



VISION 2041

OUR STRATEGY, 2024-2041

VISION 2041 OUTLINES AND INFORMS THE UNIVERSITY'S STRATEGY FOR THE COMING YEARS, TO BUILD IN RESILIENCE, INNOVATION AND A COMMITMENT TO A SUSTAINABLE FUTURE.

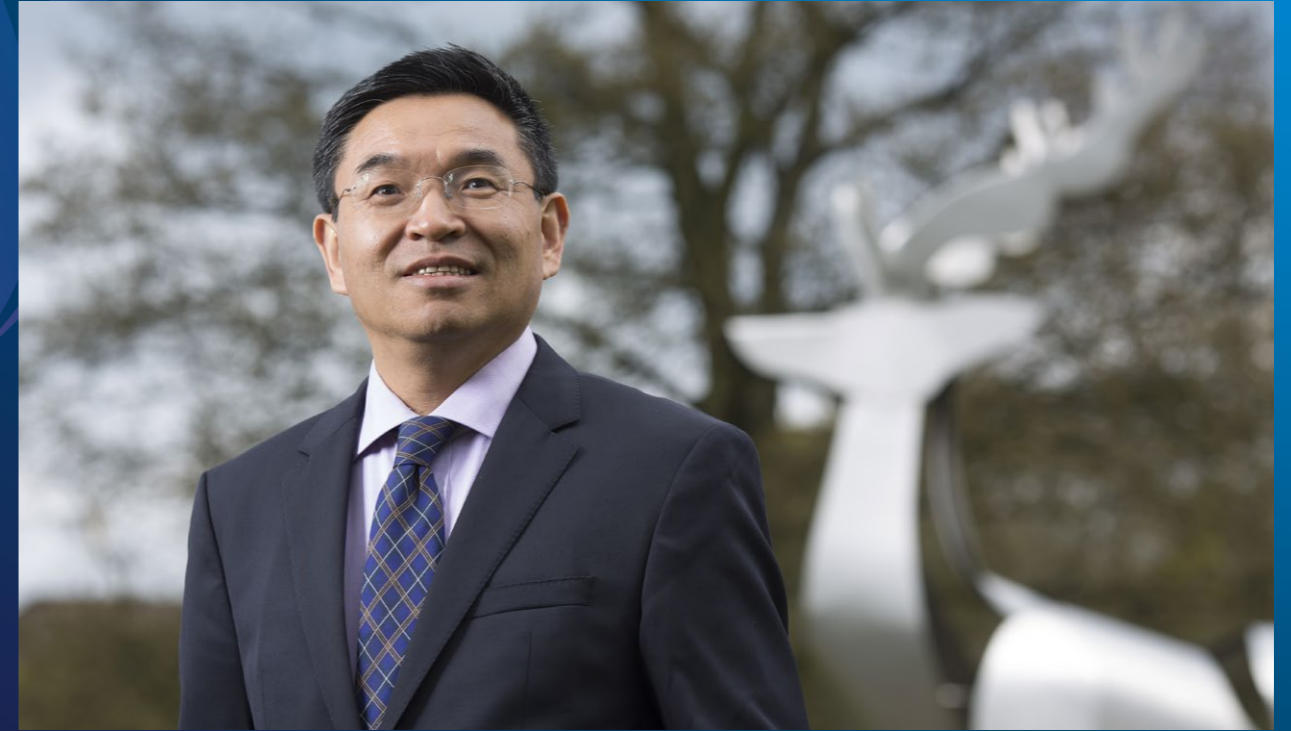


CONTENTS

THE VICE-CHANCELLOR'S FOREWORD

CREATING CHANGE FOR 150 YEARS THROUGH THE POWER OF EDUCATION AND RESEARCH

By 2041, Surrey's 150th anniversary, we aim to be among the very best universities in the world, renowned for producing graduates and research outcomes that enrich lives, transform society and create change for a better world. We will do so at an increased scale, combining the power of digital technologies with a commitment to creating a more sustainable future. Vision 2041, informed by the 'big conversation' with the University community, is built on Surrey's rich legacy and distinctive strengths in many areas across arts, engineering, humanities, life sciences and physical sciences.



This legacy dates back to 1891 when Battersea Polytechnic Institute was founded. It was one of the first institutions to be designated a 'college of advanced technology'. The University of Surrey received its Royal Charter and moved to Stag Hill in Guildford in 1966. It continued to be a pioneer of advanced technology, as is evident from many discoveries and advancements that have changed industries and society, ranging from small satellites and the strained-layer quantum-well laser, to 5G and 6G innovation, autonomous vehicles and AI-powered applications. But its strengths extend beyond technology into the arts and humanities, enabling discoveries to be understood within society and to be applied through policy and change.

Nestled in the picturesque surroundings of Surrey, the University thrives in its prime location, enriched by the historical significance of Guildford. The ease of the road and rail links to London, coupled with the proximity to major international airports and the Eurostar, makes the campus a dynamic global community, opening up a world of possibilities. We also take seriously our responsibility as an anchor institution for Guildford and the wider area, working together with local organisations to the benefit of Surrey community.

We have always been proud of our global connections and influence, while also anchored in the national ethos. It is with this spirit that we aim to grow the University to be a leading global institution. Our goal is to secure our standing among the top 15 universities in the UK and to ascend into the top 100 globally. This vision is not just

about achieving rankings, but also about realising our potential through real-world impact. Each step we take is a stride towards the betterment of people's lives and the planet.

Continuing to deliver an exceptional education and student experience is at the forefront of our priorities. We are committed to continually enhancing and updating the student experience, ensuring students graduate ready to embrace the future, while driving impactful research, and cultivating partnerships that foster growth and transformation.

As we look to 2041, Surrey's ambition will be tested by a wide range of disruptive forces that are already known – and no doubt by many new 'unknowns' along the way. One of the purposes of a good strategy is to stipulate how these challenges can be addressed – through financial resilience, by adopting technological advances, by making astute choices about how we deploy finite resources, and, most significantly of all, by supporting our talented staff.

Surrey can be confident about its future. The depth and the quality of the 'big conversation' we have had across the University in relation to the strategy says a great deal about how open and committed our staff are. This strategy, and the strategic plan that supports it, will continue to drive positive and profound contributions to society and the planet.

Professor G.Q. Max Lu AO DL FEng
President and Vice-Chancellor
University of Surrey



MISSION, VISION, VALUES AND AMBITION

MISSION

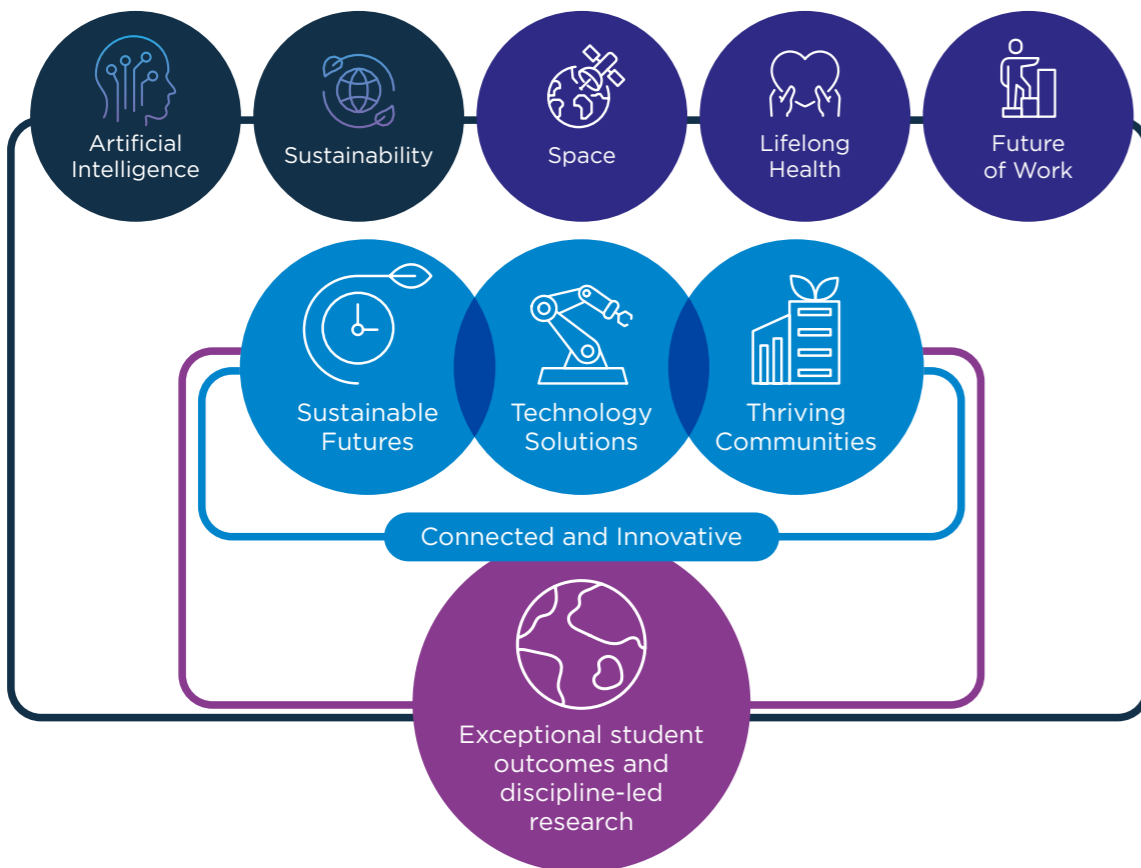
Through the excellence of teaching, student experience and research, we strive to make a positive and profound contribution to society.

VISION

To be a world-leading institution recognised for the excellence of education and the quality of graduates as professionals with future-ready skills.

To be a leader in advancing frontiers of knowledge and translating research discoveries to outcomes beneficial to local and global communities.

To be seen as the catalyst for positive change, addressing the grand challenges of our time: sustainability, technology, and healthy and thriving communities.



VALUES

The University of Surrey embodies a set of four values, which inform and guide our actions in achieving our mission and vision.

Inclusion: to value everyone in our community

Inspiration: to find it in ourselves and each other

Innovation: to work together to make tomorrow better than yesterday

Integrity: to do the right thing, individually and collectively

AMBITION

Our ambition is to grow significantly, expanding the scale and reach of Surrey's world-class education and student experience, while focusing excellent research and innovation addressing the key challenges of the future.

The key elements of our ambition are:

- Expanding the existing interdisciplinary Institutes to leverage existing strengths, connected with those of partners, against a broader set of global issues including sustainability, technology and healthy and thriving communities.
- Delivering an increasingly personalised student experience, while continually adapting the education provision to the needs of a rapidly changing workforce and exploiting the opportunities that technological advances bring.
- Working in partnership with the Students' Union to provide a student experience that supports personal growth, cultural engagement and the development of a global perspective.
- Making the most of the vibrant campus and a dynamic regional economy, and the rapid access to London and beyond.
- Creating a sustainable environment that is safe and secure for students embarking on independent life, while creating innovative spaces that support the development of successful diverse and inclusive teams, connecting people and ideas.
- Fostering a high-performance culture that embraces innovation and knowledge exchange, and using technology and artificial intelligence to streamline service provision.
- Continuing to develop an inclusive and diverse community to underpin the collaborative culture required to address society's most daunting challenges.
- Growing sustainably to enable investment in the academic endeavour and working with regional economic partners, as well as those further afield, to attract international recognition and extend our impact.

OUR APPROACH

This ambition will be delivered through an adaptive strategic plan, with implementation phases designed to enable Surrey to respond to new opportunities and emerging risks with continued agility and positivity.

The strategy will focus on the following key components:

- Research and innovation
- Student experience and education
- Partnerships
- People and community
- Infrastructure
- Growth and financial capacity

While these strategy components are interdependent and complementary, they are set out here separately to enable clear articulation of the goals and ambitions around each.

Delivering across all aspects of this ambitious strategy will position Surrey as a university that not only excels in research and education but also makes an outstanding contribution to society both through knowledge exchange and the impact of our exceptional graduates.

TRANSFORMATIVE RESEARCH AND INNOVATION

The University has an impressive heritage in finding solutions to challenging real-world problems. The vision for 2041 is for Surrey to build upon these deep foundations, to be recognised internationally as a hub for game-changing innovation, delivering excellence in research in close collaboration with our commercial and governmental partnership network.

ASPIRATIONS

- To deliver solutions to the world's most pressing and challenging problems through pioneering, cross-disciplinary research and innovation.
- Recognising that the most inspiring environment to work in are diverse, inclusive, open and supportive, we aspire to embed a research culture that will make Surrey a magnet to attract, nurture and retain top talent.
- Building on our rich heritage in innovation, we seek to cultivate strong partnerships with a diverse array of collaborators, and drive real-world impact, providing solutions to the world's most urgent and complex problems.

THE GOALS

1. Deliver world-leading research and innovation through an ecosystem of frontier disciplinary excellence and challenge-facing, interdisciplinary pan-University research institutes, working collaboratively and openly with a wide range of international partners.
2. Deliver and translate research into impact that benefits society and the economy locally, nationally and globally, through entrepreneurship and by working in partnership with industry, NGOs and governments.
3. Build a supportive, inclusive, diverse and open research culture and environment that inspires, energises and motivates staff and students and attracts and retains talent across disciplines.
4. Actively involve the public in our research advancements, sharing progress and discoveries with society, to inspire, inform and engage.

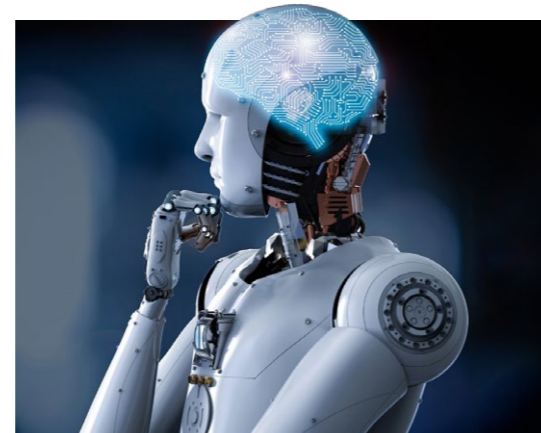
THE APPROACH

INVESTING IN RESEARCHERS

At every stage of a researcher's journey, from the undergraduate's first experiences of research, through to postgraduate students, early career researchers and throughout their academic research career, we will nurture and champion a creative, curiosity-driven culture that embraces development and lifelong learning, and enables agility for innovation and enterprise.

In shaping such a culture, we will recognise and reward those who embody the core values of inspiration, innovation, integrity and inclusion, and who support those around them to do the same, both within and beyond the institution. Knowledge is a public good and we will proactively seek opportunities to engage, inform and inspire the public with groundbreaking discoveries and insights.

Through mentoring and supporting researchers to collaborate on bids at scale, we will equip early career researchers and academics with the skills and confidence needed to lead their field to the discoveries of the future. By focusing on developing larger, collaborative strategic bids, we will drive up the scale and impact of research activity across the University.



PAN-UNIVERSITY RESEARCH INSTITUTES

Surrey's research ecosystem is founded on pioneering, internationally recognised landmarks of disciplinary excellence through research institutes and centres such as the Advanced Technology Institute, 5G/6G Innovation Centre, Surrey Sleep Research Centre, and Surrey UN Centre for Excellence in Ageing. We will continue to grow and expand these research institutes and centres to deliver breakthroughs at the very frontiers of their fields. We will continue to monitor and support areas of emerging excellence and aim to extend their global reach and impact through key strategic international networks, collaborations and partnerships.

Working together to build on recognised areas of disciplinary excellence, newly established and emerging institutes are designed to tackle complex and rapidly emerging global challenges. Developing solutions to the most urgent and complex challenges, we will strategically foster a network of international business partners, and HE, government and charities. In so doing, we ensure our research and innovation will not only align but ultimately benefit our partners and society as a whole.

GROWING SCALE AND EXCELLENCE

We will strengthen excellence by attracting and retaining high-performing research academics with a drive for research translation and innovation, supporting a substantial increase in REF2029 performance through research power and outputs and a step-change in annual research grant and contract income. As we continue to grow, so too will our research and innovation ambitions, reflecting increasing Surrey academic leadership, as well as deeply embedded international and industry networks and strategic partnerships.

By building on our rich heritage of game-changing technological innovation, we will drive forward a new era for Surrey with a focus on supporting research and innovation to accelerate the translation of research to beneficial outcomes through commercialisation.

With enhanced investment in seed and acceleration funding, deeply embedded innovation networks across the county and beyond, and through the development of key international strategic partnerships, we will develop an ecosystem that delivers innovation on a global scale.

“
With enhanced investment in seed and acceleration funding, deeply embedded innovation networks across the county and beyond, and through the development of key international strategic partnerships, we will develop an ecosystem that delivers innovation on a global scale.
 ”

IMPACT UNLEASHED

Through ambitious development of the research, innovation and enterprise ecosystem, we will deliver real-world impact. The institutes, built on recognised disciplinary research excellence and areas of national and international priority, are designed to nurture interdisciplinary collaboration and disruptive innovation, and are a platform from which to grow our impact on the UN Sustainable Development Goals (SDGs) in partnership with local communities, agencies and governments.

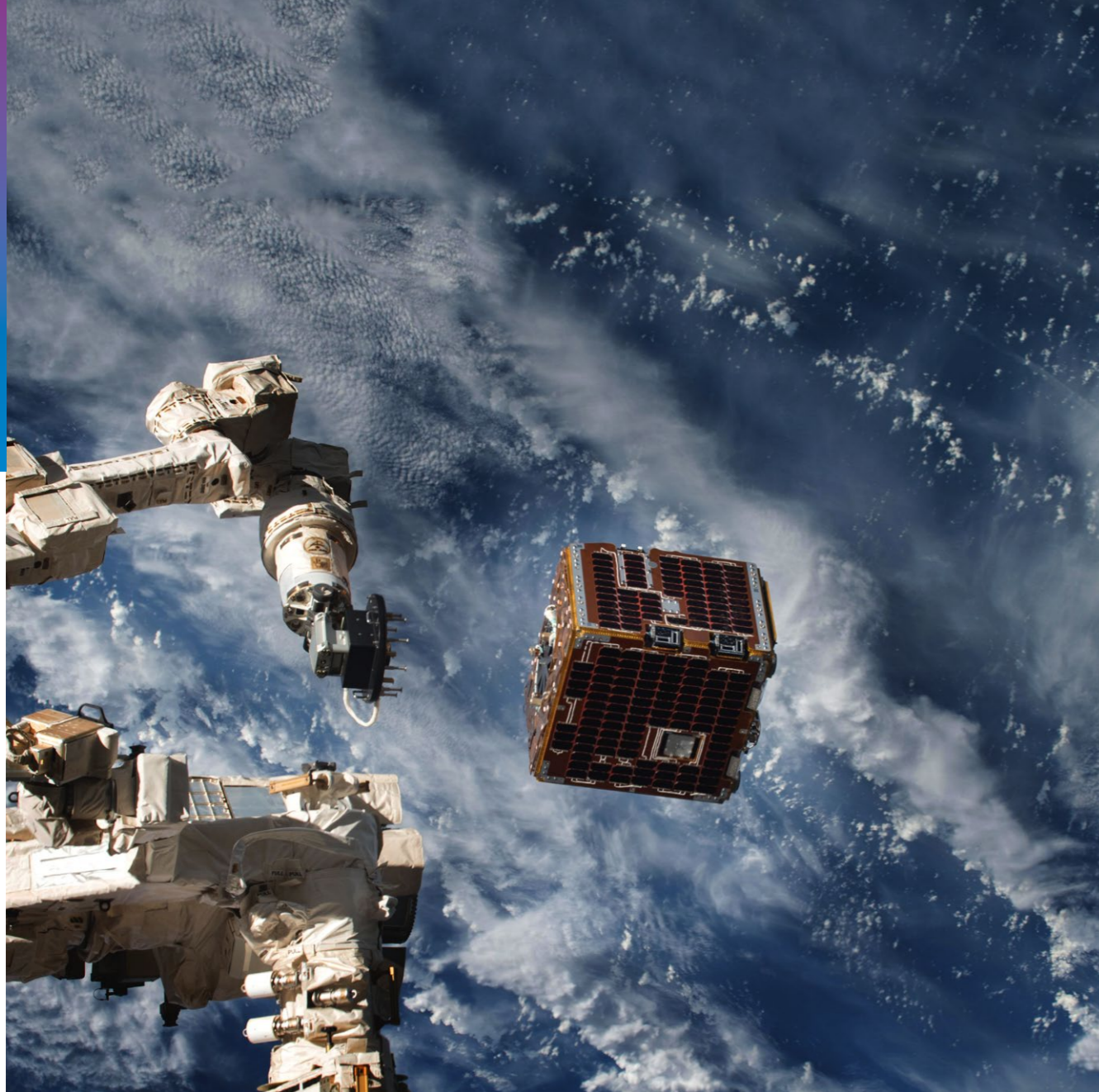
The existing Institutes for People-Centre Artificial Intelligence and Sustainability are already harnessing their interdisciplinary power to provide creative, collaborative and disruptive solutions and far-reaching insights and innovations for some of the world's greatest challenges. We will continue to support their growth and global reach through strategic partnerships with international industry, governments and academia. This will enable us to deliver research and innovation at scale, offering opportunities for significant collaboration, training and development for staff and students, and high-value knowledge exchange.

We are committed to increasing our research excellence and impact through building up our research capabilities of critical mass. The strategic intent is to create several new pan-university institutes around the interdisciplinary strengths we have. The final scope, title and timeline for each of these will be subject to further planning and development in the first five years and beyond.



WE WILL LAUNCH THREE FURTHER INSTITUTES TACKLING GLOBAL CHALLENGES AND OPPORTUNITIES IN THE AREAS OF SPACE, LIFELONG HEALTH AND AGEING WELL AND THE FUTURE OF WORK.

FURTHER INSTITUTES MAY DEVELOP IN RESPONSE TO NEW AND EMERGING CHALLENGE AREAS, AND NEW OPPORTUNITIES PRESENTED BY TECHNOLOGICAL ADVANCES.



SPACE

The space sector is undergoing a rapid, transformative change, creating new opportunities forecast to be worth more than \$1 trillion within two decades. Over the past four decades, Surrey has significantly influenced the global space sector, leading the development of the 'New Space' era through small satellite innovation. This pioneering work led to two of Surrey's most successful spin-outs – including Surrey Satellite Technology Ltd (where the founding innovation was the basis for a Queen's Anniversary Prize). The ongoing global impacts of this revolution in technology continue to be felt today, with space now ever more accessible.

Through the creation of the Surrey Space Institute we expect to reassert our world-leading role in space engineering with technology-driven research in small spacecraft as well as establish a new global reputation around digital aspects of space and satellite applications. By leveraging the University's strengths in AI, telecommunications, social, legal, cybersecurity, environment, health and life sciences, and policy, the Institute can solve pressing global problems where space infrastructure plays a pivotal role. This will be amplified through the space cluster initiative in the South-Central region which is being spearheaded by Surrey, alongside Portsmouth and Southampton Universities and accounts for 25% (£4.2bn) of the UK's space business turnover.

LIFELONG HEALTH AND AGEING WELL

Advances in modern medicine and public health have led to most people living for longer, with the global population aged 65+ rising from 10% in 2022 to 16% in 2050. This ageing society is reshaping the world's future, challenging health and social care systems, and presenting new business and service opportunities. Enabling people to remain productive and independent for longer, by harnessing new technologies and addressing health inequalities, is vital and valuable. The estimated economic benefit of increasing life expectancy is £29 trillion per additional year of health span.

We will build on our existing internationally recognised Surrey Sleep Research Centre and the UN Centre of Excellence in Ageing, alongside multidisciplinary research strengths that span health sciences, nutrition, social sciences, physical and biomedical sciences, and engineering. This will create a unique interdisciplinary bridge between qualitative and quantitative research to understand and address the impact of social inequalities on healthful living and ageing, as well as creating new interventions through digital media and other technological advances. These include wearable devices and providing immersive experiences with the ultimate objective of supporting independence and promoting wellbeing in advanced age.

We will work with the rapidly growing regional cluster of health and technology organisations – including an increasing number choosing to locate within the Surrey Research Park – to forensically interrogate the physical and mental health journeys of humans and animals as they age, attracting increased investment and informing public and health policy. Through the School of Medicine and the Surrey Clinical Research Facility, we will build a strong research and innovation partnership with the local NHS Trusts, developing the local and regional medical and health research capabilities in this area, to enable and support a breadth and depth of research integration and impact from bench to bedside.

FUTURE OF WORK

This prospective new institute will stand at the forefront of examining the intricate relationship between technological advancement, workforce evolution and societal wellbeing. With a mission to navigate the challenges posed by AI and digital transformation, the Institute adopts a cross-disciplinary approach, leveraging Surrey's established expertise in the future of work, digital economy, education, psychology, social sciences and humanities. It will generate insights that foster an inclusive, productive workforce prepared for the future, advance policy recommendations that ensure equitable technology access and use, and support lifelong learning and adaptability among workers.

Key research themes include the impact of AI on job displacement and creation, the digital economy's effects on traditional employment sectors, the psychological and social ramifications of remote and automated work, the role of education in preparing a tech-savvy workforce, and the influence of political and social structures on technology governance.



EXCEPTIONAL STUDENT EXPERIENCE AND EDUCATION

We aim to create a dynamic, creative and transformative learning environment that not only meets the needs of students but also sets new standards in higher education.

ASPIRATIONS

- For all students to reach their full potential.
- To ignite a lifelong passion for knowledge and inspire innovation within every student, through an adaptive portfolio of online and on-campus programmes.

THE GOALS

1. Deliver an excellent and increasingly personalised education and student experience to a growing and increasingly diverse student body.
2. Create an adaptive and flexible provision that responds to student demands, the changing needs of the workplace and enables students to be prepared to tackle global challenges.
3. Exploit the rapidly developing technology landscape to enhance education delivery and increase engagement.
4. Deliver a rounded experience that supports students through to completion of their programme and, at an exceptional rate, into highly skilled employment.
5. Expand fair access and ensure success through inclusive practice and enhanced engagement and wellbeing support.



THE APPROACH

As the environment changes, we will evolve our provision to advance knowledge, societal progress and the skills needed to equip students for future success. Cultivating a sense of pride and belonging within a welcoming, active academic community that values open discourse will remain central.

TECHNOLOGY

Our provision will make greater use of technology to offer personalised educational paths and student support. In particular, we will utilise generative AI to oversee transformational change in a wide range of areas, from the introduction of tailored learning experiences, intelligent tutoring systems and adaptive learning platforms, radically new assessment design and assessment management through to advanced data-driven insights.

EMPLOYABILITY

Employability is not just a goal but a cornerstone of Surrey's educational mission. Thus, at the heart of our vision lies a commitment to shaping future-ready leaders equipped with transferable, adaptive skills prepared for an ever-evolving job market and societal landscape. Our commitment lies in nurturing the unique talent and potential of every student, guiding them on a journey of self-discovery and growth, and equipping them with the tools and skills necessary for success not only in university but also in their future endeavours.

RESPONSIVE CURRICULA

In an ever-changing world, education must be purposeful and flexible, enabling us to always be responsive to the demands of students and the shifting landscape of the global workplace. Embracing diversity in the curriculum and assessment design, we will be proactive in addressing skills gaps and undertaking practical skills-based assessment and certification, encouraging creativity and continuous improvement so that this approach maximises the development of higher order thinking skills, holistic understanding, engagement and motivation.

THROUGH THIS APPROACH TO CURRICULUM DESIGN, WE BELIEVE ALL OUR GRADUATES WILL HAVE THE 'SURREY ADVANTAGE' THAT SETS THEM APART FROM OTHER GRADUATES - A SYNERGISTIC COMBINATION OF THE ATTRIBUTES OF GLOBAL AND CULTURAL INTELLIGENCE, DIGITAL CAPABILITIES, KNOWLEDGE AND SKILLS, SUSTAINABILITY, EMPLOYABILITY, RESILIENCE AND RESOURCEFULNESS.

INDUSTRY PARTNERSHIPS

We will prioritise close collaboration and enduring close relationships with industry partners, embedding practice-based experiences seamlessly into the curriculum and co-curricular activities. From industry-led experiential learning to internships and eventual employment, we will ensure our students possess a competitive edge grounded in real-world experience.

LIFELONG LEARNING

We understand the importance of lifelong learning and the need for graduates to continuously upskill and reskill to stay competitive. Upon graduation, our students will join an esteemed global alumni network, serving as ambassadors for lifelong learning within Surrey's community and beyond and will be granted access to materials that ensure their skills remain current and relevant in a rapidly evolving landscape.

ONLINE LEARNING

Our educational reach will extend beyond physical campus boundaries, through an innovative approach to online learning. Under the Surrey Online Learning programme, we will introduce high-quality global postgraduate programmes. This will enable us to leverage the expertise of top academics and leaders in their fields, regardless of geographical constraints, to deliver excellent content to students on campus or beyond.

CONTINUING PROFESSIONAL DEVELOPMENT

We will develop versatile, stackable continuing professional development (CPD) courses designed to enhance students' skills and expertise. These flexible options will allow students to tailor their education to their career goals and stay competitive in the job market. We will also partner with education providers around the globe, to create learning hubs where remote learners can receive the experiential learning approach that is at the heart of the campus-based model.

ENHANCED CURRICULUM

In the face of increased competition and to remain agile to employer and societal demands as well as student interests, we will significantly enhance the curriculum through a comprehensive market-informed optimisation of the existing programme portfolio. We will update programmes that are no longer as relevant and introduce new programmes to capture emerging opportunities and respond to the changing workforce demands. We will develop prestige programmes around each of our pan-University research institutes, creating a pipeline of talent into postgraduate research study or leading to placement of Surrey graduates with key partners around the world. We are dedicated to embedding discipline-relevant digital education into all programmes.

INTERDISCIPLINARY LEARNING

We will embrace interdisciplinary learning as a means to foster creativity and innovation. Our programmes will encourage collaboration across disciplines, preparing graduates to tackle complex real-world challenges with a holistic approach, work outside disciplinary silos, develop intellectual curiosity and offer opportunities for the kind of interdisciplinary team working required to address organisational, national and global problems. They will also enable more flexibility, allowing students to personalise their degrees to fit with their own interests, learning preferences, career aspirations and future skills needs.

STUDENT ENGAGEMENT

We will work proactively and in partnership with the student body to support engagement in the full learning experience. Student feedback will continue to be sought and acted upon, and we will foster the development of our teachers such that the education delivery is inspiring, informed by the latest research and robust in achieving exceptional learning outcomes.



DIVERSITY AND INCLUSIVITY

We will celebrate and embrace the diversity of our student community by recognising the individuality of each student and by creating an environment conducive to success for all. We will provide a variety of study formats and be dedicated to fostering an inclusive, personalised, globally focused and co-created student community, which removes physical, social and attitudinal barriers to success.

WELLBEING

Working in partnership with the Students' Union, we will provide holistic services to the student community to further ensure student success. We will be recognised as a university that demonstrates excellence in our approach to student mental health and wellbeing, ensuring that students have the skills to build personal resilience and to recognise and be aware of the mental health and wellbeing of those around them. Furthermore, we will equip students with cultural competency and support their development in interpersonal and relational skills, to ensure emotional intelligence and human literacy is learned, developed and enhanced.

PARTNERSHIPS FOR SUCCESS

To succeed, we recognise that Surrey cannot work in isolation. We will work through, and with, carefully developed partnerships built on shared goals to bring the collective strengths and capabilities to the widest set of problems and communities as possible.



ASPIRATIONS

- To continue to be a preferred partner in collaborative education, research and innovation, building relationships with individuals and organisations to bring a broader set of skills and capabilities together to enhance our reach, capacity and impact.
- To solve more complex problems, create richer learning experiences, access wider funding opportunities and improve the translation of research to real-world impact, through effective partnerships.
- To attract significant philanthropic interest through rapidly increasing levels of engagement with alumni and friends from around the world and act as a catalyst to bring together forward-thinking stakeholders to develop solutions to global issues.

THE GOALS

1. Build a partnership network that supports the research and innovation endeavour, expands our reach, informs the education agenda, and creates opportunities for students.
2. Develop our philanthropic community to enable successful delivery of a major fund-raising campaign.
3. Expand the scale and reach of the alumni community through increased engagement.

THE APPROACH

As direct government support for universities declines, competition will intensify within the sector. We value partnerships that span the breadth of organisations, including academia, government, health and other services, charitable bodies and industry, in order to support our collective aims. We will:

- Adopt a systematic and strategic approach to cultivating new partnerships with entities that align with our values and aspirations.
- Remove unnecessary administrative hurdles and support the establishment and harnessing of new and existing connections.
- Cultivate an organisational culture that is outward-facing, utilising partnerships to elevate outputs and maintain connectivity with essential stakeholders in order to realise this ambition.

The alignment between our existing and emerging research institutes and many of the regional economic clusters will enable a virtuous cycle to develop where critical mass grows, attracting global talent and investment.

Furthermore, Surrey's education portfolio will adapt to the changing skills and needs of these organisations, with whom students will have opportunities to undertake professional placements, thus building a talent pipeline over an extended period. Academic partnerships will be mutually beneficial in creating opportunities to access wider datasets and research participants, as well as academic expertise, and mutual exchange of education pathways.

“

Success will see Surrey acting as a catalyst connecting organisations and talent, creating opportunities and improving society.

”



TALENTED PEOPLE AND INCLUSIVE COMMUNITY

Our community, both staff and student, is central to our mission. We therefore place great value on developing their skills and aspirations within a diverse and inclusive environment.

ASPIRATIONS

- To empower and create the conditions for our community to do their best, to fulfil their individual and collective potential, and to reward and celebrate success.
- To attract, inspire and develop talented people who care about society and each other, building a supportive and inclusive community.
- To grow our collaborative and curious culture, and to embrace our entrepreneurial spirit.

THE GOALS

- 1.** We will adopt new technologies, supported by career-long skills development, to respond to the opportunities and challenges posed by the future of work.
- 2.** We will develop our current and emerging leaders, advancing a values-led inclusive culture that supports both performance and individual wellbeing.
- 3.** We will enhance our recruitment, development and reward structures to recognise individual and team achievements and innovative practice, across teaching, research and professional support.



THE APPROACH

Our approach is to build an environment that will underpin a high-achieving community where wellbeing and inclusivity are championed and teams and individuals are empowered to innovate and deliver solutions. Through better and more dynamic ways of working we will become a stronger and more inclusive institution.

Adopting new technologies to drive efficiency and effectiveness, will enable greater focus on value generation. Through carefully designed skills development support at all levels, we will enable colleagues to be at the leading edge of the future of work exploiting the opportunities artificial intelligence and increased automation will bring, whilst foreseeing and mitigating the pitfalls.

We will develop an inclusive and diverse Early Career Researcher Academy to support our emerging academic leaders in building the connections and collaborations required to underpin a research career, whilst also supporting their professional development as educators.

We will encourage and recognise leadership at all levels, developing a values-led approach that equips leaders to navigate the challenges they will inevitably face. We will support leaders in building diverse, high-performing teams that students can connect with and seek to emulate. We will use adaptive workload planning and reward structures to enable flexible career paths to be built around the strengths of the individual as well as the needs of the organisation, and opportunities for training, coaching and mentoring will be prioritised.

Success will see us creating a fulfilling environment where everyone can achieve their potential. Building on our strong community ethos, we will work in partnership with staff and students to strengthen a community identity that fosters pride and belonging whilst championing diversity, inclusivity and wellbeing.



CUTTING-EDGE INFRASTRUCTURE

Our vision is to create a dynamic, pioneering campus that stands as a destination for education and research, characterised by its sustainable, digitally integrated environment.

ASPIRATIONS

- To leverage the geographical advantage of our location to ensure that the Surrey campus will not only meet the evolving needs of education, research and our community, but also set new benchmarks in sustainability, digital excellence and operational efficiency; fostering innovation, wellbeing and community engagement.
- To create a campus that is safe, accessible and sustainable but also deeply connected to the beauty of Surrey, promoting high-quality education and a rich array of extra and co-curricular activities.

THE GOALS

1. Develop a net zero campus that blends the ongoing development of teaching, study and research facilities with the need for spaces that support physical and mental wellness.
2. Develop the housing capacity on campus and in the surrounding areas to support the growth of students on campus ensuring a full university experience.
3. Use technology to streamline services and improve accessibility, while enabling focus on meaningful work that supports both staff and students.

THE APPROACH

Our primary goal is to develop a campus that is a beacon of learning, research and innovation, exemplifying sustainability and community involvement while adapting dynamically to the changing needs of education, research and society.

Surrey's campus is the physical core of our university and will remain so. We are committed to being net zero in our direct emissions (scope 1 and 2) by 2030 and we aspire to go further, delivering that ambition for all emissions (scope 3) by 2041. We will optimise the use of existing spaces and integrate advanced and emerging technologies to improve efficiency and reduce our carbon footprint, supported by maintaining our potential for biodiversity credit.

By modernising and increasing the flexibility and utilisation of teaching areas and expanding accommodations sustainably, both directly and in partnership with surrounding enterprise, we aim to accommodate more students without proportionally increasing expenses. Additionally, while increasing our research capabilities' density requires an increase in specialisation, we will exploit opportunities for more efficient resource use and promotion of interdisciplinary collaboration, including the sharing of facilities and technology with key partners.

In a world where every interaction and transaction generates data, there is immense potential to harness this digital resource. We will build on existing strengths in data and analytics to transform data into actionable insights, and leveraging AI to drive decision-making and innovation across all aspects of the University. Using digital platforms and smart building technology, we will dramatically improve the efficiency and intelligence of our campus. We will also transform the delivery of professional and operational services, using technology, modern mature service approaches and exploring partnership and shared service arrangements to enable a best-in-sector level of efficiency.

“

We aim to create a destination campus for staff and students and an environment that cultivates a sense of belonging, encourages intellectual curiosity, and is a place where concepts of innovation, adaptability and sustainability are not only taught but are lived experiences.

”

SUSTAINABLE GROWTH AND FINANCIAL CAPACITY

Surrey will grow beyond its current borders, to drive forward a clear objective to be an internationally recognised institution. Through this period of growth, Surrey will increase its financial resilience, creating the capacity to invest sustainably in its people and its facilities, while maintaining the quality of its education and research.

ASPIRATIONS

Our vision is to grow the impact and reach of the University. This needs to be underpinned by a strong and resilient financial position, that creates capacity for continued investment to sustain core activities and support development of talented people and facilities. To achieve this, we must grow and diversify income streams, while managing our asset base astutely.

THE GOALS

1. Expand the student population extensively through an adaptive course portfolio delivered both in person and remotely.
2. Expand the research capacity through strategic recruitment of high-potential academics.
3. Maintain an underlying surplus at a level that supports the investment needs of the University.
4. Proactively develop and manage our intellectual and physical assets to realise cash for further investment.



THE APPROACH

The sector faces significant financial pressures due to increasing costs, combined with increasing volatility in student recruitment while the domestic student funding model remains static. Therefore, a strong balance sheet must be maintained to manage these risks and others yet unforeseen.

A long-range financial forecast will underpin investment choices and resource. This will be supported by effective reporting and controls which address the University's principal risks ensuring the financial impacts of the University's commercial choices are understood and balanced, securing best value, as they grow in complexity. A more rigorous approach to supplier management, process efficiency, pricing and cost recovery will also be developed to ensure value is optimised.

We will develop and expand commercial and philanthropic partner relationships to grow and diversify these income streams, proactively managing our intellectual property and physical assets to release greater returns and build seed funding to expand the pipeline.

Attracting a larger number of students from a variety of backgrounds, both domestically and internationally, we will undertake both on-campus and remote study programmes. Recruitment will be delivered by effective marketing and through leveraging our widening global connections to bring the quality of our education and student experience, within an ideal location for study, to a wider audience globally. We will also leverage the power of partnerships and transnational education to diversify and increase revenue.

We will continuously enhance our prospect management processes to deliver a customer-focused and efficient experience and as the impact of our alumni network grows, the quality of our education will speak for itself. In addition, we will systematically work to ensure our portfolio of programmes is optimised and attractive to prospects in all markets.

Leveraging technology and innovative teaching methods we will make education more accessible to those who cannot attend campus physically, to reduce the pressure on facilities and accommodation provision and to manage our environmental impact. As the academic headcount expands in support of the growing student body, we will also develop more flexible organisation models to ensure optimal allocation of effort and talent and realisation of economies of scale.

Through optimisation of all our financial levers we will ensure a strong platform from which our ambitious goals can be realised.



VISION 2041

IN
**TOP
15**

UNIVERSITIES
IN THE UK

IN
**TOP
100**

IN THE WORLD



MORE THAN DOUBLE
THE AVERAGE RESEARCH
INCOME PER FTE



THREE NEW INSTITUTES
FOR TACKLING GLOBAL
CHALLENGES BY 2027



GROWTH IN SCALE
OF EXPERTISE AND
RESEARCH



EXPANDED AND
OPTIMISED EDUCATION
PORTFOLIO



DOUBLE THE NUMBER
OF STUDENTS REACHED
IN PERSON OR THROUGH
REMOTE PROGRAMMES



STRENGTHENED
PARTNERSHIPS LOCALLY,
NATIONALLY AND
GLOBALLY



AN INCLUSIVE WORKPLACE
AND WORKFORCE
EQUIPPED TO UTILISE
AI AND TECHNOLOGY, THAT
RESPONDS TO THE NEEDS
OF AN AGEING WORKFORCE




UNDERPINNED BY A
SUSTAINABLE FINANCIAL
PLATFORM THROUGH
WHICH WE CAN INVEST
IN OUR VISION






 [@universityofsurrey](https://twitter.com/universityofsurrey)

 [/universityofsurrey](https://www.facebook.com/universityofsurrey)

 search University of Surrey on Messenger

 [@universityofsurrey](https://www.instagram.com/universityofsurrey)

 [@surreyinternational](https://www.instagram.com/surreyinternational)

 [/universityofsurrey](https://www.youtube.com/universityofsurrey)