

Shetland UHI Ltd. Strategic Plan 2021 - 24

MISSION	To support a sustainable and collaborative environment in Shetland where the economy and community can prosper with local access to relevant, high-quality learning, training, and research opportunities.			
VISION	Shetland UHI will be an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally.			
BRAND STORY	<i>Inspirational learning, influential training and innovative research rooted in the heart of Shetland's community.</i>			
CORE VALUES	Collaboration	Openness	Respect	Excellence
STAKEHOLDERS	Staff Students Alumni Business Community Industry UHI Shetland Islands Partnership			
ENABLING THEMES	Innovation	Technology	Sustainability	Wellbeing
	Inclusion			

Tertiary Education		Research and Knowledge Exchange	
We will offer high quality training in areas relevant to Shetland, meeting the needs of employers and supporting the skills development of young people and Shetland's workforce.	We will work in partnership to expand our work-based learning courses, international delivery and network contributions within the UHI partnership.	We will create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.	We will use our island centred expertise to create research opportunities locally and internationally in the fields of sustainable development, marine resources, governance, and creative practice.
We will be a Destination of Choice, offering the best possible experience for all students in a range of inspiring learning environments.	We will offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.	We will develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.	We will deliver research that supports sustainable economic development and recovery.
Engagement		Enterprise	
We will sit at the centre of the Shetland community and build on our positive relationships with local schools, businesses, and the community.	We will provide opportunities for our students to grow academically and personally, and to acquire skills and knowledge.	We will be financially sustainable and demonstrate financial growth.	We will carry out research to inform, facilitate and support Enterprise.
We will have accessible, equitable and inclusive opportunities for students, with excellent resources and support available to assist learners to achieve success.	We will value, encourage and invest in our staff; support their professional development; and promote collaborative working with internal and external colleagues.	We will inspire, encourage, and support students, staff, and businesses to develop the knowledge, skills, and motivation they need to realise their potential through Enterprise.	We will be an environmentally and socially responsible organisation.

Tertiary Education

Commitment	Outcome (What we want to achieve)
<p>We will offer high quality training in areas relevant to Shetland, meeting the needs of employers and supporting the skills development of young people and Shetland's workforce.</p>	<ul style="list-style-type: none"> • To be the training provider of choice, responding flexibly, promptly, and competently to the training needs of local businesses and individuals • To provide a high quality, up to date curriculum that is relevant to the needs and aspirations of local individuals and businesses, and which will be attractive to students from outside Shetland. • To provide clear pathways for students to follow to employment.
<p>We will work in partnership to expand our work-based learning courses, international delivery, and network contributions within the UHI partnership.</p>	<ul style="list-style-type: none"> • To meet apprenticeship, short course, and other training needs of local employers. • To increase the number of international and off island students choosing to study at Shetland UHI. • To expand our range of remote and networked delivery, making training and courses available to students outside of Shetland and internationally.
<p>We will be a Destination of Choice, offering the best possible experience for all students in a range of inspiring learning environments.</p>	<ul style="list-style-type: none"> • To provide a vibrant campus that meets the needs of, and inspires, both staff and students. • To improve the reputation and awareness of Shetland UHI across a range of student activities. • To enhance the blended learning experience for students.
<p>We will offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.</p>	<ul style="list-style-type: none"> • To design a curriculum that is sustainable, dynamic and provides a range of progression routes, ensuring all our students realise their potential and to progress on to positive destinations. • To expand our range of FE and HE courses where appropriate. • To engage with alumni as ambassadors of Shetland UHI and as potential future students or staff members.

Research and Knowledge Exchange

Commitment	Outcome (What we want to achieve)
<p>We will create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.</p>	<ul style="list-style-type: none"> • To develop a research culture that supports confident and productive research students and staff. • To assist students and staff in achieving high quality research outputs and having impactful career pathways. • To strengthen and expand relevant networks.
<p>We will use our island centred expertise to create research opportunities locally and internationally in the fields of sustainable development, marine resources, governance, and creative practice.</p>	<ul style="list-style-type: none"> • To increase income from research and knowledge exchange including greater engagement in REF. • To enhance our profile and engagement, locally, nationally, and internationally. • To build recognition of the knowledge production and creative work taking place within Shetland as being of international quality and relevance.
<p>We will develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.</p>	<ul style="list-style-type: none"> • To have a wider range and greater opportunity for postgraduate training and research within Shetland. • To promote Shetland as an ideal centre in which to engage in postgraduate activities, and to continue to work in following completion of studies. • To achieve greater links between teaching and research.
<p>We will deliver research that supports sustainable economic development and recovery.</p>	<ul style="list-style-type: none"> • To uphold Shetland as an exciting place to carry out research, attracting new activity and supporting a critical mass of researchers. • To ensure effective communication of research and knowledge exchange to a wide range of stakeholders. • To conduct research activity that is responsive and outward looking, but also draws from our unique context and culture.

Engagement

Commitment	Outcome (What we want to achieve)
<p>We will sit at the centre of the Shetland community and build on our positive relationships with local schools, businesses, and the community.</p>	<ul style="list-style-type: none"> • To proactively manage engagement with local organisations, enhancing and expanding partnership programmes with key stakeholders including schools and other agencies throughout Shetland. • To increase the two-way flow of knowledge and insight between Shetland UHI and the wider community and communicate consistently to raise local awareness of the work carried out within Shetland UHI • To actively involve the community in our research activity and seek for that activity to generate benefit for Shetland. • To increase community access and use of the Shetland UHI facilities.
<p>We will have accessible, equitable and inclusive opportunities for students, with excellent resources and support available to assist students to achieve success.</p>	<ul style="list-style-type: none"> • To build on our existing student support systems to offer excellent tailored support for any student who needs it. • To ensure that our student journey from enquiry to course completion is accessible and inclusive. • To celebrate individual and organisational achievements and foster a sense of institutional pride.
<p>We will provide opportunities for our students to grow academically and personally, and to acquire skills and knowledge.</p>	<ul style="list-style-type: none"> • To work closely with HISA and other student groups to provide engagement, activities and support that suit the requirements of the Shetland UHI learners. • To promote and enable cross curriculum learning and development.
<p>We will value, encourage and invest in our staff; support their professional development; and promote collaborative working with internal and external colleagues.</p>	<ul style="list-style-type: none"> • To provide opportunities for learning and reflection and support for continuing professional development and training. • To encourage staff to engage in networking activities and engagement with external organisations such as regulatory, professional and awarding bodies. • To actively encourage staff to engage with their external and internal colleagues. • To create formal and informal structures that support scholarship for staff and students and promote collaboration.

Enterprise

Commitment	Outcome (What we want to achieve)
We will be financially sustainable and demonstrate financial growth.	<ul style="list-style-type: none"> • To consistently practice sound financial management. • To be commercially aware considering the potential in the work that is carried out to maximise income from new and existing activities, and increased use of college facilities. • To encourage and facilitate staff and student engagement in financial sustainability. • To minimise expenditure and increase our annual turnover.
We will carry out research to inform, facilitate and support Enterprise.	<ul style="list-style-type: none"> • To carry out research to inform public policy on Shetland’s economy and industries, and to support local businesses.
We will inspire, encourage, and support students, staff, and businesses to develop the knowledge, skills, and motivation they need to realise their potential through Enterprise.	<ul style="list-style-type: none"> • To embed Enterprise in the curriculum and offer Enterprise-related training. • To support staff and students in identifying and developing business opportunities. • To encourage enterprise related use of Shetland UHI facilities.
We will be an environmentally and socially responsible organisation.	<ul style="list-style-type: none"> • To minimise the environmental impact of Shetland UHI activities. • To ensure that United Nations Sustainable Development Goals are addressed within curricula and extracurricular activities. • To expand the range of education and research opportunities that we offer to support sustainable and environmentally conscious industries.

COLLABORATION

We will proactively engage and co-operate with others.

We will communicate effectively to share knowledge with others.

We will work constructively with others to achieve a common purpose.

OPENNESS

We will embrace feedback and continue to learn.

We will be empathetic, authentic and honest in all my interactions.

We will listen to others, encourage them to share their views and will value their contributions.



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CORE VALUES

RESPECT

We will recognise other's strengths and abilities, and their contributions to the organisation.

We will respect and appropriately utilise facilities and resources that are made available to us.

We will consider the impact of our words and actions on others.

EXCELLENCE

We will take responsibility for our contribution to the success of Shetland UHI.

We will take pride in our work and work to the highest possible standard.

We will celebrate the achievements of the Shetland UHI community.

Referenced across the Strategic Plan:

- Shetland's Partnership Plan
- UHI Island's Strategy
- Shetland Island's Council: Our Ambition
- Merger Business Case
- PACE agreements
- HISA – Student Partnership Agreement
- Shetland UHI Marketing Strategy
- Community Learning and Development Plan
- Local Employability Partnership
- Regional Strategic Plan
- Developing the Young Workforce

Indicative Framework for Operational Plan

Research and Knowledge Exchange

Outcome (What we want to achieve)	Method/Action (How we will achieve outcomes)	Performance Indicator (How we will measure our performance)	Responsibility	Resources	Timeframe
To create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.					
To develop a research culture that supports confident and productive research students and staff.	Career development plans and associated budget planning and allocation.	No. of staff & students actively engaged in research.			
To have formal and informal structures that support scholarship for staff and students and promote collaboration.					