Towards a new strategy for SRUC
A discussion document
World-class knowledge, empowering change
World-class knowledge, empowering change

MISSION
Agree principles, direction and destination

PLACE
Agree sustainable regional presence built on partnership

PEOPLE
Agree comprehensive change programme including engagement

STRUCTURE
Agree new model, change timetable and gain early funder backing
Land is the essence of Scotland. Our relationship to the land and Scotland’s unique natural resources has over millennia shaped the way we live, work and flourish. We conduct this ever-changing relationship with a mixture of respect and ambition, aware of the importance of balance and harmony.

That sense of balance and the need to understand the land while drawing upon it for sustenance and communal wellbeing is central to the mission of Scotland’s Rural College (SRUC). All of our founding colleges have ensured that generations of those close to the land have had access to priceless, accumulated knowledge and practice along with the most up-to-date scientific and technical expertise.

These resources have benefited all Scotland by helping to sustain our rural communities, provide nutrition and maintain Scotland’s place at the forefront of world agricultural and land management practice.

In the 21st Century, the importance of our mission and responsibility to the land is stronger than ever. The pace of scientific and technological change, together with globally disruptive forces such as climate change, population growth and dietary shifts, present clear challenges. These, of course, come paired with significant opportunities, particularly to countries like Scotland with outstanding assets across knowledge, expertise and business.

The success of our Food and Drink sector provides compelling evidence for what can be achieved. Working closely with industry and seizing these opportunities for the benefit of rural communities across Scotland and the nation as a whole requires a unity of purpose from all of those with an interest in the land. For SRUC, this means revitalising our mission. The speed of change touching everyone connected to the land has to be reflected within SRUC. Indeed, we need to lead the way. This means translating world-leading research into excellence in practical tuition for those driving our agri-rural economy;
from the farmer or farm worker applying GPS-powered Big Data insights in the tractor cab to those making choices on nutritional standards of critical importance to consumers and socio-economic outcomes. Fulfilling this 21st Century mission requires nothing less than transformation across all areas of SRUC’s activity.

Having spent much of my career within leading international research organisations, I can say with certainty that SRUC has the foundation from which to make this transition and to do so successfully. To match the best in the world we must be bold and we must work closely with all the institutions, investors, agencies and stakeholders that share our interest in the wider success of Scotland’s agri-rural economy.

Partnership is essential to our new model. In our core fields of education, research and commercial consultancy we need to operate in a way that combines collaboration – local, national and international – with sustainable investment and cost management. Forging alliances and partnerships will depend upon our organisation being more outward focused and more actively engaged. To do this will require a change in mindset and culture within SRUC, including less reliance on a centralised corporate management structure.

Integration will also be a crucial factor in the transformation of our core delivery model. Change is needed to meet future student and industry needs while also ensuring SRUC’s financial sustainability. After much careful thinking with colleagues working in each of our three current disciplines – education, research and consultancy – we are proposing to move to a simplified, more integrated operating model. By creating a College of Agriculture and Rural Economy (CARE) to encompass new schools we will unite world-class research with Further and Higher education. Our links with industry and business led research will be strengthened by the formation of SAC Ventures, encompassing SAC Consulting, the Farm Advisory Service, Veterinary Services and new companies. We will appoint a Director of Commercialisation and Innovation who will be a key part of a strengthened senior leadership team. Our policy engagement will also continue to grow, building on our existing reputation for independent and impartial evidence.

Rural Scotland is diverse with distinctive local and regional features. A founding and continuing strength of SRUC is our ability to connect with students and businesses all across Scotland. That is a strength from which I want our reinvigorated institution to grow.

Strengthening partnerships at a local and regional level will be reinforced by a move to decentralisation and to encourage the leadership across all parts of our extensive rural presence to develop collaborative initiatives that best serve those areas. I am particularly keen to see strengthened relationships with rural communities and businesses across the whole of Scotland. This will enable SRUC to consult more, understand future needs and then ensure the right skills or research support is put in place at the right time. This sharpened speed of response is what I know our partners want in order to take best advantage of the new opportunities opening up through scientific and technological advancements. I want to see this stronger sense of pace and agility including the involvement of students as partners together with encouraging more student start-up enterprises. This ambition can only be achieved through stronger integration with rural communities and businesses.

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SRUC has superb assets in research, education and consultancy services. The interplay between these spheres offers unique, untapped potential for world-class research to be rooted in practical application, education and new business opportunities.

Advancing the integration of our research, education and consultancy will give interdisciplinary teams strengthened capacity to absorb new science and technology, and deliver a systems-based approach to tackling local, national and global agri-food and environmental challenges.

As SRUC enters a new era, we are refreshing and enhancing the ways in which our three specialisms work together, thereby strengthening our ability to connect science and industry. Driven by excellence, we will maximise our impact and secure our national leadership role to drive innovation and economic growth in rural Scotland and further afield.

Through the transformational delivery model illustrated on the following page, we will create a global powerhouse for Further and Higher education, research and consultancy/commercialisation for the rural economy. The proposed College of Agriculture and Rural Economy (CARE) will hold a number of schools set up to deliver excellence in specific areas and disciplines.

The new SAC Ventures increases the translational power of our world-leading research while also delivering higher returns from commercialisation, consultancy and services, an element of key importance to SRUC’s future financial sustainability. Further integration of our specialisms will also bring greater coherence to policy development that supports multiple goals.

Furthermore, our proposed model is a catalyst for integration and collaboration across Scotland’s research and education ecosystem.
In the following regions of Scotland, our future activities will be focused on but not limited to:

**North**
Veterinary informatics and supporting the Food and Drink industry through research, education and training and consultancy, making a key contribution to Scotland’s aspiration to be a Good Food Nation.

**Central**
Research, education and training and consultancy, delivering in areas including equine activity, golf, hospitality and Smart/Precision Farming initiatives.

**South & West**
Research, education and training and consultancy, delivering in areas including dairy, forages, renewables and low carbon and bio-refining.
Encouraging farm businesses to adopt and exploit technological innovations for greater profitability is at the core of the UK Government’s £160 million Agricultural Technologies Strategy. Drawing on our research expertise in the fields of precision livestock and arable farming, and our power to transfer knowledge to industry through our unrivalled education and consultancy links, we are a well qualified founder partner in three of the four new Innovation Centres established as part of the Strategy. Hubs of world class expertise, the Centres translate high quality agricultural research into practical application. Industry partnerships and engagement are fundamental to their activities, with SRUC’s integrated specialisms playing an important role in this process.

**Integration:**

**Driving Agri-Food Technology**

AgriMetrics works with food chain partners to promote the use of big data and analytical tools to understand the demands of farmers, food manufacturers, retailers, consumers and the environment, and, to provide practical solutions.

The Centre for Innovation Excellence in Livestock (CIEL) delivers global-leading livestock production and product quality research to improve food quality and farming systems.

The Agricultural Engineering Precision Innovation Centre (Agri-EPI) delivers Research & Development, demonstration and training on precision agriculture, and engineering for the livestock, arable, horticulture and aquaculture sectors.
Appoint a new Academic Director to lead our College of Agriculture and the Rural Economy (CARE).

Establish SAC Ventures, encompassing SAC Consulting, the Farm Advisory, Veterinary Services and new companies.

Maximise opportunities for our researchers, educators and consultants to interact collegiately and deliver innovative services, products and advice to SRUC customers.

Minimise transactional costs within the new model, reducing internal processes and thereby reducing costs and maximising opportunities for greater collaboration and innovation.

Create collaborative, regional alliances to address local skills needs and to provide a ‘gateway’ for the rapid application of the world-leading research from Scottish institutions to economic growth, social impact and evidence-based policy.

Utilise our estate to offer the best possible student experience, investing in technology and infrastructure where most appropriate.

Develop strong partnerships, including regional alliances, to build new business ventures including student start-ups.

Work closely with the University of Edinburgh’s Global Academy of Agriculture and Food Security and other Scottish Universities and Institutes to create critical mass, shared resources, digital learning opportunities and world class undergraduate and Further Education offerings.

Invest in new strategic appointments, where appropriate, and within tight budgetary control; create opportunities for shared roles that support world class research and teaching, as recognised by the differences we make as well as by the REF and other indicators.

Grow our consultancy business by drawing on research expertise, industry demand and compliance work.

Maximise the use of data across the life, physical and social sciences to support integration and bring a systems-based approach to complex problems – the so called ‘wicked challenges’.

Reintroduce an annual staff conference that will bring all of SRUC together.

Tell us what you think

What do you think of the title “College of Agriculture and Rural Economy”?

How might SRUC collaborate more effectively with external partners and stakeholders, and how can this work best in your region?

How do you view the integration of SRUC’s specialisms and its ability to help you and/or your sector?

What do you think of the title “College of Agriculture and Rural Economy”? 
Tackling the biggest agri-food and environmental challenges requires an unrelenting focus on excellence. This means pushing hard to establish new ways of working and embedding a culture of innovation to deliver economic and social impact from research. Our world-class agricultural and veterinary research, which, in partnership with the University of Edinburgh, was defined by the latest Research Excellence Framework to be the most powerful in the UK, provides an outstanding platform for further growth. In particular, SRUC’s impact case studies are a key strength and differentiator.

The expectation of our investors, including Government and the private sector, is that we accelerate the pace of innovation, shortening the time lag between discovery and practical application to support a resilient and dynamic agri-rural economy. Underpinning this is a recognition that farming, agriculture and associated industries are becoming more technology and knowledge intensive businesses.

This, together with a more discerning and well-informed consumer, will shape the future of farming, the food and drink industry, and the agri-rural economy. These changes will allow information to increasingly replace other scarce resources in food production and consumption, contributing substantially to the solution of the ‘wicked problems’ facing the world today. Furthermore, there is an exponential growth in knowledge and new technologies arising from digital and genetic interventions. These disruptive factors create massive opportunities for SRUC to take a leadership role in supporting a productive, sustainable and profitable primary agriculture sector. The rewards are clear: adding significant value to Scotland’s food and drink sector, strengthening the circular bio-economy, and more resilient supply chains and job creation.

To capture these opportunities will require innovation, the ability to explore new approaches and a commitment to team work and solving practical problems.
SRUC's offering contributes strongly to industry and Scottish Government priorities.

SRUC staff and students are recognised for their innovative contributions by prestigious internal and external awards.

SRUC is the partner of choice for Agri-tech initiatives that build profitable and sustainable relationships with key commercial partners.

Public–Private partnerships will be established that attract investment in capital, infrastructure and resources to build on SRUC's outstanding track record in translational research.

SRUC in collaboration with others will create platforms to implement digital technology solutions for agriculture and related industries. To include:

- Transformation of education and advisory services by equipping clients with new skills to advance smart farming solutions.
- Defining and supporting the connection between production agriculture, sustainability and healthy diets in a complex policy environment.
- Supporting public engagement and consumer demand for information on food provenance and choice in the context of food data chain revolution.
- Optimisation and resilience of supply chains in conjunction with agri-business.
- Enhancing biosecurity and food safety through monitoring and early warning of incidents.
- Evidence showing SRUC's integrated specialisms are directly supporting policy.
We will

Invest in new expertise/competencies and infrastructure to support digital agriculture, green data and analytics.

Establish Stakeholder Engagement Groups that provide connectivity and are well established conduits for knowledge exchange and communication.

Establish a Science and Impact Advisory Board to support excellence and impact across SRUC activities.

Harness Big Data as a driver for innovation and integration across campuses.

Apply smart use of data to deliver new products and services locally, nationally and internationally.

Deliver knowledge and technologically intensive consultancy services.

Develop and promote new learning methods, maximising the use of digital technology.

Support and encourage marketable innovations from research by exploiting SRUC’s unique combination of attributes.

Ensure that SRUC research innovations are fully exploited through appropriate knowledge exchange, exploitation of IP and the development of value-added services through consultancy and education.

Use research excellence to drive the innovation agenda and development of a strong entrepreneurial culture.

Inspire and empower staff across SRUC to adapt and develop new skills.

Promote stronger team working, greater outward focus and receptiveness to new ideas and more agile ways of working.

Support policy development through strengthened engagement and the compelling presentation of excellent science.

Tell us what you think

Where might new collaborative opportunities lie for SRUC?

How might we enhance our education and training curriculum to meet current and future skills gaps?

How can SRUC best encourage and utilise innovation?

Should our proposed Stakeholder Engagement Groups be organised by region, by sector or in another way?
Awareness and intelligence gained through our industry relationships helps us define practical problems, develop innovative solutions and identify commercial opportunities for our research, education and consultancy activities. We will involve industry more in the design of our curriculum, support vocational training in partnership with industry, and explore secondments and joint working with industry partners.

Our 1400 staff members have a long-standing and respected presence within rural communities, supporting those involved in farming, crofting, food production and the land in meeting challenges and exploiting new opportunities.Combining knowledge gained from research and close community engagement within and beyond food and farming, we define practical problems and shape competitive, profitable solutions.

The services of our advisory arm, SAC Consulting, now support thousands of farmers, crofters, land managers and veterinary practitioners through our Scottish Government-supported Farm Advisory Service (FAS), our national veterinary surveillance role and a diverse range of UK-wide commercial activity. We will use this platform to support the delivery of both public and private goods in ways that maximise opportunities to support a dynamic, innovative and sustainable rural economy.

We will become more commercial and entrepreneurial as we continue to expand our industry collaborations. By strengthening a culture of innovation within SRUC, we will take new approaches to business ventures, ensuring our expertise and facilities are outward facing, are well positioned to meet industry needs and create economic growth.
New genomic selection tools developed from SRUC cattle, goat and sheep breeding research are being used to improve selection for the economically important characteristics of animal production: longevity, fertility, health and environment.

In the UK dairy industry alone, the aggregate benefits of genetic improvement using SRUC-pioneered conventional evaluation tools are estimated to have been between £2.2 billion and £2.4 billion since 1980.

Our research is also having wider international benefits through the dissemination of genetic improvement from UK-bred animals. This is set to yield greater rates of improvement as farmers increasingly use genomically-selected livestock, leading to greater rates of improvement. This technology will also see improvements in traits that have historically been difficult and expensive to measure such as feed intake and maternal traits. The new tools will enable recording to take place in ‘phenotype farms’ and the benefits disseminated through genotyping of individual animals at the farm level.

Industry uptake of our genetic research is promoted through the Edinburgh Genetic Evaluation Services (EGENES) which we established in association with the University of Edinburgh. The service provides commercial livestock genetic evaluation and data handling services to help accelerate the transfer of research results into industry practice. EGENES has been contracted by AHDB Dairy, Beef and Lamb to provide genetic evaluations for UK recorded cattle and sheep since 2005.

Knowledge is also transferred directly to farmers via SAC Consulting and is embedded in our education curriculum.

Industry-facing
Livestock Breeding for the Future

Key outcomes

SRUC offering contributes strongly to industry and Scottish Government priorities.

Regional Campuses become ‘anchor’ institutions that deliver regionally-relevant Further Education, engage strongly with industry and help to shape economic strategy and skills training at local and regional levels.

We are fully engaged in City Deals and Growth Deals across the breadth of Scotland.

We foster student entrepreneurship and start-ups.

Working with industry, our transdisciplinary research brings the highest public and private benefits in areas such as ‘One Health’, environment, digital agriculture and ‘good food nation’.
We will

Launch a National Centre of Excellence for Rural Further and Technical Education that supports employer-based and on-line provision.

Work with the Scottish Government and newly appointed Agricultural Champions in supporting the development of an Agricultural Strategy to guide the long-term sustainable future of Scottish farming.

Appoint heads of stakeholder engagement that work regionally to support delivery and growth.

Appoint a new Director of Commercialisation and Innovation to ensure that we co-ordinate and lead the integration of our research, education and consultancy activities to support the development and translation of knowledge into innovative services and products at pace.

Deliver knowledge and technologically intensive consultancy and advisory services.

Advance and bring strong commercial acumen to our leading partnership arrangements with the Agri-tech Innovation Centres (Agrimetrics, CIEL and Agri-EPIC) for maximum mutual benefit to SRUC, the Centres and industry collaborators.

Operate veterinary disease surveillance based on real time surveillance, world-class epidemiological expertise and diagnostic services.

Build upon our current commitment to apprenticeships to support Scottish Government aspirations to increase the number of apprentices in Scotland.

Invest in technical skills and support SRUC staff to work more closely with industry and deepen partnerships and networks.

Tell us

what you think

Are there specific regions or sectors where we should provide additional focus?

How can we enhance our engagement with and support for industry?

How are public and private interests reconciled?
Many of the challenges facing Scottish agriculture are reflected in other global regions including the developing world. Wherever we work, our goal is to support sustainable and profitable farming that contributes to healthy diets and a healthy planet. Most importantly, advancements in science and digital technology mean that we can tackle global challenges without eroding our commitment to Scotland.

Our global reach is significant, involving partnerships in more than 50 countries. For example, in sub-Saharan Africa, we are expanding our dairy and poultry genetics activities in partnership with the Bill and Melinda Gates Foundation and other important supporters. In addition, an increasing number of international postgraduate students are recognising the value of studying with us.

We will actively seek opportunities for international collaboration to provide multidisciplinary solutions, exploring the contribution SRUC’s Scottish expertise can make to global challenges and capacity-building but also learning lessons to help stakeholders at home.
International:
Capacity-building in the Developing World

SRUC has an active and growing portfolio of international collaborations in Low to Middle Income Countries. Our work within economies such as Brazil and China has led to significant benefits for domestic and international policy-making on such topics as sustainable intensification and carbon management.

Within Africa and South-East Asia, our focus has been on examining aspects of climate and agricultural production policy. Our networks have been developed through strong links with collaborators such as the Kenya-based International Livestock Research Institute and the Food and Agriculture Organisation.

Our work in Sub-Saharan Africa has covered a number of topics. High-profile impacts relate to the management of animal disease, the role of decision-making in small-householder production and the development of safe and sustainable supply chains.

Our work in Malawi, for example, has supported a network for enabling growth within dairy farming. Given the immense challenges within these systems, our work aims to provide sustainable solutions, promote co-creation with farmers, policy makers and donors, and inform future policy direction and interventions in these fragile agricultural and rural systems.

Key outcomes

SRUC is ranked among the top six in world for agricultural and veterinary research.

Our collaborative international research partnerships allow us to grow our business, maximise the benefits of our expertise in response to global grand challenges, and return direct benefits to Scotland.

Our reach is broadened through global alliances, yielding demonstrable return on investment that stimulates further investment in the full spectrum of SRUC’s interests.

SRUC is a ‘go-to’ institution for International comparative policy analysis that enhances understanding of routes to agricultural and rural resilience.
Develop and implement a global strategy that embraces all elements of SRUC’s mission.

Increase and diversify research income streams with a focus on the Global Challenges Research Fund by carefully aligning our research focus to the UK Aid Strategy and the UN Global Goals for Sustainable Development (SDGs).

Identify, provide and facilitate linkages that promote national and international research opportunities that drive forward economic prosperity in Scotland and globally.

Grow an international portfolio of education courses, training and post-graduate research that is responsive to the needs of both developed and developing countries. Such courses will fully utilise the knowledge generated from our research and wider expertise at SRUC.

Increase the numbers of our international students at all levels of training and education.

Recruit appropriate international expertise to ensure our courses and research are grounded in the needs and requirements of our increasingly global presence and network.

While raising our international profile, seek to establish an international base with one of our key partners to act as a focus for deepening collaboration to apply and grow our research, education and consultancy services.

Raise the international visibility of all campuses, improving the promotion of centres of excellence, drawing on the strengths of closer integration and a stronger team ethos.

Build vibrant international activities, including summer schools, staff secondments and attracting more international students.

Maximise our international policy engagement, working with others to share learning and enhance agricultural and rural resilience.

Secure an international presence on our new Science and Impact Advisory Board.

Tell us what you think

How can Scottish partners work better together for global impact in land-based and food sectors?

Where do gaps in collaboration exist and how might this be remedied?
Our success lies in people – students, staff, alumni and stakeholders – fulfilling their potential. Realising our bold ambitions will need our workforce’s expertise, inspiration, ideas and continued commitment. Staff will be empowered with opportunities to influence and address the challenges and opportunities facing our key sector. We will nurture interdisciplinary teamwork and deepen collaboration, with staff and students encouraged to identify issues and devise responses using the resources available within a dynamic organisation. This spirit will build pride and commitment in staff and students but must also inspire confidence in clients and stakeholders.

Equally essential will be the ability to inspire our alumni, customers, collaborators and investors by communicating to them new ideas, developments and innovations. These have to be applied in practical and beneficial ways, whatever the culture and scale of operation.
SRUC is an exemplary, socially responsible employer, nurturing equality, inclusion and diversity amongst our staff. We demonstrate a working environment that allows our enthusiasm for and pride in what we do to become infectious, so inspiring our staff and students to realise their full potential.

Our integrated operating model fosters exemplary teamwork and a strong collegiate approach to problem solving, innovation and providing commercially-strong services. SRUC is recognised for its ability to tackle problems that are beyond the reach of many organisations and we are a magnet for talent. We provide a clear, independent evidence base that inspires beneficial behaviour change amongst stakeholders within the farming, food and land-based sectors.

Inspiring:
An Inspired Food and Farming Workforce

Equipping each one of our students with the knowledge, skills and confidence to make a real difference in their chosen land-based career is a crucial element of our contribution to a profitable, efficient and sustainable food and farming sector.

“My first business plan was based on basic cash-flow lessons learned at college and secured a £20,000 overdraft. Equally valuable was the inspiration and confidence gained during my practical year when I worked abroad and widened my horizons.”

Lochy Porter – Founder of Angus Soft Fruits which supplies 15% of the strawberries eaten in the UK.

“I used the knowledge, confidence and contacts gained through my time with SRUC to broaden my career beyond a family farming opportunity. Through SRUC, Scotland has a unique resource capable of equipping future rural talent with knowledge needed to succeed and informing their learning journey through near-market and meaningful research.”

Jim McLaren – Agriculture graduate, Perthshire farmer, Chairman of Quality Meat Scotland, former President of NFU Scotland and Board member of NFU Mutual and Angus Cereals.

“SRUC has been pivotal in my career so far. Their Animal Welfare team is one of the largest in the world with an excellent reputation for high quality research, some of which provided the basis of my present project.”

Dr Sarah H Ison – PhD Animal in Behaviour and Welfare, now researching pig aggression at Michigan State University, USA, in collaboration with SRUC.

“SRUC provided an invaluable grounding – broadening my horizons and providing me with the knowledge, channels and opportunities to harness my passions and interests. It set me up fantastically and I would do it again in a heart beat!”

Laura Barwick – Rural Business Management graduate, now Scotbeef’s Agricultural Livestock Liaison Manager.

“SRUC’s research made arranging our collaborative project so much easier.”

Dr Rafael de Silva – PhD in Sustainable Intensification, now researching sustainable intensification of Brazilian livestock production in a joint project between SRUC and Brazilian research body EMBRAPA.

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Key outcomes
We will

Invest in, empower and develop our staff, celebrating initiative and excellence.

Put in place the leadership competencies, capabilities and style needed for the new operating model. The senior team will be more visible across the organisation.

Decentralise: changing the way we work by encouraging local initiative and stronger partnerships.

Review and strengthen the role of regional Deans. They, together with heads of stakeholder engagement, will become key ambassadors for SRUC, improving local and regional connections, and working more closely with industry.

Strengthen the management and quality controls needed to drive excellent quality reviews.

Focus on excellence in quality systems to ensure we have the flexibility to achieve Taught and Research Degree-Awarding powers.

Invest in facilities to ensure students have cutting edge access to resources.

Focus on a coherent and meaningful programme of external engagement.

Ensure our professional services operate to the highest standard to support the successful and sustainable delivery of our strategies.

Maximise our environmental sustainability and credentials, including meeting our obligations under the Universities and Colleges Climate Commitment for Scotland.

Nurture and expand two-way relationships with our alumni community for the benefit of the wider rural sector.

Tell us what you think

What areas of investment and development would be most inspiring to SRUC staff?

Should the roles of the SRUC Deans be expanded? If so, in what ways?

What is the best way for us to engage with relevant stakeholders in your region or areas of expertise?
INTEGRATION

OUTCOMES

• SRUC is Scotland’s National Institution for combined agri-rural research, teaching and consultancy.
• Students have skills to grow agri-rural economy.
• Integrated SRUC and collaboration with partners strengthens Scottish learning and teaching.
• SRUC no. 1 in UK and top 6 in world for agricultural and veterinary research.
• SAC Ventures stimulates creation of new companies.

ACTIONS

• New College of Agriculture and Rural Economy led by Academic Director.
• SAC Ventures established.
• Maximised research-education-consulting interaction.
• Reduced internal transactional costs and processes.
• Collaborative regional alliances.
• Utilise estate for best student experience.
• Partnership-based new business ventures.
• World class education offerings with key Scottish universities and institutes.
• Shared appointments across research and teaching.
• Expanded consultancy business.
• Maximized use of data.
• Annual staff conference.

INNOVATION FOR IMPACT

OUTCOMES

• Best-in-class REF result.
• Success in external awards.
• SRUC Agri-tech partner of choice.
• Public-Private partnership investment in SRUC.
• SRUC partnerships lead to digital technology solutions for agriculture.
• SRUC evidence supports science-led policy.

ACTIONS

• Digital agriculture expertise and infrastructure investment.
• Stakeholder Engagement Group.
• Science and Impact Advisory Board.
• Big Data to drive innovation.
• Technology intensive consultancy.
• New learning methods including digital.
• Marketable innovations from research.
• Research innovations exploited.
• Strong entrepreneurial culture.
• Greater team working, outward focus and agility.
• Strengthened policy engagement.

INDUSTRY FACING

OUTCOMES

• Strong contribution to business and Government priorities.
• SRUC regional presence shapes economic, skills and training strategies at local and regional levels.
• SRUC engaged in City and Growth Deals.
• Student entrepreneurship and start-ups.
• Transdisciplinary research brings highest public and private benefits.

ACTIONS

• National Centre of Excellence for Rural Further and Technical Education.
• Heads of stakeholder engagement.
• Director of Commercialisation and Innovation.
• Knowledge and technology intensive consultancy.
• Strengthened veterinary disease surveillance.
• Agri-Tech Centre partnership.
• Deepened staff-industry partnerships.

INTERNATIONAL

OUTCOMES

• SRUC research ranked top six in world.
• Collaborative, international research partnerships tackle global challenges and benefit Scotland.
• SRUC reach broadened through global alliances.
• SRUC is a ‘go-to’ institution for international rural policy analysis.

ACTIONS

• Global strategy.
• Increased income streams including Global Challenges Research Fund.
• Research linkages promoting national and international economic prosperity.
• International portfolio of education courses.
• International expertise within education.
• International base with key partner.
• Campuses internationally visible.
• Vibrant international activities e.g. summer schools, visiting scholars and exchanges.
• Increased international policy engagement.
• International presence on Science and Impact Advisory Board.

INSPIRING

OUTCOMES

• SRUC is an exemplary, socially responsible employer.
• Inspiring work environment where staff and students realise full potential.
• Integrated operating model fosters team work, innovation and commercial outlook.
• SRUC’s unique abilities are a magnet for talent.
• SRUC’s clear, independent evidence based research inspires beneficial behaviour change in farming, food and land-based sectors.

ACTIONS

• Investment in staff.
• Leadership competencies and style.
• Decentralisation.
• Strengthened management and quality controls.
• Flexibility for Degree-awarding powers.
• Investment in student facilities.
• Meaningful external engagement.
• Highest standard professional services.
• Maximized environmental sustainability.
• Expanded alumni relationships.
• Focus on excellence in quality systems.
The SRUC outcomes stated in this document are aligned with the Scottish Government’s National Performance Framework.

<table>
<thead>
<tr>
<th>SG NATIONAL PERFORMANCE FRAMEWORK</th>
<th>INTEGRATION</th>
<th>INNOVATION FOR IMPACT</th>
<th>INDUSTRY FACING</th>
<th>INTERNATIONAL</th>
<th>INSPIRING</th>
</tr>
</thead>
<tbody>
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<td>We realise our full economic potential with more and better employment opportunities for our people.</td>
<td>• SRUC is Scotland’s National Institution for combined agri-rural research, teaching and consultancy.</td>
<td>• Public-Private partnership investment in SRUC.</td>
<td>• SRUC regional presence shapes economic, skill and training strategies at local and regional levels.</td>
<td>• SRUC research ranked top six in the world.</td>
<td>• Integrated operating model fosters teamwork, innovation and commercial outlook.</td>
</tr>
<tr>
<td>We are better educated, more skilled and more successful, and renowned for our research and innovation.</td>
<td>• Integrated SRUC and collaboration with partners strengthens Scottish learning and teaching.</td>
<td>• Best in class REF result.</td>
<td>• Collaborative international research partnerships tackle global challenges and benefit Scotland.</td>
<td>• SRUC ranked top six in world.</td>
<td>• SRUC’s unique abilities are a magnet for talent.</td>
</tr>
<tr>
<td>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</td>
<td>• SRUC no.1 in UK and top 6 in world for agricultural and veterinary research.</td>
<td>• Success in external awards.</td>
<td>• SRUC research ranked top six in world.</td>
<td>• SRUC evidence supports science-led policy.</td>
<td>• Inspiring work environment where staff and students realise full potential.</td>
</tr>
<tr>
<td>Our public services are high quality, continually improving, and efficient and responsive to local people’s needs.</td>
<td>• Integrated SRUC and collaboration with partners strengthens Scottish learning and teaching.</td>
<td>• Transdisciplinary research brings highest public and private benefits.</td>
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Integrated SRUC and collaboration with partners strengthens Scottish learning and teaching.
SRUC no.1 in UK and top 6 in world for agricultural and veterinary research.
Integrated SRUC and collaboration with partners strengthens Scottish learning and teaching.
SRUC evidence supports science-led policy.
Engage

As we further develop SRUC's strategy, we invite comments in response to the ambitions, actions and questions set out in this document. Please submit your feedback in any of the following ways:

Online at: www.sruc.ac.uk/engage

By email: engage@sruc.ac.uk

Attend an SRUC stakeholder event in your region:
Monday 24 April: Barony Campus, Dumfries
Thursday 27 April: Elmwood Campus, Cupar
Tuesday 2 May: Edinburgh Campus
Monday 8 May: Ayr Campus
Tuesday 9 May: Aberdeen Campus
Wednesday 10 May: Inverness
(Please visit www.sruc.ac.uk/engage for full details of these events.)

Write to us at:
Engage
Scotland’s Rural College
King’s Buildings
West Mains Road
Edinburgh EH9 3JG

Please submit your feedback no later than Friday 12 May 2017.
The SRUC Board and the Executive Management Team will consider carefully all feedback received and in June 2017 will publish a summary and details of next steps.