

The Surrey Advantage

Corporate strategy 2017 – 2022







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To be a leading global university renowned for the outstanding quality and impact of its graduates and research, together making great contributions to society.





Professor G Q Max Lu AO DL FAA FTSE

President and Vice-Chancellor
University of Surrey

The Vice-Chancellor's foreword

I joined the University of Surrey in 2016. Since then, I've met with many staff and students, and spoken widely with external stakeholders across our local and global communities. I've learnt a lot about the University and the environment in which we operate, and I am constantly impressed by the wonderful academic community and the palpable momentum behind Surrey. The University has rightly earned its place as one of the best higher education institutions in the UK. Building on our proud heritage of working with the community and with industry, we are now poised to become a truly global university with a rising international reputation.

We live in a time of dramatic change, and the pace of that change is accelerating. This adds to the complexity and challenges already facing universities, but also presents many opportunities. So it is not only the right time to re-imagine our future with a new strategy, but it's also crucial to take advantage of the changing environment and the new possibilities it offers.

The new corporate strategy presented here is the culmination of ideas that have emerged from discussions with staff, students and the community, and from valuable feedback from many enthusiastic individuals from Council through to senior management and alumni. This is a blueprint for our future that builds on the University's current strengths and presents a clear vision to make the University of Surrey a truly great global university. It will see us become one of the world's best

places to study and work, based on a vibrant values-led culture. We will become a preferred higher learning institution for our excellence in academic programmes and our exceptional student experience and employability. It will make us an innovative and preferred partner for business, industry and community because of our renowned research excellence and impact.

This strategy is not meant to be static, but is instead an open and adaptive roadmap. Our ethos is one of pragmatism and agility, which will position us to take advantage of the new opportunities the future will bring.

I am delighted to present this strategy to the University community and supporters, and I look forward to working with all our staff, students, alumni and friends of the University to reach new heights in the future.



Our vision, mission and values

The University of Surrey is a research-intensive university committed to teaching and research excellence, with a focus on practice-based education programmes that reflect our history. We provide a world-class experience to our students, who go on to make positive contributions to society. Continuing the spirit of our Royal Charter, we are committed to working in partnership with students, business, government and communities in the discovery and application of knowledge.

Our vision

The University of Surrey will be a leading global university. We will be renowned for the outstanding quality and impact of our graduates and research, as well as our collective contributions to society. We will build on our distinctive heritage of practice-based learning and excellent student experience, and embrace our future by focusing on digital transformation.

Our mission

The University of Surrey provides excellent education, and advances and disseminates knowledge.

The University transforms lives and shapes the world for a better future by partnering with students, governments, businesses, alumni and local communities.

The University makes social and economic impacts through research and innovation, and provides solutions to global challenges.

Our values

Our organisation is built on a core set of values. These define us as ambitious, but not at any cost. They tell us to be focused on our mission while encouraging creativity, respecting our people, and enabling them to realise their full potential. Our values underpin a strong culture of excellence, diversity, resilience and collaboration, which require us to be agile to change, and ready to adapt where and when we should.

The University of Surrey conducts its business by the following values:

RESPECT

We include everyone

Through valuing equality and diversity in people, cultures and ideas, we build a vibrant and caring environment that supports people based on humanity, compassion and fairness.

AMBITION

We set stretching goals

Through working to make the most of our potential and by taking advantage of opportunities, we add value for our students, staff, partners and for society as a whole.

COLLABORATION

We work in partnership

Through supporting staff and students to work closely together across disciplines, with businesses and with industry, we benefit society.

INTEGRITY

We always aim to do the right thing

Through a commitment to honesty, decency and transparency, we uphold the highest ethical standards and professionalism.

EXCELLENCE

We strive to be the best we can be

Through a focus on quality, we always seek to improve everything we do.

Contextual overview

Our heritage

The academic heritage of the University of Surrey can be traced back to the founding of the Battersea Polytechnic Institute in 1891. In 1956, the Institute was among the first to receive the designation 'College of Advanced Technology' and in 1966 the University of Surrey received its Royal Charter. Since then, the academic span of the University has broadened to incorporate the humanities, arts and social sciences without losing its traditional strengths in science, engineering, and industrial engagement.

The University has invested in and nurtured a number of unique and world-leading areas, including satellite technology, mobile telecommunication, chronobiology, food and nutrition science, hospitality and tourism management, sound mixing and musical theatre performance. In 2015, the new School of Veterinary Medicine was opened by Her Majesty the Queen. The School forms an important part of the 'One Health' and 'Innovation for Health' agendas in our education and research programmes. In the same year, our world-class 5G Innovation Centre (5GIC) was opened to pioneer the next generation of wireless telecommunication technologies. Our latest addition is the multidisciplinary Innovation for Health building, opened in 2017, that brings together expertise from health and biomedical sciences, data science and biomedical engineering to address the ever-increasing challenges in healthcare.

Our position today

In 2016, the University was named 'University of the Year' and 'Best for Student Experience' by *The Times* and *The Sunday Times*. In the last three years, the University has been consistently ranked in the top 10 of UK institutions in most league tables, and this year attained a Gold Teaching Excellence Framework (TEF) award for our outstanding teaching. These are things that we can be justifiably proud of.

In terms of scale, our size and shape can be summarised with the following statistics:

2,900

STAFF MEMBERS

15,700

STUDENT NUMBERS

4,700

NON-UK STUDENTS

110

COMPANIES ON SURREY RESEARCH PARK

2,300+

PLACEMENT PARTNERS

1,000+

DOCTORAL STUDENTS

£1.7bn

CONTRIBUTION TO NATIONAL ECONOMY

670

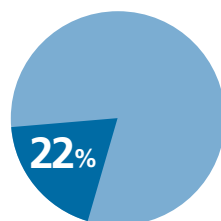
STUDENTS AT OUR CHINA CAMPUS

100,000+

ALUMNI

£260m

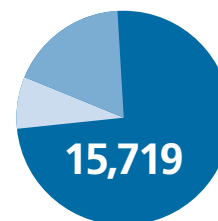
ANNUAL REVENUE



■ Home/EU ■ Overseas

£34m

RESEARCH INCOME



■ PGR ■ PGT ■ UG

The student population will grow over the period covered by this strategy. To begin with, we'll achieve this by growing our cohorts in the School of Veterinary Medicine and in the Surrey Business School. We'll also focus on growing the number of science, technology, engineering and mathematics (STEM) students through the delivery of the Innovation for Health programme, as well as through other specific subject initiatives. A flagship programme that attracts students and enhances experience and employability is our Professional Training placement programme, which we offer together with over 2,300 UK and international partners.

We are a research-intensive university. Our researchers attract over £30m in research awards every year and support over 1,000 postgraduate research students. We have recently launched a Doctoral College to nurture and support postgraduates and early career researchers. The Doctoral College aims to increase the number of doctoral students and build a cohesive research environment with world-class training, supervision and enhanced employability. Our researchers also collaborate extensively and productively with colleagues from around the globe, and as a result over half of our research outputs feature an international author.

As a founding member of the University Global Partnership Network, we provide opportunities for students to pursue study or research placements at partner universities while also supporting our research agenda through multinational research projects. In addition, we have a longstanding relationship with the Dongbei University of Finance and Economics in China through the Surrey International Institute, offering programmes in business and tourism management.

The University prides itself on its collaboration with industry and track record for commercialisation, being one of only two UK universities described as a top 55 Tech Challenger university by *Times Higher Education* in 2017. As an agile and innovative organisation, we have developed a number of strategic partnerships, licensed a wide range of discoveries, and successfully spun out a number of companies, including Surrey Satellite Technology Ltd. Together, these turn our research findings into products, policies and processes that benefit the economy and society.

Surrey Sports Park is our world-class sports facility. Primarily designed to encourage and enable student participation in all levels of sport as a complement to their academic studies, it also lets us offer practical teaching as a working laboratory for sports physiology, nutrition and wellbeing. The quality of Surrey Sports Park means that it can also host major sporting activities and events, and can attract elite teams, athletes and the local community to the campus. We now play host to Harlequins Rugby Union, Surrey Storm Netball, Surrey Scorchers Basketball, Surrey Smashers Badminton and the Guildford City Swimming Club.

Reflecting our mission, Surrey academics proactively communicate and comment on not only their research but also on the important challenges of the day. Many of our academics feature prominently and consistently in the media, with high-profile academics currently including Professor Noel Fitzpatrick with his own television series 'The Supervet' and Professor Jim Al Khalili, presenter of BBC's 'The Life Scientific'.

How are we performing?

Education and student experience

The National Student Survey (NSS) is a vital input into national league tables. The University has a strong track record for overall satisfaction in the NSS, averaging 90 per cent over the last five years. In 2017, seven departments achieved satisfaction scores of over 90 per cent, and ten courses received scores of 100 per cent satisfaction. We were also awarded a Gold rating in the 2017 Teaching Excellence Framework (TEF), recognising our outstanding teaching and support for students.

Our graduate employment record also remains one of the best in the sector. Of those who graduated in 2015, 95 per cent were in work or further education six months after leaving us, with 82 per cent of students in specific graduate level employment.

Research excellence

In the 2014 Research Excellence Framework (REF) the University ranked in the top quartile of all universities in the UK for biomedical sciences, electronic engineering, materials, and hospitality and tourism. Economics and sociology also ranked in the top 20. Associated with the 458 full-time equivalent staff submitted in 15 academic areas, 22 per cent of outputs were graded 4* ('world-leading') and 56 per cent were graded 3* ('internationally excellent'). The University's research outputs in the top 10 per cent of journals improved to 24.5 per cent in 2015 from 14.4 per cent in 2014. The UK average was 16 per cent.

Internationally, the University of Surrey ranks between 251-300 in the world in *QS* and *THE* league tables 2016-2017 and was ranked 362nd in ShanghaiRanking's *Academic Ranking of World Universities (ARWU)* in 2017.

Strategic partnerships

Collaboration is one of the University of Surrey's major strengths. We have successfully developed a number of strategic partnerships in research and innovation, including most recently the 5G Innovation Centre (5GIC), which has brought together over 25 leading industry partners and 30 small or medium-sized enterprises (SMEs) to develop next generation wireless telecommunication technologies. This accompanied the launch of the world's leading independent research test bed to enable businesses and academics to trial 5G technologies. The second phase of the 5G Innovation Centre, now underway, will provide much greater integration with other University research groups and a concentration on specific use cases for 5G technologies, such as digital healthcare, smart transport, intelligent cities and digital gaming. The 5GIC contributes significantly to the UK's national strategy on digital connectivity.

Also important is our partnership with the National Physical Laboratory (NPL). We formed a strategic partnership with the University of Strathclyde and have established two joint facilities, the Joint Hyper Terahertz facility and the Joint Centre for Non-Linear Microwave Metrology. The University has also become one of 14 academies recognised by the National Cyber Security Centre as a centre of excellence for cyber security research. In a partnership with Zoetis, we also launched the Veterinary Health Innovation Engine (vHive), a multi-disciplinary centre for digital innovation in animal health.

Building on these, we also have a number of emerging partnerships in China, such as with Shanghai Jiaotong University, Xian Jiaotong University and the Chinese Academy of Sciences.

Economic and social impact

The University's activities, including the contribution of over 110 companies on our wholly owned research park, generate around £1.7bn of economic activity each year and support some 17,300 jobs in Surrey.

Working with the universities of Bath, Bristol, Exeter and Southampton, we founded the SETSquared Partnership, which has directly supported over 650 companies since 2002 and helped them raise over £750 million in investment, creating over 1,000 new jobs. SETSquared has been ranked the number one high-tech start-up incubator in the world by the University Business Incubator Index (UBI).

The University of Surrey celebrated its 50th anniversary in Guildford in 2016. Over the past fifty years, we have benefited from the support of the community in Surrey and Guildford, and have contributed in turn to the development and social progress of the county and town. Students and staff also contribute through volunteering, raising donations, and helping charities and schools. For example, in 2016, 8,500 people benefited from widening participation and outreach programmes, over five million visits (including from over 100 schools) were made to our Sports Park, students staged 81 high-level performances in Guildford, and over 30,000 people attended public lectures and events organised by the University.

Future challenges

There are a number of challenges that face us and the sector as a whole. These include meeting high student expectations in an increasingly competitive environment, research funding constraints, increasing costs in salaries and pensions, and increasing demands in regulatory compliance. Immigration policies continue to be an issue affecting global student demand, while Brexit means a lot of uncertainty and pressure on student and staff mobility, as well as further pressure on research funding and collaboration with Europe.

Within the UK, overall government funding for research has reduced in real terms and funding agencies are requiring universities and their partners to contribute a larger proportion to projects. We also expect funding to be increasingly targeted towards government priorities, for example those described in the Government's industrial strategy. Public policy also requires ever greater demonstration of practical benefits as a requirement explicitly linked to assessment of projects for support and funding.

All these factors put significant pressures on our learning and teaching, our research and on our resources overall. Therefore, we must focus on important areas of strength and develop strategic alliances and partnerships where necessary, working collaboratively across the sector to best make use of the opportunities we have.



UNIVERSITY
LIBRARY

Strategic goals

Our ambition is to become a leading global university with excellent graduates and impactful research outcomes which make important contributions to society.

The University of Surrey will have achieved its ambitions when we have become:

- A global leader in higher education and a destination of choice for higher learning in the UK and internationally.
- A leading research institution with talented staff and students committed to research excellence and to benefitting the economy, society and the environment.
- A preferred partner for government, business, industry and other universities in creating technological solutions, digital transformation and policy innovation.
- A financially astute and sustainable institution with diverse funding support, including philanthropy, and with operational excellence and continuous improvement in process efficiency and effectiveness.
- An engaged and connected university which is the intellectual home for alumni, supporters, and the local community.

To achieve our strategic goals, we recognise that we need talented and dedicated staff to help us build a values-based culture of excellence. We need staff who can provide the right teaching and research, who are forward-thinking and provide an exceptional experience for our students or partners wherever they come from. They are the agents for the 'Surrey Advantage', the premium that each and every student or partner gains by choosing us as the place to study, qualify or to collaborate.

The important features of the 'Surrey Advantage', marked by exceptional graduates who can think critically and differently and make a real impact on society, are:

- Excellence in academic programmes, teaching practice and facilities.
- Practice-centred Professional Training programmes with enhanced soft skills.
- Extra-curricular activities and campus life that lead to the confidence to adapt to change as well as an outstanding network of friends and alumni.

If we can do these things well, we will maintain our high position whatever measures of learning success are used, whether it is the NSS or the TEF or national league table positioning. We need to put investment and effort into improving all these things, not just on optimising metrics in isolation (which are, by their nature, vulnerable to change), and in doing so maintain the advantage for our graduates.

Top academics and researchers provide a major part of the 'Surrey Advantage' through the quality and reputation of our research. Enhancing the scale of our research concentration is important, as our success as a knowledge leader gives rise to long-lasting prestige and brand power. This in turn allows us to attract the best people and more high-calibre students to study here, which provides sustainable funding to the institution.

Also important to the 'Surrey Advantage' is global connectivity and the creation of strategic partnerships with people, organisations and industry around the world. This is of value both to our alumni, who have a strong stake in continuing to improve our reputation, and to businesses as they connect with and benefit from our research.

The final element of the 'Surrey Advantage' is provided by cutting-edge facilities that support world-class learning and research. Our emerging digital strategy will transform our teaching towards personalised learning and use the campus as a 'Living Lab' for interdisciplinary research, while also developing and testing digital technologies and data analytics for improving the effectiveness and efficiency of our business operations.



Delivering the strategy

The growth imperative

To achieve our ambitions, we need to have adequate and sustainable resources. We need to grow the size of the University in terms of student numbers and revenue, as well as our engagement with alumni, communities and businesses. Growth will not only provide economies of scale and more resources, but also better facilities and services to students, such as more options around accommodation. Growth will help attract talented people to study and work here, improving the learning and research environment.

Our future growth will depend on opportunities for funding through philanthropic support and government initiatives. For example, two major strategic proposals that are currently being considered will further strengthen the University's position in the areas of medicine and hospitality, as well as providing philanthropic and research funding opportunities to enhance the prestige of the University in the longer term. Growth will also come from strengthening our flagship programmes and creating new programmes.

Priorities and objectives

To be successful in achieving our strategic goals, the University must be a rewarding place to work and study with a supportive culture that values everyone's contribution. Our strategic priorities will be delivered through seven interconnected sets of objectives:

Strategic priority one

Consolidate our excellent teaching and continue to improve the student experience to respond to students' growing expectations of enhanced academic quality, support services, facilities, accommodation and pathways to employment.

- *Objective one (teaching and learning)*
We will develop highly sought-after graduates and engaged alumni through our teaching and learning strategy.
- *Objective two (the student experience)*
We will build an enriching teaching and learning environment where students are at the heart of what we do, delivered through our student experience strategy.

Strategic priority two

Enhance our excellent research and increase its impact to respond to an ever more competitive environment by improving the quality of research and by retaining and attracting top talent.

- *Objective three (research)*
We will enhance our research excellence and scale to be recognised internationally as a leading research university, as set out in our research strategy.
- *Objective four (impact and innovation)*
We will contribute economic, environmental, health and social benefits to society through our impact strategy.

Strategic priority three

Build a global reputation and diverse resource base through engagement and partnerships to allow us to reach our education and research goals.

- *Objective five (regional and global engagement)*
We will build strong, mutually beneficial relationships with higher education institutions, businesses, industry and wider local and international communities, including with our alumni, delivered through our engagement, partnerships and global strategies.

Strategic priority four

Be financially sustainable, attract and retain talented staff, enhance our digital and physical infrastructure, and increase operational efficiency and effectiveness in response to rising expectations and competition.

- *Objective six (people and culture)*
We will create the conditions to attract new talent, and will support all of our staff to fulfil their potential, delivered through our human resources strategy.
- *Objective seven (finance, infrastructure and digital)*
We will ensure the University's financial position remains strong, that investment in infrastructure and maintenance is appropriate, and that operational processes and management are efficient and effective through our finance, estate, IT and digital, and philanthropy and advancement strategies.

Focusing on these strategic priorities is a powerful and holistic approach to achieving great educational and research outcomes that build on our past achievements.

Looking forward, we can judge where we are on the journey to achieving our ambition through the following set of critical success factors:

Measures of success in five years

Scale:

18,000 FTE students; research income £60m a year; total income £350m a year.

Teaching and students:

Consistently be in the top 15 positions in the TEF (Gold) and national league tables.

Research and innovation:

Reach a top 20 position in REF2021 and for national research income; be in the top 200 in international league tables such as *QS*, *THE* or *ARWU*.

Engagement:

80 per cent of alumni in contact; 70 per cent local community positive impact rating; philanthropic income to reach £6m a year.

People:

75 per cent staff engagement rate with the annual Staff Survey.

Financial sustainability:

Achieve an operating surplus, before Strategic Investment Fund, of 3.5 per cent.

Measures of success in ten years

Scale:

23,000 FTE students; research income £100m a year; total income £500m a year.

Teaching and students:

Consistently be in the top 15 positions in the TEF (Gold) and national league tables for all disciplines.

Research and innovation:

Reach a top 15 position in appropriate national league tables; be in the top 100 position in global league tables such as *QS*, *THE* or *ARWU*.

Engagement:

90 per cent of alumni in contact; 80 per cent local community positive impact rating; philanthropic income to reach £15m a year; our endowment to be £100m.

People:

80 per cent staff engagement rate with the annual Staff Survey.

Financial sustainability:

Achieve an operating surplus, before Strategic Investment Fund, of 5 per cent.

How we deliver our strategy will be affected by the ways in which we operate as well as by changing external conditions. We will need to be flexible and adapt as external conditions change, and as new opportunities and challenges emerge.

We will continue to prioritise and deploy resources appropriately to achieve our immediate and long-term objectives through our annual planning cycle. In addition, we will continue to develop a detailed monitoring framework to measure progress against our strategy, aligning performance measures with the strategic objectives in each area. More specific sets of key performance indicators will also be developed and used to measure success in each priority area.

Conclusions

This strategic plan describes our vision, mission, and values. It builds on our heritage, is adapted for the digital age and recognises the increasing global competition in higher education. It points to a bold and exciting future where the University can be confident of its role and position on the global stage as a world-class university and where staff, students and alumni will all benefit from the 'Surrey Advantage'. By carrying out this plan, we will:

- Enhance our offer of a broad-based curriculum and practice-centred learning experience that responds to the needs of our students, both current and future, and to the needs of employers.
- Enhance our infrastructure and digital environment to support our teaching, research and innovation, all of which will make a positive impact on society.
- Expand the scale and quality of our research by capitalising on the creativity and talent of our staff, and by focusing on specific areas of strength to improve our reputation and impact.
- Enhance our interactions and partnerships with the community and with businesses, both local and global, to address pressing needs as well as global challenges.
- Build a lifelong and connected community for our staff, students, alumni and supporters, where the experience of campus learning, community engagement and making a difference to society supports the rising reputation of the University.



Teaching and learning

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We will develop
highly sought-after
graduates.
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We provide talented and motivated students from all backgrounds, and of all nationalities, with an outstanding education. We draw on our excellent research and partnerships to equip students with the knowledge, professional skills, and personal qualities to achieve their ambitions.

Our teaching and learning strategy focuses on three related areas to make sure that we are always responding to technological developments, the shifting needs of students and employers, and to new opportunities.

Knowledge and skills

We will provide excellent teaching and learning support. This will enable our students to gain a well-developed understanding of contemporary issues and research, together with the critical, analytic, creative, practical and digital skills they will need for rewarding careers in their chosen fields.

- *Programme content and delivery*

We will review our teaching to make sure that our programmes are up-to-date, match up to the interests of students and employers, and benefit from access to extensive collections of library and learning resources. We will develop new ways of teaching, including through distance or blended learning and through innovative technologies, as described in our digital strategy. This will increase the accessibility and inclusivity of our programmes.

- *Employability and entrepreneurship*

We will expand our well-established Professional Training placement programmes, which enhance students' career prospects through well-supported work experience. This develops students' adaptability, confidence and skills valued by employers.

- *Excellent teaching*

We will support our staff to develop engaging, innovative and inclusive teaching practices which are strongly informed by up-to-date educational research. Our staff will have access to specialist training, continuing professional development, and high-quality physical and technological infrastructure and support. We will explicitly recognise and reward excellent teaching.

Diversity and resilience

We will ensure that talented students from all backgrounds are able to benefit from the education we offer; that the academic experience of all our staff and students is enriched by the diversity of our community; and that our teaching enhances social mobility by supporting our students to enter professional careers. An important part of this is continuing our investment in providing support for students to rise to personal and academic challenges without any sense of stigma. For example:

- **Widening participation**

We will continue to expand and diversify our wide-ranging programme of outreach activities in schools and colleges so that talented students develop the skills, achievements, and aspirations to enter and excel at university regardless of their social background.

- **Support for wellbeing**

We will invest in expanding and enhancing resources to support students' emotional and physical wellbeing, allowing them to fully engage with the academic, cultural, sporting and social opportunities available to them during their time here.

- **Employability**

We will increase participation in our Professional Training placement programme by students from all backgrounds by identifying and addressing the most significant social, psychological or financial barriers to them taking part.

Global awareness

We provide many opportunities for our students to gain a sophisticated understanding of global issues and to develop international networks, which will be useful in their future lives. In addition to students' social and educational engagement with peers from all over the world on our campus, we provide all students with cost-free access to training in languages and global sustainability issues, as well as with structured, well-supported opportunities to spend time working or studying in other countries.

We will measure our success by:

- Consistently placing within the top 15 UK universities for the quality of our education, as indexed by major league tables and the TEF.
- Increasing progression rates to above 90 per cent overall with particular emphasis on students from widening participation backgrounds and by those with disabilities or health problems.
- Increasing proportions of students undertaking work or research experience and progressing to further study or graduate level jobs.

The student experience

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We will build an enriching teaching and learning environment where students are at the heart of what we do.
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The outstanding education and overall experience we provide to our students, staff and partners is supported by our high-quality facilities and a safe and supportive environment in which everyone can thrive. This environment helps people engage with us, and provides opportunities for practice-based learning and extra-curricular activities to develop students' confidence and transferable skills. We have an ambitious ongoing programme to develop existing and new physical spaces on both our Stag Hill and Manor Park campuses. This includes technical infrastructure, recreational facilities and services, and is driven from our teaching and learning strategy and supported by our estate strategy.

Our development programmes focus on the following areas:

- **Teaching, library and learning facilities**

New and redeveloped teaching spaces will be adaptable, accessible and technologically well-equipped. Supported by staff training, they will make possible new interactive approaches to learning, group work and collaboration.

Further refurbishment of the Library and the opening up of learning spaces across the campus will take place, brought about by improving technical infrastructure, as part of the 'Digital Campus' concept. This includes features such as digitally embedded texts.

- **Living and recreational facilities**

We will make substantial investment in additional student accommodation, including through both dedicated buildings on campus and through supporting options in Guildford and the local area to give a variety of living experiences.

- **Social and recreational facilities**

Working with the Students' Union, we will invest in a new Union building and other facilities, such as Surrey Sports Park, to support and improve opportunities for social, student society, sporting and recreational activities that complement students' studies.

- **Digital infrastructure**

As part of our digital strategy, our well-embedded and highly regarded Virtual Learning Environment (VLE), SurreyLearn, will remain in continuous development to support innovative approaches to teaching and support for individual students. For example, as part of the 'Living Lab' concept, we will use learning analytics to target the best learning methods, record lectures, electronically annotate coursework and provide 'flipped classroom' approaches to teaching.

- **Digital learning and experience**

As well as providing more teaching options through the development of distance and blended teaching, we will continue to develop other innovative online offerings, such as the virtual campus application, that enrich our on-campus experience among both existing and prospective students and enhance our domestic and international profile.

We will measure our success by:

- Opening an additional 500 student bedrooms by the end of the first year of this strategy, with another 700 rooms ready at the end of the second year.
- Opening a new Students' Union building with connected flexible learning, study and events space by the start of the 2020–21 academic year.
- Beginning to provide student-specific learning analytics by the end of the second year.



The University of sunny

The University of sunny
students' Union

Super Angel

Hi, I'm SASKIA



V
T/A

Research



We will enhance our research excellence and scale to be recognised internationally as a leading research university.



Research is at the heart of our mission to create new knowledge and innovate for the benefit of society. Our overarching objective is to achieve research activities that are internationally-leading, contribute economic and social benefits, and support our ambitions in teaching and learning.

To support this objective, the University's research strategy aims to achieve the following:

- Provide excellent infrastructure and support to attract and retain world-class academic staff.
- Provide an environment that attracts and supports high-quality postgraduate researchers, with first-class training, supervision and facilities.
- Support nationally and internationally important research themes, in particular:
 - Lifelong health and wellbeing
 - Digital innovation
 - Innovation for health
 - Urban living
 - Sustainability
 - Space and aerospace
- Work closely with other UK and international universities and businesses, forming collaborations to achieve greater momentum, higher profile and impact.

We will achieve these goals through:

- *Focusing on research themes and taking advantage of our capabilities*
Building on our existing strengths and investing in new complementary areas where we can demonstrate a distinctive capability.
- *Nurturing world-leading outputs*
Recognising and rewarding excellent research and performance, and by maintaining state-of-the-art facilities and equipment.
- *Supporting talented researchers*
Ensuring talented staff are nurtured and supported, as well as by attracting world-leading staff to create and improve intelligent interdisciplinary activities. We will also make sure we have a strong culture of professional support.
- *Increasing success through partnership and systematic submissions of research proposals*
Ensuring that our research proposals have the best chance of success by creating the best possible teams, improving our bid writing support and developing more rigorous and timely peer review processes.

- *Strengthening our research culture*

Investing in and supporting activities that reward research performance and develop PhD and early career researchers through strong mentoring and support.

We will measure our success by:

- Increasing our overall international reputation for research, as judged by internationally regarded benchmarks and league tables such as *QS*, *THE*, *ShanghaiRanking* and the *Leiden ranking*.
- The quality of our research outputs as judged in the University's annual outputs review process toward a target of 35 per cent deemed 4* in the next Research Excellence Framework (REF).
- Achieving an annual research income of £60m by 2021–22.

Impact and innovation

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We will contribute economic, environmental, health and social benefits to society through research and innovation.
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We want to be recognised as one of the best universities in the world for applying our research and providing real benefits to society. Our approach to impact and innovation is a core part of our research strategy, and we want to maximise economic and social benefits through our research and service to businesses and the community, which build on our strengths in research and partnerships.

The University's impact and innovation strategy aims to:

- Strengthen a culture that means our researchers understand the value we place on real-world impact, and make sure that our researchers are appropriately incentivised to do so.
- Support the links and collaboration between researchers and the end users of research.
- Link our knowledge exchange and innovation capabilities, and work in partnership with other universities and organisations, especially in our own region.
- Develop deeper and more productive relationships with UK and international businesses and industries.

We will achieve these goals through:

- *Aligning our research with national and international priorities*
Creating cross-cutting research themes in response to global challenges and the UK industrial strategy.

We will build our capability and focus for collaboration with industry around these themes:

- *Improving our support processes to increase the impact from our research*
Ensuring there is more systematic management and exploitation of research and innovation. We will achieve this through better co-ordination of business and partnership development, knowledge exchange and transfer, legal and contractual processes, and entrepreneurial and commercialisation activities across the organisation. This will maximise the impact of working with business and industry.
- *Investing in distinctive research and innovation assets*
Expanding and developing assets such as the 5G test bed, supported by our digital strategy, to enable the University to act as a 'Living Lab' for research, testing digital technologies and advanced data analytics.

• *Consolidating and extending partnership working*

Building on existing partnerships such as those with SetSquared and with NPL, and placing greater emphasis on links with the Surrey Research Park. We will strengthen the different ways we create innovation, incubation, knowledge transfer and exploitation of intellectual property

We will measure our success by:

- Achieving a significant increase in collaborative research income we have with industry and other non-academic organisations, both cash and in kind, to more than £15m a year.
- Reaching more than £5m a year of income from consultancy and intellectual property commercialisation, against a benchmark of comparable academic organisations.
- Increasing the number of important strategic partnerships which advance innovation and commercialisation.

Regional and global engagement



We will build strong, mutually-beneficial relationships with like-minded universities, businesses, industry and wider local and international communities.



Building relationships supports our core activities of teaching, learning, research and innovation, and provides opportunities for us to work together with our various stakeholder communities. We have built a strong and credible reputation for sustained engagement and partnership, as detailed in our engagement, partnerships and global strategies. We will improve our reputation further over the next five years and grow our influence locally and internationally by developing a rich network of strategic partners, and by actively nurturing our stakeholders.

We will achieve this through:

- Building strong and productive strategic partnerships with higher education institutions around the world that support our main research themes and capabilities. This will support the University's research and impact strategy.
- Building strong strategic partnerships that support our practice-based education. This will contribute to the employability of our students through Professional Training programmes.
- Building strong and productive partnerships with the wider community as active, responsible and committed global citizens.
- Building strong and productive partnerships with local, national and international schools and support making higher education more accessible so that young people, regardless of their background, can experience higher education.
- Building strong education partnerships internationally and making sure we have a diverse student body. We will work to provide opportunities for increased student mobility (both outward and inward) and will match our programmes to market demands.
- Engaging with our alumni, community and donors to widen our base of support.
- Developing local and global philanthropic giving as a sustainable and important funding source that supports our corporate strategic goals.

Our four top indicators of success will be:

- Improved engagement with the higher education sector, businesses and industry, leading to a compound growth in both research, industrial and commercial income of 10 per cent a year over the next five years.
- Increased numbers of alumni donating and volunteering (with a target of three per cent, compared to 1.6 per cent in 2016) and a compound growth in philanthropic income (including donations and endowments) of 20 per cent per year.
- Sustained improvement in our global rankings in important international league tables (reaching the top 200 in *THE* and *QS*, and the top 300 in *ARWU*).
- Our overall proportion of international students will exceed 30 per cent of the total student population by 2022.



People and culture

“
We will make this a wonderful place to work.
”

Our strategic objectives can only be reached through the capability, commitment and dedication of our people. Through our human resources strategy, we will develop our organisation's ability to attract and retain staff, both academic and professional, with the ambition, skills, capability and potential to fulfil our mission.

We will achieve these goals through:

- **Leadership**
High-quality leadership will be an important area of difference for coping with and leading change with the necessary pace, focus and effectiveness. We will ensure that our leaders have the necessary skills for their roles.
- **Organisational development**
We will develop high-quality staff by supporting their development in a fair and transparent way, aligned to the achievement of the University's objectives. In particular we will:
 - Ensure all areas of the University routinely consider staff development opportunities that take account of individuals' preferred ways of learning.
 - Look at the way we are organised, structured, and where and how we carry out our work to ensure we are efficient and effective.
 - Ensure that we have a people planning process in place to mitigate any organisational vulnerability in succession management and to ensure we effectively identify talent.
- **Recruitment**
We need to have the right staff to carry out major projects and changes. We will ensure that our workforce plan makes best use of our existing staff. When recruiting, we will only recruit people who show the right values, skills, knowledge, experience and motivation to help the University achieve its ambitions.
- **Performance and reward**
Creating a high-performance, service-orientated culture through effective rewards and performance management is important for achieving the University's overall ambitions. We will make sure that our incentives and rewards fit with our institutional priorities and are fair, affordable and effective.
- **Engagement, inclusion and culture**
Engaging our staff is critical to our success. We will develop and maintain a culture where equality of opportunity exists for everyone to fulfil their potential. We will champion our values by creating a culture where inappropriate behaviours are challenged and changes are made. We will also make sure that our policies and procedures recognise and embrace the diversity of our communities and demonstrate inclusivity at all levels.
- **Health, safety and wellbeing**
We will provide a culture and environment in which staff can take greater personal responsibility for their own health, safety and wellbeing.
- **Operating excellence**
Our processes, especially around staff, should be effective and efficient. We will develop and maintain excellent HR processes, and will compare our performance in these processes with other leading organisations both within and outside our sector.

We will measure our success by:

- Making use of the people planning process to make sure that the University has less than five vulnerable roles amongst its management population each year. This means we will have less than five roles without short-term cover, a potential ready-now successor, or an agreed mitigation plan if the role becomes vacant.
- Staff engagement scores, as measured by the staff survey, averaging at least 75 per cent by 2022 for the period from 2017, with an average of at least 75 per cent of staff completing the annual survey.
- Averaging a Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) rate of less than 1.5 per 1,000 employees by 2022 for the period from 2017.

Finance, infrastructure and digital

We will ensure the University's financial position remains strong, that investment in infrastructure is appropriate, and that operational management is effective.

Achieving the University's strategic objectives depends on us continuing to be able to make the right investments in our infrastructure, including in our estate, facilities and information technology, as well as our strategic priorities, to attract the highest-quality students and staff.

We will achieve this through:

Operational and financial health

- Making sure our finances are sustainable by generating enough cash to cover both our operating costs and continued investment in our core student experience, our research and our estate.
- Working with our colleagues and stakeholders to achieve our University objectives by providing excellent decision support and operations.
- Actively promoting cost efficiency and effectiveness across the University to make the most of our ability to invest, through continuous improvement of our technology, processes and people.
- Making sure our capital investment plan supports the University strategy.
- Maintaining and taking advantage of the strength of the Surrey Research Park.

Estates and facilities

- Developing a comprehensive and strategic estate master plan. Our plan will organise our long-term maintenance and capital investment in a way that supports our planned growth.
- Allowing for flexible re-purposing of space, and working with other areas around the University to respond to changing teaching, learning and experience needs of students and staff within a 'digital campus'.

IT and digital

- Developing IT and digital strategies that intelligently support all parts of the University. Our technology strategy will support online learning, innovative teaching, new educational offers and efficient ways of working both on and off campus. We will also support research where managing information is an important and complicated part of the research.

- Developing the 'Living Lab' and 'Digital Campus' concepts, which both shape and take advantage of the estate master plan. We will also develop analytics to support the interdisciplinary research these concepts will give rise to.

Marketing, recruitment, admissions and communications

- Maintaining and enhancing our distinctive international brand to encourage widespread recognition of the University as a world-leading research and teaching institution.
- Using our in-depth market knowledge, business intelligence and benchmarking analysis to inform our decisions. We will target increased applications from international students while maintaining our market share of undergraduate home students.
- Supporting the learning and teaching strategy by building our recruitment and admissions processes around the needs of our students.

We will measure our success by:

- Delivering an operating surplus, before the strategic investment fund, of at least 3.5 per cent of income in line with a clearly defined path to sustainability.
- In the first year of this plan, gaining approval for an estates master plan that is supported by agreed IT and digital strategies. We will make sure their most significant benefits are achieved over the remaining years of this plan, and that they are within the agreed time and budget.
- Growing our student numbers to 18,000 full-time equivalents by the final year of this plan, with an increased number of international students.
- Developing and implementing a new strategy for branding and marketing to support this strategic plan, and by further enhancing the University's reputation in the second year of this plan.



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