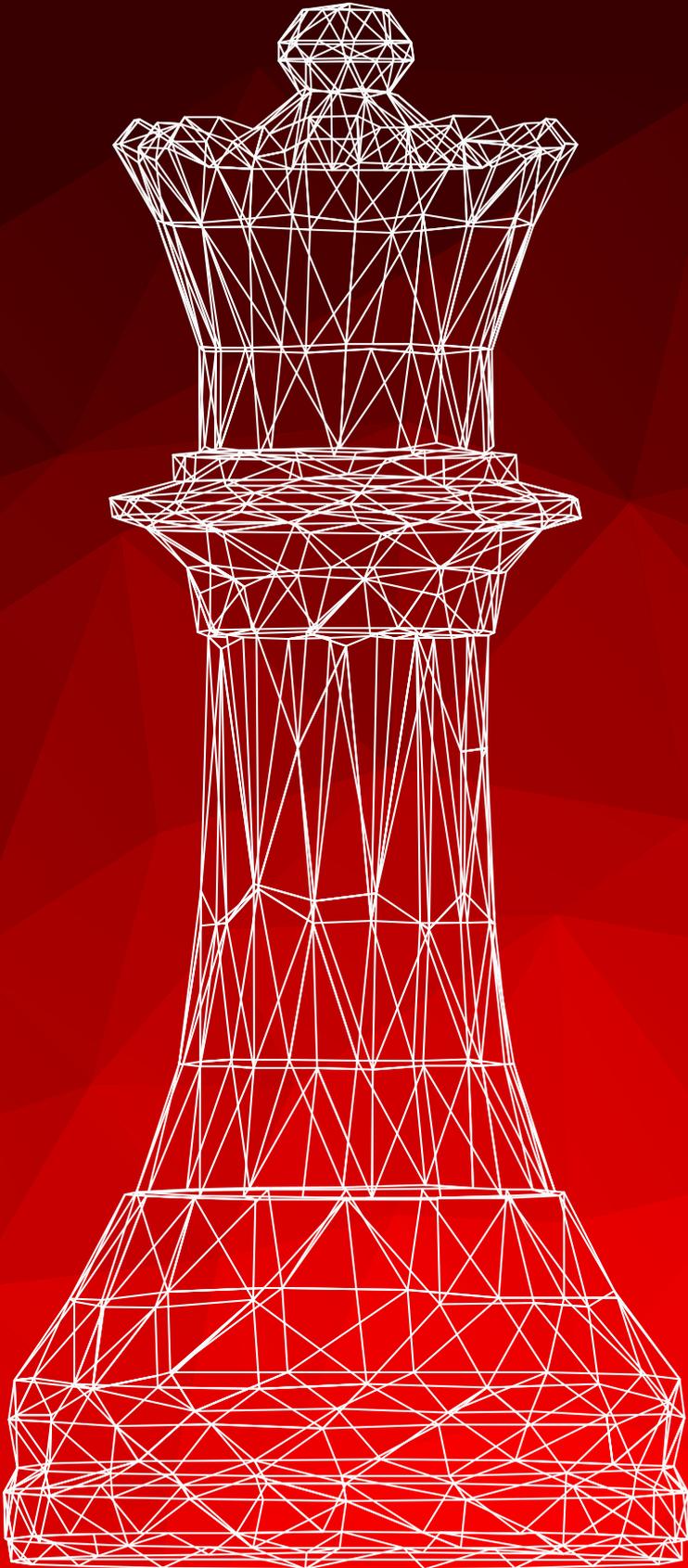




**QUEEN'S  
UNIVERSITY  
BELFAST**

**STRATEGY  
2030**



**DELIVERING  
FOR OUR  
*FUTURE***



## STRATEGY 2030

Since 1845, Queen's University staff, students and alumni have made a difference to societies locally, nationally and internationally. Today, we are one of the UK and Ireland's leading universities and continue to shape and serve the world around us through our research and teaching.

Queen's has always been a generator of knowledge. We tackle the issues faced by individuals and societies at a local, regional and global level and we are an engine of progress that is central to the socio-economic success of Northern Ireland.

Strategy 2030 sets out our ambition for the next ten years to shape a better world through life-changing education and research across our disciplines, investing in our people, both students and staff, to ensure excellence and impact.

Our Strategy has been developed through extensive engagement with staff, students and external stakeholders at a time of unique global crisis - the COVID-19 pandemic.

Strategy 2030 defines the response of the University in this crisis as we drive the social and economic recovery of Northern Ireland, a recovery that must be based on inclusion and sustainability. The role of Queen's in the recovery underlines our vision to meet the needs of Northern Ireland, driving social and economic change with global resonance.

STRATEGY 2030 SETS OUT  
OUR AMBITION FOR THE NEXT  
TEN YEARS TO **SHAPE**  
**A BETTER WORLD** THROUGH  
LIFE-CHANGING EDUCATION  
AND RESEARCH

# OUR VISION

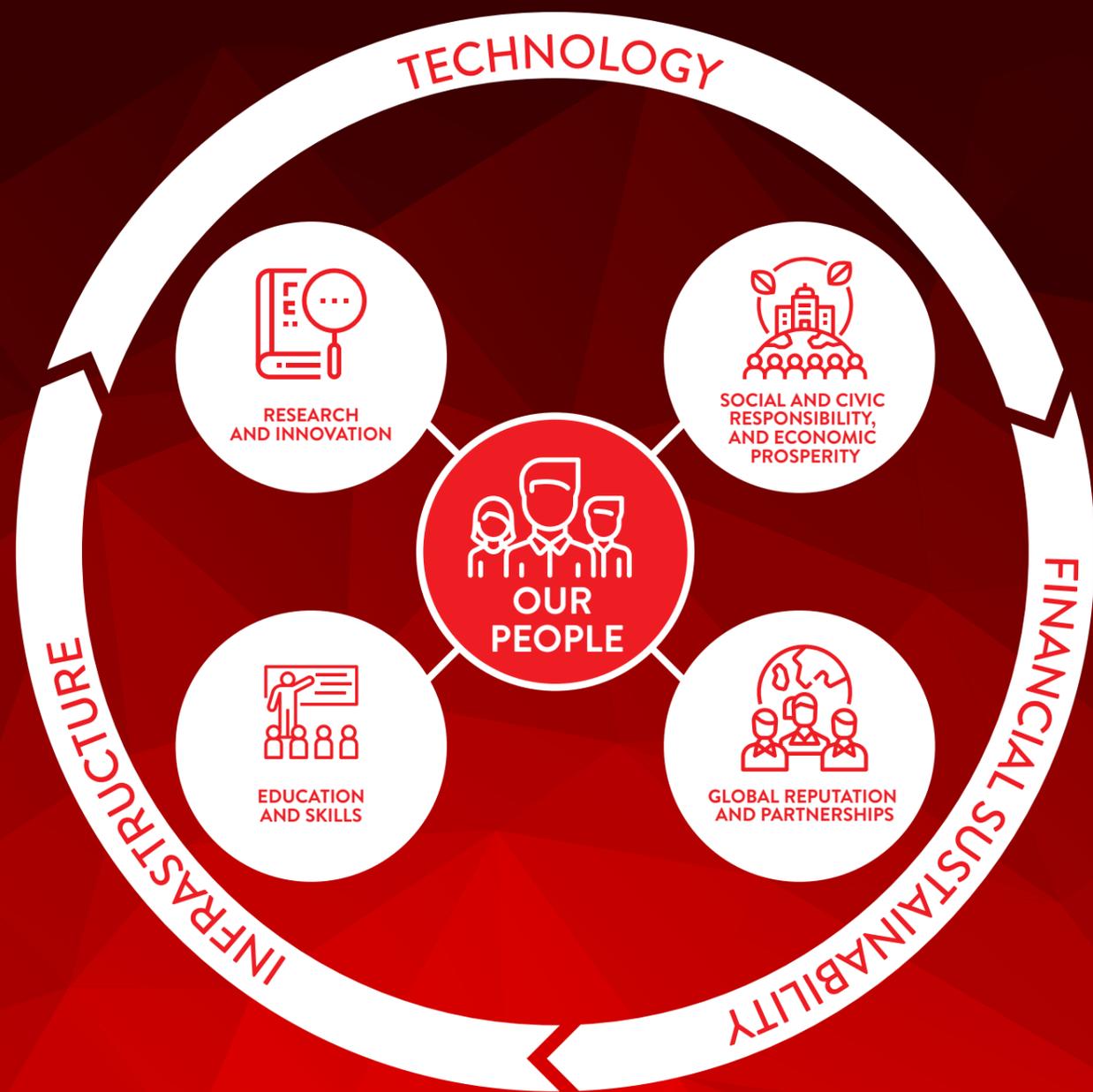
Our vision is to be a global research-intensive university, generating internationally leading research coupled with outstanding teaching and learning, focused on the needs of our society, locally and globally. Our ambition for 2030:

- 01**  **A GLOBAL UNIVERSITY**  
 From our hub in Belfast we will build partnerships and collaborations across the globe, attracting the brightest and the best, being known for our exceptional record in diversity, inclusion and sustainability.
- 02**  **SCALE NEW HEIGHTS**  
 Climbing the Global league tables and ranked in the top 175 in the world.
- 03**  **A TRANSFORMATIVE EDUCATION AND STUDENT EXPERIENCE**  
 That inspires and delivers the engaged global citizens of tomorrow with flexible and broad-based learning opportunities that are lifelong, coupled with outstanding support.
- 04**  **RESEARCH OF THE HIGHEST QUALITY AND IMPACT**  
 A university known for research of the highest quality, with impact and exceptional translation driving strong partnerships with industry and business.
- 05**  **A GREAT PLACE TO WORK**  
 A leading employer for equality, diversity and inclusion with an organisational culture that supports and empowers staff to produce their best.
- 06**  **AN ANCHOR INSTITUTION**  
 An anchor institution in Northern Ireland that takes pride in social and civic responsibility, supporting progressive social change and economic growth in an environmentally sustainable way.
- 07**  **FINANCIAL SUSTAINABILITY FOR GROWTH AND DEVELOPMENT**  
 A university that is financially sustainable, with the capacity to invest to deliver the best opportunities for students, staff and society in a changing world.

# OUR VALUES

The University's success is a reflection of the success of our people. Our core values will underpin all that we do, and academic freedom will ensure respectful enquiry, debate and progress.

-  **INTEGRITY**
-  **CONNECTIVITY**
-  **AMBITION**
-  **RESPECT**
-  **EXCELLENCE**



# REALISING OUR VISION

We will realise our Vision by focusing on four priorities:

- Education and Skills
- Research and Innovation
- Global Reputation and Partnerships
- Social and Civic Responsibility, and Economic Prosperity

These will be underpinned by four enablers:

- Our People
- Financial Sustainability
- Infrastructure
- Technology

Our Strategic Priorities build on our rich heritage of innovation, both economic and social, and focus on true global challenges aligned to the United Nations Sustainable Development Goals. These resonate with the specific needs of, in particular, Northern Ireland and also more widely on the island of Ireland and in the UK and are underscored by the impact of the pandemic.

Their delivery will require an interdisciplinary, cross-institutional, cross-sectoral, and international approach with partnership working. We will develop our people to meet these priorities with a goal-centred culture, creating an environment to nurture achievement and creativity, focused on quality and excellence.

While our ambition reflects a vision with a 10-year horizon, the operational delivery will be set in a dynamic way with a rolling three-year approach to allow us to respond to risks and opportunities.

OUR STRATEGIC PRIORITIES BUILD ON OUR RICH HERITAGE OF INNOVATION, BOTH ECONOMIC AND SOCIAL, AND FOCUS ON TRUE GLOBAL CHALLENGES



A QUEEN'S EDUCATION  
WILL PROVIDE OUR  
STUDENTS WITH **A SENSE  
OF PURPOSE** AND THE  
COMPETENCIES TO SHAPE  
**THEIR OWN LIVES** AND TO  
CONTRIBUTE TO **THE LIVES  
OF OTHERS.**

## STRATEGIC PRIORITY: EDUCATION AND SKILLS

A Queen's education will provide our students with a sense of purpose and the competencies to shape their own lives and to contribute to the lives of others. We will ensure our students have the skills to work globally, but the opportunity to build a career locally, meeting the needs of the economy in key sector areas and supporting the growth of the knowledge-based economy in Northern Ireland.

### Deliver a transformative student experience

Through a partnership approach with students, we will establish a transformative student experience with wellbeing, inclusivity and cultural diversity at the fore. Our new central campus Student Centre, including a new Students' Union facility, will be the focal point for the delivery of integrated and holistic support services. We will ensure our students are internationally connected, benefitting from both a multi-cultural experience on campus and a range of global opportunities with our network of partners.

### Provide an education for societal impact

We will continue to prepare our students for leadership and citizenship in a global society, committed to sustainability and social responsibility. Our educational programmes will be increasingly focused on embracing the ethos of the United Nations Sustainable Development Goals at a local, national and global level. For our students there will be a focus on their role as future leaders with the transdisciplinary skill set required to pre-empt and respond to local, national and global challenges.

### Broaden access to Higher Education

We will ensure that Queen's is accessible to students from all backgrounds and that every learner is supported in the development of their full potential. Partnership arrangements with Further Education Colleges and Schools, along with revised admissions criteria, will broaden the opportunities to study here and expand the diversity of our students.

### Innovate our Teaching and Learning

We will innovate our Teaching and Learning with curriculum and assessment development, the use of digital technology and skills enhancement in relation to employability, innovation and entrepreneurship. We will further enhance our links with business and industry, working in partnership to ensure we produce graduates with the skills needed for key sectors of the economy. We will also ensure a flexible and innovative module portfolio which offers students access to a wider range of cross-discipline and cross-Faculty educational opportunities.



QUEEN'S HAS A PROUD HISTORY OF CONDUCTING **INNOVATIVE AND WORLD-LEADING RESEARCH** THAT HAS CHANGED PEOPLE'S LIVES.

## STRATEGIC PRIORITY: RESEARCH AND INNOVATION

Queen's has a proud history of conducting innovative, impactful and world-leading research that has positively changed people's lives. Our ambition for 2030 is to further enhance our impact by strengthening our research position and working with industry to broaden our translational impact and innovation, ensuring we deliver high-quality, world-leading research, which addresses local and global challenges.

### Strengthen our research portfolio

We will enhance our research culture, investing in areas of research strength and particularly our translational expertise, working across disciplines and sectors to address local and global challenges, incorporating the UN Sustainable Development Goals. Our strategic research themes will focus on:

- A transformative and sustainable economy
- Secure connected intelligence – AI and the data revolution
- Healthy living for all
- Human environment relations
- Inclusive and cohesive communities

### Enhance our research collaborations

We will expand our reach through co-operation and strategic collaborations, building research partnerships locally, nationally and internationally. We will work with partners to address the common challenges across these islands, with UK and Ireland-wide initiatives and the 'levelling up' regional agenda of the UK Government, where Northern Ireland has so much to offer.

### Address real world need

We will address real world need and priorities through intensive engagement and co-creation with potential users of research output and innovation across universities, and with business, industry and governments. We will enhance our translation through partnership initiatives and specifically capacity and capability, such as the Belfast Region City Deal and the wider Regional Growth Deals.

### Foster a creative, inclusive and collaborative culture

We will champion a culture that attracts, develops and nurtures outstanding research talent, inspires our students and rewards excellence. Our researchers will benefit from a range of development opportunities to enable them to thrive in their research, advance their careers and reach their potential as future leaders. We will invest in our researchers to develop international excellence from our postgraduate research students, through early career researchers and Fellows, to international research leaders.



AT QUEEN'S, WE WILL FOSTER AN ENVIRONMENT WHERE **LOCAL IMPACT AND GLOBAL AMBITION** PERVADES ALL OUR ACTIVITIES.

## STRATEGIC PRIORITY: GLOBAL REPUTATION AND PARTNERSHIPS

At Queen's, we will foster an environment where local impact and global ambition pervades all our activities. We will enhance our international reputation as a world-class research and educational institution, communicating our distinctive impact to the world. Through our global reputation, we will also promote the international profile and connectivity of Northern Ireland.

### Offer an international experience

We will offer an international experience that attracts and supports exceptional individuals from around the world, making Queen's a destination of choice for talented students and academics and leading to an enriched learning environment for all. We will identify and invest in opportunities that promote global mobility for our staff and students, sustained research programmes and postgraduate collaborations.

### Enhance our international networks and partnerships

We will focus our efforts on high-quality international partnerships, in areas of strength, which will support our priorities in research and education. We will explore partnerships that allow us to embrace opportunities we could not access alone, with partners who are eager to support initiatives that take us forward in our mission, and in so doing help deliver the growth and global reach of the University.

### Advance our global alumni engagement

We will maintain close connections with our highly valued community of alumni around the world ensuring they are ambassadors for Queen's, and we will develop new and innovative opportunities to engage them with purpose in the work of the University.

### Lead and shape the agenda on social transformation

We will engage in a socially transformative and responsible way. We will provide platforms for debate and policy development on key global challenges and deliver, both at Queen's and around the world, major public-facing events, focusing on significant societal issues. We will encourage and support our staff to take leading roles in external bodies and learned societies, using our knowledge and expertise to inform policy and influence decision makers.



UNIVERSITIES ARE  
UNIQUELY PLACED TO  
**SHAPE THE WORLD IN**  
WHICH WE LIVE

## STRATEGIC PRIORITY: SOCIAL AND CIVIC RESPONSIBILITY, AND ECONOMIC PROSPERITY

Universities are uniquely placed to shape the world in which we live, by helping to solve the challenges faced by individuals and communities at a local, regional and global level. They also have a pivotal role to play in underpinning the economic, social and cultural growth of their region. Queen's is central to the socio-economic success of Northern Ireland; we are a University for Northern Ireland and will be both accessible, agile and responsive to the needs and priorities of our region and our world.

### Enhance future economic growth and prosperity

Queen's already makes a major contribution to the Northern Ireland economy, but there are opportunities to go further. Education will provide the skills that Northern Ireland needs and our research will drive the innovations that will help to stimulate the economy. We will deliver on the Regional Growth Deals and the Northern Ireland Executive's strategic priorities and secure funding to focus on the strengths of Queen's and Northern Ireland. We will also deliver on the UK Government's industrial and innovation priorities in the context of Northern Ireland, and on greater UK/Ireland research partnerships. We will partner with other anchor institutions to deliver collective impact and maximise benefits.

### Drive social change

We will address key social challenges in Northern Ireland, such as poverty, inequality, conflict resolution and climate change through our research and teaching, and also through our role as a major civic institution in the region. We will demonstrate our commitment to tackling social inequality through widening participation and lifelong learning opportunities, as we meet the needs of society. We will promote social cohesion and drive social change with global resonance.

### Achieve a better and more sustainable future for all

The United Nations Sustainable Development Goals (SDGs) provide a blueprint for achieving a "better and more sustainable future for all" by 2030. We will embed the SDGs across all our activities, from research and education to adopting a leadership role in the promotion of the SDGs, and leading by example in areas such as equality, diversity and inclusion, sustainable procurement and a commitment to divestment from fossil fuels.

### Transition to a zero-carbon society

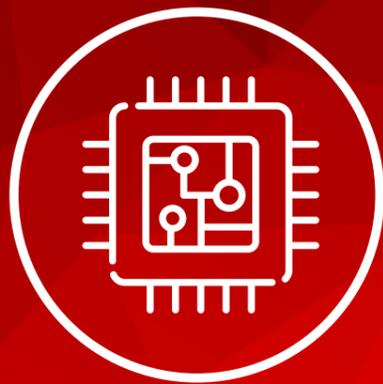
One of the most prominent challenges facing society is climate change and the associated environmental issues fundamental to securing a sustainable future. We will build upon our success to date in tackling climate change and, as a major civic university, develop a plan to enable us to continue on our journey towards reaching net-zero carbon emissions as soon as possible.



FINANCIAL  
SUSTAINABILITY



INFRASTRUCTURE



TECHNOLOGY



OUR PEOPLE

## ENABLERS UNDERPINNING THE STRATEGIC PRIORITIES

The Strategic Priorities will be underpinned by four enablers – Our People, Financial Sustainability, Infrastructure, and Technology – to ensure we have the optimum environment, resources and systems needed to deliver our vision.

### **Invest in our PEOPLE**

We will create a vibrant organisational culture, based on our core values, which enables all our people to thrive, with a continued focus on high performance, staff wellbeing, development, engagement and greater opportunities for flexible working. We will further our sector-leading role in equality, diversity and inclusion and become more efficient in our processes and procedures, reducing bureaucracy and empowering staff to deliver on key priorities.

### **Improve our effectiveness and FINANCIAL SUSTAINABILITY to allow growth and development**

We will implement organisational change to improve our effectiveness and resilience, with operating, financial and budgetary processes redesigned to further enable and support delivery of our Strategic Priorities. We will regularly review our progress against our Strategic Priorities, providing an evidence base to support the alignment of resources. We will work with the Northern Ireland Executive to ensure that higher education is sustainably funded and will strengthen our financial position through income growth and diversification, with a renewed focus on targeted philanthropic support and increased research contribution.

### **Ensure world-class INFRASTRUCTURE for our staff, students and community**

Our ambitious Estate Strategy will support and enable the delivery of our Strategic Priorities. Our campus will be further enhanced through the completion of key projects, such as the Student Centre, including a new Students' Union facility and the Riddel Hall expansion, and will provide a welcoming environment, open to the community for the benefit of the region. We will create greater capacity and capability for our research and innovation, specifically through the Belfast Region City Deal (BRCD) and wider Regional Growth Deals in Northern Ireland, which will also drive economic impact.

### **Maximise the benefits of TECHNOLOGY**

We will develop an integrated digital strategy to maximise the organisational benefits of embracing leading-edge technology and enhance our digital infrastructure to ensure an outstanding student and staff experience and international connectivity. Our IT systems and processes will be agile and responsive and meet the needs of staff and students, including flexible working and learning and ensure we have the technology to support our role as a hub for innovation and entrepreneurship.

# DELIVERING FOR OUR FUTURE

We will assess our progress towards realising  
our Vision and delivering Strategy 2030  
using the following indicators.



## OUR STUDENTS

Be a destination of choice  
for talented students,  
growing international  
recruitment and diversity



## OUR RESEARCH

Be among the UK's leading  
research-intensive  
universities



## OUR PEOPLE

Be among the leading  
universities for equality,  
diversity and inclusion



## OUR CURRICULUM

Educating global citizens  
through a transformative  
student experience



## OUR GLOBAL IMPACT

Be a top 50 university for  
our global impact



## OUR INNOVATION

Develop further our outstanding  
track record in innovation  
and technology transfer



## OUR STAFF

Invest in our staff  
and enhance pride  
in the University



## OUR GLOBAL REPUTATION

Be ranked in the top 175  
in global league tables



## OUR SOCIAL RESPONSIBILITY

Deliver our commitment  
to widening access  
and sustainability



## OUR FINANCIAL SUSTAINABILITY

Generate an annual  
surplus for reinvestment

**SHAPING  
A BETTER  
WORLD  
SINCE 1845**

