

Committee Title	Student Voice					
Date of Meeting	22 nd March 2021					
Item Number and Title/Subject	Developing Strategic Plan 2025 Update					
Paper Presenter	Susan Docherty, Student President					
Brief Summary of Issues/Topic	<p>This paper provides the latest update on the development of Strategic Plan 2025 (four year strategic plan).</p> <p>Student Voice and Student Voice Sub Committee members will be invited to a separate online meeting to discuss the redefined strategic themes and objectives and Vision, Mission and Values.</p> <p>GCU students (our members) will be consulted on the development of the strategic plan through an online padlet and our annual student survey.</p>					
Recommendation(s)	Information		Discussion	X	Approval	
	Student Voice is asked to discuss the emerging strategic themes.					
Who have you consulted when developing the paper?	GCU students (GCU priorities) Trustees Full Time Officers Senior Management Team					
Staff/Student Protocol	Yes	X	No		N/A	
Will any decision approved directly affect the work of staff?	This paper was created by the Chief Executive.					
Should the paper be submitted to any other committee following its consideration/approval at this meeting?	Strategic Planning Group Trustee Board					
If yes, please state the committee and proposed date of submission.						

Developing Strategic Plan 2025 Update

This paper provides an update to the development of the Strategic Plan 2025 (four year strategic plan). The background to the strategic plan can be found in appendix 1. The revised timeline for the development of the plan can be found in appendix 2.

1. Background Research

The University and Students' Association jointly hosted student events in Spring 2019 to gather views of students on the priorities for the University. Approximately 360 students participated in the consultation events.

Priorities for 2030

- Teaching was the highest priority overall (18%);
- Work placements was the next highest at 14%, alongside careers (11%) and transferable skills (7%);
- University work-life balance as a key priority at 13%, which could reflect issues such as balancing employment and study, childcare, timetabling, and mental health support;
- The campus scored 7% and digital technology scored 6%.
- International experience and outlook combined scored 9%
- Making a positive difference to society (6%) and volunteering (5%) score higher than community engagement (3%)



Our Trustees and the Senior Management Team participated in externally facilitated events by [Inspiring Scotland](#) on developing the strategic themes on 20th February 2021 and a workshop to revisit the Vision, Mission and Values on 23rd February 2021. The Trustee Board reflected on key internal and external research and surveys in preparation for these workshops.

A SWOT and PESTLE Analysis has been developed and presented to the Trustee Board on 22nd February 2021.

2. Provisional Strategic Themes areas

The words in orange highlight the key strategic areas being considered within each theme.

Strategic Themes



1. Lead on ensuring that the **Student Voice** is at the heart of decision making to achieve a high quality and **inclusive** experience at GCU.

2. To develop students to become **civic leaders** and **volunteers** in order to drive positive change through **social innovation** within our communities and to improve **students' employability**.

3. To support **physical and mental health and wellbeing** initiatives that lead to healthier and more resilient students and employees.

4. Sustainability
Financial sustainability, **environmental** sustainability, **Sustainable Development Goals**, **new ways of working** post pandemic and sustainable **online and physical spaces**.

Strategic Enabler: **Partnership Working**
(University, Campus Trade Unions, Academic Reps, Student Reps, NUS, sparqs, Scottish Funding Council and other Students' Associations in Scotland, UK and through GCU partner colleges.)

Strategic Enabler : **Communications and Impact**

Appendix 1: Background to the Strategic Plan

1. Background

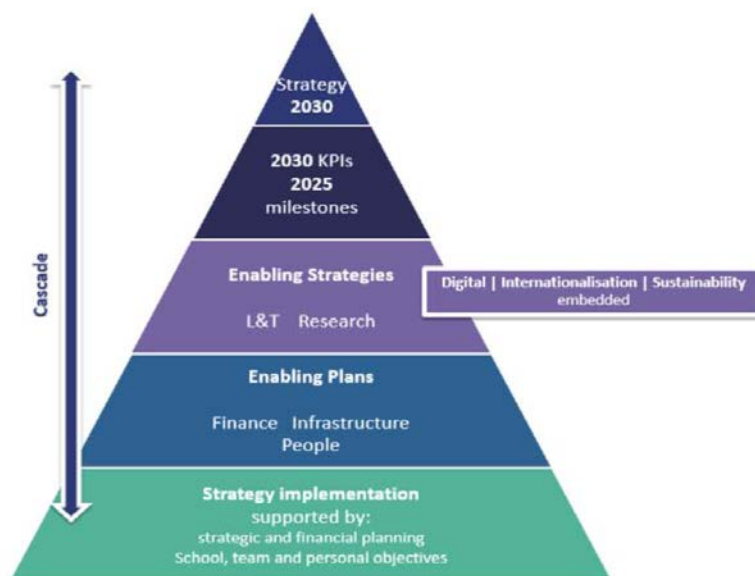
The Big Plan 2015, the Students' Association four-year strategic plan, finished in Summer 2015. The Strategic Plan and the overall progress report for The Big Plan 2015 is available from www.GCUstudents.co.uk/bigplan2015.

The Bigger Plan 2020, the Students' Association current strategic plan, started in August 2016, initially a four-year and extended by the Board in December 2019 into a five-year plan. The Students' Association commissioned the National Union of Students to conduct research on our stakeholders' views, including GCU students, for this next strategic plan. The Strategic Plan and the progress reports for The Bigger Plan 2020 is available from www.GCUstudents.co.uk/biggerplan.

Our **Vision, Mission and Values** have been in existence before The Big Plan 2015 was created. The Trustee Board agreed through the development of The Bigger Plan 2020 to keep the existing Vision, Mission and Values. This is our current [Mission, Vision and Values](#).

2. GCU Strategy 2030

The University have approved the GCU Strategy 2030, their strategic plan. The GCU 2030 Vision is that *GCU will be recognised as a world Leading University for social innovation through our education and research*. The GCU Strategic 2030 can be found on www.gcu.ac.uk/theuniversity/strategy.



The 2030 goals: To deliver **transformative education** and **impactful research** through **purposeful partnerships** as a **globally connected** University with an engaged **University community** committed to the Common Good.

The [UN Sustainable Development Goals](#) provide the guiding framework for delivery of the GCU 2030 Strategy.

3. Strategic Plan 2025

The Trustee Board agreed in December 2019 that the next strategic plan will run from the academic year 2021/22 to 2024/25. It was agreed that this would provide an opportunity to revisit the Mission, Vision and Values. It was discussed that rather than seek external research on the strategic plan that internal and external surveys and research is utilised. It was agreed that a 10-year strategic plan like the GCU Strategy 2030 would not be suitable for the Students' Association. The detailed engagement plan with GCU students, our members, has still be devised.

Appendix 2: Provisional Timeline

The Strategic Plan 2025 will be launched in August 2021 and will last for four academic years.

Strategic Planning Group: Full Time Officers, Trustee Board Vice Chair and Managers.

Date	Who	Tasks
14 th December 2020	Trustee Board Meeting	Present approach and timescales for Strategic Plan development.
December 2020/ January 2021	Chief Executive	Key underlying research and documents scoped and creation of draft PESTLE and SWOT analysis.
February 2021	Strategic Planning Group	Development of PESTLE and SWOT analysis.
January/February 2021	Chief Executive and Student President	Present approach and timescales for Strategic Plan to all key stakeholders – Employees (27/01/21), Student Voice (08/02/21) and University Court (18/02/21)
February 2021	Trustee Board/Managers	External facilitated events by Inspiring Scotland: <ul style="list-style-type: none"> • SDGs Briefing for all employees (16/02/21) • Strategic themes workshop (20/02/21) • Revisit Vision, Mission and Values workshop (23/02/21)
February/March 2021	Student President	Initial consultation with Executive Board members, Chair of University Court and Link Governor, including presentation of PESTLE analysis and development of SWOT.
22 nd February 2021	Trustee Board Meeting	Discuss PESTLE and SWOT analysis.
February/March 2021	Strategic Planning Group	Develop draft strategic themes and goals.
March/April/May 2021	Full Time Officers/Chief Executive/Student Voice Team Leader	Test draft strategic themes and goals with stakeholders.
22 nd March 2021	Student Voice Meeting	Consult on draft strategic themes.
March/April/May 2021	Full Time Officers/Chief Executive/Student Voice Team Leader	Consult members through Annual Student Survey, padlet and additional meeting with Student Voice members on strategic themes and goals and revisited Vision, Mission and Values.
22 nd April 2021	University Court Meeting	Present Vision, Mission and Values and draft strategic themes and goals.
April/May 2021	Strategic Planning Group	Revisit strategic themes and goals and develop potential KPIs.
22 nd May 2021	Trustee Board Meeting	Strategic Plan 2025 themes and goals approved and KPIs discussed. Present revisited Vision, Mission and Values for approval.
April 2021	Strategic Planning Group	Develop KPIs.
July 2021	Trustee Board Meeting	Strategic Plan 2025 approved, including KPIs.
1 st August 2021		Strategic Plan Implemented.
September 2021	University Court Meeting	Present Strategic Plan 2025.