

A connected
University.
Vision 2020



Our mission

To change the world for the better.

Our vision

To be a distinctive, global leader in education, research and enterprise. By 2020 we will be clearly recognised as a successful and highly influential international university. We aspire to be a place of opportunity and inspiration that attracts the most talented staff and students from the UK and across the globe. We will grow our University resources and facilities to fully meet the expectations and ambitions of our high-performing staff and students.

Our values

All of our activities will be underpinned by the values determined by our community:

Excellence. We aspire to be the best in all we do, inspiring the confidence and ambition that enables our staff and students to reach their full potential.

Creativity. We are imaginative and resourceful, thriving in an environment that values independent thought and encourages originality and innovation among its staff and students.

Community. We achieve more together; we are an inclusive, collegial community that builds tolerance, respect, and mutual support among staff and students.

Integrity. We are committed to the highest standards. Our personal and institutional conduct is consistent and honest, engendering trust between and within our University communities.



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Southampton is a global university with research and educational activities based in China, Singapore and Malaysia (Malaysia campus pictured)



A global University

The University of Southampton is a world-class university built on the quality and diversity of our community. Our staff place a high value on excellence and creativity, supporting independence of thought, and the freedom to challenge existing knowledge and beliefs through critical research and scholarship. Through our education and research we transform people's lives and change the world for the better.

Building on strong successes

Since publication of the previous University Strategy in 2010 we have achieved much of what we set out to do against a backdrop of a major economic downturn and radical change in higher education in the UK. We have achieved sustainable growth in the number of students studying at the University and a corresponding increase in our academic staff numbers. At a time of shrinking resources and fierce competition for research funds we have achieved significant growth in our research income while maintaining strong and productive partnerships with a wide range of businesses. In line with this growth in academic activity we have increased the University's annual turnover over the last three years by nearly 10 per cent to £480m.

We introduced a curriculum innovation programme in 2010, offering our students educational choices and flexibility not available in other Russell Group universities. By 2014 more than 3,300 students participated in one or more modules offered through this programme. We have seen major new teaching and research facilities become fully operational, investing more than £150m in renewing our estate over the last three years.

A global University

Our University has retained its position in the top 100 in the world in the QS rankings over the previous five years, and is ranked 59th in the world for its level of international activities by the *Times Higher Education rankings 2014*. Over 30 per cent of our Southampton-based students are from outside the UK; 33 per cent of our academic staff were born outside the UK; and more than 50 per cent of our research publications are co-authored with international partners. We now have significant overseas research and educational activities based in countries such as Malaysia, China and Singapore.

The University Vision 2020 builds on these foundations describing our future ambition and priorities. It presents a vision of the University as a confident, growing, outwardly-focused institution that has global impact. It describes a connected institution equally committed to education and research, providing a distinctive educational experience for its students, and confident in its place as a leading international research university, achieving world-wide impact.

Our aims

By 2020 we will have:

– Revolutionised our education

We will harness current and emerging technologies to broaden our reach and optimise student engagement in learning. Our curriculum structures, teaching delivery and extension activities will offer greater flexibility, enabling students to personalise their learning and to participate in teaching programmes connected to all parts of the globe.

These innovations will be supported by unprecedented investments in our estate. By 2018 we will complete major new learning and student social facilities on our Highfield Campus, have our new Southampton Business School fully operational, and will continue to develop our overseas endeavours. With these facility developments and a major expansion of student accommodation, we aim to grow our total student population to 28,000 in Southampton, Winchester and our overseas operations by 2020.

– Transformed our global research competitiveness

Our future reputation depends upon our competitive edge in research. We will sustain the peaks of excellence in which we are international leaders and invest in emerging researchers and groups who are capable of global recognition. We will be distinctive through our investments in interdisciplinary research which is addressing some of the world's most complex and challenging issues. We will continue to attract, develop and retain an outstanding international academic community. We will continue to grow our academic community in line with our overall growth and, through enhanced diversification of funding, increase our total research income to £135m by 2020.

Our research capabilities will be enhanced by the completion of the Cancer Immunology Building on the University Hospital site by 2016, and the integration of the UK's most significant engineering business/academic collaboration on the Boldrewood Campus.

– Become a globally connected University

We will build on our international success in research and education. By strengthening existing relationships and developing new partnerships we will increase our global presence and reach. Our international research collaborations will grow along with our international student population based in the UK and overseas. Our Malaysia Campus is an important hub for our academic activities in South and East Asia. On all our campuses we will build an international community where diversity is valued, and create opportunities for a truly international student experience.

– Made important contributions to our society and the economy

We will further strengthen the economic and societal impact of the University and be a first point of engagement for business and policy makers. We will achieve further success in incubating new forms of enterprise and spin-out companies and maintain our position as one of the UK's top five universities for business and enterprise. Continuing to develop the Southampton Business School, built on the existing academic strengths of the University, will be an important part in our future business engagement with a distinctive focus on enterprise and wealth creation. We will actively engage our local community and wider society in our research, and ensure the recognition of the University's achievements through the media.

– Become a partner for growth in our city and region

We will continue to make a major contribution to economic growth and social development in our city and region, creating jobs and working with local authorities, business organisations and our Science Park to attract future inward investment. In 2012/13 the University generated a total economic impact of £1.8bn, of which £1.1bn was in our regional area. We will continue to make significant investments in the city and wider region.

– Strengthened our community in keeping with our values

Ultimately, the University's strength lies in the vitality, quality and diversity of our people. We aspire to be an empowered and mutually supportive community. This will be evident from our behaviours, our systems of reward and recognition, and the working environment we create. Our common sense of purpose and ambition will be equally evident from the way we represent ourselves externally.

“The development of the new Southampton Business School represents a unique opportunity to leverage the strengths and world-class facilities of the University and to create a school which could ‘hit the ground running’ from day one. The graduates of the future will have, on their doorstep, a leading school which will enable them to turn their concepts, ideas and research into global business – a winning combination.”

Paul Ettinger,
Co-founder of Caffè Nero; Business and Law Advisor

Southampton Business School

The Southampton Business School education provision is built on research excellence, well-established partnerships with local, national and international companies, and a vision to create a business school that develops the future leaders of national and global organisations. We are at the forefront of developing educational programmes to inform and enhance businesses based on cutting-edge research.

“One of the projects that Enactus Southampton runs is SanEco, a sanitation project for rural communities in Kenya. I am the Vice Project Leader and we have designed and built a new toilet that turns human waste into natural fertiliser. The toilets are used in schools and in the local communities by entrepreneurs to reduce the amount of money they spend on expensive commercial fertilisers and generate an income to support their families.”

Victoria Akintomide-Akinwamide,
LLB Law, second year

Enactus

Enactus is a global not-for-profit social enterprise society for students, active in 1,600 universities, in 36 countries. It aims to improve lives through sustainable business practices and entrepreneurial spirit, while the students develop the skills to become socially responsible business leaders. Enactus Southampton is an active and growing team, currently undertaking six projects in the local community and in Africa, three of which are social projects and three commercial enterprises.

Transforming education that prepares global graduates

We will recruit the most talented students, irrespective of background, from across the world and provide them with a rich and transformative education. We will work as partners with our students to enable them to develop their ambitions, fulfil their potential, and make a positive contribution to the world.

Research-led education

As a leading research-intensive university our students expect to engage with us in research and discovery. Our educational programmes will be shaped and underpinned by our culture of world-class research and enterprise, and will offer students opportunities to engage with knowledge creation across discipline boundaries.

Great teachers, great learning

Inspiring educators delivering world-class educational programmes will be at the heart of our University activities. We will provide the professional development, personal recognition and career rewards that reflect our commitment to educational innovation and leadership.

Flexible, personalised education

Through innovative curriculum design and use of IT, we will offer students greater choice to shape their studies to reflect their personal goals, and equip all our students with the skills to function in a globally connected and competitive work environment.

Global students, global partners

We will continue to grow the number of high-quality international students who come to the UK for their education. We will also develop our international connections, continuing to offer study opportunities abroad through a range of partners worldwide.

Employable, enterprising graduates

We will prepare our students for engagement with the global economy and future emerging opportunities. Through student enterprise and entrepreneurship, and access to worldwide alumni, we provide an exceptional support network.

World-class services and facilities

We will make significant investments in modern learning, social and living facilities, and the services that support them. These investments will enhance our capacity to respond to the varying needs and interests of students during their time at University.

World-class research tackling society's greatest challenges

We take pride in being one of the UK's leading research-intensive universities and expect internationally competitive research to be conducted in all academic disciplines. We invest in our staff and facilities to support high-quality research that meets this expectation, and will deliver the step change in research competitiveness that we aspire to achieve. We will disinvest in those disciplines where there is little prospect of meeting these high standards in research.

Great researchers, great research

We are committed to creating a community that values independent thought and encourages originality and innovation among its staff and students. It is through our staff that the University has distinguished itself internationally as a hub of invention and creativity and research leadership. We will attract, reward, nurture and retain staff of the highest academic ability, working to create a dynamic, exciting and profoundly interconnected research environment in which they can flourish.

Growing peaks of excellence

The University is recognised internationally for its distinctive leadership in diverse fields of research. These peaks of excellence define our reputation globally, and enhance the overall standing of the University. We will sustain our internationally leading research groups, and will support and develop emerging researchers and groups who are capable of achieving global recognition. We will identify and exploit new and emerging opportunities in research that fit the University's strengths and will enhance its reputation.

Tackling society's greatest challenges

The University has had unique success in fostering interdisciplinary research that addresses society's most complex challenges. We will continue to support and develop our University's interdisciplinary Institutes. We will continue to foster and develop our interdisciplinary research networks, and prioritise work to unlock the funding and external partnerships that will enable them to thrive.

Capitalising on our facilities

The University has made exceptional investments in new research facilities and internationally competitive infrastructure. We will exploit this fully. We will continue to invest in our research infrastructure, and take opportunities to partner in national and international facilities to ensure that we remain globally competitive.

Growing our resources

We will change our research support and outreach activities to engage with national and international public, commercial and charitable bodies to deliver greater diversity in the sources of income and ensure our researchers lead major research initiatives so enabling overall growth and competitiveness.



“Today, the Web is integrated in people's lives. We use it to communicate, whether that is socially through networking sites or professionally in our jobs. The Web is continuously growing and evolving as more people add to the content that is available and the University of Southampton is a world leader in research around the evolution of the internet and the World Wide Web.”

Bryan Glick,
Editor-in-Chief of Computer Weekly

Web Science

From the first web site in 1992 the World Wide Web has grown to become the largest human information system in history, integrated into the everyday lives of billions of people across the planet, shaping how we do business, conduct our social lives and how we are organised politically. Southampton is pioneering the development of Web Science, a new discipline that aims to provide a thorough understanding of the Web as a social and technical phenomenon.

“Rolls-Royce has a long, proud history of working with universities, creating a win-win situation where the university is funded to work on important industrial challenges. The Institute of Sound and Vibration Research (ISVR) brings a breadth and depth of knowledge, an independence of thought and an aptitude for innovation that helps ensure the best technology is built into Rolls-Royce engines.”

Dr Andrew Kempton,
Chief Noise Specialist, Rolls-Royce

Rolls-Royce

Rolls-Royce has a global network of University Technology Centres (UTC). In Engineering and the Environment, Rolls-Royce has set up two UTCs in order to improve performance by employing our research facilities and expertise. One UTC is for computational engineering and is based in the Computational Engineering and Design group, The Institute of Sound and Vibration Research (ISVR) plays host to the second UTC and focuses on gas turbine noise.

High social and economic impact built on expertise, innovation and trust

We are ranked among the best in the UK for business partnerships and collaboration, and we will continue to strengthen the economic and societal impact of the University. We will build on our strong culture of enterprise and engagement with business, and our commitment to our communities in order to develop a distinctive identity and reputation.

Open for business

We will continue to improve the volume and quality of collaborative research with commercial organisations to increase our research income and economic impact. We will maintain our focus on specific industry sectors and work with our partners and alumni to fully exploit existing and new funding sources.

A source of innovation

In the past decade we have created many successful spin-out companies. In order to maintain our top five position as an enterprising university in the UK we will achieve further success in commercialisation activity leading to new licence agreements, start-ups and spin-outs and will seek to maximise reputational and financial returns to the University. Our Science Park will be a hub for the transfer of University innovation into the economy.

A source of expertise

Our University Enterprise Units have led our business consultation activity and will do so into the future. We will support wider engagement of our academics in consultancy work, and ensure that such activities are closely aligned to, and successfully exploit our research strengths and facilities.

Leading the debate

We are committed to placing our innovative thinking at the centre of national and global debates. We will work creatively with government, national and international organisations to extend the social and economic impact of our research.

Working for our communities

We will use our unique position as a leading employer in the region and creator of a highly-skilled workforce to contribute to economic growth and greater prosperity, and act as an international gateway for our city and region.

Developing lifelong relationships

We will create opportunities for our alumni and partners to engage in the life of the University and to be a part of our development, extending our vast network of alumni and other supporters around the world to mentor, advise and provide work experience to our students and graduates.

Creating a sustainable organisation

We recognise that there is a tension between the University's growth aspirations and our desire to minimise the environmental impacts of our activities. Our vision is to embed the principles of sustainability into all aspects of our work, integrating sustainable development into our business planning and policy-making.

Enabling our vision

Successful delivery of the Vision 2020 will require significant investment in, and development of, our organisational capabilities and supporting services. We will become more operationally effective, build capacity and capability and increase productivity. We will invest in those activities that deliver this operational excellence, and withdraw from those that will not.

Our key priorities will be to:

- Maximise our ability to communicate externally

We will enable the whole University community to engage in telling our story. To succeed, many of our ambitions depend upon effective communication with external audiences. We will invest in raising awareness of the significant achievements and activities of the University community. Digital communications that reach a global audience, especially our website, will be a key platform. We will ensure that our content is relevant, of the highest quality and easily accessible. Our external engagements will enhance the global reputation of the University.

- Develop a culture that empowers our people and builds a strong and sustainable community

Successful implementation of the strategy will be built from a community with a common sense of purpose and ambition. We are committed to recruiting and developing a high performing and diverse workforce. We will reward excellence, investing in personal development and the wellbeing of students and staff, supporting these through new social and recreational facilities. We will develop and embed leadership and management capability throughout the organisation.

- Improve operational efficiency and effectiveness

We will improve our operational processes to ensure that they match our ambitions and are fit for the purposes of a modern, global University. We will encourage innovation that supports continuous improvement in the services we provide to students, staff and our partners. Our decisions and actions will be underpinned by robust systems for managing risk and monitoring performance.

- Maximise the quality, utility and sustainability of the University estate

We aspire to create an integrated, multi-campus estate that fully meets our ambitions for growth, and the expectations of our staff and students. We will maintain, develop and optimally use our estate to create sustainable campus environments that provide the working, leisure and social spaces within which our staff and students can thrive.

- Grow the University economy

To deliver the ambitions of our strategy we will grow our income and manage our resources wisely. We will achieve sustainable income growth by diversifying our student population and research income through collaboration, partnerships and expansion. We will pursue major new initiatives and investments, making evidence-based business decisions within an agile and robust governance framework. We will generate surpluses each year which will deliver this sustainable growth.

- Provide personalised ICT-enabled services

To meet the future ICT learning and research needs of our strategy we will develop an infrastructure that enables our community to teach, learn and communicate in whatever way they choose. We will create a data-driven University and provide flexible access to the University's ICT capabilities through both the University's and users' own systems, wherever they are in the world. We will make best use of what we already have as well as actively seeking innovation that supports our goals.

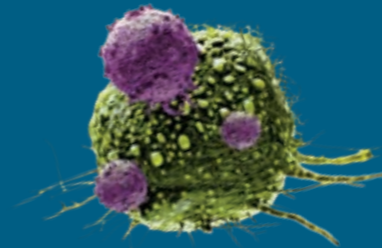
Maximise our ability to communicate externally

The Connectivity campaign is an example of how the University is using its world-leading research to promote its reputation to an external audience. Through impactful advertising on TV, in outdoor media, print and online, we are highlighting how the University changes the world through its collaborations and partnerships.



Uncovering the past

Combining traditional excavation techniques with revolutionary geophysics analysis, this innovative project led by Southampton, brings the maritime port of Imperial Rome to life



Harnessing the immune system

Groundbreaking research at Southampton uses antibodies to reprogramme the immune system allowing tumours to be recognised and even eliminated



Dr Tony Brain/Science Photo Library

Mobile phones to tackle malaria

Southampton research is using anonymised mobile phone data to map the movement of populations in and between malaria 'hotspots' in order to develop strategies to tackle the spread of the disease



Connecting the planet

The whole global internet relies on our invention of erbium-doped amplifiers that boost optical signals allowing fast telecommunications

Search "we are connected"
#weareconnected

We are recognised as a influential international university through our world-leading facilities such as our Bloomberg Trading Suite



Assessing progress

To achieve our vision, we must ensure we are performing across the complete span of our activities. We will therefore manage our performance across a number of dimensions and by using the following indicators.

Recognition as a successful and highly influential international university
- Our position in international and UK rankings

Leading in education
- The quality of the students we recruit, measured by internationally-recognised entry criteria
- The quality of the experience we provide, measured by instruments such as the National Student Survey
- The employability of our graduates, measured by nationally- and internationally-recognised graduate employment surveys

Leading in research and enterprise
- Our competitiveness in winning peer-reviewed research measured by the value of awards per full-time academic staff member and by income from research grants per academic staff member
- The impact of our enterprise, measured by consultancy income and collaborative income

Financial health and operational efficiency and excellence
- Growth in our global student population, and its diversity
- Control of costs measured by our staff costs as a percentage of turnover
- Our productivity, measured by our income per member of staff
- Our ability to reinvest, measured by our liquidity and by our surplus on operations

People
- Staff engagement and wellbeing, measured by the annual staff survey

Information systems
- The quality and accessibility of our IT systems, measured through student satisfaction surveys

Estates
- The quality of our estates, measured by the proportion that is rated 'new' or 'sound'

Delivering our vision

Vision 2020 describes the University's ambitions, explaining where we're aiming to be in 2020. It also addresses the more fundamental questions about why we're here and the things we stand for.

It will be embedded in all activities across the University and has informed the development of our education, research and supporting action plans.

We will grow our University resources and facilities to enable our high-performing students and staff to excel. Our new Boldwood Campus is the base for our collaboration with Lloyd's Register, the largest university-business partnership of its type in the UK



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