



St George's
University of London



2030

Strategic Vision

OUR MISSION

Our mission is to improve health for everyone through inspiring education and research.

OUR VALUES

Our values keep us striving to deliver this mission and demonstrate how we aspire to CARE for ourselves and others.

C - COLLABORATION

We work as a community and engage external partners to deliver our mission.

A - AMBITION

We strive to achieve the best for ourselves and others, responding dynamically to new challenges.

R - RESPECT

We are open-minded, listening to others and valuing different perspectives.

E - EQUITY

We are inclusive, tackling inequity in all its forms.

OUR CORE DELIVERABLES

We will achieve our mission through our work in three core areas: research, education and professional services.

1. Research & Enterprise

R1 We will pursue a culture of research excellence based around collaboration, which rewards innovation and promotes equal opportunities by

R1.1 Strengthening partnerships across and beyond the university, particularly with the adjacent St George's University Hospitals NHS Foundation Trust and partners.

R1.2 Attracting and retaining research talent, developing the leaders of tomorrow through tailored training and personal development programs and providing students with research opportunities.

R1.3 Supporting our academics to develop their research profile, through recognition by external bodies and stakeholder groups.

R2 We will increase our research volume and income by 50% (compared to 2022) by

R2.1 Focusing on delivering research with high quality outputs and impact, which improves health locally, nationally and globally.

R2.2 Increasing the number of research active academics by a minimum of 15%.

R3 We will provide an outstanding environment in which to undertake research with integrated research support services and specialist facilities by

R3.1 Investing in our research environment, creating more purpose-built space for Research & Enterprise activities.

R3.2 Modernising our infrastructure to facilitate effective research operations.

R3.3 Building an information management and computational environment that enables world leading research in our priority areas.

R4 We will develop our knowledge exchange activities to ensure that our research and knowledge has the greatest possible impact

R4.1 Building partnerships with the public, private and third sector through enterprise, innovation, licensing, consultancy and contract research.

R4.2 Involving students and the general public in enterprise and research, in order to deepen their understanding of, and contribution to, the development of our research priorities.



2. Education & Student Experience

E1 We will shape an enriching academic experience centred in research, practice and professionalism that equips graduates to have a positive impact in the world by

E1.1 Reimagining the St George's curriculum for inclusive and interactive learning, teaching and assessment, underpinned by tailored academic support and digital technology.

E1.2 Integrating education and research communities and creating a culture and curriculum that engages students with problem-solving, enquiry and research.

E1.3 Embedding practice-based learning, authentic assessment and rich opportunities for students to develop the skills, critical insight and confidence to be future leaders and agents for change.

E1.4 Fostering and rewarding expertise, innovation, research and scholarship in education as part of a culture of excellence.

E2 We will create an outstanding environment for student learning and development within a supportive university community by

E2.1 Investing in our education spaces, digital systems for learning, teaching and assessment and wider student facilities.

E2.2 Designing harmonised support services and university processes that have student wellbeing at their heart.

E2.3 Championing effective two-way communication, responsiveness to student feedback and active collaboration between students and staff.

E2.4 Creating opportunities for students to broaden their horizons, participate in research and enterprise, lead collaborative projects and drive positive change.

E3 We will expand our Education portfolio, diversify our offer and increase our international reach by

E3.1 Building on our core strengths to develop new programmes, including collaborating to integrate health with other disciplines.

E3.2 Developing a distance learning portfolio of programmes and short courses for a diverse range of learners in the UK and overseas.

E3.3 Growing our flexible provision by expanding professional education, creating new short courses with multiple modes of delivery, and enabling students to complete programmes in stages.

E3.4 Expanding our international student numbers on programmes and study abroad modules.

3. Professional Services

P1 We will embed a culture of customer-orientated operational excellence in all that we do by

P1.1 Delivering customer service excellence, achieving and maintaining a formal customer service accreditation and improved student satisfaction.

P2 We will enable our students and staff to thrive in a high-quality physical and virtual environment by

P2.1 Ensuring that both virtual and physical environments can support a high-quality, seamless experience between virtual and in-person teaching and working.

P2.2 Supporting expansion through innovation.

P2.3 Investing in non-academic facilities for students to support an excellent university experience.

P3 St George's will be a rewarding place to develop a career through

P3.1 Attracting, developing and retaining a talented and high-performing workforce with a shared sense of purpose.

P3.2 Fostering collaboration and mutual respect between professional services and academic colleagues, ensuring higher education administration is championed as a career pathway by creating development opportunities.

P4 We will support growth in education and research by

P4.1 Enhancing operational excellence, with streamlined processes, effective and up to date systems, and a 'right-sized' workforce.

P4.2 Equipping professional and technical services with resources supportive of growth.



OUR WIDER COMMITMENTS

Alongside our core delivery areas, we have identified three priorities through which we will increase our impact as a university:

1. Influencing the health policy agenda in the UK and globally

We are a compact university, with a global reputation and network. We want to continue to use our research and expertise to drive global impact in the improvement of health.

By 2030,

we will be leveraging our impact by increasing our presence in national and international health fora.

we will be an important 'go to' voice in the UK for expertise in health research and education.

we will increase our role in advocating for change to support the development of future healthcare professionals.

we will have equipped our staff and academics to engage at this level.

2. Being an integral part of our local community

Civic engagement is central to our mission as a university. We want our local community to be proud of us, as their local university, and we want to have an impact on the lives of people who live and work in London.

By 2030,

we will provide positive economic, employment and study opportunities for our local area and be recognised as a trusted source of knowledge.

we will be known for the impact of our research and the difference our community make to the lives of others.

we will be a valued partner for local organisations, with strong connections to businesses and schools in London.

we will be visible and accessible to people living and working across London, working together to drive societal change.

3. Becoming an environmentally sustainable university

The climate crisis we are facing has wide-reaching implications for health for everyone. With our specialist focus, we should lead the agenda on health and climate. We will work in collaboration with St George's University Hospitals NHS Foundation Trust, with whom we share our site, to achieve our ambitions.

By 2030,

we will have made substantial progress towards the decarbonisation of our estate.

we will be on target to reduce scope 1 and 2 carbon emissions.

we will have embedded sustainable practice across our curricula.

OUR ENABLING THEMES

To support our core deliverables and wider commitments, we have four enabling themes for which we hold ambitious goals:

1. Resilience: equipping our students and staff with the skills, self-awareness and compassion to thrive and reach their full potential

As the UK's specialist health university, in order to develop the future workforce for our healthcare systems, we will strive to develop rounded professionals who are able to both excel in their careers and maintain a positive work-life balance.

By 2030:

wellbeing will continue to be central to who we are and how we operate.

we will have invested in the staff and infrastructure (physical and systems) needed to give students the necessary support and space to thrive in their St George's education.

we will have invested in our staff, so we are resourced to deliver requirements across the University.

2. Inclusivity: becoming a more inclusive community of staff, students and alumni

We want to be a place which develops ideas, people and knowledge that serve a diverse world.

By 2030:

we will have further developed our understanding of equality, diversity and inclusion issues, taking a proactive and targeted approach to remove barriers faced by members of our community. This includes, but is not limited to, continuing to promote race, disability, gender and LGBTQ+ equality.

we will have made education, research and our campus highly accessible, ensuring the support we offer to students and staff responds to their diverse needs.

we will be recognised for our inclusive leadership approach.

our curricula will develop students with the knowledge and attributes to serve a diverse world.

3. Growth: improving our financial performance

As a compact university in a unique location, we will continue to be creative and ambitious and actively pursue opportunities to grow in the coming decade.

By 2030,

we will increase Education income through portfolio expansion, streamlining and efficiencies, increasing student numbers (FTE) by at least 20% (from 2022).

we will have increased our research and enterprise income by 50%.

we will have developed strategic partnerships that will extend our impact.

we will influence policies that support a sustainable higher education sector.

the strength of our brand identity will attract more people to join us and support our work.

4. Integration: developing our infrastructure to remove siloes and effectively integrate our academic functions

By 2030,

we will have embedded the policies, practices and culture required to support fully integrated working within and between our Research and Education functions.