

Imperial College
London

Strategy

Consultation



Introduction

Imperial College London is a world-changing global powerhouse that is truly distinctive. We have tremendous strength and focus on business, engineering, medicine and science; We are known for innovation, entrepreneurship, impact and societal benefit; and we are based in London, one of the greatest cities in the world.

Imperial's staff, students and alumni are making the world healthier, smarter, safer, more prosperous and more sustainable.

But, in a rapidly changing world, what is our ambition for the next two decades?

If we are to maximise our potential as a force for good in the world, serve as a powerful catalyst for the UK's future success; and continue to compete successfully in the top tier globally, we simply cannot stand still.

Launched in October 2023, Imperial's new strategy will set our vision and ambition for the next two decades.

It will guide our major decisions and position us to grasp new opportunities. And it will inspire others to join us, partner with us and invest in us.

We now need your help to shape this vision.

This consultation paper sets out the core questions about our work. It is split into three sections:

Education and Student Experience:

What do we want to be distinctive about the education and student experience offered by Imperial College London?

Research and Enterprise:

How will Research, Innovation and Enterprise at Imperial College London be distinctive and impactful in 20 years' time?

Societal and Global Engagement:

How can we boldly and authentically develop our social purpose to ensure our leadership in science, technology, medicine and business has the greatest impact locally, nationally and globally?

This paper sets out a range of questions we are seeking to answer about each of these pillars. This should be read as a guide rather than a definitive list.

From Monday 20 February to Monday 31 March, we will give all our staff, students, alumni and external partners a chance to share their views and insight on these issues.

We have created an [online survey](#) to gather views on these questions and others. We will use this feedback to complete a draft strategy by summer 2023. Please submit feedback via the online survey by **Monday 31 March 2023**.

www.imperial.eu.qualtrics.com/jfe/form/SV_d6wj4m45eQ1qUiW

Education and Student Experience

What do we want to be distinctive about the education and student experience offered by Imperial College London?

1. We will recruit the most talented students from all over the world, ensuring that our home students reflect the socioeconomic diversity of the UK and expanding our global reach for overseas students.

- How can we make a transformative step to ensure that talented UK applicants from disadvantaged backgrounds aspire to come to Imperial and are supported to get here?
- How will students from new international markets hear about us?
- How will our offering in terms of fees and scholarships need to change to attract students from new international markets?

2. We will offer internationally renowned research-led degree programmes with a reputation for world-class laboratory facilities and technology-enabled pedagogical innovation and delivery that offer flexibility for students to follow specialised or interdisciplinary pathways at an advanced level.

- Should we continue to offer only STEM subjects or should we be adding others?
- How will our need for facilities to support practice-based subjects evolve over the next 10–20 years?
- How can we equip all of our teaching staff with the skills needed to develop high-quality digital resources where these add pedagogical benefit?
- What local control of operational matters would need to be yielded to enable more flexible cross-departmental pathways for students to build their own programmes?
- What sort of PGT programmes are best suited to online delivery?

3. We will offer a distinctive and joined-up student experience from first contact to beyond graduation that builds upon our unique London location, creates strong learning communities and fosters commitment and engagement from our alumni.

- How can we use our London location to raise our profile internationally?
- How do we make better use of space and online resources to enhance the student experience and ensure a sense of community?
- How do we maintain a sense of belonging for students pursuing interdisciplinary programmes across departments?
- What will be the expectation of academic contact for a high-quality course?
- How can we make a step-change in our relationships with our alumni?

4. Our graduates will be sought after internationally both by employers and other universities for their distinctive attributes including independent problem-solving, multi-cultural and multi-disciplinary team-working, strong digital and communication skills, and as entrepreneurial initiators of innovation that brings benefit to society.

- What graduate attributes will be most highly sought after in 40 years' time?
- What should be the balance between expertise in core disciplines versus interdisciplinary problem-solving skills?
- How can we enhance our students' opportunities to explore entrepreneurship?

5. We will expand our range of courses with online part-time inter-disciplinary Master's and other digitally-enhanced lifelong learning opportunities. These will increase the diversity of entry pathways to our degree programmes, extend our global reach and reputation, broaden our industry collaborations, enhance our offer to our alumni and provide income to support growth.

- How do we deliver this without adding to the current academic load or causing detriment to the experience of residential students?
- Enhance our life long learning offer, including alternative types of provision such as micro-credentials and Massive Open Online Courses (MOOCs)
- To what extent should we require existing provision to fit into a College-wide approach?

Research and Enterprise

How will Research, Innovation and Enterprise at Imperial College London be distinctive and impactful in 20 years' time?

1. We will be world leading in research excellence, fostering curiosity and challenge driven research. We will create and maintain state-of-art-infrastructure and attract and retain the best international talent.

- How can we support world leading discovery and curiosity driven research?
- What are the Future Grand Challenges?
- What are the Infrastructure needs for future fit research labs?
- How do we attract, retain and develop international talent?
- How should we be organised to enable better research interactions?
- What level of funding will be needed to support our research at a world-leading level and how will we fund our activity sustainably? (Diversify and Increase our Research Income)?

2. We will be a trusted source of knowledge (What are we for and what do we do?)

- How do we maintain (and become champions of) trust in scientific research and translation?
- How will we ensure societal benefit and not harm?
- Do we have the skills and subject areas for the future, or do we need to grow beyond STEMMB?
- How will we create a research environment that enables including excellence in research and enterprise?

3. We will deliver internationally renowned PGR and ECR training with a reputation for for state-of-the-art facilities, hands-on training; and multidisciplinary, innovative, inclusive and accessible training. Our PhD students will be sought after by employers and other academic institutions.

- What research training and future skills will be needed in 20 years?
- What infrastructure is needed to facilitate multidisciplinary collaborations and networks?
- How do we ensure our research training and environment is inclusive and open to diverse communities?
- How do we create entrepreneurial researchers?

4. We will be the partners of choice for research and innovation. We will broaden our government, industry and charity collaborations – leveraging and enhancing our global reputation.

- What are the characteristics of a 'good' partnership and who are our key stakeholders for research partnership/funding?
- How does our infrastructure drive different models of engagement with research partners?
- How do we make mobility between academic and industry/policy roles more attractive?

5. We will deliver impact through research and innovation for societal benefit.

- How will we define, enhance and capture impact?
- How do we support and incentivise long term impact generation?
- How do we ensure opportunities and research partnerships which encourage impact on a local and global impact?

Societal and Global Engagement

How can we boldly and authentically develop our social purpose to ensure our leadership in science, technology, medicine and business has the greatest impact locally, nationally and globally?

1. We will be at the heart of an inclusive local innovation ecosystem, supporting local economic growth, education, health, employment and environmental outcomes.

- How can we contribute to inclusive economic growth and levelling up around our campuses? How can we play a convening and capacity building role in bringing organisations and partners together for long-term societal benefit?
- How can we contribute to improved local education outcomes?
- How can we contribute to local health and environmental outcomes?
- How can we enhance our impact by having a strong element of civic engagement across the whole institution?
- How can we ensure that all our local campus communities feel empowered to access STEMB opportunities?
- Beyond White City, how do we become a national and international beacon of Societal and Civic Engagement and address the 'levelling up' agenda?

2. We will break down the barriers to studying, working and progressing within our community and play a leading role in making science and technology more inclusive in society.

- How can we build channels of capable student applications from underserved (e.g. socio-economic, gender and ethnicity) backgrounds such that our home students represent the London demographic?
- How can we increase levels of participation and progression in STEMB beyond our research, established student base and teaching – and in terms of lifelong engagement and STEMB confidence in particular?
- How can we ensure that we are a welcoming and socially engaged institution?
- How can we collaborate with our local communities through public participation in our research and innovation?

3. We will be globally renowned as an outcomes driven university leading on the convergence of science, technology and medicine with business, entrepreneurship and innovation. We will use our local, national and international reach to be an effective convener of STEMB partnerships for the advancement of society.

- How can we take ambitious and decisive steps to develop and reinforce our global position as an entrepreneurial, research-intensive university working at the forefront of technological innovation and discovery science?
- What type of constructs should we put in place to deliver collaborative networks in our different locations and across our different partners
- How can we remain a magnet for international talent and educate and work with the best globally in the context of changing demography, geo-politics and shifting economic power?
- How can we be a recognised leader and global actor through our impact on the UN Sustainable Development Goals (SDGs) in the least developed and lowest-income countries?
- How do we make more effective use of our global student and alumni communities as a network of champions and ambassadors for the College in key regions and countries?
- How do we ensure our students have a global outlook and can be the global leaders of the future
- How can we deliver sustainable, effective and outcome-focused engagement activity outside of the UK without mission creep/overreaching?