

# Faculty of Health and Medical Sciences

Research and Innovation  
Strategy 2022-2025



# » Contents

Introduction	1
Why do we need a new strategy?	1
The Strategy	2
Mission	2
Vision	2
Key elements of our strategy	3
Alignment of Goals to University Objectives	3
Measuring Success	3

## Introduction

**The aim of this strategy is to outline the Faculty’s growing Research and Innovation ambition, describe how this contributes to the University’s overall strategy and outline a pathway of achievement.**

**It combines recommendations from external reviews, staff consultations and alignment with the University goals. Review and revision of this strategy and our measures of success will be an ongoing process.**

### » Why do we need a new strategy?

The faculty already has an excellent track record with an outstanding performance in the most recent Research Excellence Framework (REF 2021). This achievement is testament to the commitment and hard work that is required in an increasingly competitive environment.

Building on this success, there is potential to increase the scale, impact and reach of our research and innovation even further, and we have an obligation to support our staff to fulfil their potential. We must align with the needs of funders, including the UKRI’s new 2022-2027 Strategy ‘Transforming Tomorrow Together.’ We have to evolve, adapt and keep moving faster than our competition to attract the best students, staff and funding and to ensure our research has impact.

# The Strategy

## ► Mission

To sustainably improve the health and wellbeing of humans, animals and the environment through new knowledge and its application to the design, development and delivery of responsible innovation and impact under an over-arching 'One Health, One Medicine' ambition.



## ► Vision

We will seek to inform and improve treatment, disease detection, management and care for both humans, animals and their environments. Working collaboratively across Schools and the wider University we will build upon the foundations we have already created to increase the amount, quality, scope and impact of our research, developing our external partnership reach both in the UK and abroad. Fostering strong, productive and mutually beneficial partnerships that generate positive outcomes, working together to adapt, evolve and address complex challenges.

### **'One Health, One Medicine'**

We define a 'One Health, One Medicine' approach as recognising that human health (including both communicable and non-communicable diseases) is closely linked to that of animals, plants and the shared environment. In practical terms this means breaking down barriers between disciplines so we can take a holistic approach to challenges, and ensuring that innovations benefitting humans also consider the impact on animals and the environment, and vice-versa. It also acknowledges our aspirations to train the next generation of researchers and health professionals with an interdisciplinary approach.

## Key elements of our strategy



Our **values** of Inclusion, Inspiration, Innovation, Integrity are aligned with the University values. We add Internationalisation to recognise its importance particularly in the intended global impact of our research and Innovation. These values will form the cornerstones that support our transformational strategy.

- We will champion access and inclusion for all providing a respectful, safe and fair working environment where all voices are heard. We will think creatively, challenging the status quo to inspire transformation.
- We will challenge each other to meet and exceed expectations pursuing continuous improvement and making decisions in a principled, strategic and consultative manner.
- Through mutual respect we will develop strong and productive partnerships, sharing knowledge to adapt to, evolve and address complex challenges.
- Knowledge Exchange (KE) lies at the heart of what we do providing excellent education, and advances in human and animal health and medicine; we will transform lives and shape the world for a better future by partnering with students, governments, businesses, alumni and local communities.

Our **goals** will be met through a comprehensive and measurable implementation plan.

## Alignment of Goals to University Objectives

Our **goals** map clearly to the University objectives.

- Sustainably grow our research scale and excellence –FHMS goals 1 and 2.
- Ensure our research and teaching produce synergy- FHMS goal 3
- Contribute greater societal benefit from our research- FHMS Goal 4
- Make research support researcher-centric and continue to enhance our research infrastructure- FHMS Goal 5

# Measuring Success

## University Key performance indicators:

- Over £50M per annum research income:
- Top 30 Research Excellence Framework assessment (due 2027)
- Top 10% per capita for working with business and IP/Commercialisation

## FHMS Performance indicators:

INDICATOR	MEASURE	18-19 (PRE-COVID)	21-22	22-23	23-24
Research Awards (£K)	Total awards	9,800	12,000	13,000	14,000
Income from industry	Industry income £K	2,000	2,000	2,250	2,500
	Recovery (%)	5%	25%	25%	25%
Spinouts and start-ups	Total number	n/a	2	3	4
Knowledge Transfer Partnerships KTPs	Minimum of 1 from each school	n/a	4	4	4
Invention disclosures	Total number	n/a	10	15	20
Academic-corporate collaborative outputs	No. of pubs with corporate collaborators (SciVal)	60	60	60	60
Publication quality	Field weighted citation index	1.70	1.80	1.90	2.00
PGR experience	Post Graduate Research Survey overall satisfaction	83%	85%	85%	85%
PGR numbers	PGR/FTE	2.1	2.2	2.3	2.4
Externally funded Doctoral Training	Number of DTP programmes in FHMS	<3	3	3	3
Impact	Number of impact case studies in development for REF2028	<9	25	20	15



**UNIVERSITY OF SURREY**  
Guildford, Surrey GU2 7XH, UK

---

[surrey.ac.uk](http://surrey.ac.uk)

