



Shaping our Future

Towards a unique rural university

“Those who fail to bet on a green economy will be living in a grey future.”

Antonio Guterres, UN Secretary-General.
Speaking at the One Planet Summit, December 2017.

Introduction

Our natural world has never felt so contested or at risk. We live in a time of unparalleled challenge to climate and biodiversity. Yet, paradoxically, it is nature that holds the key to sustainable economic growth and supporting technologies founded on renewable sources.

These forces underline the compelling need for a co-ordinated approach to research, education and training across the diverse elements that make up the rural – or green – economy and its communities. Across our ever more inter-connected world, science and technology are finding solutions to Grand Challenges such as climate change and food and nutrition security. For solutions to work, investment, collaboration and new ways of applying knowledge are required.

SRUC is ideally placed to play a central role in bringing these elements together to the benefit of the rural economy in Scotland, the wider UK and international partners. Drawing on our rich research base and unique regional strengths in education and consultancy will not, however, be enough.

Our work initiated over the past year to re-structure and modernise SRUC has involved listening to key voices across the rural economy. One key message rings out loudly: SRUC's mission has to be revitalised to anticipate and keep pace with the disruptive technologies and opportunities of the coming decades.

Simply tinkering with an SRUC with one foot in the last century would be a major error. The prize within grasp is to design a research-driven



Professor Wayne Powell
BSc, MSc, PhD, DSc, FLSW, FRSE
Principal & Chief Executive

centre of knowledge that matches the scale of opportunity in the rural economy within Scotland and the UK and internationally. In short, SRUC needs to become a fully-fledged university – a new and unique kind of university for the 21st century that is regional, accessible, market-focused and responsive to a diverse range of rural challenges.

I am convinced that university status is the only means of bringing together effectively the new knowledge and innovation needed for growth in the rural economy, and the development of human capital to exploit them. With a strong vision, agility and, crucially, the openness to break the mould in how and with whom we collaborate, we will be a strong and unique anchor institution where research, skills and business converge. Such convergence will create new insights that deliver big strategic leaps and completely new propositions for government, business and society.

The building blocks of our new university are taking shape. I have recruited a senior team of respected experts in their fields who are

driving the growth and interconnectedness of our education, research and commercial activities. All of this activity is firmly rooted in our distinctive ethos of a Scotland-wide presence through regional centres of global excellence. Our goal is to deliver on shared goals with the Scottish Government and other partners to drive forward the rural economy through inclusive growth, create jobs and generate commercial opportunities.

To make the next big leap and establish the rural university, I believe realising the potential of Scotland's rural economy depends on securing new investment. Winning the backing of public and private partners will only come if our case is rock solid and backed by robust evidence. I am confident this can be done.

In this short paper, we describe the path on which we are set. The examples of SRUC work included are a credit to the talents of our staff, students and partners. My over-riding task is to deliver the kind of research-led organisation they deserve to push on to fulfil higher, world-leading goals.

Rural

The revolution will be rural

The case for a new kind of education

AN ERA OF CHANGE

We live in the early stages of a new phase of scientific and technological transformation. A host of innovative forces are gathering pace. Each would be significantly disruptive on its own, but the dynamic interplay between disciplines, such as biotechnology, artificial intelligence and robotics, is driving fundamental change.

What that change will look like is far from clear. Coming into view is the striking potential to alter our relationship with nature and natural assets. The so-called fourth industrial revolution – a convenient label for this convergence of diverse scientific advances – will not be driven solely from cities. Science and technology are giving us the once-in-a-lifetime opportunity to redesign the interaction between rural and urban economies.

Understandably, many will be apprehensive about

such change. Nobody can predict with certainty how life will be in ten years' time. Political forces such as EU withdrawal and global tensions on trade are only compounding the sense of unclear direction.

KNOWLEDGE IS KEY

As in previous periods of fundamental change, knowledge and education have a crucial role in guiding the selection of the best route to success and widest social benefit. SRUC has long fulfilled an anchor institution role, connecting society, business and government. Today's difficult, intractable but exciting challenges mean we must now elevate that role. A new kind of rural university is required to provide a space where policy makers, business, investors and, crucially, civil society can draw upon research and evidence to agree new approaches to shared goals. Change of the scale underway must be harnessed through understanding, collaboration, engagement and negotiation.

The policy framework for this rural revolution is emerging through initiatives, such as the Scottish Government's National Council of Rural Advisors, the Islands Bill, the UK Government's Industrial Strategy, the 25 year Environment Plan, the new Agriculture Bill, collaborative multi-agency initiatives, such as Regional Growth Deals, and the UN Sustainable Development Goals. SRUC is fully engaged and will strengthen its anchor institution contribution as our new model takes shape and we move towards becoming a rural university.



A FOCUS ON JOBS AND BUSINESS

Joined inextricably with this progressive policy context is the overwhelmingly important requirement to translate policy intention and new knowledge into practical application. This means working to ensure individuals at all career stages and businesses are best equipped to gain from innovation. Again, SRUC is exceptionally well-placed to fulfil a leading role. We are laying the ground for a very different kind of university, one where education and vocational training are fully integrated with world-leading research and successful commercialisation.

As the Scottish Government identifies in its Learner Journey Review, delivering the best outcomes for young people and for the Scottish economy depends upon offering more choices equally – be they academic or vocational. In tune with this thinking, the type of green economy university we need to establish quickly is one founded on agility, diversity of offering and the ability to adapt rapidly to innovation.

REGIONAL PRESENCE

Flexibility is integral to the concept of a green economy university working with partners in industry and government to anticipate new skills needs. It means being adept at exploiting new technologies to offer ever-more accessible routes

to education. Countries like the US, Australia and Canada have demonstrated the power of regional universities. At SRUC, we subscribe to this model and we are taking careful decisions to modernise and grow the unique value of our regional presence. This restructuring and identification of key investment needs is opening the way for Scotland to have a unique university for the green economy.

A LIFETIME GUARANTEE

A new kind of university is needed to stay with learners throughout their life and support them in their professional development. In an era of rapid technological change, where satellites provide real-time global crop growth information and robotics is transforming many tasks and equipment, we will offer students a lifetime guarantee on updating skills. This will benefit them and their chosen sector in the rural economy.

SRUC is already ahead on removing traditional barriers between academic and vocational education. Such rigid definitions are an impediment to learning and research excellence in the 21st Century. Unlike most other Scottish colleges and universities, SRUC offers many routes into training and academic study. Our excellence in key research areas – backed up by unique epidemiological, genomic and biological data – means we support student progression from entry level right through to PhD.

In short, the opportunities and challenges presented to the rural economy by the fourth industrial revolution require new thinking and a fresh approach to education. Scotland needs a green economy university. SRUC is already stepping up to this challenge.

OUTCOMES-FOCUSED

By focusing on change, knowledge, jobs and business, regional presence and a lifetime guarantee, SRUC's commitment and approach will deliver to the Scottish Government's Purpose and revised National Performance Framework (NPF) Outcomes. Particularly: we have a globally competitive, entrepreneurial, inclusive and sustainable economy; we have thriving and innovative businesses, with quality jobs and fair work for everyone; we are well-educated, skilled and able to contribute to society; we value, enjoy, protect and enhance our environment; we live in communities that are inclusive, empowered, resilient and safe.

Our work will also deliver towards the UN Sustainable Development Goals (now integrated within the NPF), including: Responsible Consumption and Production; Decent Work and Economic Growth; Life on Land; Zero Hunger; Climate Action; Good Health and Wellbeing; and Gender Equality. These UNSDGs will underpin our structure, approach and outcomes-focus, as we move forward into the next stage of SRUC's development and growth.

Learning for the future

Katie Dubarry

Katie spent 10 years working in the beauty industry before deciding to do something new that could make a difference in the world. With an interest in self sufficiency and how the choices we make affect the planet and those around us, Katie made the decision to go back to college to study Agriculture at SRUC. She began with the HNC, then progressed into the degree course and plans to go on to postgraduate study.

“My eyes had been opened to the very wide world of agriculture, particularly the scientific aspects and doing the paperwork to ‘move up’ from HNC level to the degree course was really simple thanks to the support I received,” Katie explained.

“We are taught by expert staff with so many accolades to their names, and we also hear from a variety of guest speakers who are internationally renowned. It’s the advantage

of SRUC having three ‘wings’ of education, research and consulting.”

Cameron McLean

When Cameron McLean finished school in 2014, he decided university was not for him and instead worked as a labourer for a local landscaping company. After two years, feeling that his skills were not progressing, he followed the recommendation of a friend who had studied the Forestry NC at the Barony Campus and decided to sign up. He went on to do the Advanced Certificate in Arboriculture, which he has just completed, spending his summers gaining a lot of experience with a number of different forestry contractors across Scotland. He has just secured a job as a forestry harvester and forwarder operator with the Cowal and Trossachs district of the Forestry Commission.

Cameron said: “My first impression was the variety of backgrounds which had come



Cameron McLean

together on course. The work was great – well organised and safety orientated with plenty of interaction between teachers and pupils. My second year has been a good experience working with likeminded, determined and independent individuals working towards our own goals and classwork/deadlines.”

Gary Bruce

Gary Bruce began studying for an NC in Agriculture at Craibstone in 2006, progressing on to complete his Agriculture Honours degree in 2011. After graduating he joined farming supplies firm ACT in Turiff and has progressed quickly – he is now Area Sales Manager & Product Manager for Feed & Supplements. Gary has since taken on two more of our graduates to work at ACT, one from the Rural Business Management course and another from Agriculture.

Gary said: “No other educational institute could have helped me progress and get where I am today.”

Uni

On course to be a university

Our new faculty structure

A NEW MODEL FOR A NEW UNIVERSITY

Our new faculty model has taken shape following extensive consultation with SRUC staff, those in the rural economy and individuals with international expertise in green economy education and research.

The model is built upon our continuing commitment to a strong regional presence across Scotland. Much careful work is underway to restructure the organisation by removing duplication and putting a greater emphasis on growing our centres of excellence.

To bring cohesion and focus to an organisation with such a significant regional footprint, SRUC is creating just three faculties: North, Centre and South & West, in which we intend to invest £100m over the next decade. Each will be defined by its geographical reach and specific centres of excellence. Together, they will form an integrated hub of world-leading teaching, research and innovation that is practical, industry facing and has

a clear remit to stimulate growth and innovation in Scotland's rural economy and beyond.

Each faculty's activities will have a strong focus on, but will not be limited to:

NORTH: Faculty of Agri-Food and Business

CENTRAL: Faculty of Rural Science and Policy

SOUTH & WEST: Faculty of Pasture-based Agriculture and Forestry

A Dean has been appointed to each faculty and each has been assigned responsibility for extending the collaborative and commercial partnerships within their faculty's area.

The faculties will be established by October 2018, in terms of reporting and budget lines, with the process being completed by Autumn 2019.

In step with SRUC's movement towards becoming a university, each faculty will develop and introduce a clear 'progression pathway' to enable students to move between Further and Higher Education.

A broad range of skills and Further and Higher education will be taught within each of the three new faculties. We will take new approaches to delivering modern, flexible education, such as by reducing some degrees from four years' study to two and by offering blended learning opportunities. We will continue to invest high quality existing and new staff. This will be matched with investment in high quality practical resources, including high-performance, model farms – a vital component of the unique and internationally-renowned SRUC offering.

We are increasing the scope for students to work closely with researchers, consultants and vets. This is an important part of our preparation for becoming a university and a move that will help SRUC to establish itself amongst the very best green economy universities in the world. In our new faculty model, most staff will contribute to teaching, research and knowledge transfer.

This integration will ensure that the work and studies of our students, researchers and consultants is informed by the latest knowledge and the most up to date industry developments and challenges.

In developing this model for a new kind of university – regionally based and adaptive to the most significant innovations – we are putting

a strong emphasis on close links between the academic and commercial parts of SRUC. For instance, vets and specialist consultants will be drawn into the faculties to promote an ethos of scientific exchange.

As part of our journey to become a university, we are actively modernising all aspects of governance to embrace the requirements of the Higher Education Act and the Scottish Code of HE Governance.

LOCALLY ROOTED, GLOBALLY-FOCUSED

As part of our commitment to excellence in multi-disciplinary work, we are establishing a limited number of cross-faculty, outcome-driven Transdisciplinary Research Centres (TRCs). These will develop research partnerships within Scotland, across the UK and internationally to tackle specific challenges.

Active engagement between students and industry partners will be a key feature of TRC work. By concentrating TRC effort on a small number of challenges, SRUC expects to develop significant and lasting public/private partnerships. We are working with the Moredun Research Institute, with which we announced a special partnership in 2017, and other partners to develop themes for the TRCs.

SRUC's Economic Contribution

A key Scottish institution which in 2015/16 **generated:**

£277m
GVA for the **Scottish economy**

£530m
GVA for the **UK economy**

And also **supported:**

2,590 Scottish jobs

2,930 UK jobs

EVERY
£1

generated by SRUC's direct operation supported **£9.06** in total benefits across the UK as a whole.

Agriculture

£201m GVA UK economy livestock health & productivity

£54m GVA Scottish economy farm business improvement

£65m GVA UK agricultural crop health enhanced productivity

£5m GVA UK economy soil advisory activities

£400m GVA

contribution to the UK dairy industry of the long-term Langhill dairy genetics study.

Students & graduates

£46m GVA

contribution of SRUC graduates.

£39m GVA

contribution of students studying at SRUC.

Leading through innovation

Supporting Food & Drink

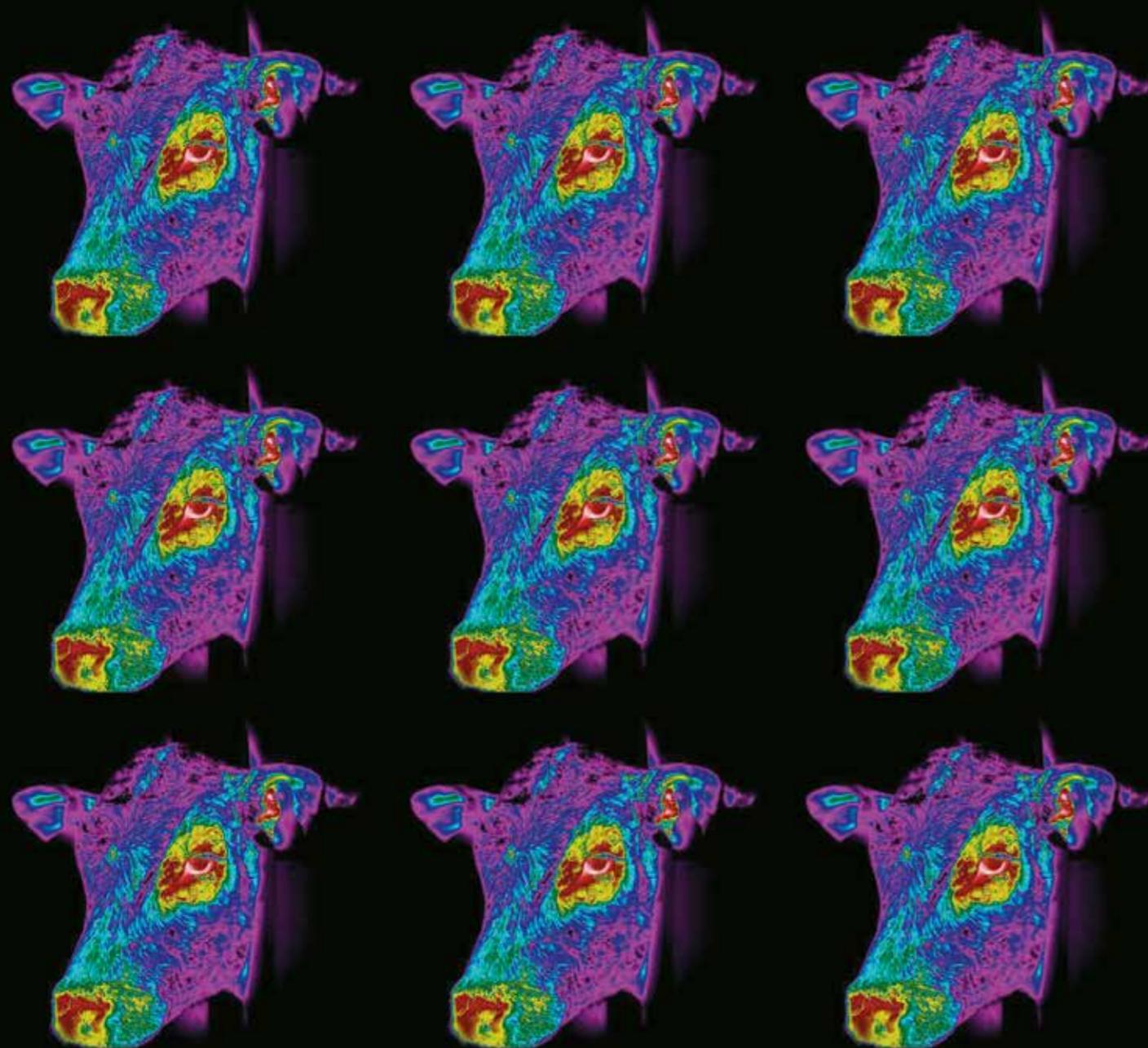
DAIRY GENETICS RESEARCH

- **The challenge:** To use the science of livestock breeding to improve the health, welfare and economic performance of dairy cattle in the UK and beyond.
- **How it was tackled:** Through the world's longest-running dairy cattle breeding investigation based around the Langhill dairy herd, which, begun in the 1970s, is genetically unique and a leading international resource for dairy cattle genetics and related research.
- **Impact:** Supported by the Scottish Government, the research underpins many of the international developments in dairy genetic improvement and dairy cow management, and is estimated to have benefited the British dairy industry by more than £400 million.

Animal Health & Welfare

MARINE MAMMAL STRANDING SCHEME

- **The challenge:** Provision of a Scotland-wide surveillance and investigation programme for beach-cast carcasses, in order to understand the health of, and threats to, our marine ecosystems.
- **How it was tackled:** Implementation of a 'Whale Detective' citizen science programme, where members of the public were trained in how to safely and accurately collect measurements, photographs and, in some cases, tissue samples for analysis by the SMASS team in Inverness.
- **Impact:** A 400% increase in strandings reports since 2009, identification of rare strandings, for example a skull found in Lunan Bay was identified as a beluga whale, a species not seen in Scottish waters since the 1930s. More detailed identification of causes of death and a suite of tissue samples we will use for genetic and contaminant analysis.



TAIL BITING IN PIGS

- **The challenge:** Tail-biting is a serious welfare issue with significant economic consequences. It has proven very hard to deal with it at a farm level, not least because it is difficult to predict outbreaks, thus underlining the need for an automatic approach to detection of tail-biting outbreaks.
- **How it was tackled:** An innovative approach to detection of tail-biting episodes has been developed with industrial partners based around machine detection of tail position.
- **Impact:** The system has been shown to be able to recognise tail position and that this has potential to be used to predict tail-biting events. The team have just won new funding to further trial the system on a larger industrial scale.

GENETIC EVALUATION OF DAIRY CATTLE FOR RESISTANCE TO BOVINE TB

- **The challenge:** Bovine TB costs the UK taxpayer around £40m per year. Its cost to the farming community, wildlife and

society's enjoyment of the countryside is immeasurable. To date, genetic selection for resistance has not been available and so control measures rely on testing and culling.

- **How it was tackled:** SRUC has developed national Bovine TB genetic and genomic evaluations to allow selection for genetic resistance to the disease.
- **Impact:** SRUC is the only UK institution to provide genetic and genomic evaluation on Bovine TB, and for the dairy industry more generally and has a unique network of linkages into the dairy farming sector, through which advice and knowledge is being exchanged.

International Impact

CENTRE FOR TROPICAL LIVESTOCK GENETICS AND HEALTH

- **The challenge:** Improving the productivity and adaptability of livestock owned by small holders in sub-Saharan Africa.
- **How it was tackled:** SRUC co-founded the Centre for Tropical Livestock Genetics and

Health under a framework collaboration agreement between SRUC, the University of Edinburgh and the Africa-based International Livestock Research Institute (ILRI). CTLGH has this far attracted a total of £14 million in direct funding from the Bill and Melinda Gates Foundation and UK Department for International Development (DFID).

- **Impact:** The mobilisation of Scottish scientific excellence is delivering international and sustainable development through the development of tools and technologies to farmers in developing countries to identify the best animals to breed from, so they can improve the economic value and quality of their livestock.

Environmental Stewardship

CARBON MANAGEMENT CENTRE CARBON SEQUESTRATION

- **The challenge:** Agriculture and land use are important sources of greenhouse gas emissions, contributing to 24% of global emissions, but there are big uncertainties about the source and timing of these emissions. Clear evidence is

important if we are to undertake actions that tackle the problem.

- **How it was tackled:** SRUC is playing a leading role in the UK's commitment to improving understanding of emissions of greenhouse gases from agricultural sources. Working with partners and stakeholders across the UK, we set up experiments to measure the various components of greenhouse gas emissions from typical agricultural systems, and are using these experiments to understand how management interventions could help with mitigation.
- **Impact:** Our work has helped deliver stronger and more comprehensive understanding of the source magnitude of greenhouse gas emissions from UK agriculture. This information has been shared nationally and internationally. It had led to changes in the way in which the UK government report its greenhouse gas emissions.

Open

SRUC Commercial

Open for business and a key part of our investment plan

As global demands change, Scottish, UK and international economies are increasingly dependent on new knowledge and innovation. The resulting major shift in the range and nature of research and development has seen research 'funders' become 'investors' and the lines distinguishing research and commercial become blurred. In this new environment, where funding streams are now challenged and the practical implementation of new knowledge must happen at pace, SRUC is positioning itself for success.

With new private and public sector investment, the agri-tech sector is undergoing an exciting transformation, developing new technologies to expand food production whilst reducing the impact on the environment and pushing the UK to the forefront of global agricultural innovation.

SRUC has been a driving force in this area and we shall continue to realise our commercial opportunities through a dedicated and active commercial company with strategic alliances and collaborative links with industry. We will become Scotland's first centre for sustainable, innovative and competitive rural economies.

CONNECTIONS FOR IMPACT

We will develop new, and strengthen existing, relationships across multiple sectors, allowing us to maximise the impact of our unique position as the nexus linking research, education and consultancy. Such partnerships enable us to deliver collaborative inter-disciplinary research, expand our consultancy opportunities and help us to shape visionary education that provides industry with the workforce of the future.

“ What they say:

Organisations throughout the UK working with SRUC will have opportunities to leverage their own applied R&D through access to our fresh-thinking students and boundary-pushing researchers who are developing ideas in food security and agricultural processes in a post-Brexit world. This will be crucial to leverage future funding streams, such as that available through the UK Industrial Strategy.

INVESTING IN TALENT

Developing our talent will be key to our success. The strength of our organisation is our people – our employees, our students and our partners. We will foster innovation and a commercial outlook, working closely with dynamic partners, nurturing an entrepreneurial culture to maximise opportunities to deliver benefits to our clients nationally and internationally.

“By continuing to offer a unique blend of education, research and extension services across Scotland and beyond, SRUC remains a potent force at this exciting time for the AgriFood sector. We are delighted that they are actively engaged with the AgriTech Centres and a number of applied projects translating research into practice. This is so important if we are to improve producer returns while enhancing sustainability and welfare across the sector.”

Calum Murray

Head of Agriculture and Food
Innovate UK

“As a company working with many of the most progressive farmers in the UK, Harbro has been delighted to team up with SRUC to lead the development of a new UK Centre of Innovation in precision agriculture. The Agri-EPI Centre

brings progressive farmers directly into contact with leading scientists with a clear aim of driving improved production efficiency through the food chain. For our company this relationship with SRUC has directly benefited our UK business, but has also facilitated the development of international links which have already created new export opportunities.”

Willie Thomson

Technical Director
Harbro Ltd

“Our customers' expectation is for our products and customer service to be industry leading and the driving force behind success in the field. In order to deliver on this, our company and SRUC are perfectly aligned. The strength of our success depends on people and the result of our relationship with SRUC is facilitated by people development throughout our company and beyond.”

Andrew Dunne

Academy Manager
CLAAS UK Ltd

“It's hard to overestimate the value of the influence that SRUC has in the Scottish (and UK) markets as well as in educating the next generation. The team of influential researchers and advisors have an important role in near-farm science and supply chain development, covering all aspects of production agriculture, food, land use and rural policy. The organisation's links and reputation make it an invaluable part of the progress of land-borne businesses and communities, as well as in integrating science and innovation into farm and supply chain practice.”

Scott Milne

Agronomy Manager
BASF plc



Expert advice

NEW £5M BVD ERADICATION PROGRAMME FOR ENGLAND

- **The challenge:** Bovine Viral Diarrhoea (BVD) is an endemic disease of cattle across the UK, which costs businesses an estimated £61 million a year.
- **How it was tackled:** Following our work on the Scottish BVD Eradication Programme, we have been awarded a major contract by DEFRA to enable cattle keepers in England to work with their vets to look at how the disease could be impacting their business. We will receive funding by DEFRA to perform tests as part of this process.
- **Impact:** The funding will allow us to carry out tests for registered keepers in England, and has an aim of engaging 50 per cent of the breeding herd in England (dairy and beef) in BVD control over the next two and a half years.

BOOSTING LAMB REARING PERCENTAGE

- **The challenge:** At a national level on Scottish farms, rearing percentage – lambs reared per 100 ewes mated – is failing to improve, according to Quality Meat Scotland Sheep Enterprise performance figures.
- **How it was tackled:** The project builds on existing SRUC research and first sought to identify the main barriers to increasing rearing rate. Current work focuses on providing a management approach to reduce losses on six focus farms in Scotland and, with support from AHDB, England. This has led to a five point plan to improve rearing percentage.
- **Impact:** The target is to increase rearing percentage by 5% – this equates to a substantial financial benefit to the farmer at a low additional cost. So far, the trend is going up for most farms with the full impact to be established when the project finishes in June 2019.

Aims

SRUC Strategic Aims

2018-2023

SRUC's new model will deliver to the needs of the rural economy. We will achieve this through our five strategic aims as a new, successful 21st Century university.

VISION

To be a unique, market-led and mission diverse 21st Century rural university.

MISSION

To drive the future needs of a dynamic, innovative and competitive rural sector in Scotland and to solve the biggest global agri-food challenges.

VALUES

Respect – *we will recognise that everyone in the organisation makes a valuable contribution to our success.*

Innovate – *we don't wait for things to happen, we constructively challenge how things are done.*

Support – *we look beyond the boundary of our own roles to support others and share knowledge.*

Excel – *we take pride in contributions, have high standards of excellence and always work to our core values.*

INTEGRATION

We will be recognised as Scotland's national rural university. Our faculties in North, Central and South & West Scotland will include a nationwide consultancy network offering world leading, integrated research, education and consultancy with local, national and global reach and impact.

Achieved by:

- Appointing Faculty Deans for the North, Central and South & West and developing clearly distinctive but complementary plans for each faculty in terms of:

- Delivering teaching and learning programmes that provide a holistic rural training base at Further Education level and more specialist options in Higher Education.
- Producing research outcomes that address relevant local and international challenges.
- Providing cutting edge advisory services and knowledge exchange programmes to ensure that knowledge drives behaviour.

We will have one name for one organisation.

Achieved by:

- Consolidation of our current brands into one consistent brand across the organisation.

We will evidence added-value impact from the integration of our research, teaching, consultancy and veterinary surveillance.

Achieved by:

- Developing our new integrated faculty model encompassing research, teaching, consultancy and veterinary surveillance,

and a complementary range of commercial consultancy, research services and new product development businesses within SRUC to:

- Produce students that help shape the rural industries and agenda in Scotland and beyond.
- Undertake research that drives innovation and progress in the land based sector.
- Ensure our research and learning drives real change with rural communities and at farm level.
- Fully realise the commercial values of our expertise and activities both nationally and internationally.
- Establish a short life working group by March 2018 to map out all SRUC marketing activity and develop a group marketing strategy.

We will grow revenue to £100 million by 2023. We will reinvest surpluses to deliver our vision.

Achieved by:

- Developing three new products and five new services.
- Leveraging new investment to support our core activity.

- Seeking profitable acquisitions and joint ventures, establishing three new strategically driven partnerships by 2020.
- Identifying three new innovative ideas per year, from proof of concept through implementation across the organisation.
- Development of an SRUC investment club (ALBA Agri Tech) by the end of 2018.

INDUSTRY-FACING

We will have a regional presence which shapes economic, skills and training strategies at local and regional levels.

Achieved by:

- Using the strength of close working relationships between farmers and our consultancy services to develop and support our clients' workforce skills requirements and build career opportunities for our students.

We will achieve the highest possible result in the new Knowledge Exchange Framework, which will

benchmark how effectively universities engage with industry.

Achieved by:

- Improving commercial income.
- Making better use of our intellectual property by exploiting and increasing the number of inventions within SRUC.
- Ensuring we will have industry-facing research and education projects which add value to partners.

We will be the UK market leader in rural consultancy services, recognised for our expertise and the first choice of our customers.

Achieved by:

- Developing the capability and expertise of our consultants to provide innovative, customised and practical solutions for their customers.
- Developing new markets and making the best use of our recognised expertise.

We will operate highly efficient, quality assured veterinary diagnostic laboratory services to

support farm animal disease surveillance and to provide associated globally recognised veterinary consultancy services.

Achieved by:

- Maximising the range of excellent opportunities presented by consolidation of our laboratory functions and expertise to a new facility at Moredun Research Institute.
- Investing in innovative diagnostics research and associated laboratory technologies.

INNOVATION FOR IMPACT

We will have a 'best in class' result in the 2020 Research Excellence Framework (REF) exercise to measure the quality and impact of research in UK higher education institutions.

Achieved by:

- Improving our research environment by increasing partnerships, postgraduate numbers and research income.
- Improving the quality and number of our research outputs.

- Improving the impact of our research as evidenced by top scoring REF case studies.
- Capitalising on our intellectual capital and talent by creating a unique internal 'orchard' to nurture entrepreneurial innovation.

INTERNATIONAL

We will be engaged in collaborative, international research partnerships to tackle global challenges and benefit Scotland.

Achieved by:

- Developing a clear priority ranking of international opportunities that maximise the education, research and commercial synergies with SRUC strengths.
- Supporting the development of joint teaching, research and commercial partnerships within identified countries and regions.
- Developing at least four long-term strategic partnerships between SRUC and international partners as vehicles for future investment and development.

INSPIRING

We will be at Gold level in the Teaching Excellence Framework in recognition of our excellence in teaching, learning and outcomes, helping to inform prospective student choice.

Achieved by:

- Improving the quality of our teaching.
- Improving the quality of the learning environment.
- Improving student outcomes and learning gain, establishing a clear progression pathway from Further through to Higher Education.

We will be a leaner, more agile and consistently high performing organisation.

Achieved by:

- Streamlining structures and service delivery models, improving efficiency and focusing on impact and performance delivery.
- Developing smarter, more innovative and more agile ways of working.

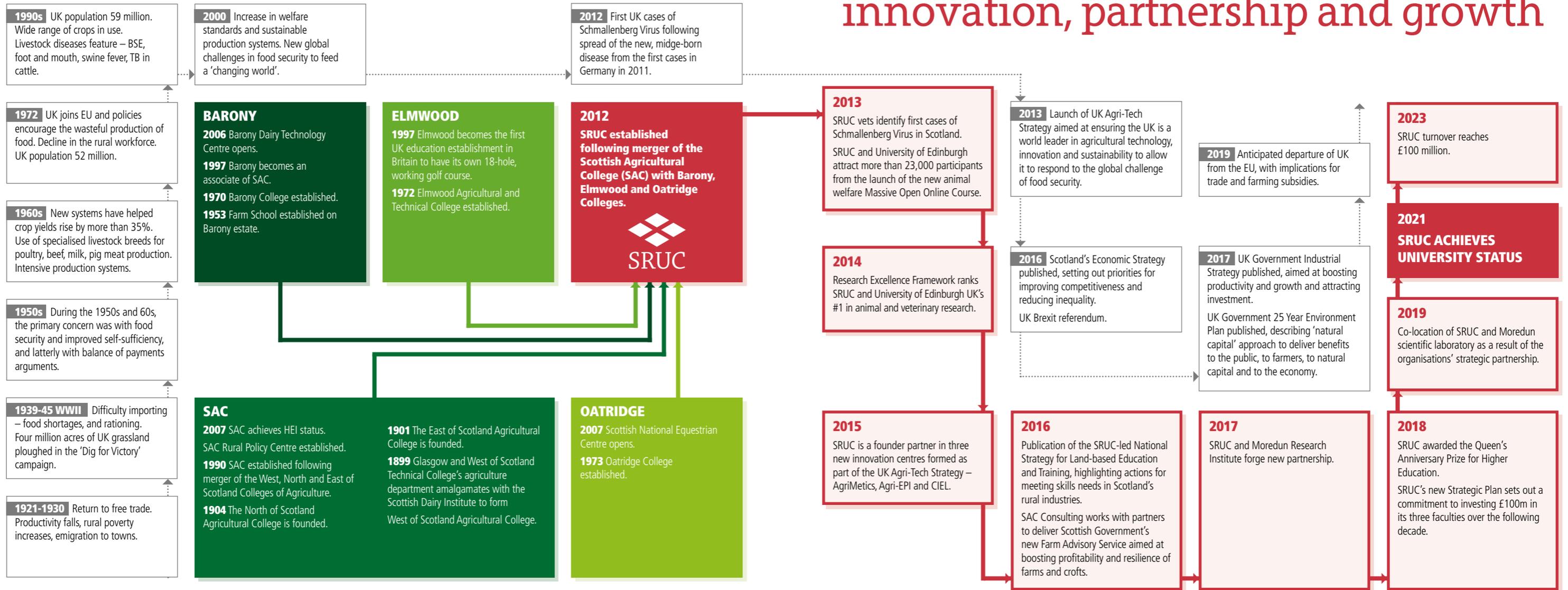
- Reducing overhead costs by 10% across the organisation by mid-2019.

We will be recognised as an employer of choice where a culture of engagement, innovation and excellence thrives.

Achieved by:

- Driving and developing an energised, engaged and empowered culture.
- Developing leaders who can inspire and support people through change.
- Creating an organisational reputation that attracts the most talented people.

A history of innovation, partnership and growth



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