

FOR CONSULTATION: DRAFT UNIVERSITY OF SOUTHAMPTON STRATEGY

Purpose and Vision – what drives and inspires us

We change the world for the better by creating and sharing new knowledge. We aspire to achieve the remarkable.

As an inclusive community, we share a highly ambitious purpose that drives us. Its boldness and transformative power inspire us. We have a combined purpose and vision to drive and encourage us all. The quality and reach of our achievements will make us increasingly globally recognised.

Key to our success - *the heart of our Strategy*

We have an unshakeable commitment to excellence in all we do. Our inclusiveness and diversity strengthens us. It makes us more creative and enterprising. It accelerates the achievement of our shared purpose.

Our people strive to make the world better for everyone: transforming lives by enabling and empowering one another.

Excellence is part of our DNA: the intertwined combination of our high-quality education, research and enterprise (our 'Triplex Helix'), together with our remarkable people, sets us apart.

People

Our remarkable people are the University. We will be a more equal and diverse community that comes together with a shared purpose. We will respect each other. Our similarities and differences make us stronger. We will work in partnership to change the world for the better.



Triple Helix

The intertwined combination of our excellent education, outstanding research and sustainable enterprise is a powerful force. By developing the links between the three, each will be strengthened. This will underpin a transformative student experience, generate new breakthroughs and accelerate innovative ways to tackle the world's most complex problems in a multidisciplinary way.

In this ever-changing world, the greatest challenges can only truly be tackled with solutions that link together the power of our world-leading research, innovative education and cutting-edge enterprise – 'our Triple Helix'. Our priority is to empower our people to achieve this.

Major investments will need to show the intertwined strands of the triple helix being strengthened through excellence and creativity resulting in real-world impact. This is how we will shape our future.

Values – *What guides us*

Our values provide the lens through which we make decisions, guiding our actions, collective behaviours and systems. They are integral to our purpose of building an equal community empowered to make positive change. Our people are our University.

We have a strong sense of our institutional identity and dynamism. We celebrate success, while continually striving to do even better.

We are ambitious, personally and institutionally, which requires us to be collaborative and collegial. As a community of talented individuals, our culture and systems need to enable and empower us. Our community develops by constructively challenging, through respectful debate and enquiry. Ensuring that different views are heard allows us to make the best decisions.

What follows is not a hierarchical list. The final Strategy will show our values circling our shared purpose and vision.

- **Egalitarian**

We champion equality, diversity, and inclusion in all we do

Respect, compassion, and curiosity for what makes us different strengthens our community and the communities we serve, enabling mutual success. People who feel welcomed, included, and valued will use their differences to create and enjoy a transformative student experience and undertake outstanding research and enterprise activity that drive positive change in the world.

- **Environmental Sustainability**

We embed environmental sustainability in everything we do

Climate change and ecological destruction are the greatest challenges the world faces. By embedding sustainability in our education programmes and addressing its urgency in our research and enterprise, we will shape a more positive future with regional to global reach. The impact will extend from our local communities to across the globe.

- **Collaborative**

We build sustainable, inclusive communities through strong partnerships

The urgency and complexity of the greatest challenges faced by societies require the power of collaboration to create groundbreaking interdisciplinary solutions that can transform prosperity, opportunity and health. We commit to work together to improve the lives and environment of people across diverse communities in a just

and responsible way. This will be achieved through our education provision, research and enterprise outputs, and the skills and contributions of our alumni.

- **Agility**

We are agile, flexible, and harness the power of digital transformation

We achieve our purpose by creating value for people and the planet. The world is changing fast, and we will be agile and enterprising to ensure the impact of our new knowledge helps it to change for the better.

- **Leadership**

We have visionary leadership that enables and empowers people to thrive

Everyone in our community, together with those we provide value for, deserves to have their talents developed so they can succeed. Leaders at all levels of the University will commit to living our values and shared purpose to achieve this.

Goals – *achieving our shared vision and purpose*

Education and the Student Experience

Shaped by our research and enterprise outputs, it is our collective responsibility to continue to build on, and develop, our existing transformative student experience and support programmes. It is our goal to strengthen the links between our education, research and enterprise to enable our students and alumni to thrive.

We will:

Equip people with the skills and mindset to flourish in the world of the future; for the jobs and challenges that we cannot yet imagine.

Create a more people-focused, outward-looking teaching and learning experience. This will accelerate experiential learning. This will be co-produced with students and employers to address their needs and expectations.

Through this innovative approach, deliver a more flexible and inclusive teaching and learning experience, enabled through digital tools. What we teach and how, will be informed by our Triple Helix and the experiences and knowledge we gain from our global connections, resulting in a recognisable 'University of Southampton Experience'.

Work in partnership with our students to identify what they gain from their educational experience to create a distinctive 'University of Southampton Educational Gains' indicator.

Provide exemplary support to students to develop their employability, enterprise and wellbeing skills and experiences needed to achieve their ambitions.

Enhance our learning environments to foster both flexibility and creativity.

Our graduates will be recognised globally for their distinctive Southampton characteristics: curious; engaged; articulate, ethical; culturally aware; enterprising; and socially and environmentally responsible.

Work in partnership with students to co-create outstanding University experiences. To ensure they can follow their own paths, feel supported to thrive, and enjoy a sense of pride and belonging as members of our community.

We will simplify our processes, develop our understanding of people's needs and enhance our service culture to support this goal.

Research

We transform lives socially, economically, and culturally through our world-class research that has its foundations in both disciplinary excellence and interdisciplinary collaboration. Together with our strong enterprise ecosystem, our remarkable people are trailblazers who tackle global challenges.

We are international leaders on understanding population change, we understand the contemporary and future roles art, design and media have within a globalised world, we are pioneering new ways to meet future energy demands, developing sustainable cities, preventing and treating disease, and advancing technology for tomorrow.

By strengthening the mutually reinforcing links between our research, education and enterprise outputs, we aim to create an even more dynamic base from which to change the world for the better

We will:

Attract and support the next generation of research leaders from across the world, from different backgrounds and experiences, who will champion positive change to achieve international excellence. Investment in a significant Research Fellowship scheme will catalyse this.

Trailblaze a globally leading model of a truly interdisciplinary approach that addresses the world's greatest health challenges. We aim to create a new state-of-the-art Interdisciplinary Research Facility with our partner NHS Trust, to engineer better health. This will bring together world-class teams to: drive innovation; speed the transfer of novel ideas into new interventions from bench-to-bedside; transform the future of healthcare; and save lives faster.

Secure funding to invest in a further transdisciplinary research centre that works at scale to tackle the world's greatest problems. The breadth of our research, ranging from the arts and humanities to the physical sciences, when combined with our dynamic Triple Helix approach will magnify its impact internally and externally.

Harness Southampton's maritime heritage and the University's renowned research excellence to create a more environmentally sustainable, autonomous maritime future for the world.

Invest in the research infrastructure that keeps our researchers at the forefront internationally.

Grow the number of women in Science, Technology, Engineering and Maths and increase the ethnic diversity of our research community to reflect society.

Ensure we remain the partner of choice in established partnerships and become so in new ones with world-class organisations.

Improve the financial and environmental sustainability of our research.

Enterprise

We are a national leader in knowledge exchange (KE) and enterprise activities, because we can deliver the entire research lifecycle - from ideas to design, prototype and commercialisation.

Our innovation and achievement results in positive societal and environmental impact and is the core of our civic agenda. Our goal is to extend and embed enterprise opportunities for students and staff, to benefit the communities we work with, through our Triple Helix approach.

We will:

Attract high-calibre and motivated students and staff.

Bring investors and business partners into the University's flourishing inventive and entrepreneurial ecosystem.

Be recognised as one of the strongest universities for KE and Enterprise in the world.

Transform and simplify our processes, systems and customer journey to drive maximum value, to fulfil our stakeholders' expectations.

Build on the success of our Future Worlds on-campus start-up accelerator to extend and embed enterprise opportunities across the whole University for students and staff.

Ensure that our people engaged in KE and Enterprise gain the skills and experience they need to succeed in their careers and realise their potential to deliver impact.

Identify and prioritise KE and Enterprise activities that are most likely to deliver our shared purpose.

Be the partner of choice for businesses in our communities to help them develop and grow.

Find new ways and levels of investment in enterprise. Use this to grow our financial surplus and overall income from KE and Enterprise over the next five years.

People

People are our University. With our students, staff, alumni and partners, we are building a safe, supportive community where we take personal responsibility to achieve collectively our shared purpose.

Promoting opportunity and welfare for others is further supported by philanthropy and we will continue to engage with partners to change the world for the better.

We will:

Become a more culturally rich and inclusive community, coming together as One Southampton where everyone belongs and is committed to our shared purpose.

Support people in their wellbeing and treat each other with fairness and respect. We will achieve this by individually and collectively living up to the actions in our Equality, Diversity and Inclusion Strategic Plan.

Empower everyone to thrive and enable them to contribute at their full potential.

Attract, develop, and retain highly skilled and motivated staff by offering a values-led culture that nurtures the creation of new ideas and innovations.

Create a single online gateway to multiple staff development opportunities, with flexible delivery options to suit different learning styles.

Co-develop with staff more effective and productive ways of working that support balanced and healthy lives.

Enable our students to be the global leaders of tomorrow who will transform the lives of others.

Grow strategic partnerships with other world-leading universities and organisations to promote student and staff mobility, helping us tackle the world's most urgent challenges.

Sustainability

Our Sustainability Strategic Plan, produced in partnership with the Students' Union, commits us to making sustainability a part of everything the University does by 2030.

Our goal is to integrate sustainability into all three strands of the triple helix and for it to be a personal and collective responsibility across all our campuses, for all our community.

We will:

Achieve net zero for Scope 1 and 2 emissions by 2030. Scope 1 are direct greenhouse gas emissions that the University controls, mainly from fuel combustion on-site (for example operational vehicles or gas boilers). Scope 2 refers to all indirect emissions from electricity purchased and used by the University.

Measure our total emissions footprint and set targets for Scope 3 emissions reductions. Scope 3 includes all other indirect emissions from sources the University does not own or control. This includes emissions associated with travel, procurement of products consumed by the University, and waste and water.

Give students, staff, and the wider community multiple opportunities to learn more about sustainability and adapt what we teach to the changing world. Sustainability will be a part of every University of Southampton education programme by 2025.

Make sustainability a cornerstone of our research and societal impact.

Implement a Sustainable and Ethical Investment Policy, which helps us to support positive action to address the climate crisis.

Place

Our campuses are hubs of opportunity and creativity that transform lives and enhance prosperity. Our University is a gateway to the world and we are deeply committed to making a positive social impact and increasing social mobility, both on the South Coast of England and across the globe.

We are proud to be a powerful civic partner that met the immediate challenges of the COVID-19 pandemic and is now focused on strengthening economies and sustainable communities near and far. The mutual strengths of our triple helix, coupled with our remarkable people, will power our ambitions for this goal.

We will:

Develop Civic University Agreements co-designed with local communities, authorities, and partners to drive the social, environmental, and economic benefits that are most vital to them and their region. This will build sustainable communities, promote equality, improve health and wellbeing, transform educational opportunities, close the digital divide, and extend enterprise.

Establish an evergreen funding mechanism to support investments focused on carbon reduction, sustainability, and environmental protection, to deliver beneficial impact for the region.

Significantly grow our international footprint to meet the aspirations and needs of individual regions.

Expand opportunities for a growing number of students to experience our distinctive University of Southampton educational programmes.

Extend our digital and online programmes in the UK and globally.

Build on our track record of contributing to a fairer future that ranges from Access to Southampton, the Ignite programme, Social Impact Lab and Lifelab, to the John Hansard Gallery.

Strengthen the design of targeted academic skills services for students from under-represented groups, working in partnership with them to enhance their careers and employability.

Organisational

Our ambitions require a truly One Southampton approach to be embedded in all that we do, making the University a great place to study and work irrespective of who you are or where you are located.

Creating a governance and enabling infrastructure that is built around the aspirations of excellence and delivering value is essential.

Factors that will underpin this are:

- Financial sustainability to ensure sufficient cash flow is generated so that, along with our secured long-term borrowings, we can continue to invest confidently to meet our aspirations.
- Our governance supports an organisation of our scale and complexity while being agile and enabling.
- The quality of our physical spaces enhances the experience of working and studying as well as how people perceive our University. We are committed to providing the best quality estate and facilities within our means.
- The virtual environments that we create need to be leading edge and digitally focused to enable our people to succeed.
- Learning from the experiences of how we responded to the COVID-19 pandemic, we will together devise future ways of working to help us realise our ambitions.
- High quality, two-way communications, with partnership and co-design principles underscoring our progress.
- Ensuring there is a strong, responsive alignment between the changing needs of our triple helix and professional services to ensure great delivery and added value for all.

Monitoring our Success - Key Performance Indicators (KPIs)

We will all need to take personal responsibility to contribute to the achievement of our shared purpose and vision. We will monitor our success with integrity and openness.

We will keep listening to people to identify lessons and scan the world around us to identify new opportunities and risks.

We will hold ourselves to account by monitoring our performance against KPIs in the period to 2027-28. This timeframe commits us to action, delivering on our shared purpose with momentum.

The KPIs below are a 'starter for ten'. Please tell us if you think there are other indicators that will enable us to track our progress. The final KPIs must meet these tests: align to the goals in the strategy; be specific, measurable, achievable, realistic, and timely; and capable of comparing our performance against our competitors.

The chosen KPIs will be reviewed after an initial five-year period to ensure they remain fit for purpose in this fast-changing world.

The achievement of the Strategy's goals, as measured by a suite of KPIs, should position us to achieve a stretching ambition of being a top 10 UK and pushing towards a top 50 internationally recognised university by 2027-28.

Priority	Proposed KPI
1. Student Satisfaction	Rank in NSS Satisfaction vs our comparator group Derived from a composite of all National Student Survey core questions: teaching on my course; learning opportunities; assessment and feedback; academic support; organisation and management; learning resources; learning community; and student voice. The one proposed exclusion is question 26 which asks if the Students' Union effectively represents students' academic interests. During the 2021-22 Academic Year we will work in partnership with our students to identify what they gain from their educational experience to create a distinctive 'University of Southampton Educational Gains' indicator.
2. Student Success	Rank in Graduate Outcomes vs our comparator group Derived from the annual Graduate Outcomes Survey that captures the perspectives and current status of graduates 15 months after they finish their studies.
3. Research	Rank in value of research income normalised for mix of subjects and size

Excellence	<p>of FTEs per HESA cost centre vs comparator group</p> <p>QS Citations Rank vs our comparator group</p> <p>Together, these two KPIs address both a major research input (funding) and a measure of the international excellence of our research outputs (drawn from field weighted citations per faculty). Both allow comparative performance against other universities to be measured.</p>
4.Enterprise Excellence	<p>At or above Cluster V on x% of the Knowledge Exchange Framework (KEF) Dashboard Perspectives</p> <p>The KEF aims to allow universities to better understand and improve their own performance in knowledge exchange, as well as provide businesses and other users with more information to help them access the world-class knowledge and expertise within English higher education. The KEF 'clusters' universities into comparable groups, with the University of Southampton in cluster V whose characteristics include: very large, very high research intensive and broad-discipline universities undertaking significant amounts of excellent research; research funded by range of sources; significant activity in clinical medicine and STEM; student body includes significant numbers of taught and research postgraduates.</p>
5. Staff engagement	<p>Rank and score in Staff Engagement Index vs comparator group</p> <p>To be derived from a composite of questions in an industry standard staff engagement survey.</p>
6. Equality, Diversity and Inclusion (EDI)¹	<p>Analysis of staff survey outputs from a (to be defined) sub-set of under-represented groups (based on self-declared equality information), when compared with overall outputs. The equivalent for students will be the NSS survey outputs.</p> <p>The draft Strategy places a high priority on inclusion achieved from diversity and equality for our students and staff. Measuring the success of creating an inclusive community where everyone belongs and can thrive is critical.</p>

¹ For us at Southampton, we believe:

Equality means that every person has equal access to opportunities, without discrimination or less favourable treatment because of one or more of their characteristics.

Diversity is when we recognise and celebrate individuals for their uniqueness and what they have to offer, and the benefits this brings in diversity of thought, ideas and contributions to our community.

Inclusion means that we go beyond legal compliance to create a community and culture where everyone feels that they belong, it is safe to be who they are, and they feel valued for being themselves.

7. Net Carbon Emissions	<p>Reduce Scope 1 and 2 emissions</p> <p>Greenhouse gas emissions are grouped into ‘Scopes’. Scope 1 refers to direct emissions that the University controls, mainly from fuel combustion on-site (e.g. operational vehicles, or gas boilers). Scope 2 refers to indirect emissions from electricity purchased and used by the University. Our Strategic Plan for Sustainability commits us to achieve net zero emissions for Scope 1 and 2 by 2030.</p>
8. Civic partner for the South Coast	<p>Active partner in x percentage of major civic programmes</p> <p>Active partner means strategic level of participation as agreed by the Civic University Steering Group.</p>
9. Global reach	<p>QS Academic Reputation rank and score vs comparator group</p> <p>Derived from the annual QS World University Ranking.</p>
10. Global reach	<p>Percentage of total students studying at our UK campuses that are International and EU</p> <p>Total population will be derived from the sum of our undergraduate and postgraduate students.</p>
11. Cash Generation	<p>Net cashflow: number and rank position in comparator group</p>