



UNIVERSITY OF
SURREY

The University Strategy: 2012-17



Foreword from the Vice-Chancellor

We published our Strategy 2007-2017 four years ago. This set out our vision to become a leading national and international institution by 2017.

Considerable progress has been made towards this goal, with a substantial rise in entrance standards, a dramatic increase in applications, an increase in research bids that have been won by Surrey, and major strides in building our international position. We have retained our pre-eminent position as the UK university with the highest graduate employment. In the light of this progress, and following unprecedented changes in the Government funding of UK Higher Education, we have reviewed our strategy and fine-tuned it to meet the demands placed on us by the changing external environment. This strategy will form the basis of the University's plans for the coming years.

A handwritten signature in cursive script, reading "Christopher Snowden".

Professor Christopher Snowden



Our mission:

The University of Surrey is a research-led institution pursuing learning, scholarship and research, and advancing and disseminating knowledge. The University is committed to working closely with its students, business, government and civil society to transition knowledge to the benefit of humanity.

Our vision:

The University of Surrey is committed to being a leading national and international university. Our high quality teaching, learning, research and enterprise, will be delivered in a financially and environmentally sustainable manner, within an academic community that values collegiality and professionalism, providing our students with skills that allow them to maximise their potential.



Our research and enterprise

Continue to improve research quality

- > Continue to grow the volume of our research outputs and build on the improvements we have made to their quality and reputation, as measured by citations in target academic journals
- > Grow research income through close alignment and development of our research themes and interdisciplinary networks with the priorities of national and international funding bodies
- > Increase the number and quality of our research students

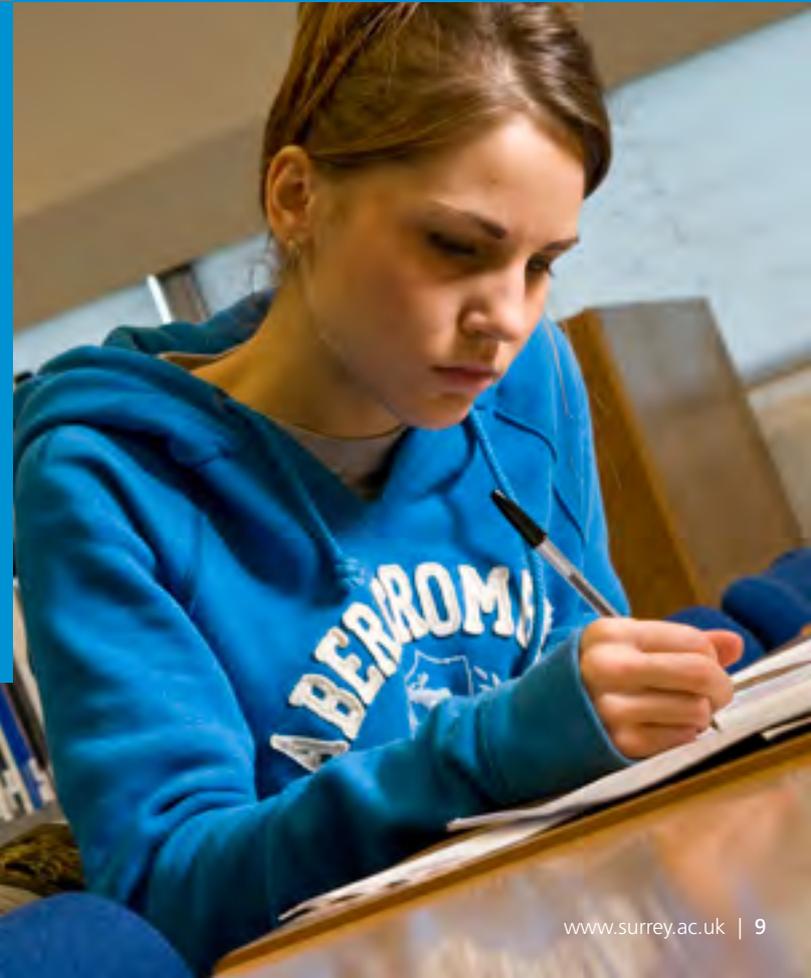
Increase knowledge transfer and economic impact

- > Seek opportunities to maximise the impact and value of the University's intellectual property, research and professional development activity
- > Grow activities that support Surrey's enterprise initiatives and entrepreneurial culture

Our students

Enhance the quality of the student experience and maintain our top employability record

- > Review and take action to enhance and deliver a relevant and exciting research-led academic portfolio
- > Maximise the potential of the Professional Training Year
- > Continue to improve the quality of Surrey students by raising the entry standards
- > Review and enhance the teaching, learning and assessment arrangements to ensure that we provide the highest quality student learning experience
- > Ensure that we deliver high quality administrative services and facilities with a stronger student focus
- > Foster life-long relationships with our alumni to continue to engage them practically, financially, as advocates or as repeat customers



Our students



Ensure able students from any background are able to access the University and do not face any barriers to progression

- > Review and evaluate the success of outreach and retention activities to prioritise and target our efforts
- > Review and improve policies and procedures, including bursaries, to ensure they are fair and do not disadvantage any group

Our international competitiveness



Increase our international impact

- > Develop and extend our international partnerships to increase research collaboration and develop high-impact quality research, and to provide further opportunities for student exchange, study abroad and overseas professional training placements
- > Ensure our curriculum is designed to support the needs of all our students, both international and home, developing their potential to succeed in a global environment
- > Continue to promote and develop collaborations with international businesses, universities, government agencies and funding bodies in support of shared interests in research, education and knowledge transfer
- > Continue to develop opportunities for international education including the Surrey International Institute (SII) at Dongbei University of Finance and Economics (DUFE)

Our staff



Recruit, retain and develop excellent staff

- > Develop improved approaches to support the recruitment and development of excellent staff
- > Build upon existing leadership development programmes for current and future leaders
- > Create a high performance, service-orientated culture through effective reward and performance management strategies
- > Provide a safe and healthy environment in which to work
- > Establish and embed the staff charter to engage all colleagues in their contribution towards the achievement of the University vision
- > Ensure our policies and procedures recognise and embrace the diversity of our communities and ensure a culture of inclusivity at all levels

Our finances

Generate 5 per cent net surplus for reinvestment in core student and research activities

- > Control our support costs through improved effectiveness and efficiency to maximise our investment in frontline core student experience and research
- > Reduce expenditure through better procurement practice
- > Continue to drive down our expenditure on utilities through our carbon reduction programme
- > Increase our income through pursuit of income generating activities such as Surrey Research Park, Surrey Sports Park, and professional development activities
- > Increase Surrey's income from philanthropic giving



Our operational effectiveness

Achieve strategic growth

- > Increase the number of students coming to Surrey, particularly international and postgraduate students
- > Increase the number of academic staff to match the growth in student numbers and provide critical mass to underpin the delivery of quality teaching and research
- > Invest in those areas that have potential and withdraw from those that don't
- > Increase our income from research
- > Develop commercialisation of our research and knowledge transfer
- > Seek and consider opportunities for further expansion overseas



Our operational effectiveness

Deliver effective Information Technology solutions to support the running of the University

- > Maintain a secure and reliable IT environment
- > Provide personalised information technology to staff and students
- > Deliver cost-effective solutions and applications

Ensure that strategic decision making is informed by the use of internal and external evidence

- > Draw market intelligence from targeted research
- > Benchmark activities at faculty, subject and institutional level against aspirational comparators

Encourage positive relationships with stakeholders to support our interests and reputation

- > Develop our brand to encourage widespread recognition of the University
- > Engage our internal communities to drive high performance
- > Ensure our use of communication channels meets audience needs

Our environment



Sustain and develop the University estate

- > Develop a prioritised five-year rolling capital plan that accommodates long-term maintenance, supports planned growth and allows for flexible reconfiguration of space to meet the changing needs of a growing, cutting edge university
- > Ensure that we use space effectively and reduce energy consumption

Address the social and environmental consequences of our activities

- > Undertake research that addresses societal grand challenges
- > Develop our academic portfolio to ensure that it enhances our students' ability to contribute positively to society and the environment
- > Reduce carbon production across our operation



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YEARS

A history of shaping the future since 1891

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