



University of  
St Andrews

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## University of St Andrews Strategy 2022-2027

World-leading | Diverse | Digital | Sustainable | Entrepreneurial





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# University Strategy 2022-2027

Great universities constantly move forward. They anticipate, lead, adapt, and are society's engines of innovation and change. Momentum is everything.

When St Andrews flourishes, it does so because it combines a commitment to excellence with an inherent dynamism which moulds us to the challenges and opportunities of the age.

As we publish our University's refreshed Strategy, there is war in Europe, and a cost-of-living crisis is exacerbating inequalities. The long tail of Covid lingers, the climate emergency begs ever more urgent intervention, digital technology signals profound changes for the way we live and work, and major constitutional and cultural questions are being asked in this country and others.

Universities exist for the pursuit of truth and scholarship but in executing that privilege we must also serve.

Rarely have the communities on our doorstep, and further afield, been in greater need of the public good achieved by the emphatic application of world-class research and teaching. Rarely has it been more critical that universities maintain the courage to speak truth to power.

Crises bring discomfort but they also bring ambition and hunger for change. This is what drives our dynamism at St Andrews. By our scholarship, we should want to change the world, not expect others to change it for us.

This refreshed Strategy develops the World-leading, Diverse, and Entrepreneurial themes of our existing Strategy, and brings forward two others in an interconnected way for a fast-changing world – Sustainable and Digital. All are underpinned by our continuing commitment to social responsibility.

The Strategy 2022-2027 sets out how we will change to invest in key areas of research and teaching and strategic appointments; leverage our international partnerships to widen influence; make smart use of digital technology to bring people together to share knowledge and ideas; foster an inclusive and compassionate culture and become more diverse; act as a role model for how people and ideas can move seamlessly between academia, industry, and the wider world; and model the solutions and behaviours humanity will need to tackle the climate and natural emergencies.

The Strategy has been refreshed in partnership and consultation with our staff and students, and will guide the decisions, policies, and investments the University requires to bring the intellectual power of our community to the great challenges of this age, and to maintain the distinctive excellence of our research and teaching.

Our remarkable students and staff are the lifeblood of St Andrews. It is their energy, vision, and momentum this Strategy aims to support, to free them to use knowledge, ideas, and potential for the benefit of all.

**Professor Dame Sally Mapstone FRSE**  
**Principal and Vice-Chancellor**



# Executive summary

The refreshed University Strategy 2022-2027 is the result of close consultation with our Schools, Professional Service Units, and students at all levels. It will guide the decisions, policies, and investments the University makes over the next five years.

The University's fundamental goal remains to attract and nurture the best staff and the most promising students from around the world, and provide an environment in which they can produce their best work for maximum societal benefit.

The objectives of the University Strategy are grouped under five themes – **World-leading, Diverse, Digital, Sustainable,** and **Entrepreneurial** – and are underpinned by our commitment to social responsibility.

Each theme is introduced by its Vision and the ways in which it has Connections to other themes. Objectives are listed, before detail is given on Delivery and how we will measure Progress. For each theme, we demonstrate how it relates to our twin focuses of Research, impact, and innovation and Education and the student experience.

Our key objectives are summarised as follows:

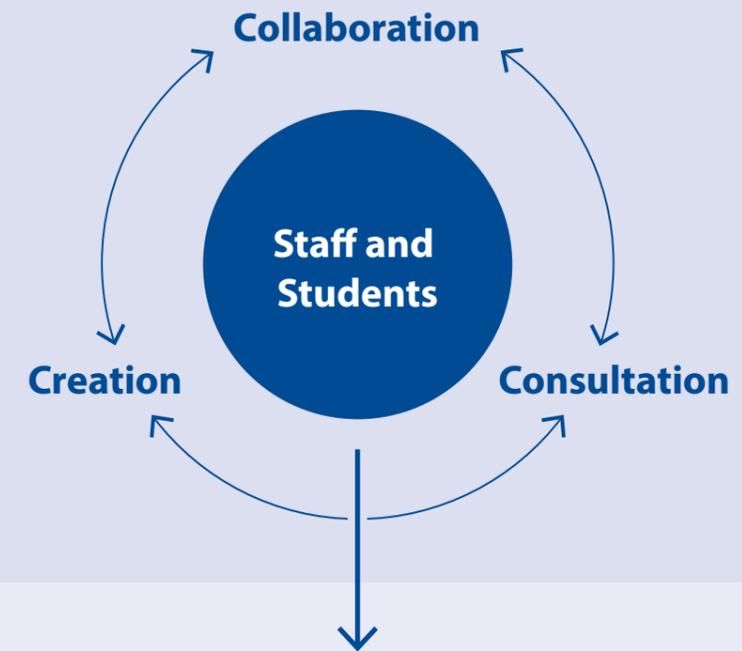
- We will be a world-leading university, advancing knowledge to address global challenges in socially responsible ways.
- We will share and grow our research, education, and impact through connecting disciplines and collaboration with influential global partners.
- We will make strategic appointments and create development opportunities for those who want to lead.
- We will foster an inclusive and compassionate culture where all feel able to be their authentic selves.
- We will build greater diversity across our student and staff communities and make real progress in addressing inequalities.

- We will extend our influence and reach through a new online education model and grow the reach and reputation of our research in a digital context.
- We will embed digital, entrepreneurial, and sustainable opportunities and skills development in our curriculum and culture to prepare us all for the future.
- We will ensure our governance and processes accelerate our transition to becoming a more sustainable institution.
- We will decarbonise our energy systems as we develop our estate responsibly.
- We will cultivate a culture of innovation and offer support, space, and funding to enable staff and students to progress their ideas.
- We will be a role model for how people and ideas can move smoothly between universities, industry, and the wider world.
- We will respect, nurture and promote our local community and environment.

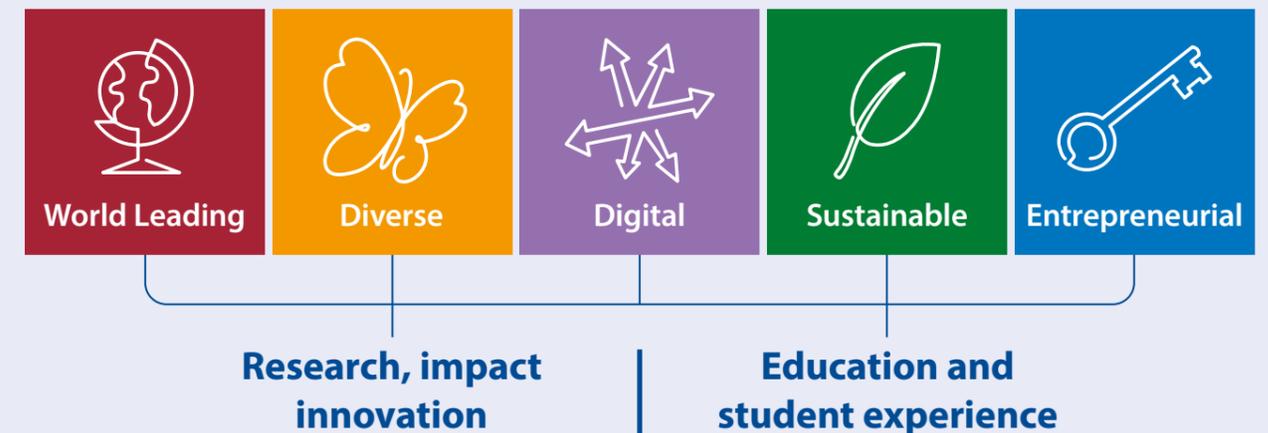
The University Strategy will steer us through changes and challenges to realise our objectives. We will connect our staff, students, and stakeholders, engage actively with governments, funders, and policy makers, and mobilise the support of our alumni, friends, and global community. We will develop action plans for each of the themes and revisit this framework regularly to measure progress. The existing Enabling Strategies for People, ICT, and Estate will be refreshed, and will provide the key operational frameworks for delivery.

## University Strategy 2022-2027

### Process



### Strategy



### Outcomes





More than 1000 people from across St Andrews gathered on West Sands in March 2022 to form a powerful line in the sand, standing in solidarity with Ukraine.

## Our commitment to social responsibility

Social responsibility is a deep-woven thread which already runs through what we do at St Andrews. Our sense of responsibility towards our staff and students is visible across the themes of the Strategy. Our responsibility towards the environment has been extended under the new theme of Sustainable St Andrews. We retain a keen sense of responsibility towards our local community and recognise that our day-to-day activities and plans have a profound impact.

### The University will:

- Act ethically, transparently, sustainably, and for the wider public benefit at all times.
- Promote and defend the principles and importance of academic freedom, and freedom of speech.
- Follow and contribute to best practice in the pursuit of greater equality and diversity.
- Encourage our staff and students to prize a culture of tolerance, respect, kindness, and courtesy towards each other, and to our broader communities.
- Involve our staff and students at the heart of our governance and decision making.
- Make our research findings widely available for local, national, and global benefit.
- Nurture a culture of civic engagement and volunteering amongst staff, students, and alumni.
- Ensure all plans, work, and activities are 'community aware'.
- Work with businesses whose principles and commitments to the environment and sustainability align with our own.
- Work with local businesses wherever possible, and consider the impacts of our growth and activities on the sustainability of businesses in St Andrews, Fife, and further afield.
- Communicate promptly and transparently with our neighbours, stakeholders and partners, listen to ideas, and be willing to adapt where there is evidence that we can improve our proposals and practices.
- Ensure that funds which the University holds in trust are invested in a socially responsible manner.



World-leading

# World-leading



## Vision

We will be world-class across all our academic activities and support our world-leading potential. A defining aim is to address global challenges with demonstrable outcomes and in socially responsible ways.

The University of St Andrews is ambitious for the quality and impact of our research and educational programmes. Research and teaching are at the heart of who we are and what we do, and the fact that we can connect them so strongly is distinctive and fundamental to our global reputation. In an environment where competition for resources and opportunities is ever fiercer, we must anticipate and be ready to act to stay ahead. Over the next strategic period we will accelerate investment and leverage international partnerships to enhance academic excellence and build those areas where we are, or have the potential to be, world-leading. We will strengthen a world-class environment that empowers our staff and students to lead in the development of knowledge and education, maximising opportunities for innovation in the service of future generations.

## Connections

We couple the development of knowledge and research-led education to all our strategic themes in order to catalyse progress. The climate emergency sets a tempo of urgency for sustainable change. A digital culture opens new avenues for research, education, sustainable approaches, and growth. A diverse international community of talented people and deep partnerships in an environment where they can develop is key to our priorities. An entrepreneurial mindset ensures that our research and educational programmes will have impact beyond the academy.

## Objectives

- We will be amongst the very best universities in the world. We will strategically strengthen and support our community in heightening our academic performance and impact.
- We will harness the power of interdisciplinarity – the connections we make between disciplines – to enable collaboration and address global challenges. This will include prioritised collaborations with key global partners to underpin our global identity.
- We will attract excellence, build ambition, and recognise achievement amongst our staff and students. We will do so within an inclusive and scholarly environment that develops our students and staff to realise their potential and targets recruitment strategically.
- We will develop our estate to advance research and education as well as opportunities for interdisciplinarity. In central St Andrews we will deliver the 'New College' to further academic activity in the social sciences. This in turn will open up opportunities to support the arts and humanities. We will enable visionary innovation in our world-leading science disciplines based at our North Haugh by enhancing the physical environment.

## Research, impact, and innovation

We will:

- Invest in research which is world-leading within our disciplines and in interdisciplinary potential where it enhances our response to major challenges.
- Build sustainable, funded collaborations with global strategic partners.
- Enhance the impact and communication of our research outside academia.

## We will deliver this by:

- Making strategic appointments to take advantage of opportunities that accelerate progress with our objectives.
- Investing sustainably in our estate as an enabling resource, underpinned by long-term, responsible master planning across our physical and digital requirements.
- Creating development opportunities for people who want to lead, including collaborations across partners and disciplines.
- Targeting support for emerging interdisciplinary activity in priority areas established by our community including: peace, conflict and security; cultural understanding; evolution, behaviour and environment; materials for the modern world; sustainability; engineering; and health, infectious disease and wellbeing.
- Providing investment to deepen international partnerships strategically.
- Working together to start up global institutes as flagships of international interdisciplinary excellence.
- Linking the Eden Campus to our research and educational strengths across St Andrews.
- Advancing our ambitious philanthropic campaign to drive our ambitions in St Andrews and further the reach of our community around the world.

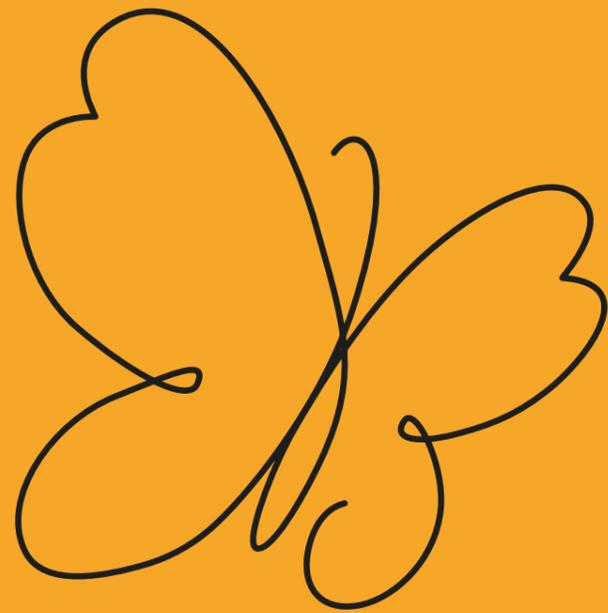
## Education and the student experience

We will:

- Deliver education of the highest quality across our physical and digital environments, building on our distinctive student experience to transform the potential of future generations.
- Develop curricula and complementary opportunities integrating our research and pedagogical excellence in collaboration with students and external experts.
- Ensure students are integral partners throughout the educational and student experience as we extend our community digitally.

## Progress will be indicated by:

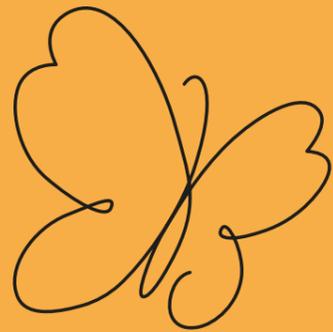
- The breadth of research in which we are judged to be world-leading.
- Externally recognised impactful and interdisciplinary activity.
- High quality and sustainable global strategic partnerships.
- A student experience and outcomes of the highest quality.



Diverse



Pier Walk, St Andrews.



## Vision

We will make St Andrews a beacon of inclusivity, placing diversity and equality at the centre of everything we do and creating an environment in which all can flourish and realise their potential.

Diversity and inclusivity are essential to a thriving society and to our success as a forward-looking, world-class university. We will excel if we can attract and retain talented people with a broad range of backgrounds and if we value and mobilise the abilities of all of our staff and students. The University has been making a determined shift in its culture to ensure that everyone – our students, staff, and alumni – can thrive as part of the St Andrews community. Inclusivity is about valuing difference and enabling everyone to contribute. It requires always being willing to learn and to change and we will work this self-reflection into our institutional identity through dialogue and openness.

## Connections

Diversity and inclusivity underpin delivery of our strategic themes. Being world-leading requires us to attract and retain the best talent, wherever it is found. Seizing the opportunities of the digital age requires us to ensure we develop skills and support on-going learning in step with technological advancements; and fostering entrepreneurialism and supporting sustainability require the creativity and effective problem solving that come from the ability to draw on a wide range of experiences, insights, and diversity of thinking.

## Objectives

- We will ensure that our teaching, research, and operations are at the forefront of best practice in equality, inclusion, and diversity.
- We will foster an inclusive culture where all feel able to be their authentic selves, and where prejudice and discrimination are robustly challenged.
- We will make real progress in addressing the inequalities and disadvantages experienced by minoritised groups including, but not limited to, those related to race and ethnicity; socio-economic backgrounds; the experience of LGBTIQ+ people in our culture; disability; sex and gender.
- We will build greater diversity across our student community – strengthening the pathways that enable access and success – and in our workforce, particularly at senior levels, ensuring that the leadership of the University has an intrinsic understanding of the perspectives and potential of its community.
- We will take steps to support staff and student physical and mental wellbeing and resilience and to foster a culture of care and compassion.

## Research, impact, and innovation

We will:

- Embed an inclusive research culture that recognises everyone's contribution and values and incentivises collaboration.
- Enhance structures and processes that support a diverse range of rewarding career paths and enable everyone to achieve their full potential.
- Ensure a working environment that supports positive working practices and behaviours and ethical research methods.

## Education and the student experience

We will:

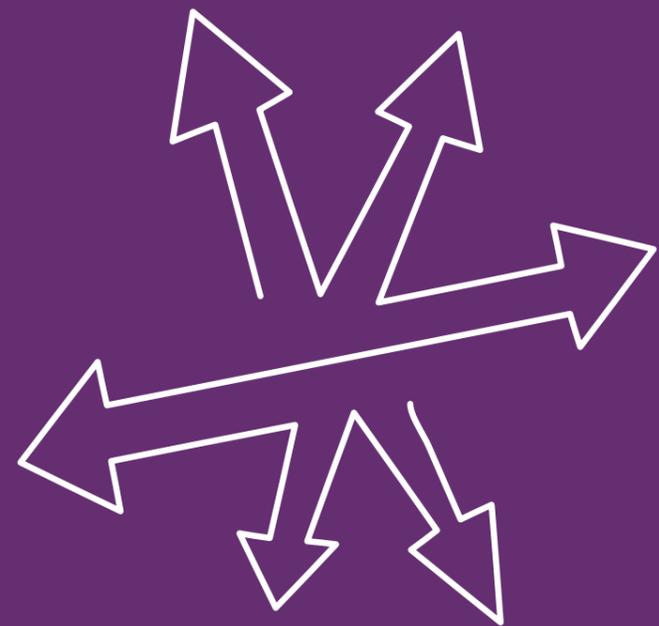
- Celebrate belonging and diversity in an inclusive learning environment which supports all our students to achieve their fullest potential and be socially responsible citizens.
- Offer flexible and accessible academic programmes which support widening access, and encourage lifelong education.
- Further advance inclusive teaching practice with particular attention to curriculum design and delivery in order to support students with disabilities.

## We will deliver this by:

- Facilitating a community approach to culture change which recognises that everyone has a part to play in creating a diverse and inclusive environment.
- Providing visible signals of inclusion through role models, networks, narratives, and the accessible configuration of the working and learning environment.
- Demonstrating institutional commitment and leadership by seeking and maintaining a sector-leading level of recognition through equality and diversity accreditation schemes.
- Developing enhanced data and analytic capability and building trust and transparency in data collection and usage, to provide timely and accessible equality, diversity and inclusion information to inform policy and practice interventions.
- Refreshing the People Enabling Strategy and developing appointment processes and career pathways that build diversity, especially at senior levels.
- Supporting accessible and competency-based skills development to ensure that all staff have the opportunity to grow and fulfil their potential.
- Enhancing the opportunities for our staff and students to engage in consultations, discussion, and open fora so that a full range of voices contribute to the development of the University and its future success.

## Progress will be indicated by:

- The diversity of staff and of the student body.
- Positive feelings of wellbeing, inclusion and belonging amongst our student and staff body, alongside external recognition within targeted frameworks (such as Athena Swan, the Race Equality Charter and the LGBT Charter).
- Minimising participation gaps and attainment gaps.
- Development of career pathways across both our academic and professional colleagues and a reduction in pay gaps amongst staff cohorts.

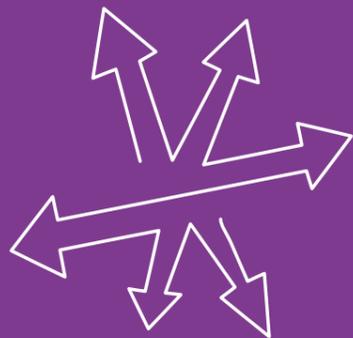


Digital



Our MSc in Digital Health – run by the Graduate School for Interdisciplinary Studies - teaches the theoretical underpinnings of digital health, and examines how digital data is integrated in clinical decision making.

# Digital



## Vision

We will create a digital identity, culture, and capacity that enables us to seize the opportunities which digital transformation can bring to our activities and ways of thinking, extending our ambition for our future as a leading global university.

Digital approaches, platforms, and technologies are transforming our world profoundly. Digital St Andrews will accelerate a digital way of thinking and working in education, research, and how we operate, communicate, and connect. Digital St Andrews will provide valuable avenues for intellectual growth in education and research. Digital education will fundamentally broaden the access global learning audiences have to St Andrews and will provide opportunities to develop our diversity and make the University more resilient. Applying digital approaches will allow us to transform research agendas and accelerate progress on tackling global challenges. It will fundamentally broaden our reach and opportunities to engage learning and research communities with the knowledge and solutions we develop, and will enable capacity building globally.

## Connections

Digital will open new opportunities for collaborations, both academic and entrepreneurial. Digital methods, expertise, platforms, and tools will catalyse interdisciplinary research. The fusing of our digital and physical environments will provide agile pathways that enhance attraction, engagement, and inclusion and offer more sustainable approaches. Digital information and expertise will underpin effective decision making and create capacity within our processes and systems while developing our people.

## Objectives

- We will create and improve capacity by prioritising digital opportunities which are transformational to our experiences and practices and extend the influence and reach of what we do across digital environments.
- We will invest in our people by providing opportunities for developing digital skills and digital innovations.
- We will extend the reach of our education and training and increase the diversity of our learners through an innovative digital learning portfolio which reflects the distinctive, individualised nature of the St Andrews experience.
- We will enhance our research and impact by using digital capabilities to challenge and extend our disciplinary boundaries. These capabilities will require investment into our digital estate and enable our world-class researchers to break new ground.

## Research, impact, and innovation

We will:

- Encourage our academics to lead their disciplines in setting research questions and agendas that integrate digital research.
- Accelerate research by embedding digital opportunities into resources and methodologies.
- Grow the reach and reputation of our research digitally to enhance our global impact, engagement, and identity.

## Education and the student experience

We will:

- Develop digital education to reflect our values of excellence and quality.
- Embed digital opportunities and skills development in our curriculum and culture.
- Create a digital student experience that captures the unique St Andrews experience in an authentic way.

## We will deliver this by:

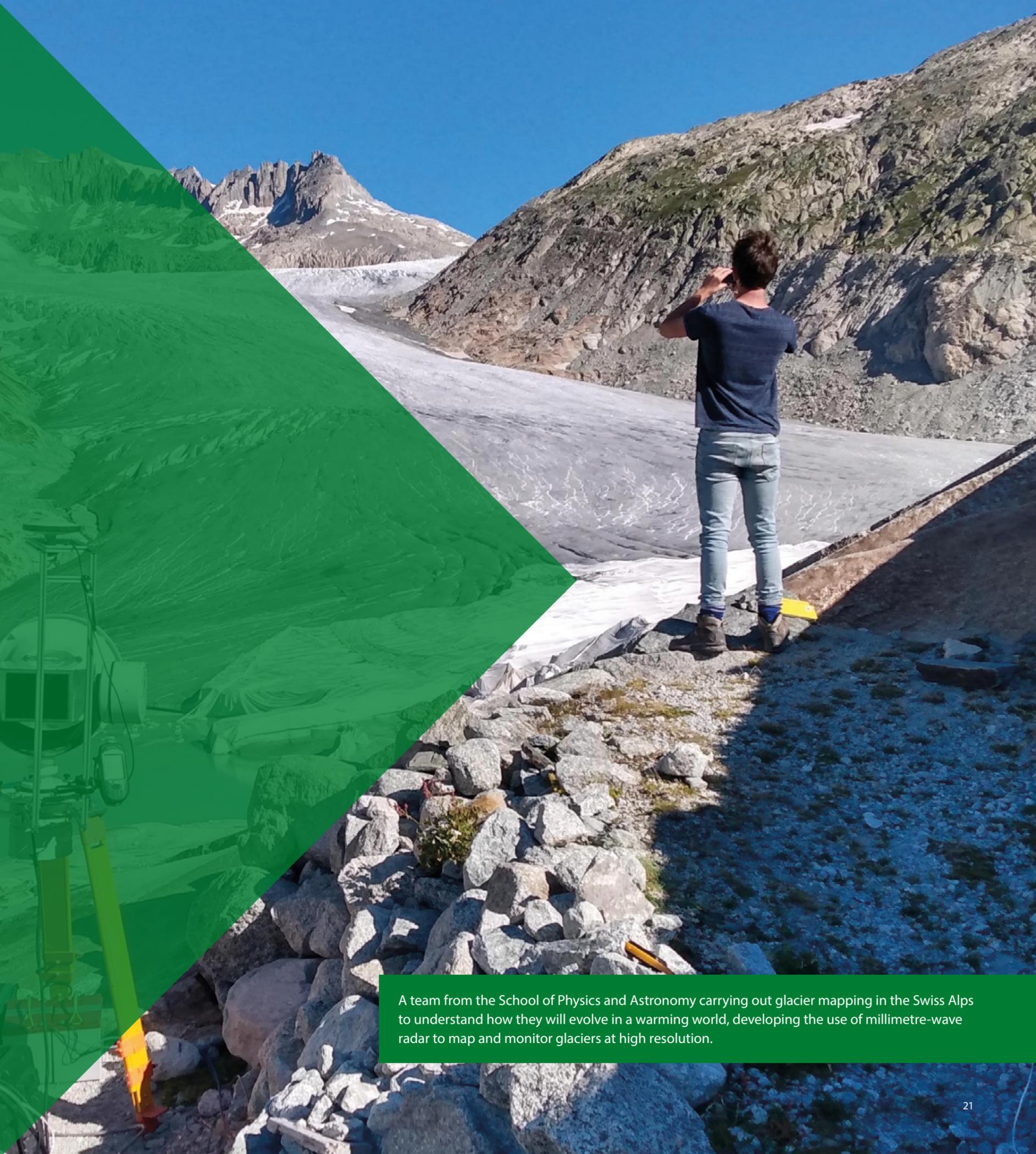
- Supporting the development of digital solutions to drive evidence-based decision making, integrating and simplifying processes, and improving the experience of our staff and students.
- Creating new and well supported online education models targeted at areas of demand in a way that represents value for learners, our Schools, and the University.
- Exploring entrepreneurial opportunities we identify through digital expansion.
- Establishing specialist support tasked with engaging with our research community to deliver transformational change through digital technologies and perspectives.
- Establishing an inclusive role-based approach to development and training in digital skills that enables our staff and students to contribute and innovate, escalating their digital learning and skills.
- Developing our physical estate in alignment with our digital priorities and the refreshed ICT Enabling Strategy.

## Progress will be indicated by:

- Additional students and learners on high-quality digital taught programmes, attracted from more diverse backgrounds than those from which we traditionally recruit.
- A growing number of research outputs underpinned by or integrating digital research methods and means.
- Growth in digital skills across the staff and student community with positive impacts on careers and the ability to leverage digital capabilities that enable scale across our activities and operations.
- Collaborations, public engagement, and impact resulting from digital events and outputs and through digital platforms.



# Sustainable



A team from the School of Physics and Astronomy carrying out glacier mapping in the Swiss Alps to understand how they will evolve in a warming world, developing the use of millimetre-wave radar to map and monitor glaciers at high resolution.



## Vision

We will be leaders of sustainable change at St Andrews and in the world through what we research, our opportunities for learning, and how we operate.

Recognising the urgency of the global climate and natural emergencies, St Andrews has established three pathways to lead real and inclusive change; Sustainability Positive – our commitment to society that our research, education, impact, and entrepreneurship will improve the environment; Carbon Net Zero – our commitment to reduce carbon dioxide and greenhouse gas emissions dramatically across the full extent of the University's activities, and manage unavoidable emissions responsibly; and Climate Adaptive – our approach to sustaining the University's ability to operate in an irrevocably changing climate. We will show responsibility by reducing the University's consumption of resources, limiting our greenhouse gas emissions and waste, and enhancing our resilience to become a Net Zero university by 2035. To effect positive change across society, and contribute to the United Nation's Sustainable Development Goals, we will use the power of our research, amplified through education and our partnerships, to influence radical shifts in public policy and create opportunities for a rapid transition that are alive to the justice of outcomes.

## Connections

Sustainability sparks and requires innovation. To thrive within the finite resources of this planet we need to think in new ways about our priorities and how we achieve them. Connections to sustainability are essential for driving responsible change across the physical and digital university, as well as to enabling opportunities

for growth. A future that is sustainable requires bold collaborations with partners from around the world, and the partnerships we nurture will be shaped by and will advance sustainability.

## Objectives

- To accelerate our transition we will incorporate sustainability into our vision for the University, our culture, and operations.
- We will support our whole community to make the informed personal and professional decisions required to contribute to a sustainable future.
- We will challenge and support all our academic disciplines to make a distinctive contribution to advancing discovery and learning in sustainability and the environment, as we champion interdisciplinary approaches in areas that will accelerate our transition.
- We will develop living lab opportunities locally and especially at the Eden Campus which can be implemented globally to demonstrate the outcomes delivered by connecting research, education, and community.
- We will influence the policy environment to establish the shared frameworks needed to deliver progress that is just at a societal level.

## Research, impact, and innovation

We will:

- Develop a context for world-class research which acknowledges its environmental impacts and seeks to minimise them.
- Deliver more world-leading research that targets crucial themes in the climate and natural emergencies, and invest in key interdisciplinary perspectives that take on the complexity of acting on this challenge.
- Make use of our research to drive policy change in support of a fair, sustainable future for all, locally, nationally, and globally.

## We will deliver this by:

- Integrating sustainability in our governance and decision making at all levels, supported by accessible carbon footprint data as well as a life-cycle perspective.
- Accelerating progress towards carbon Net Zero 2035 and wider goals in the University's Environmental Sustainability Strategy by implementing sustainable travel, procurement, energy management, and biodiversity plans.
- Investing in structures to support targeted research in the climate and nature emergencies and sustainability and enhance the impact of this research in education and society.
- Providing all of our students and staff with learning opportunities to enable them to make the informed decisions required to reduce their carbon footprint and contribute to a sustainable future.
- Ensuring that the frameworks which guide the development of our estate forward sustainability across our historical and ageing buildings as well as new investments, so that our physical environments serve future generations. We will eliminate the need for fossil fuels in our energy systems.

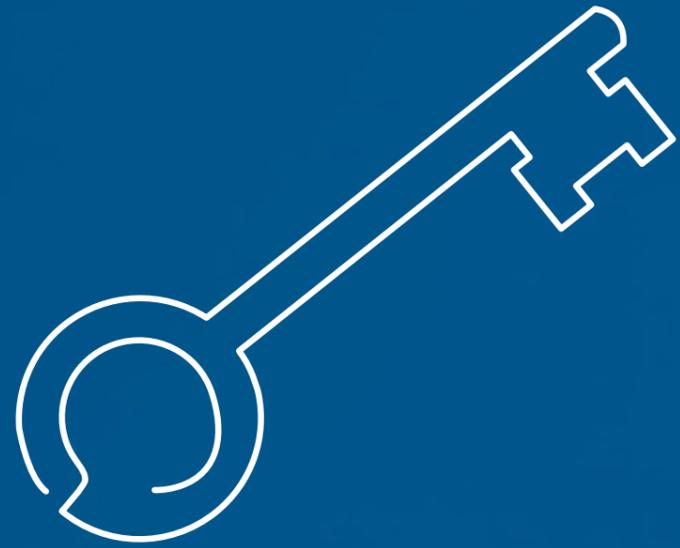
## Education and the student experience

We will:

- Furnish our students and staff with the knowledge and attributes that make their lives, as well as the communities around them, more sustainable.
- Prepare our students for careers in a world where sustainability issues will dominate by enriching the environmental sustainability content of the curriculum with learning from our research findings.
- Develop a teaching environment in St Andrews that minimises its environmental impact, recognising the value of our global reach.

## Progress will be indicated by:

- Increasing opportunities for students and staff to develop skills and knowledge that enable them to take environmentally sustainable actions.
- External engagement and externally recognised impactful research activity in the fields of climate change, energy research, and sustainability.
- A reduction in carbon and greenhouse gas emissions directly and indirectly connected to our University operations and activities.
- The management of more of our land for biodiversity and the implementation of a mechanism to monitor species and plants.

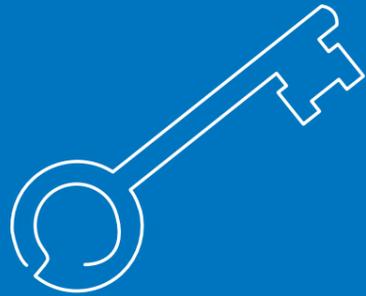


# Entrepreneurial



On The Rocks – an initiative launched by St Andrews' students in 2009 – is the largest student-run Arts festival in Scotland. Designed to showcase not only the best of drama and filmmaking in St Andrews, OTR provides a platform to demonstrate the creativity and talent of artists, photographers, dancers, musicians and comedians within the student community.

# Entrepreneurial



## Vision

We will encourage a culture of innovation and create an inclusive entrepreneurial ecosystem to enhance our impact on society and diversify and grow our research funding streams. This ecosystem will be created through the interactions of students and staff, through enterprise and entrepreneurial education, and through strong engagement with business, government, the third sector, and other funders.

## Research, impact, and innovation

We will:

- Drive and support the development of an increasing volume of research from across all our disciplines that delivers the innovation that supports entrepreneurial success.
- Enable research that links strongly with external partners from industry, government, and the third sector to deliver research with societal impact.
- Become a role model for how staff and ideas can move smoothly between universities, industry, and the wider world.

## Education and the student experience

We will:

- Support and recognise the design of curricula and forms of assessment to reward risk-taking, problem-solving, and creativity, and ensure students are adept at identifying opportunities for enterprise and provide the tools to take these forward successfully.
- Promote the value of student and staff engagement with business, charity, and social enterprise initiatives.
- Offer training, dedicated space, and funding to enable students and staff to progress entrepreneurial ideas.

To be entrepreneurial in our culture is to see potential in existing and future activity and to translate that into enterprise for the benefit of wider society. Entrepreneurial St Andrews is rapidly gaining prominence as a mainstream activity in the University, enabling regeneration locally and transformation nationally. We will encourage our entrepreneurial ecosystem, securing increased funding for research, integrating entrepreneurial and enterprise education, and stepping up external engagement.

## Connections

Through our contributions to the entrepreneurial ecosystem and social enterprise, we will further our ambition as a university to effect the lasting changes society needs. The priority given to addressing the climate emergency will be emphasised through linking enterprise and entrepreneurial education directly to education for sustainable development in its broadest sense. That ambition requires ideas and innovation which are best generated in diverse groups and are strengthened through research and exchanges across disciplines. The Eden Campus will stimulate our entrepreneurial activities in St Andrews and beyond.

## Objectives

- We will enable our staff and students, who express interest, to make the best of the ideas they generate by providing inclusive opportunities to engage with entrepreneurship through the core curriculum, co-curriculum, the Entrepreneurship Centre, and professional skills programmes.
- We will encourage activity to grow the pipeline of opportunities for the five commercial pathways of licensing, spin-out, start-up, contract research, and consulting engagements, and for the development of dynamic and sustainable social enterprises.
- We will provide support throughout the stages of the entrepreneurial journey in a seamless way, linking effectively to university operations.
- We will grow research volume by diversifying beyond traditional funding streams, including philanthropic opportunities.
- We will establish a network which provides opportunities for friends and alumni actively to advise, mentor, and support entrepreneurs.

## We will deliver this by:

- Developing our entrepreneurial identity underpinned by clear physical and virtual entrances to entrepreneurial activities at the University and supportive communications that effectively position the University's capability and entrepreneurial culture globally.
- Nurturing and growing effective links with external stakeholders and supporters.
- Establishing networks which provide opportunities for friends and alumni actively to advise, mentor, and support entrepreneurs, and create opportunities for alumni and supporters to promote fledgling ventures in new markets.
- Establishing an integrated reporting system with clear accountability for performance goals, overseen by effective governance.
- Identifying and supporting the resource required to deliver our entrepreneurial education programmes.
- Supporting staff to embed entrepreneurship in our curriculum through the encouragement of enterprise and entrepreneurship.

## Progress will be indicated by:

- Increased sustainable funding generated from multiple entrepreneurial activities.
- The pipeline of opportunities for spinout, start-up, contract research and consultancy.
- The establishment of a patent portfolio which is exploitable and exploited, and a rising number of invention disclosures.
- Opportunities for our staff and students to be innovative and engage in entrepreneurial activities and increase engagement with policy, consultations, and public dialogue.



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**Web version of the strategy**



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