



University  
of Exeter

Strategy 2030

Together we  
create the possible







To use the power of  
our **education** and  
**research** to create  
a **sustainable,**  
**healthy and socially**  
**just future.**





In order to achieve our purpose, in the next decade we will build on our strong interdisciplinary culture to:



Lead meaningful action against the climate emergency and ecological crisis.



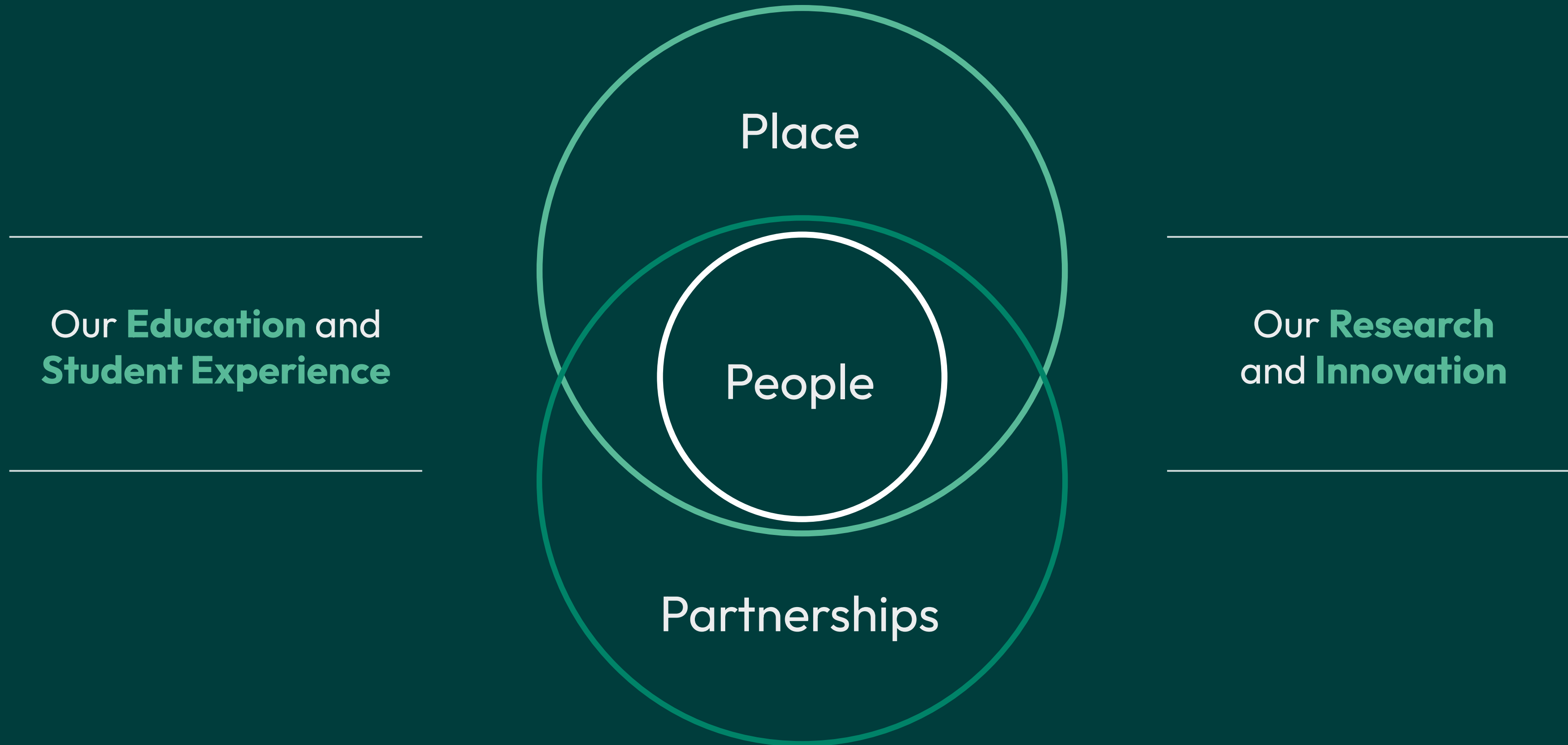
Make key breakthroughs to transform human health and wellbeing.



Lead the progress towards creating a fair, socially just and inclusive society.

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We do this by developing critical, creative and empowered people through our educational programmes and by creating knowledge, making discoveries and providing solutions through our research. We are committed to working with our partners and communities, to being a great employer, providing accessible education and preserving, advancing and disseminating knowledge.



Our **Education** and  
**Student Experience**

Our **Research**  
and **Innovation**

# Our Key Themes

# OUR EDUCATION AND STUDENT EXPERIENCE

We will challenge and inspire our community of learners from every background to thrive, develop the skills they will need for the future and lead the change the world needs.

## Commitments

- We will support success for all of our learners by providing an exceptional, personalised and immersive student experience, in a research-intensive environment, nurturing key qualities including intellectual enquiry, problem solving skills, entrepreneurship, digital literacy, cultural competence and global citizenship. Our campuses will be centres of engagement and discovery.
- We will offer a diverse in-person and online educational portfolio, enabling lifelong learners from all backgrounds to gain the experiences and qualifications they need, in flexible ways. We will engage in innovative partnerships with global and regional partners, alumni and universities around the world to make this happen.
- We will support our educators to be recognised internationally for the quality of their work, their innovation and their leadership in education, which will benefit our colleagues, students and society.

## Strategic priorities

- We will invest in digital technology and digital skills development, to enhance and personalise student engagement, learning and support. Students from all backgrounds will be able to access our education at any time; our students will learn and share experiences with others across the world and we will give our students the very best support throughout their time with us, and beyond.
- We will launch an Exeter Education Innovation Institute to celebrate and develop our inspirational educators and support and enhance innovative ways of teaching and learning. We will be a leading innovator in digitally transformed and enabled education.
- We will expand our degree apprenticeships and short courses to support learners at all stages of their careers.
- We will embed innovation and entrepreneurship in our education to equip our students for the future and to benefit wider society.

# OUR RESEARCH AND INNOVATION

Our **dynamic and innovative research culture** will foster new discoveries, inspire creativity and bring people together to solve the challenges of today and tomorrow.

## Commitments

- Through our interdisciplinary research institutes, networks, centres, departments and partnerships, we will work across teams and disciplines to make new discoveries and tackle societal challenges on a local, national and global level. We will build, support, enable and promote this way of working.
- We will create transformational relationships with external partners to ensure that our research is translated for public good and economic prosperity.
- Our research excellence will be underpinned and enhanced by an open, ethical and supportive research culture and environment.

## Strategic priorities

- We will create the **Exeter Futures** initiative to support bold, new research ideas, working across disciplines and with our partners to address societal challenges. Each year, we will support a number of new research ideas from the community and provide the resources and time for teams to pursue ambitious new avenues of research.
- We will **develop a sustainable research model** for the future and support our researchers to grow and diversify income sources from business, governments and other external funding bodies.
- We will **redesign our campuses** to ensure that we have the space for co-creation, innovation and partnership.
- We will **launch a series of research networks** that enhance and support our disciplinary and interdisciplinary strengths.



## OUR PEOPLE

We will support each other to thrive, be fulfilled and reach our potential. We will celebrate diversity and be inclusive, fair and compassionate in everything we do, prioritising the health and wellbeing of our community.

### Commitments

- We will trust and empower our colleagues and students to use their voices to challenge, improve and be creative. We will support everyone to be involved in the discussions about issues that affect us, and champion compelling ideas from across our community.
- We will develop strong support and development programmes for our colleagues across their careers and reward excellence wherever it is found.
- We will champion freedom of speech and academic freedom whilst standing against discrimination in all its forms, promoting equality and inclusion in all that we do.

### Strategic priorities

- We will develop a Wellbeing, Inclusion and Culture Board to provide senior leadership and ensure delivery of our health and wellbeing, diversity and inclusion and development strategies, and their intersectionalities.
- We will create reward, recognition and promotions schemes that value and recognise excellence across all careers supported by our performance review and enhanced staff development processes.
- We will develop technology-enhanced, flexible working practices to respond to the opportunities and challenges posed by the future of work.
- We will accelerate the delivery of our widening participation plans by exceeding our ambitious targets for the proportion of our student population who come from state schools, underrepresented groups and low participation backgrounds. We will support equality of opportunity and outcomes for all.
- We will take action to improve the diversity of our community and our leadership.



## OUR PLACE

We are a global university with regional, national and international impact and relevance.

### In our region

We will be a university embedded in our community, increasing opportunities for our local residents and taking a leading role in the prosperity and success of the region.

## Commitments

- With our partners in the South West we will increase the productivity of regional businesses, grow new jobs and support sustainable growth.
- We will build an exceptional education ecosystem in Exeter, Cornwall and across the South West that creates the best opportunities to flourish and delivers the lifelong skills people will benefit from in a rapidly changing economy.
- We will commit our resources – intellectual, physical and human – to increase skills levels and to support the region in becoming an international hub for net zero, clean growth and nature recovery.
- We will support and enhance the culture, heritage, creative life and economy of our region.

## Strategic priorities

- We will launch a [Net Zero Plus Innovation Hub for the South West](#), supporting regional businesses and organisations with their climate and environment action plans. We will attract start-ups and entrepreneurs to the region, providing skills development for green and digital transformation and building the South West into an international leader in climate action, biodiversity and natural capital.
- We will [grow our research, education and partnership activities in Cornwall](#), aligning our activities with regional priorities and building on our reputation for sustainability.
- We will further [develop our St Luke's campus with a health and wellbeing focus](#), scaling up our biomedical and clinical research power.
- We will [develop Civic University agreements across the South West](#) committing to delivering our shared priorities including environment, health, culture and skills.
- In the City of Exeter, through the development of the [Creative Arc](#), we will work collaboratively to enhance regional development, economic regeneration, wellbeing and quality of life.



## OUR PLACE

### In our world

We will be a globally networked university, offering outstanding education and research opportunities for our communities, and creating strong partnerships to tackle the world's biggest challenges.

## Commitments

- With universities, organisations and communities around the world, we will work together, combining our knowledge and expertise to address the UN Sustainable Development Goals.
- We will use technology to deepen, extend and facilitate our collaborations, transcending international boundaries and helping to tackle the environment and climate emergency.
- Our international teaching, learning and employability opportunities will prepare our students to become active global citizens making a positive impact on the world.

## Strategic priorities

- We will enhance our international academic reputation through investing in the excellence of our research and education and our leadership in environment, human health and social justice.
- Working with our partners, we will deliver innovative joint programmes and global classrooms to create a community of learners around the world.
- We will engage our global alumni community to benefit from their expertise, networks and insights to support the delivery of our strategic vision.
- We will increase the international diversity of our student and staff community.



# OUR PARTNERSHIPS

We must **work together to overcome the challenges of the twenty-first century**. We will **work with partners, students and alumni across our campuses, our region and the world in our pursuit of new knowledge, opportunities and impact**.

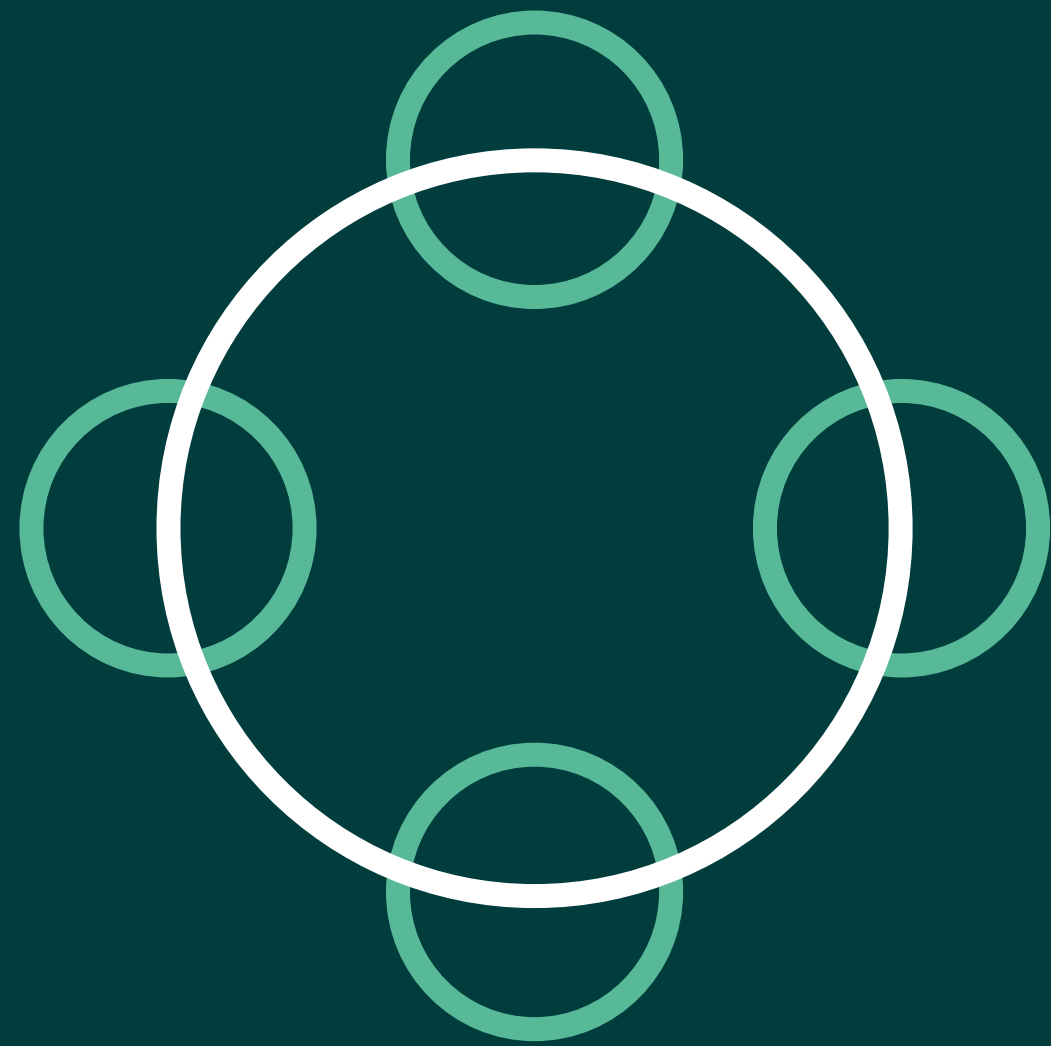
## Commitments

- In partnership with our students, we will create a sector-leading student experience.
- We will partner with organisations to exchange research and technology, together creating new ways to increase productivity and grow meaningful jobs.
- We will be partners in global networks of universities with shared values, creating new research and education opportunities.

## Strategic priorities

- We will launch a **new business engagement initiative**, allowing businesses and other organisations to easily access and benefit from our capabilities, expertise and skills.
- We will **help our researchers and educators to find the right partner organisations to co-create and exchange knowledge and innovation**.
- We will **create joint positions with businesses, public and third sector organisations and global partners** to increase knowledge transfer and the impact of our work.
- We will **develop a sector-leading partnership with the Students' Guild and the Students' Union** so that the student voice is at the heart of our decision making and strategic planning.

# Collaboratively



**We will be a university without barriers, working together across our academic disciplines, professional service teams, current student body, global alumni community and partners. Doing so makes us stronger and makes the work we do together more creative, innovative, rewarding and fun.**

We commit to nurturing and supporting team and cross-disciplinary collaboration to achieve our goals. We will create time, space, support and initiatives to enable innovation and discovery and to make us leaders in this way of working.



# Sustainably



**We will be a recognised leader in organisational, financial and environmental sustainability. Through our ethical partnerships and investments, we will maximise our positive impact on the world.**

We commit to designing our services with and for their users and we will simplify our governance and decision-making to create the time and resources we need to tackle the big challenges and to innovate. We will ensure the long-term financial sustainability of the organisation through rigorous management of our finances and assets, to enable us to invest in our strategic priorities. We will ensure that our colleagues and students are supported to thrive, entering into lifelong relationships with us as an employer and institution. We will demonstrate leadership in rebuilding and regeneration through our response to the environment and climate emergency, delivering on the commitments in our carbon management plan, delivering net zero throughout our operations and driving change within and through our partnerships.

# Digitally



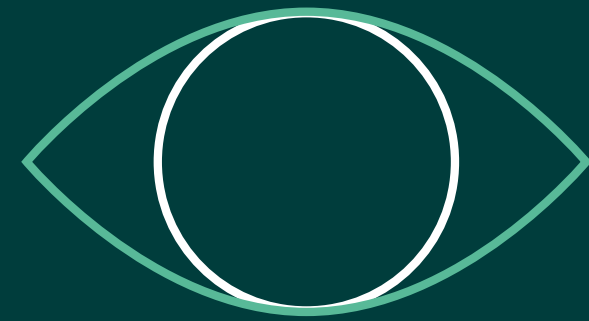
**Digital technologies will transform both ‘what we do’, through the use of research, insight and data, and ‘how we do it’, through our workplace design, the skills we develop, the way we work and collaborate. Our digital transformation will have our people and their needs at its heart.**

We commit to investing in digital technology and digital skills development, working with partners who share our values, in order to strengthen our education, research and partnerships and to meet the needs of our students and colleagues across and between our campuses.



## Our Values

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### Discovery

We thrive on imagination and creativity to make new discoveries and to innovate in our ways of working.



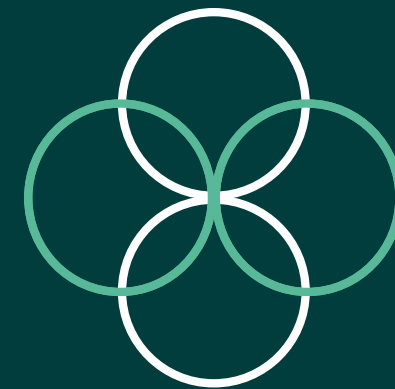
### Respect

We respect our community and our environment, and we build trust and wellbeing by showing kindness.



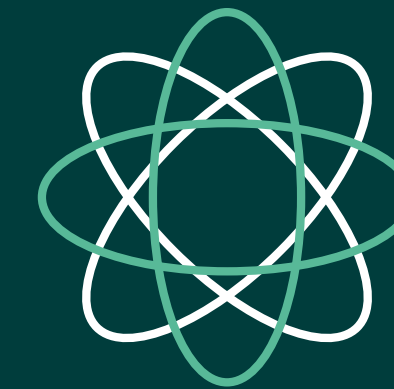
### Excellence

We seek to excel and deliver the very best in everything we do.



### Inclusion

We welcome and champion diversity to create a sense of belonging so that everyone is valued.



### Community

We work best when we collaborate to deliver on shared priorities and goals.



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