Strategy for Excellence supported by a fourth enabling priority. Each priority has high level objectives which are introduced here and will be developed further through an Implementation Plan which defines the key areas of work over the 10-year period, supported by key performance indicators. The plan will be responsive to changing circumstances and opportunities over the decade.



Health Professions lecture

PRIORITY 01

Priority One: Deliver excellent education and research

Ensure an innovative education portfolio

- Scale development of blended and experiential learning and personalised assessment.
- Grow and develop the postgraduate taught offer.
- Establish competitive online programmes with global reach.
- Grow international student numbers and TNE programmes and partnerships to support influence.

Deliver programme excellence

- Predict market needs and respond to new opportunities.
- Create lean and coherent portfolios grounded in research strengths.
- Optimise our location and industrial links for experiential learning.
- Provide opportunities for all students to engage with sustainability, not least in marine and maritime issues.

Support strong research foundations and build research power

- Build research power by increasing the percentage of research-active staff (as defined by the Research Excellence Framework) and growing research income.
- Grow our own research talent base.
- Grow a strong doctoral research community to support research intensity.
- Support cross-institution interdisciplinary institutes that address global challenges.

PRIORITY 02

Priority Two: Nurture outstanding students and staff

Provide a distinctive South-West coast experience preparing graduates for the world

- Blend research-enhanced, experiential education and excellent student support to ensure critical skills for our graduates' futures.
- Provide opportunities for students to take advantage of the natural assets of the region.
- Leverage opportunities for students to make a positive difference to communities.

Attract, develop and retain excellent staff

- Focus recruitment in high-performing areas to build critical mass.
- Unlock academic staff time for development of their teaching and research.
- Support staff to be highly connected externally and ambassadors for the institution.

PRIORITY 03

Priority Three: Drive global connectivity that makes a difference

Achieve influence and impact through significant industry and business partnerships

- Optimise research impact and knowledge exchange to the benefit of society and the economy.
- Capitalise on applied expertise to support graduate pathways into employment.
- Drive revenue from shared R&D activities to support investment.

Maximise reach through strategic and exciting institutional partnerships

- Grow a sustainable and strong group of international partnerships.
- Particularly build significant partnerships with leading marine and maritime institutions.

ENABLING PRIORITY

Invest to ensure a leading-edge, sustainable university

- Enable investment through optimisation of resource allocation.
- Optimise emerging technologies and digital trends for the benefit of all.
- Deliver transparent and responsible institutional stewardship.



Dental student in clinical practice teaching session

HOW WILL WE KNOW THAT OUR STRATEGY FOR EXCELLENCE HAS BEEN SUCCESSFUL?

In summary, by 2030 the University will be:

- A broad-based, international university of the region, maintaining pre-eminence in research and education in marine and maritime environments and societies, and leadership in environmental sustainability.
- Exuding confidence in its excellence and impact.
- Attracting, investing in, and retaining the very best staff who are delivering excellence, with critical mass built and maintained in areas of research excellence. At least 75% of academic staff will be defined as 'research-active'.
- Leading research responses to global challenges, particularly through international and interdisciplinary collaborations.
- Impacting economic and societal outcomes through strong and productive industrial and civic engagement.
- Nurturing skilled, adaptable and resilient graduates who become global citizens and leaders.
- Delivering a mixed portfolio of level and type of programmes, predicting market needs, responsive to new opportunities and reflective of research strengths. At least 20% of the student population will be postgraduate taught students and at least 20% international students.
- Prioritising personalised, research-led and experiential education and learning, connecting with learners internationally.

- Sustaining an exciting group of international partnerships that are flourishing in terms of education and research, the exchange of staff and students and project collaboration. Significant partnerships with leading marine and maritime institutions will be a defining characteristic.
- Ensuring thought-leadership, setting policy agendas locally, nationally and internationally, and communicating and engaging effectively with all stakeholders.

Key indicators of success:



Top 30
in national
league tables



Top 250
in international
ranking

Our culture, ways of working and investment will be driving this success. The University will be:

- Delivering a healthy surplus to support investment.
- Agile and innovative, willing to take calculated risks, ensuring the University is ahead of the competition in a rapidly changing environment, and dynamic and responsive to the opportunities to sustain excellence.
- Supporting staff to drive new initiatives and be proactive ambassadors for the University.
- Supporting world-class professional services that fully meet the University's needs and aspirations and that are agile in adopting new practices, including shared services opportunities.
- Attracting corporate investors and partners in our research and education facilities and activities with a significant development campaign.
- Supporting staff and students through a leading-edge digital strategy.
- Maintaining high-quality infrastructure that is inspiring, transformative, sustainable, digitally enabled and makes a difference to our city and community.



University of Plymouth: Rolle Building

THE NEXT STEPS

The University will develop an Implementation Plan to support the strategy which will include phased activities over the ten year period with agreed key performance indicators.

Through the annual process of business planning, the Faculties and Professional Services will be discussing how to align their activities to the 2030 goals.

Teams will review their existing strategic priorities and identify those best aligned with this new Strategy. These will become their priority areas, which will be monitored by local performance indicators.

Your input and support has been crucial to the development of Strategy 2030 and will continue to underpin our success.

We will continue with regular updates through Staff Briefings, Vice-Chancellor video messages, open fora, discussions in the Senior Leadership Forum and through your faculty and services teams.

Our **Future of Excellence** belongs to everyone.

Let's make it happen.



Architect's impression of the new Intercity Place building at Plymouth station



UNIVERSITY OF PLYMOUTH

True to our roots and place we are pioneering and we advance knowledge and transform lives.