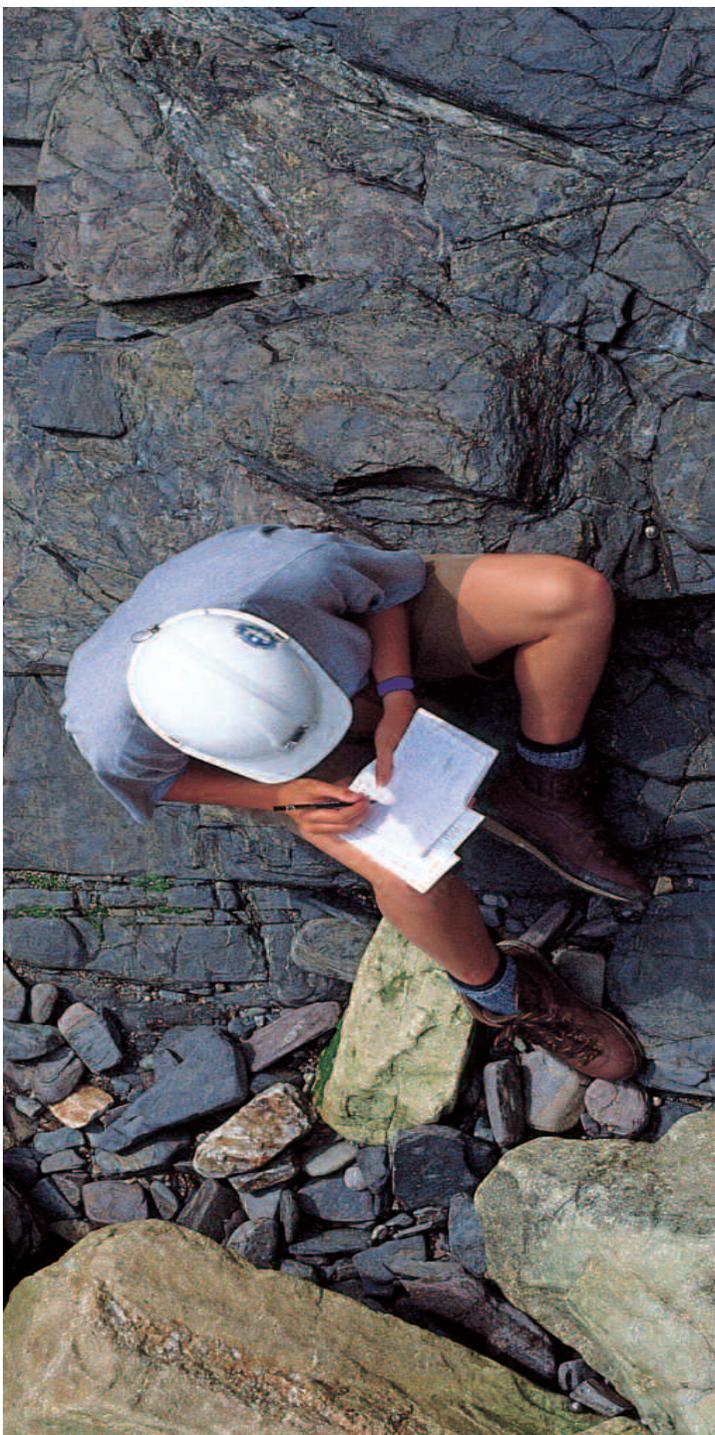


**We transform
lives through the
power of higher
education.**



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A composite image featuring a butterfly with blue and black wings mounted on a scientific instrument with a circular scale, with a person's face visible in the background. The butterfly is positioned centrally, with its wings spread. The instrument has a scale ranging from 0 to 130. The background shows a person's face, partially obscured by the instrument's frame.

**...extending the boundaries of knowledge
for the benefit of individuals, society
and the environment.**

Introduction

This strategy describes change and continuity. It builds on the recent achievements of Exeter staff, students and alumni, and gives us forward direction. But it is not a strategy in the old-fashioned sense of lots of worthy objectives, dutifully ground out. The new world is too fast-moving and unpredictable for that. Rather, this document sets a course so we can make our own weather and not be constantly buffeted to change direction. It sets out who we are and what we aspire to be. It is about excellence and engagement.

The emphasis of our work over the past decade has been on making rapid progress, particularly in areas such as research, the student experience and earned income. We have been successful in this task with the result that Exeter is now widely regarded as a leading British university. Our objective now is to be consistently ranked amongst the top 10 in the UK and the top 100 in the world.

Although the University has been transformed, growing in both size and quality, this has not diminished our appetite to develop further. Exeter is a dynamic and engaging place to study and work: there is a real energy on our campuses. We believe Exeter is distinctive for delivery, constantly developing new and better ways of doing things, able to focus on what is important and to take decisions quickly and decisively.

Our focus now is on planning for the future, building our networks across business, education and other sectors and collaborating with other leading universities in the UK and beyond. These partnerships will define our position over the next decade.

This strategy strikes a balance between looking ahead whilst not forgetting that the world often changes requiring adaptability. The seismic changes brought about by the spending cuts to higher education under the UK coalition government are just such a change in circumstances: but one that gives us confidence rather than fear for the future. They do at least set a solid landscape for our activities, if a rather different one to what we are used to. Universities which take around 15% of their income from block grants can no longer be considered public sector organisations. Rather than depending upon meeting the requirements of funding bodies, our first priority must be meeting the expectations of students as graduate contributions become our single biggest source of income.

The world is changing at an incredibly fast pace, and will surely continue to do so. Travel and technologies are bringing peoples and cultures together, and economic growth brings new giants to the international stage. The rise of China and India, in particular, is remarkable, and their governments are investing heavily in higher education. The best universities will naturally seek to collaborate with each other – partnering with a select group of leading international universities is central to Exeter's future – and we are accelerating towards this goal. Enriching our world-leading research is at the heart of this strategy, pooling the best of our knowledge and resources beyond geographical borders. We are now exploring how we could extend our presence overseas, but the essence of our strategy is bringing the best and brightest staff and students to our Exeter and Cornwall campuses.

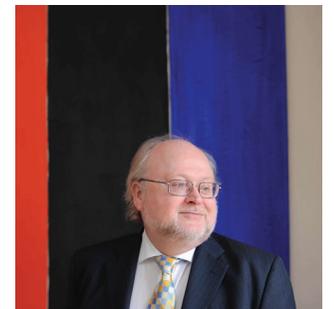
We believe there is something special about the 'Exeter Experience'. We attract highly motivated students, who thrive academically and who get engaged - with societies, with volunteering, with the Guild and increasingly by helping to shape their own learning and future employment prospects. Through close engagement with the Students' Guild, we will involve students in strategic spending decisions. We will aim to further nurture and develop this work as we move forward so that Exeter stands out even further from the crowd for the strength of the student experience.

This in turn means more emphasis on having excellent facilities, high quality teaching, strong employability and world-class research. As research funds are concentrated in fewer institutions, it will be vital to focus on developing the highest quality internationally rated research. Although it is tempting to see research as a separate activity, it also supports the educational experience since students benefit from – and want to be taught by – academics at the leading edge of their fields. Thus high quality research-informed teaching is our aim.

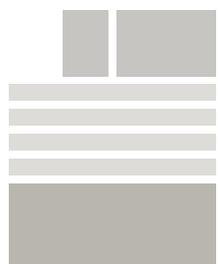
The world will continue changing in ways we cannot always foresee, but we are confident that we are remarkably well-placed in our core strengths and in our ability to adapt. If these remain the ingredients for success then I am sure Exeter has a great future as a world-class university.

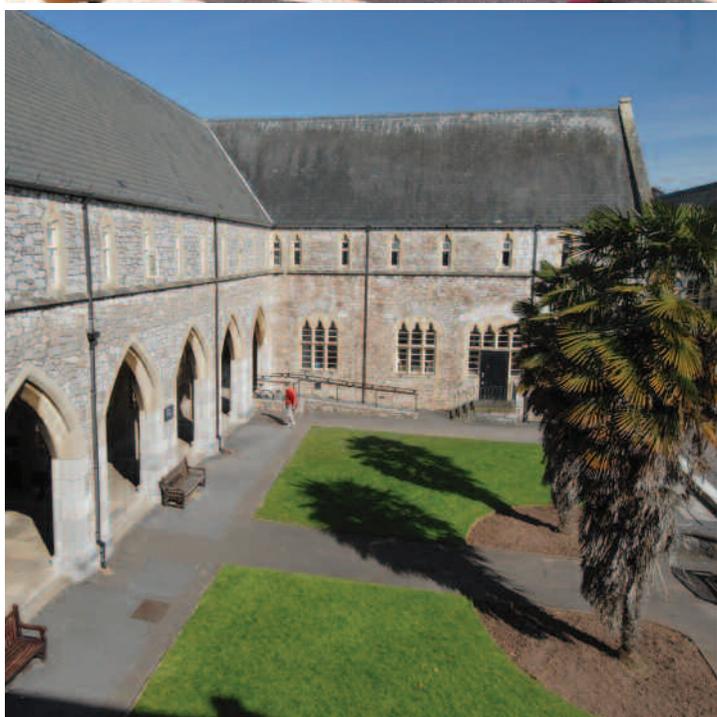


PROFESSOR SIR STEVE SMITH
VICE-CHANCELLOR AND CHIEF EXECUTIVE



Studying the way butterfly wings produce iridescence. This research informs the development of new products in the markets of anti-counterfeit technology, radio-frequency identification technology, wi-fi efficiency and security.





Strategies Summary

The University of Exeter has come a long way in a short time and this gives us confidence for the future. Whilst it has become something of a cliché to say that change is constant, this has never been more true than at the present time. This presents opportunities and risks for us. Our strategic choices are designed to build on our existing strengths and equip us to thrive in this new era. The most critical priorities are:

Education

We will review and modernise our academic programmes to attract the **highest calibre students of all backgrounds**. We will encourage and support our students to further the Exeter tradition of **active engagement** in the workplace, in the community and in cultural and sporting endeavours. **Graduate employment** rates will continue to grow. Academic contact time will increase and we will ensure our students continue to have access to our **cutting-edge researchers** thereby ensuring they benefit from the latest developments in their respective fields of study.

Research and Knowledge Transfer

The 2014 Research Excellence Framework is a major milestone in our research strategy, and we have ambitious targets for **world-leading graded research** across our disciplines. **Collaborations** of researchers across disciplines are central to our strategy, as are **high-calibre partnerships** in the UK and internationally - we will grow these selectively. We look to all our research areas to thrive, but will place particular focus on **growing our science provision**.

Internationalisation

Exeter is currently ranked amongst the top 200 universities in the world, but our ambition is to reach the top 100 by 2015. We will grow the total of **international fee-paying students** to over 4,000 in that period, and continue to **diversify** by attracting more students from a wider range of countries than at present. We will **deepen our research-led relationships**, with **universities of global standing**, in particular in China, Taiwan, India and the US.

Our people

The main priority leading up to 2015 is simple – to **enable our staff to deliver** what they do so well. We have made the main organisational changes necessary to work effectively together, and we are recruiting outstanding staff. We look to a distributed leadership model to ensure our staff are fully engaged in our strategies.

Growth

We are planning for further **steady growth** to ensure we can **compete globally**. By 2015 we plan to have at least 18,000 students and to grow that total to 20,000 by 2020. We aim to grow the proportion of international students towards 25% and the proportion of postgraduate students towards 30%.

Campus environments and facilities

Our Exeter and Cornwall campuses offer living and learning environments of the highest calibre. We will continue to **invest in all our campuses**, enhancing their facilities, whilst retaining each distinctive character. **Information technology** will see renewed investment. **Sustainability principles** will drive efficient and responsible management of campuses and operations, delivering measurable improvements in environmental performance. Decision making processes will ensure **best value** is achieved in terms of financial, physical and natural resources.

Our financial resources

Our financial planning and management will enable us to deliver on our core strategies. We expect our annual income to be at least **£350m by 2015**, a rise of £100m on 2010. We will continue to create annual surpluses of at least 5%, have investment plans for our infrastructure, and encourage and reward entrepreneurial activity.

We will track our progress to achieving these ambitions through our own key performance indicators, as well as through external measures and rankings. These are summarised on page 34.

1	2
3	5
4	

- 1 Undergraduates in the Geoffrey Pope Biosciences labs.
- 2 The Forum project is due for completion in December 2011. It will include a new Student Services Centre, a refurbished Library, new technology-rich learning spaces, a 400-seat lecture theatre, and retail and catering outlets at the heart of Streatham Campus.
- 3 Students in the lovely Streatham Campus grounds.
- 4 Part of the St Luke's Campus, Exeter.
- 5 Studying for a Bachelor of Medicine at the Peninsula College of Medicine and Dentistry, a partnership between the University of Exeter and the University of Plymouth.



Creating arts opportunities

The University launched its Arts & Culture Strategy in March 2010, with an evening of debate and student performance in a packed Exeter Northcott Theatre.

The distinguished Honorary Graduate Jonathan Dimbleby was joined by five experienced members of the UK and international arts community, who engaged the audience in a charged debate on issues affecting the arts climate. The Strategy will continue to promote community and student engagement with the arts through the various galleries, museums, theatres and literature festivals connected with or run by the University. The refurbished Kay Building is one example. This significant new resource includes a recital hall, sound-proofed band practice room, cabaret space, chamber music room, jazz bar and a sound studio.



Exeter Innovation Centre

Innovation at Exeter

The thriving Exeter Innovation Centre on Streatham Campus is a key focus of partnership activity.

Providing a home to knowledge based organisations undertaking research and development, it links business to the University's research expertise and graduate resource. 53 current clients who operate in environmental, biomedical, ITC and media, and advanced engineering sectors are physically based at the Innovation Centre. The Centre also supports a similar number of businesses within the region and a range of University student start-ups. 'Exchanges between the University and our clients take many forms and are not limited to the sharing of research and technical expertise. One example of an interesting new enterprise is Fantasy Shopper, which plans to use the student resource to test and develop its product; a unique social shopping website,' said Dr Robin Jackson, Innovation Centre Director.



Exeter students go for gold

Exeter supports a growing number of ambitious athletes who constantly challenge themselves to compete at the highest level.

Izzy Hamilton, an undergraduate geography student from Bude in Cornwall, won a second successive gold medal at windsurfing's RS:X World Youth Championships in November 2010. She held on to the title of Britain's first ever Windsurfing World Youth Champion after six days of racing in Cyprus. Izzy is one of many performance sports scholars at the University supported by the Sports Scholar Mentoring Programme, which was set up to help athletes achieve their academic, sporting and personal goals. Staff mentor Beth Reichwald said; 'Competing at this level requires such commitment and sometimes sacrifice from young athletes. In the time that I have known Izzy I never cease to be impressed by how efficiently she runs her life'.

Our Mission

We transform lives through the power of higher education. A leading international university, we undertake groundbreaking research and deliver a world-class student experience in a campus environment of outstanding natural beauty.

Our Values

We agreed our University values through a period of consultation which involved staff, students and alumni. These are the qualities most important to us at the University of Exeter and give focus to our everyday endeavours. We aim to give all at Exeter the opportunity to develop, demonstrate and celebrate our values.

As University of Exeter staff, students and alumni, we value:

Excellence

We aim to realise our potential and celebrate our achievements.

Personal Leadership

We have a clear sense of direction and seize opportunities to be forward thinking.

Creativity

Bold and enterprising, we support innovation.

Truth

We are dedicated to upholding the highest levels of integrity and the ethical pursuit of knowledge.

Working Together

Through a communicative and trusting environment, we nurture Exeter's unique and invaluable community spirit.

Ambition

We constantly challenge ourselves to do better, pursuing goals with energy and enthusiasm.

Inclusivity

We promote and celebrate diversity, fostering equal opportunities and personal dignity.

Sustainability

Through education and research we are aware of the ecological limits of the planet and promote the careful use of resources.

Adaptability

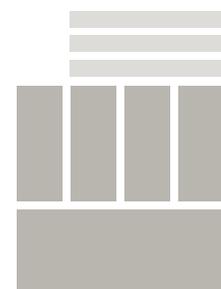
We are resilient and receptive to change and foster a positive outlook.

Partnership

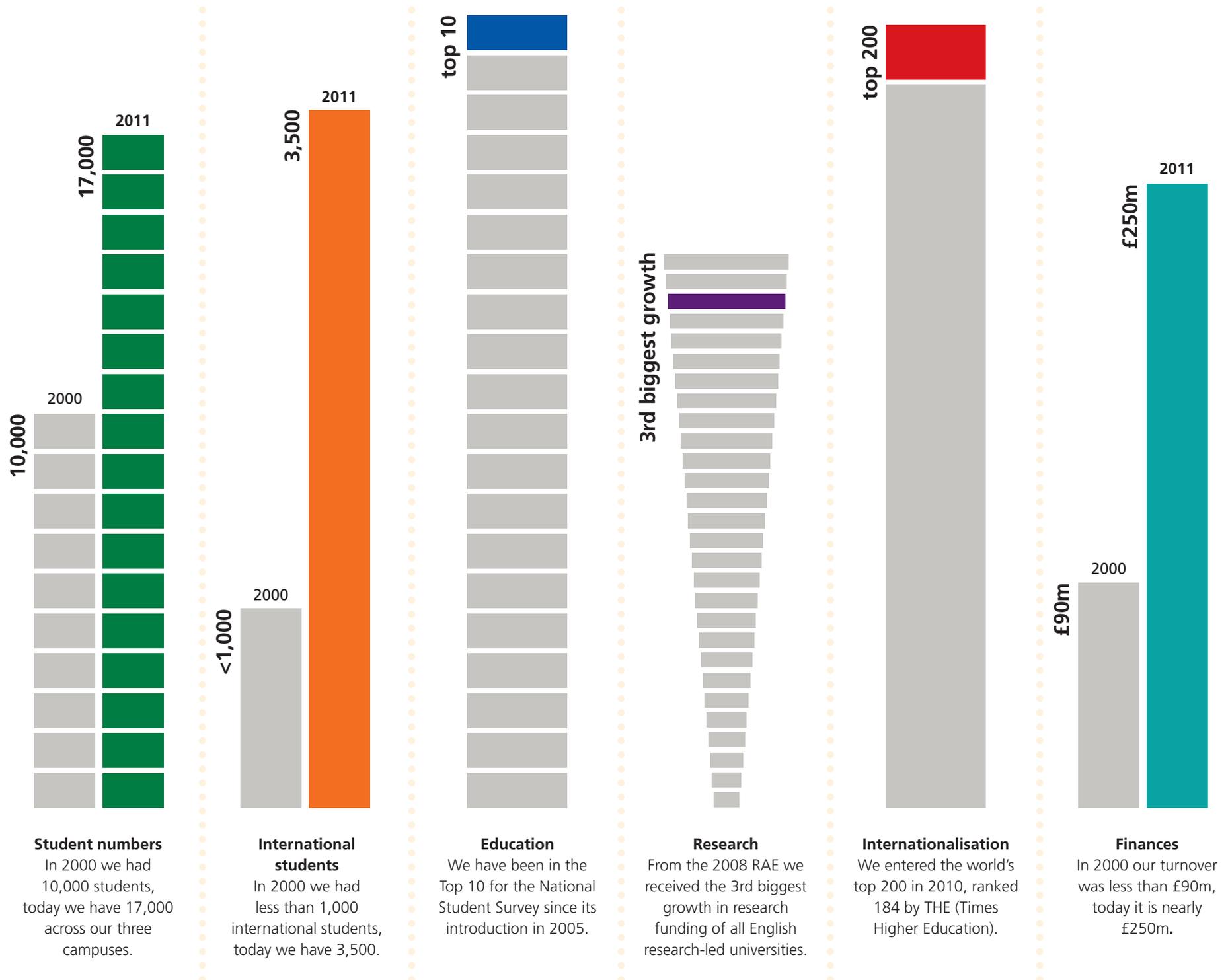
We work collaboratively to create alliances across sectors and beyond borders.



These core values underpin our culture. They are the essence of what is special about the University of Exeter.



Some facts and figures: 2000 to 2011



Some facts and figures to illustrate the rapid development of the University since 2000.

The Foundations for our Strategy

The decade to 2010 saw the University become bigger and stronger, reaching out internationally, and increasingly recognised for its success. Exeter entered the top 10 of a University league table for the first time, rising from a position in the mid-30s in just five years. Major improvements were made in research quality and income, culminating in a strong showing in the 2008 Research Assessment Exercise from which Exeter emerged as one of the most research intensive universities. The advent of the National Student Survey provided hard evidence of Exeter's tradition of strong student satisfaction – Exeter is consistently in the top 10. Undergraduate entry tariffs rose to a highly competitive level, with the University now attracting the brightest students. League table success helped generate huge increases in applications from overseas, particularly China and South Asia.

Investment in our campuses has been a central part of the University's strategy and will continue to be so. The University's campuses play a large part in making Exeter an outstanding place to live, work and study. Their natural advantages have been enhanced by successive generations, often with the help of our alumni and other supporters. The tradition of philanthropy that began in the 1920s is alive and well today with alumni having made major contributions to provide important buildings like the Institute of Arab and Islamic Studies, the Centre for Finance and Investment and most recently the Forum. Together with other sources of income the University expects to spend £425m on new facilities between 2008 and 2013. Our three campuses, two in Exeter and one in Cornwall, now offer excellent environments

for learning and living. Each campus is different, with distinctive atmospheres, academic strengths and traditions. Our Streatham and St Luke's campuses in Exeter are our oldest, blending historic buildings, modern facilities and green spaces. Our Cornwall Campus, home to 6,000 students, is still very new, having been opened in 2004, and is shared with University College Falmouth. More than £100m has already been invested in new facilities there thanks to European and UK government funding plus investments by the University and its partner University College Falmouth.

Better facilities have helped support a major growth in our research base, our annual research income now being 115% higher than in 2005, with all our disciplines having world-leading research as measured by the most recent Research Assessment Exercise. This performance has been central to our rise inside the world's top 200 universities (Times Higher Education rankings 2010). This research, as well as the facilities, has helped us attract more and better quality students. Much of that initial growth was in UK undergraduates, followed by substantial increases in international students in 2008-2010. We will continue to grow although to a shallower curve, with an emphasis on further internationalisation and a growing postgraduate population. The University will also be exploring new markets for example via new technologies and flexible study routes.

The University's strategic management is characterised by a strong relationship between the executive, the senior management team and governors. A determination to reduce bureaucracy

has resulted in a move away from solely committee-based decisions towards empowering individual managers to make decisions on a firm evidence-base. The University now has far fewer committees than in the past, although Senate continues to play a leading role in formulating academic policy. Governors play a critical role, engaged and involved in the decision-making process through the 'dual assurance' model, which makes for a stronger governing body. Similarly the number of academic units has been steadily reduced by combining departments first into schools, and now six colleges. These are all roughly equal in size and have sufficient financial and academic weight behind them to manage their affairs in a more independent way than was previously possible. Similarly Professional Services staff in both the centre and the colleges have been brought more closely together to ensure more effective and joined up working practices.

The University has been through a great deal of change. One of the most important outcomes of this process has been to deliver financial stability, enabling surpluses to be generated and thus investment in new staff and facilities. Income streams have been diversified and closer relationships established with alumni have led to much greater philanthropic income. We therefore begin the new era of higher graduate contributions and less state funding in a strong financial position.

The combination of our key characteristics comprises the unique 'Exeter Experience'. We will safeguard and develop these traits over the next five years, as they underpin our identity as an institution.



Key Characteristics

A dynamic leader through ambition and autonomy

Exeter's ambition and dynamism generate a stimulating learning and business environment. We innovate and take informed risks. We have decisive leadership and a progressive approach to governance and management. We will continue to self-invest, embrace change and act on new opportunities.

An outstanding educational experience

The University enables highly talented students from around the world to achieve their highest academic potential. World-class researchers and scholars challenge and support our students. Our students are active learners and we provide them with the best facilities in which to learn. We also provide them with wide ranging opportunities beyond the curriculum to excel and develop, to help them become critical thinkers, future leaders and active participants in society.

Reaching out to recruit the most talented students

Exeter is committed to an extensive programme of reaching out to students of all backgrounds, to help them recognise the benefits of higher education and to encourage them to aspire to gain a place at university. Our admissions policy takes account of students' backgrounds, contextualising their attainment. Our aim is to admit aspiring students from all echelons of society and encourage them to achieve great things.

The Exeter graduate – committed, involved and in demand

We aim to make Exeter graduates among the most sought after by employers. Their participation and commitment is widely recognised and appreciated, with an award winning Students' Guild, one of the UK's

highest rates of democratic representation and involvement in societies, and exceptionally high levels of student volunteering. As agents of change, students engage fully with the world around them, becoming responsible, rounded graduates, leaders and team players at work and lifelong learning. Our alumni are advocates and active supporters, engaged with their University throughout their lives.

World-leading research and knowledge transfer

A vibrant centre for new ideas, we work to extend our reputation for globally excellent research. We have a deep commitment to interdisciplinary research across all of our subject areas. Our research environment removes barriers to the sharing of ideas. We aim to carry out research and scholarship of enduring quality and impact, addressing the most significant challenges facing humanity such as climate change, sustainability and global health.

International in outlook and impact

An international dimension permeates all aspects of University life. Through our networks and selective partnerships, we welcome international peoples and cultures to Exeter and export our research and scholarship to the world. We actively support the academic and social integration of international staff and students. Together, we produce research with global impact and enhance the 'Exeter Experience'. Our expanding global connections of research, business partners and alumni enable Exeter's sphere of opportunity and influence to grow year on year.

Uniquely attractive living and learning environments

Exeter's campus environment is widely recognised as being amongst the best in the UK. Stunning natural landscapes

in both Exeter and Cornwall have been enhanced through careful development of grounds and buildings. Preserving that landscape whilst enabling expansion and the provision of new facilities is central to our strategy. The unique environment of the South West of England also informs some of our research and teaching priorities. With partners like the Exeter-based Met Office, and through new academic developments like the Environment and Sustainability Institute at our Cornwall Campus, we are making the region a hub for world-leading environmental research.

A leader and investor in the South West

The University makes a massive contribution to the South West region economically, culturally and socially. In 2011 the University's economic contribution was worth more than £400m pa, a figure that has risen substantially year-on-year due to capital growth and impact on the national knowledge economy. Around 6,000 jobs depend directly and indirectly on the University. Students and staff contribute greatly to the arts through performances, exhibitions and musical recitals. The volunteering ethos of our students is directed at disadvantaged and disabled people in society and equates to thousands of hours of unpaid work.

The Exeter community

The 'Exeter Experience', of our students, staff and alumni, has community at its very heart. We challenge, encourage and support one another and celebrate our successes. Our Professional Services and academic staff work creatively together, with mutual respect and recognition. Our staff make an exceptional commitment to our students, fostered by a positive and productive partnership with the Students' Guild.

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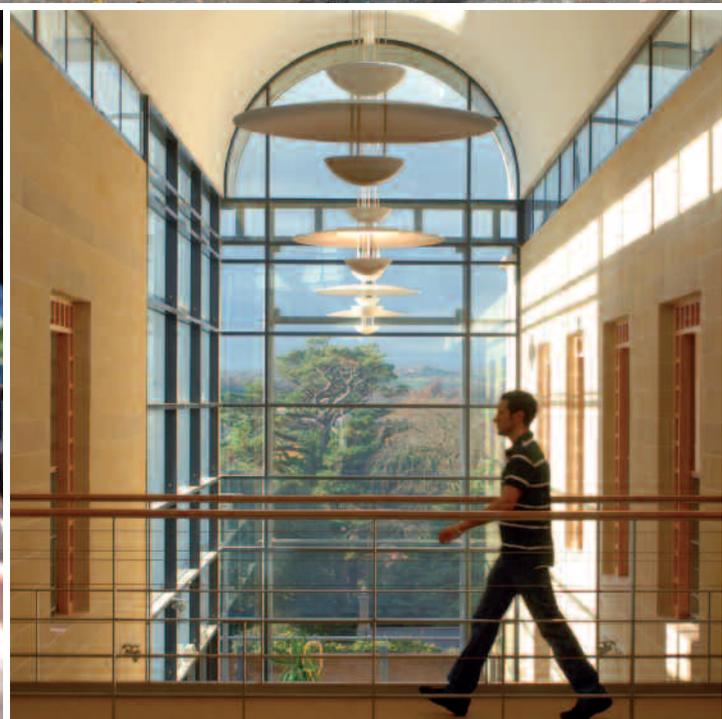
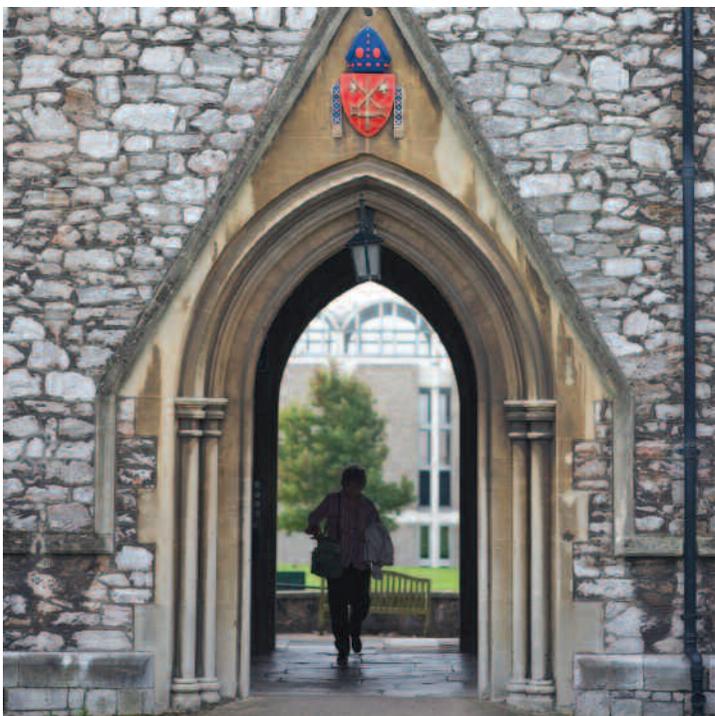
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1 The Business School Alumni Reception March 2011 in the new KPMG offices at Canary Wharf.

2 Students on a research field trip, Cornwall.

3 Major advances have been made by our researchers in tackling rice blast fungus, the world's biggest killer of rice crops.

4 International students outside Reed Hall, Streatham Campus, Exeter.



Education: The Exeter Approach

We believe in the transformative power of higher education. We will build on our nationally recognised student experience by focusing on our core strengths. We offer an outstanding academic culture created by world-leading researchers, a supportive learning environment that also challenges and excites, and an all-round learning and social experience. We provide the opportunity for students of the highest potential to develop as people and change the world around them.

We will strengthen our students' prospects for graduate employment by equipping them with the skills and personal qualities necessary to succeed in a global economy. Our graduates are critical thinkers and maintain a lifelong thirst for knowledge. They are active participants in society, they seek solutions and make a difference. These qualities make them sought after by employers world-wide.

Our Education Strategy will focus on the following areas;

High quality students, teaching and resources

Working with the most talented students from diverse backgrounds, leading edge content, academic rigour and professional delivery of relevant programmes is a strategic priority. We encourage our students not just to learn, but to contribute to the generation of knowledge and thereby shape academic debate. We aim to provide opportunities to enhance learning, through internships, study

abroad, high quality field-trips, specific skills training in business, entrepreneurship, sustainability, new technologies and languages.

We recognise that to flourish at university and take advantage of opportunities to the full, all prospective applicants and their families should be aware of what is on offer long before they arrive. Current proposals regarding fees, bursaries and value for money only sharpen this need. We have taken many steps to publish and make available all kinds of information, advice and guidance in accessible formats, and this will continue to be a priority.

High quality staff and student contact will be fundamental. The results of the National Student Satisfaction survey, in which Exeter has consistently been rated in the UK top 10, highlight student staff interaction as a particular strength. Nonetheless we are constantly reflecting on how we can further improve what we do, through developing new ways of assessment, of innovating in teaching and supporting learning. Whilst face-to-face interaction between staff and students remains the core of our teaching and research education, modern developments in digital technologies are used to enhance and enrich this process. Technology enhanced learning will be developed across all campuses. Staff will be supported to make full use of these provisions, to deliver engaging course content and provide exceptional academic support to our students.

Our Associate Deans of Education, supported by professional services staff, play key roles in enhancing the quality of student learning and support across our six Colleges. We are proud to have been one of the first universities in which students created their own awards for the recognition of teaching excellence. Our staff are enthusiastic teachers and we have one of the highest rates of lecturers in research-intensive universities with professional qualifications. We will support our staff to enhance their professional competencies through continued professional development, with a clear framework of probation, promotion, and reward for leadership, management and excellence in learning and teaching.

Our investment programme in outstanding learning and social spaces will see its first two phases completed by 2012. Completion of the Forum on Streatham Campus will create a central Student Services and

Becoming a volunteer at university has been hands-down one of the best decisions I've ever made. Volunteering enhances all of the other things I do. I've gained an entirely new friendship group, endless employability skills and so much confidence! I really feel that it sets me apart from other students who leave university with just a degree.

BA INTERNATIONAL RELATIONS & FRENCH,
COMMUNITY ACTION REPRESENTATIVE 2010-2011

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- 1 Studying in the library at Tremough, Cornwall Campus.
- 2 The sustainably designed student residences at Tremough, Cornwall Campus.
- 3 Debating in the Parker Moot Room, our purpose-built moot court.
- 4 The St Luke's campus quadrangle entrance.
- 5 Students undertaking field research, Cornwall .
- 6 A Business School lecture.
- 7 Mature student celebrating graduation.
- 8 The unique Arab and Islamic Studies Centre, Streatham Campus.



Experiment underway.



Exploring the mystery of Stonehenge

Archaeology at Exeter is naturally an interdisciplinary subject. Science is embedded in much of what it does, from undergraduate teaching to world-leading research. A number of undergraduates and Experimental Archaeology MA students recently enjoyed an exciting chance to see all these elements come together. They participated in a field experiment to test a revolutionary new theory on the movement of big monument stones like those at Stonehenge.

The theory

As an undergraduate, Andrew Young noted a correlation between Neolithic carved stone balls and standing stone circles in Aberdeenshire, Scotland. He discovered they were all within the vicinity of Neolithic monuments and were virtually identical in diameter. Using replica stone balls, he came up with the theory that they may have been used to help transport massive stones by functioning like ball bearings in tracks.

The field experiment

Mr Young progressed smaller scale tests as part of his PHD. He and his PHD supervisor, Professor Bruce Bradley, won a grant from an American TV company giving Mr Young the opportunity to build a life size model which would test the theory at Stonehenge. The experiment required a great deal of preparation time by students studying Professor Bradley's MA in Experimental Archaeology programme. They had to perfect the techniques required to make stone balls to test on wooden tracks.

The results

The demonstration was a success. 'We successfully moved extremely heavy weights at a pace' said Professor Bradley. 'This is a radical new departure, because previous ideas were not particularly effective in transporting large stones and left unanswered questions about the archaeological record they would have left behind'. The next stage in the project is to collaborate with the engineering experts at the University who can calculate the loads which could be transported considering different variables. This mathematical evidence will enable the project team to gain an even greater understanding of how stones may have been transported across huge distances and even up hills.

Student involvement

Dr Alan Outram, Head of Archaeology at Exeter, is equally proud of student involvement in the experiment. 'Students were enthusiastic as they could see that their work had genuine research value. They learnt new skills and several of the MA students were able to integrate their contributions into their dissertation topics. This project, like many others run at Exeter, was not only an opportunity for students to take part in something real, but for the wider public to see archaeology in action. Within the experiment is a demonstration which captures public imagination.'

Education continued

Employability Centre, new learning spaces, an extended and refurbished library and catering and retail outlets. Plans are also underway for student well-being centres on the Exeter and Cornwall campuses.

Student engagement

The University of Exeter has one of the highest levels of student participation in both curricular and extra curricular activities in the UK and an award-winning Students' Guild. Over the next five years, we will continue to work in partnership to ensure that our students receive the kind of education where quality counts, where they can have a direct involvement in their education, and where their learning experiences can be changed positively through their actions. We will provide them with opportunities to engage with local communities and to take on positions of responsibility and leadership. The Students as Change Agents project, in which students are actively involved in improving their learning experience, has gained national and international recognition and will be a major part of our strategy.

The 2010 Excellence in Exeter awards, run by the University and designed to help young people engage with higher education, celebrated the scholastic and extra curricular activities of 180 young people from local schools. Over 100 schools and colleges were involved in activities with the University of Exeter in 2009/10, three quarters of these being in the Devon and Cornwall area.



It is our aim to develop well-rounded, culturally aware graduates who are highly employable. We will therefore increase the amount and breadth of extra curricula activities available across all campuses and support our students to discover and develop all of their talents. These include study abroad, volunteering, arts and cultural activities, societies and sport. Through the Exeter Award and Leaders' Award, we will also develop criteria for formally recognising these activities and the exceptional levels of student community volunteering. These opportunities demonstrate the added value of a university education and are a fundamental part of our Employability Strategy.

Succeeding in a global market

Our students will gain the skills and experience to secure fulfilling graduate employment. Even before they arrive at University, the focus will be on providing them with the skills, opportunities, and networks to make them employable, and this will continue through all years of their courses, to graduation and beyond.

A series of action plans integrated within the Education, Research and Knowledge Transfer and Internationalisation strategies will draw on all available resources to offer the best opportunities to our students. Working and socialising with international peers alters students' outlooks and aspirations. It is our intention to maximise the benefits of our growing global community and contacts. We will provide our students with an education and experience that will make them truly international in outlook and enable them to succeed and flourish in a global market. Equally, input from industry and our committed Alumni Network is invaluable. We will increase employer involvement in the design and assessment of courses and create opportunities for real-world and scenario based training by working with our Development and Alumni Relations Office, the Exeter and Tremough Innovation Centres and our partners in industry. Subjected oriented alumni global network groups will continue to provide support and business opportunities for Exeter students beyond graduation, such as the recent highly successful law and business networking events held in Beijing, Canary Wharf and the House of Lords.

The measures of the success of our Education Strategy will include:

- National Student Survey scores
- Contextualised entry tariffs
- Graduate employment

In today's volatile global economy, the graduate labour market is as competitive as ever with graduate employers seeking to recruit only the most well-equipped and work-prepared graduates from the best universities. I am therefore delighted to provide testament to the substantial investment that Exeter continues to make in order to improve the employability of its students and graduates. Considerable effort is made to ensure that all aspects of the student experience assist in skills development and enhancing career prospects. This will help to ensure that it becomes the university of choice for career-minded students and employers alike, and will continue to contribute to the impressive profile that Exeter enjoys as a global leader in higher education.

DR RICHARD WARD, CHIEF EXECUTIVE OFFICER, LLOYD'S INSURANCE.
CHAIR, UNIVERSITY OF EXETER ALUMNI NETWORK GROUP





Personal response 'clickers' allow students to respond to questions during a presentation.

Integrative Technologies Project

The input of students in the Integrative Technologies project has been highlighted by the national funding body as 'inspirational'. Pioneered in the Business School, it has changed the way students and staff at Exeter approach learning and teaching. 'We won an external grant to develop the use of technology to enhance the learning experience,' explains Dr David Boughey, Assistant Dean of Education at the Business School. 'Our rapid multinational growth presented the opportunity to consider new teaching approaches and trial new technologies, particularly on our most popular courses. We were looking for teaching aids and solutions which could improve learning and engagement in learning.'

Using phones to boost lectures

A team of teaching fellows implemented the testing of mobile phones and personal response 'clickers', used to respond immediately to questions asked in lectures. They also experimented with recording lectures, online assessment techniques to allow rapid feedback and the use of Flip cameras with students to practise presentation skills.

Involving students: Students as Change Agents

The Students as Change Agents project, a pilot initiative, 'invites students to put their voices into action in relation to learning.' explains Liz Dunne, Head of Project Development in Education Enhancement. Students initiate and manage projects which generate evidence-based recommendations for change. Supported by staff but run by students, Students as Change Agents projects empower the student body to develop their ideas into tangible results. Business School students undertook research into the effectiveness of new technologies as part of the Students as Change Agents project. Reflecting on the input of one student researcher, Juliette Stephenson, Senior Teaching Fellow at the Business School, said: 'He asked thoughtful, searching questions, some of which I would never have thought of myself. His research was so useful, firstly in helping us to take forward this technology project and secondly when it came to disseminating it and persuading other people.'

The results

Several new technologies are now used frequently in the Business School. The personal response 'clickers' were the most popular. These handheld voting devices allow students to respond to questions during a presentation, to demonstrate understanding and share opinions. Student engagement in classes has improved and lecturers can gauge a group's understanding of a topic, which can influence their subsequent choice of teaching material. The Business School has now extended the use of 'clickers' to all years. Student research gave valuable insight not only in to the popularity of the various technologies, but also in to how they were used. Research showed that recorded lectures made available electronically were primarily used immediately after lectures to check understanding or as a revision tool at certain times of the year. Guided by the research results, increasing numbers of staff are adopting appropriate technologically enhanced teaching approaches.



Birds & Bees Campaign

Alumnus Nick Baker launched the Birds & Bees Campaign at the University. The campaign aims to increase sustainability awareness and enhance biological diversity across campuses. In October 2010, broadcaster and naturalist Nick Baker led a group of over 150 volunteering students, academics, members of the public and Devon Wildlife Trust experts for the first ever Bioblitz, a quick census of species, at the University of Exeter. He said: 'I am really pleased that the University is committed to the protection of biodiversity on campus as well as through its research. I am delighted to see that so many students have shown their support today.' The University's Student Guild president, Jonnie Beddall added, 'The campaign will give students greater opportunities to learn about the importance of biodiversity and develop new skills through surveying and volunteering.'



Robot improves mine safety

Alumnus James Jobling-Purser designed a remote controlled robotic survey vehicle to improve mine safety as part of his final year degree project at Camborne School of Mines (CSM) on our Cornwall Campus. The vehicle acts as a platform for sophisticated surveying equipment in parts of mines too hazardous for people to enter. James obtained financial backing before setting up his own company with support from the University and Business Link. The company received a grant from the Objective One CUC Research Fund to develop a production prototype, working with JK Electronics in Penryn and the Design Centre at University College Falmouth. Academics in CSM with strong international mining industry links introduced the company to major mining corporations and surveying equipment manufacturers. Their first contract involved carrying out work in one of the deepest mines in South Africa.



Professional Services Recognition Awards

New in 2011, the Professional Services Recognition Awards (PSRA) invites all members of the University, staff and students, to nominate a Professional Services member who has made an impact on the University during the last year. Seven category winners will be announced at a celebratory awards event. 'The University's Human Resources Strategy aims to promote and reward excellence through various channels, however the difference with this event is that it's run by staff, nominated by staff and judged by an independent committee', said Wendy Courtney, a member of the 2011 PSRA organising committee. 'Any professional services member who has made a positive contribution to life at the University, through whatever means, can be recognised by their colleagues or by students, which is sometimes the most powerful way of giving thanks for hard work and dedication.'



Research and Knowledge Transfer

The University of Exeter is a leading UK research university, with clear examples of world-leading activity in all of its subject areas. By 2015, sustained investment in research excellence will mean that Exeter will be known throughout the world for the quality, novelty and impact of its research. Exeter will be recognised as one of the best places in the UK to be a researcher or research student. We will offer a stimulating, collaborative and interdisciplinary atmosphere with no internal boundaries, supported by a growing science and medicine base. We will actively help to resolve the great challenges of the 21st century, working more closely with a number of strategic partners, user communities and organisations around the world.

World-leading research with high impact on society underpins our ability to transform lives at home and around the world. It enables us to fuel imaginations, explore uncharted areas of science, inspire future generations and reveal new understanding about ourselves and our planet. Our Research and Knowledge Transfer (RKT) Strategy will focus on the following areas;

World renowned research and impact

Exeter's performance in the UK's Research Assessment Exercise in 2008 signalled a major step change in both the intensity of our research activity and its quality. The new Research Excellence Framework in 2014 provides an opportunity to build on our performance to date and a focus for our Research and Knowledge Transfer Strategy.

Recognising the strategic value of 'world leading' graded research in the context of future funding and partnerships, we have ambitious targets to perform at the highest levels across all of our disciplines.

We have been in the vanguard of universities in defining the impact of our research on society. This is assessed through economic indicators, improvements in public policy and services, and the contribution to cultural and creative output. Our niche areas of research will undoubtedly continue to have a beneficial effect on people's lives; such as revolutionising diabetes treatments, evaluating the moral implications of stem cell research and increasing public access to the arts. Although the impact of much of our research is self-evident, our ability to communicate and demonstrate the outcomes of our research effectively will become of increasing importance. Our humanities, art, science and social sciences subjects all performed well in the national pilot research impact survey (run by the Higher Education Funding Council for England) which reported at the end of 2010. We will capitalise on this strong performance by creating a research culture that emphasises the practical application of our knowledge base.

Constructive collaboration

Our ability to forge mutually beneficial partnerships with a range of leading organisations will be the defining feature of our future success. We will increase the number of our research partnerships and strengthen the engagement that we have with existing partners nationally and internationally. We are developing strong relationships with leading international institutions, such as the National Taiwan University, and institutions across India, China and the United States. In response to the European Commission initiative, Innovation Union, we are partnering with leading institutes and universities in France, Germany and Scandinavia. This builds on our strong performance with the European Research Council and Framework Programme funding.

The £14m Great Western Research project signalled our intention to work more closely with leading universities in the South West long before the financial crisis of 2010/11 and the subsequent emphasis on research concentration. We will therefore look to develop strategic partnerships in the UK on both a regional and thematic basis, joining forces to exert greater leverage and impact. The region naturally lends itself to scientific

Advancing Climate Science Together will draw together some of the world-class expertise which exists in the UK to form a cluster of research excellence, aimed at tackling key challenges in weather, climate science and prediction. It provides an outstanding environment to develop the science leaders of tomorrow.

PROF JULIA SLINGO OBE, MET OFFICE CHIEF SCIENTIST

The South West Moorings Test Facility buoy is part of a suite of equipment helping to develop our understanding of the dynamics of wave energy devices.



Research and Knowledge Transfer continued

and socio-economic research focusing on sustainability, attracting both national and international funding in the process. Further joint projects in this area, such as the Peninsula Research Institute for Marine Renewable Energy, will be a key area of future growth.

The University will continue to advance mutually beneficial partnerships with knowledge-based organisations. A key example of such an approach will be the development of our partnership with the UK Met Office, Advancing Climate Science Together. The infrastructure necessary for increasing our involvement with industry will also be advanced. We will launch the Tremough Innovation Centre at our shared Cornwall Campus during 2012 which will provide space for 64 businesses. Our Exeter Innovation Centre is already established and thriving.

Science Strategy

The next five years will see the delivery of Exeter's Science Strategy and the investment of £90m in new faculty and facilities. We have invested in building capacity and reputation across science, technology, engineering, maths and medicine. Outstanding interdisciplinary research activity now takes place in climate change, functional materials, systems biology, exosolar planets, and translational medicine. The strategy will deliver a further 100 leading scientists across all three campuses, so that Exeter and science become synonymous. By addressing major new challenges, such as biomechanics and clean tech engineering, Exeter will have achieved a major step change in STEM (Science, Technology, Engineering and Mathematics) activity by 2015. We will also see the completion of extensive new research facilities, including state-of-the-art facilities for ecology and conservation.

Exeter Science Park, a major new partnership between the University, the Met Office and Devon, Exeter and East Devon Councils will also be completed within the period of this Strategic Plan. The development will attract knowledge intensive firms to Exeter and provide the framework for ideas incubated at the established Exeter Innovation Centre to be turned into marketable products and services.

An interdisciplinary approach to tackling global challenges

Our commitment to leading research and knowledge transfer activity in tackling and mitigating the effects of climate change is a major strand of activity at Exeter. The successful launch of our new £30m Environment and Sustainability Institute at the Cornwall Campus will provide a natural focus for a wide range of research across all of Exeter's campuses.

However it is our interdisciplinary approach to tackling the major challenges that face humankind which will be the hallmark of our strategy. Benefitting from a very strong research base in both the humanities and science areas, we have been working to bridge the gaps between disciplines. Our ability to rapidly harness the full range of academic expertise on a particular topic gives us a competitive edge to not only address underlying scientific questions, but also translate scientific advances into actions that bring about behavioural change. Examples of this include research into ageing, food security, and energy policy. To remove obstacles to research collaboration, we have created large interdisciplinary colleges and other initiatives designed to encourage creative exchange of ideas.

Research and Knowledge Transfer activity linked to the Peninsula College of Medicine

It has been a pleasure to be taught and surrounded by academics at the forefront of research in their specialism – consistently interesting and inspiring.

EMMA SOLOMON, BSC SPORTS SCIENCE, MSC SPORTS AND EXERCISE MEDICINE, PHD PHYSICAL ACTIVITY PROMOTION

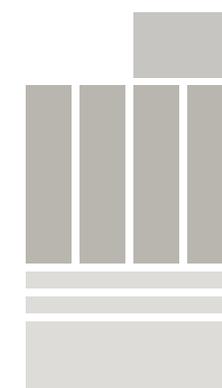
and Dentistry (PCMD) will be another major focus of activity. This area encapsulates a number of our strategic priorities. It is heavily dependent on partnership, working both with NHS Trusts and other universities. It also looks to answer the major causes of disease and is inherently interdisciplinary. The research of the European Centre for Health and the Environment into the effects of the environment on human health and happiness is one such example. The period of this Strategic Plan will also see the completion of major new facilities for mood disorders at Streatham and a joint venture with the Royal Devon and Exeter Hospital, with major funding from the Wolfson Foundation.

Exeter's Research and Knowledge Transfer Strategy lies at the heart of our activities, having a direct impact on all of Exeter's operations, and underpinning our ability to transform lives. The second decade of the 21st century brings unprecedented challenges and opportunities for research and knowledge transfer, which we approach with confidence. The consolidation and development of world leading areas of research at Exeter in an integrated manner, through partnerships, science and education, gives us the necessary skills to meet the challenges and the ambition to prosper from opportunity.

The measures of the success of our RKT Strategy will include:

- 4* Graded research in the National Research Excellence Framework
- Awards from the Research Council
- Postgraduate research numbers

The Peninsula College of Medicine and Dentistry undertakes research within four main themes; Cardiovascular Risk and Ageing, Health Services Research, Environment and Human Health and Diabetes. Image: Diabetes Research.





Professor Dragan Savic and Professor David Butler.

Managing our most precious resource

The Centre for Water Systems (CWS) addresses the management of our most precious resource and one of the big challenges facing mankind in the 21st century. It is the largest UK group in its field and one of the largest worldwide. It brings together researchers from civil, environmental, computational and other areas of engineering and has an exciting history of cross-disciplinary research.

Aims of CWS

The work of Professor Dragan Savic and Professor David Butler, co-directors of CWS and Fellows of the International Water Association, focuses on the whole water cycle. They are keen to ensure the practical application of the Centre's work. 'Traditionally engineering is divided in to the different sectors of water systems, such as supply or treatment, however we try to exploit the fact that it's all connected. You cannot make significant advancements in one area in isolation as it all flows together, so to speak.'

Key areas of research

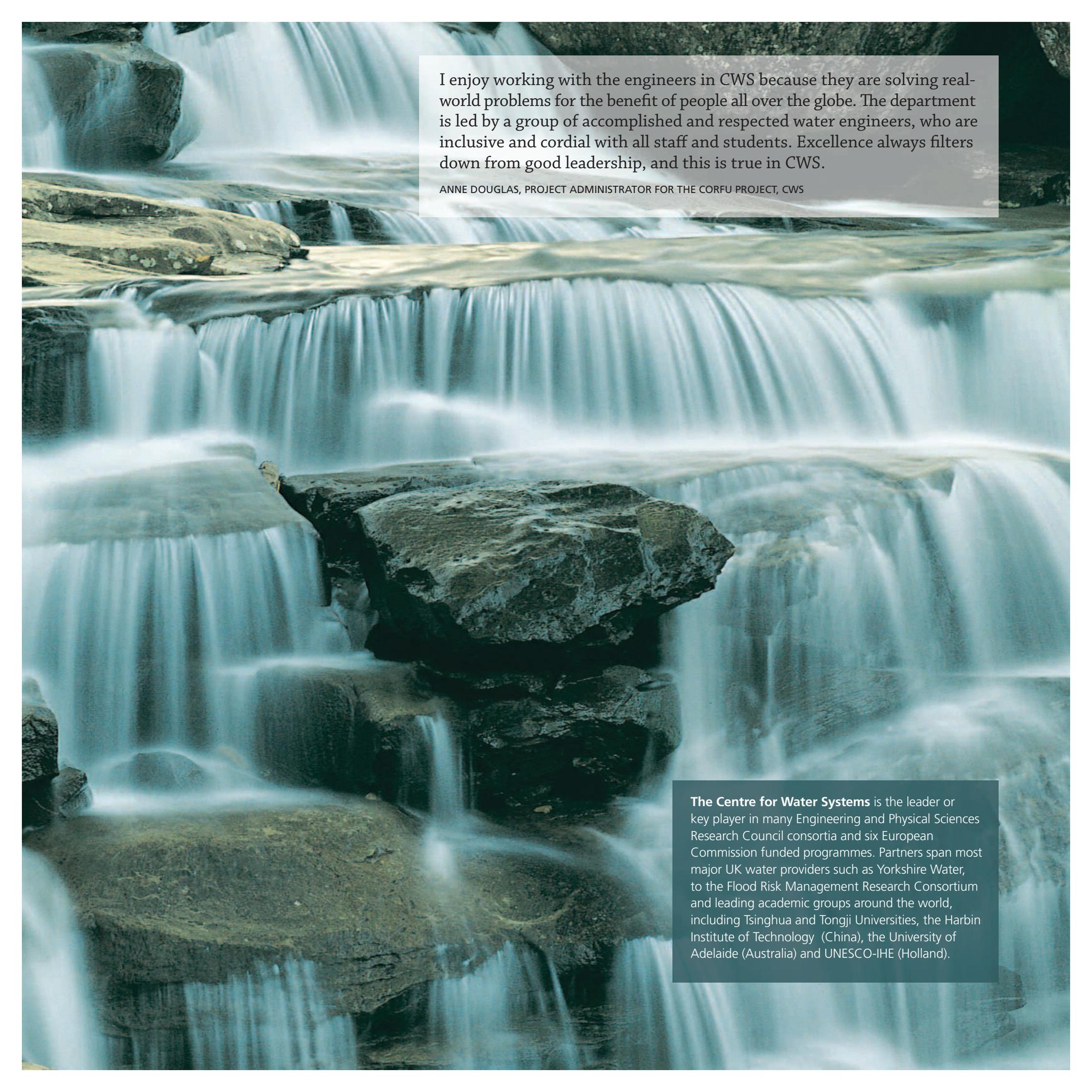
Hydroinformatics, which links water systems and Information and Communication Technologies (ICT), is one of the Centre's most internationally valued areas of expertise. It uses techniques such as genetic algorithms, which stem from the artificial intelligence branch of computer science, to rapidly evolve solutions. 'We use optimisation tools which look at a vast number of possible combinations dependent on the criteria imputed, such as cost or environmental concerns,' said Professor Butler. 'It helps us to narrow the field to a manageable number of scenarios for further investigation. We have pioneered this application to waste and water systems in this country and all around the world.' A second key area of focus, urban water management, develops smart solutions which may replace or complement existing water supply systems. Having supplied and taken away water from cities in the same way for over a hundred years, urban water management considers new approaches for the future, such as rain water harvesting.

The challenges

'In the last 10-15 years climate change has really entered our psyche,' explains Professor Savic. 'If there is any sector which is affected by climate change, it's water. Everybody is aware that the planet is heating up, but climate change indicators also show that there will be more severe floods and longer droughts in the coming years. It's about how we manage that paradox.' The lesser publicised challenges relate to the urban water systems which many of us take for granted. 'Water assets such as water pipes, reservoirs and sewers are very expensive to build and maintain and there isn't enough funding to replace them. In the UK, the annual spend isn't even close to 1% of the total value of buried infrastructure. With the rate of investment in sewers, in theory these infrastructures will have to last for hundreds of years. Our water systems are under pressure from climate and global change like human migration and increased human life span, cost implications and user expectations.'

Impact of CWS research

The application of hydroinformatics and urban water management will have a major effect on our future. They will help us to plan and adapt to changing weather cycles, which generate so much international public concern as the balance of global resources adjusts. In socio-economic terms, through CWS techniques we can work out scenarios to see how available funds are best spent, or how much funding is needed to reach a certain service level.



I enjoy working with the engineers in CWS because they are solving real-world problems for the benefit of people all over the globe. The department is led by a group of accomplished and respected water engineers, who are inclusive and cordial with all staff and students. Excellence always filters down from good leadership, and this is true in CWS.

ANNE DOUGLAS, PROJECT ADMINISTRATOR FOR THE CORFU PROJECT, CWS

The Centre for Water Systems is the leader or key player in many Engineering and Physical Sciences Research Council consortia and six European Commission funded programmes. Partners span most major UK water providers such as Yorkshire Water, to the Flood Risk Management Research Consortium and leading academic groups around the world, including Tsinghua and Tongji Universities, the Harbin Institute of Technology (China), the University of Adelaide (Australia) and UNESCO-IHE (Holland).



Artists impressions of the £30m Environment and Sustainability Institute.

The Environment and Sustainability Institute

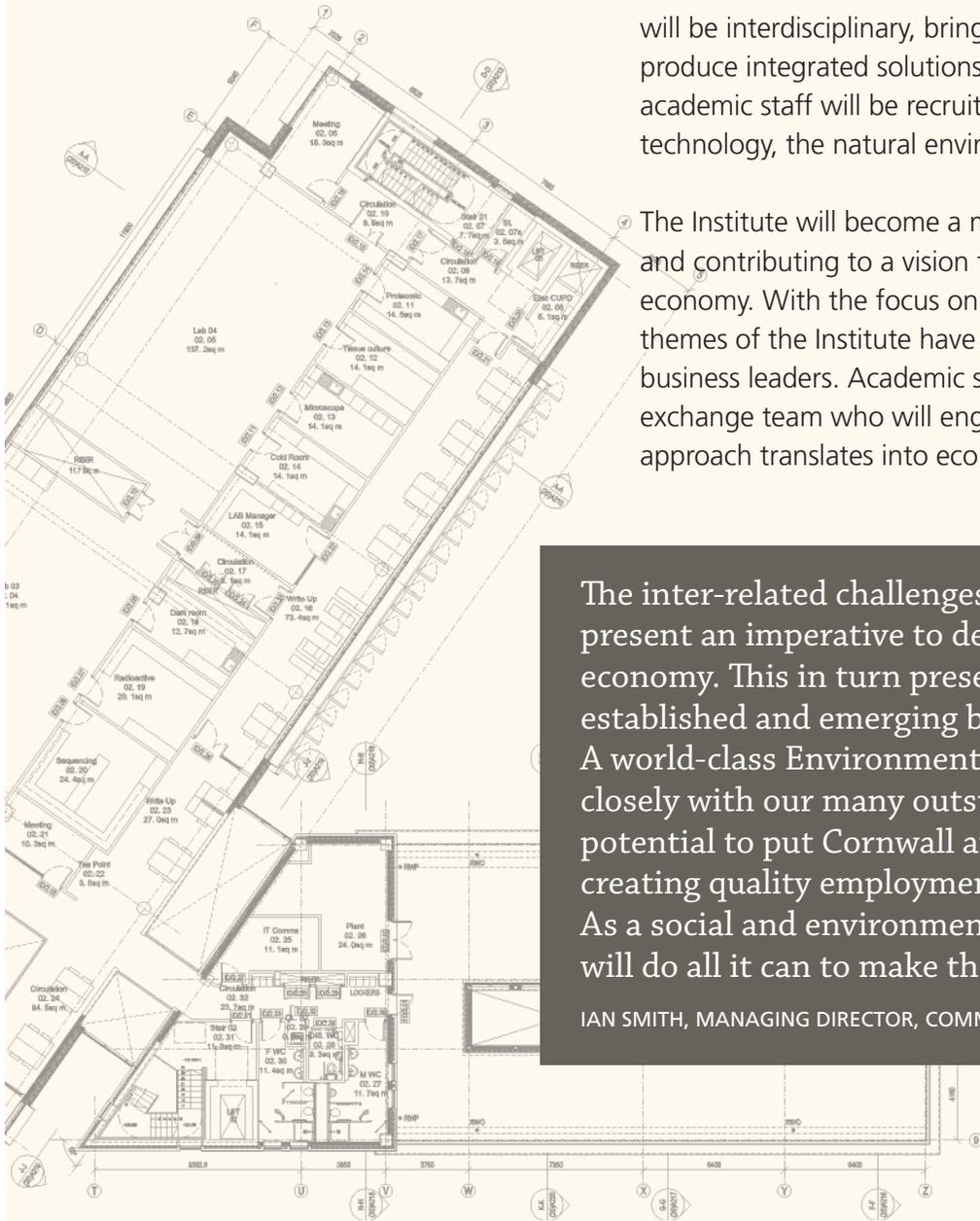
The three related issues of food security, energy security and water security will dominate the agenda in the 21st Century. Translating research into practical application in society is a massive task, and one Exeter is addressing head-on through the development of The Environment and Sustainability Institute (ESI) based at our Cornwall Campus. Construction of the new, low carbon footprint building began in February 2011. The £30m project is funded by European, regional and national bodies.

The ESI will engage in world-class research into how we can adapt to and mitigate the effects of environmental change, particularly climate change. This research will be interdisciplinary, bringing natural scientists and social scientists together to produce integrated solutions to environmental problems. Initially, 24 top quality academic staff will be recruited to work across three selected themes of clean technology, the natural environment and socio-economic research.

The Institute will become a major driver for the knowledge economy creating jobs and contributing to a vision for Cornwall and the Isles of Scilly as a low carbon economy. With the focus on research and knowledge transfer, the initial research themes of the Institute have been chosen with significant input from local business leaders. Academic staff at ESI will be supported by a specialist knowledge exchange team who will engage with businesses to ensure that this integrated approach translates into economic growth and employment for the region.

The inter-related challenges of climate change and resource depletion present an imperative to develop a low carbon and resource efficient economy. This in turn presents a fantastic commercial opportunity for established and emerging businesses in Cornwall and the South West. A world-class Environment and Sustainability Institute, working closely with our many outstanding businesses in the sector, has the potential to put Cornwall at the forefront of these developments, creating quality employment and the opportunity to *make a difference*. As a social and environmental enterprise, Community Energy Plus will do all it can to make the ESI a success.

IAN SMITH, MANAGING DIRECTOR, COMMUNITY ENERGY PLUS





The Sustainability Strategy at the University of Exeter spans education and research, social responsibility, business efficiency, and staff and student wellbeing. Our contribution to the South West's reputation as a leader in sustainability stems from both local and global activities, encompassing climate change research to staff travel initiatives.

Education is a priority; we expect our graduates to be future business leaders in best practice and to benefit from the growing green economy industries. We aim to equip them with the necessary skills, experience and mind set through the many sustainability modules in our curriculum and through the work experience and volunteering opportunities on offer. September 2011 also saw the launch of the One Planet MBA in the Business School; a partnership venture with the World Wildlife Fund which will produce unique planet-minded business leaders.

At a corporate level, sustainability activity runs across our Knowledge Transfer partnerships and Innovation Centres, through to procurement and infrastructure. We will continue to support our staff, students and alumni to embed sustainable practice and analysis in to their every day activities. We aim to enhance their 'Exeter Experience' and deliver measurable improvements in environmental performance.



Internationalisation

Our ambition is to be recognised as a university of global standing. Already in the top 200 in the world rankings, we have a strong platform for success, with major research partnerships established with world-leading institutions, and with over 4,000 international students from over 130 countries already studying at Exeter.

The development of our international reputation entails being recognised for world-leading research, deepening relationships with key strategic partners and attracting the most talented staff and students from across the world to an institution where the international dimension permeates everything we do. The major elements of our strategy for International Exeter are:

Research-led partnerships

With 180 agreements currently linking us with overseas institutions, our reach is already global. Our strategy is to focus less on the number of collaborators and more on the strength of our associations, building up relationships with a small number of universities of global standing.

Our international profile has notably improved in the last five years, thanks to our success in both UK and international league tables, a number of high profile visits led by the Vice-Chancellor, and our advances in internationally recognised research. We will continue to capitalise

on these advances to further a number of productive international partnerships. We will pursue particular priority regions, in China, Taiwan, India and the US. In North America we are developing relationships with several leading universities. In China we are working with Tsinghua University, China University of Political Science & Law (CUPL), East China Normal University (ECNU) and Fudan University. We have developed links with Hong Kong University, while in Taiwan our partner is National Taiwan University.

Exciting new developments in our relationships with institutions in India highlight our multi-disciplinary approach to partnership. We are working closely with the Indian Institute of Science (IISc-B), the Indian Institute of Management (IIM-B), and the National Institute of Advanced Studies (NIAS), all located in Bangalore. With plans to open a representation office there in 2011, we will facilitate both the movement of researchers between Exeter and Bangalore and the identification of joint funding opportunities. Current collaborations span the physical and social sciences, from behavioural genetics to supply-chain management and leadership studies. We will identify work experience and employment opportunities for Exeter graduates in Bangalore, and liaise with our growing number of alumni throughout the country.

It is our aim to fully integrate these partnerships across Colleges and disciplines. Fellowships, designed to incentivise faculty to travel to our partners, in order to stimulate collaborative research and programme engagement, will have an important role to play.

Exeter's global student and alumni community

The movement of, and investment in, people and ideas is fundamental to internationalising the 'Exeter Experience'. Our curriculum, research and culture are enriched by diversity, either in terms of physical presence or by virtual contribution.

Our success in attracting high-quality students from overseas is remarkable: in the last academic year international student numbers increased by 44%, and we plan further growth throughout the period of the University's strategy. Part of this growth will be delivered through co-operation with INTO University Partnerships.

I think our universities are a real advantage that we have in the UK. Not just Oxford and Cambridge, but Imperial College, UCL, Manchester, Exeter and Newcastle. We have some great universities in Britain and I think they are a really good way of having links between our country and other countries.

DAVID CAMERON, UK PRIME MINISTER
CHINA, NOVEMBER 2010

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1 Chinese New Year celebrations in Exeter's city centre.

2

2 International students enjoying Exeter's Cathedral Green.

3

3 Alumni sharing Exeter memories at the Malaysia Alumni Event 2009, held at the Mandarin Oriental, Kuala Lumpur.

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4 The University has established a presence in Bangalore, India.



The University of Exeter Chancellor, Baroness Floella Benjamin OBE, with some of the Career Development award winners, Lucia Beltrame, Rebecca Todd and Dominic McBride Wilson.

Community organisation in Kenya helps to support children with AIDS

Student Lucia Jane Beltrame has partnered with a Kenyan woman to found a community organisation in Kenya, Generation Kisasa, designed to help support children with AIDS. She is being supported in this work by one of the University's Floella Benjamin Awards, which are designed to help students build their careers.

The charity is based in Loreto Primary School where a quarter of the children have been orphaned by AIDS. Because of the absence of social services, when these children are orphaned they live in extended families of sometimes up to 10 children. In most cases, the adults are also HIV Positive, are unable to look after the children and are therefore forced to send them out to work. Lucia's community organisation provides one warm meal a day in the school and has built a library. In the future they hope to provide better sanitary conditions, build a well and promote information campaigns on health, hygiene, AIDS and literacy. 'For three years now I have been involved in a truly incredible project,' said Lucia. 'I hope to see Generation Kisasa expand to other schools in the local area, Kenya, Africa and, why not, the world!'



Internationalisation continued

INTO University of Exeter offers a wide range of academic preparatory programmes to support undergraduate and postgraduate studies at Exeter. A key feature of our 'Investing in the Future' programme, and our commitment to this partnership, is the construction of a new study centre at the heart of the Streatham Campus, and a 500 bed purpose-built student residence.

We will find new ways to encourage student mobility. For our UK-based students we will help promote opportunities for a period of study abroad, which is of proven value for graduate employability. Our inaugural International Summer School in 2010, a resoundingly successful venture open to students from partner institutions, will be built upon. We will increase the number of pathways on offer and the number of institutions participating, with particular emphasis on North American universities.

Our international students are now a key part of the communities in Exeter and Cornwall. Their culture, skills and arts enrich local life, bringing a flavour of the wider world to our cities and towns. We encourage our students to celebrate their cultural events, such as the first Diwali event at Exeter in 2010, and the traditional Chinese New Year festivities. We will continue to underline the valuable cultural and economic impact upon the local and regional community made by our international students, who each year contribute over £68m to the region's economy.

Lifelong relationships

The opening of Project Offices for the University in Shanghai and Beijing marked a major step forward in the maturity of Exeter's Internationalisation Strategy. The offices are not dedicated to recruiting students, but to supporting a wide range of internal and external clients. They will assist our own academic staff in the identification of research opportunities, and be a point of contact for the growing number of alumni from China. Rapid progress has been made identifying placement opportunities for our own recent Chinese graduates, helping them secure employment on their return home.

The new offices demonstrate the major strides made in China in developing our links with top-ranked universities. Exploratory talks have been held on joint research, double-degree programmes, and student exchange.

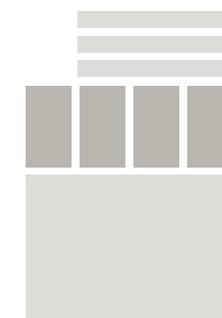
As international markets mature, Exeter's profile and brand will need to be both clear and synonymous with quality. Having taken the time to invest our resources and time in people, we must ensure that they remain supported, and in turn support our growth across the globe.

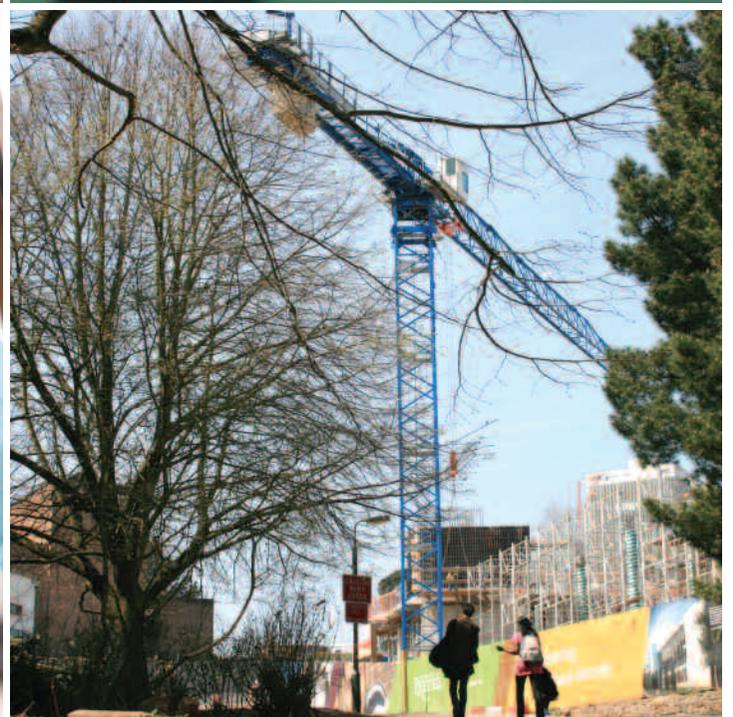
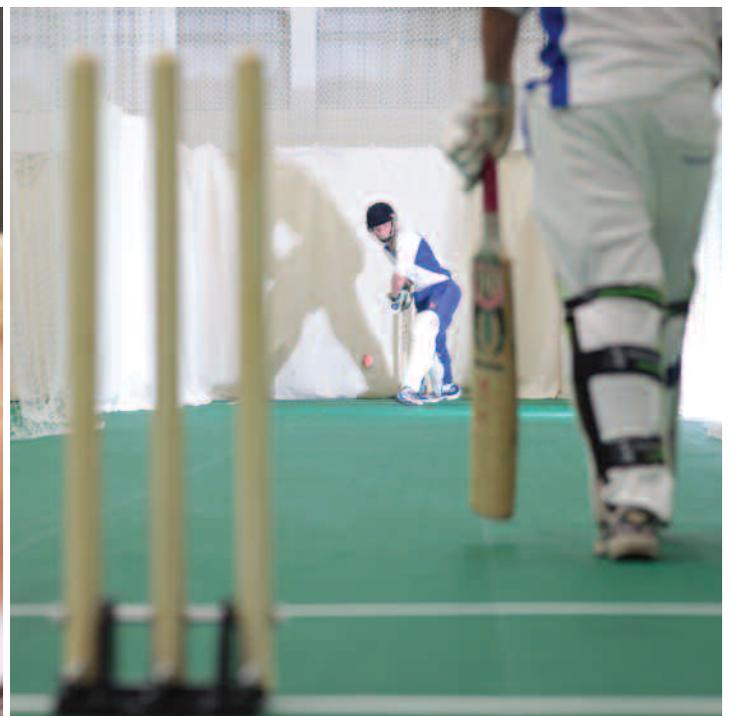
The measures of the success of our Internationalisation Strategy will include:

- International student numbers
- Strategic collaborations with leading international universities

Global Touch volunteers work closely with bilingual students enabling them to fully participate in lessons and progress in their learning. They bring an international presence into the school, and provide positive role models for our students through raising aspirations and demonstrating the benefits of language skills.

SOPHIE ROUGHSEGE, DEPUTY HEADTEACHER
ST JAMES' SCHOOL, EXETER





Human Resources, Finance and Infrastructure

We will seek to engage staff in the University's strategic goals and reward excellence, promote our value for money agenda, protect and diversify our income streams and focus investment on the student experience.

People and leadership

Working together, and with our students and alumni, our employees achieve remarkable things. Exeter's staff are distinctive for working creatively and collaboratively across disciplines and traditional boundaries, above all taking pride in excelling at what they do. They are highly aware of University goals and develop innovative ways of helping to achieve these. Their achievements are many, diverse and award-winning.

We have exceptionally strong leaders, exemplified by our Vice-Chancellor as President of Universities UK 2009-2011. We believe that well informed, networked and inspiring leaders are crucial to our success. Our aim is to extend that leadership model throughout the University. Our College Deans implement a distributed leadership model and we have more than 150 Academic Leads who have the task of harnessing individual academic staff strengths to greater overall effect. We will provide strong leadership and create a culture where staff are part of a shared endeavour. We will encourage our staff to develop effective UK and international networks, working with a select number of strategic alliances and partners.

Engagement and performance

Our success as a university has at its source the talents of our staff, who focus on what

they do best. We recognise and reward team and individual performance, celebrating success in both financial and non-monetary ways. Our aim is to further improve the connection of our staff with our strategies. We will measure and respond to what our staff say, and with central Professional Services already enjoying Investors in People status, we look to embed the principles of iIP across the University. External change will provide momentum for our own modernisation agenda, so that our pay and benefits system fit the new model of higher education, and help us recruit and retain the best staff. We will be highly selective in whom we recruit and we will actively seek out some of the highest performers on the international stage to join the University.

Change, delivery and working together

We will align our staff resources to support our priorities in response to reductions in 'core funding' and greater research concentration. We will recognise excellence across the academic spectrum, developing promotion pathways for our very best teachers as well as researchers. We will continue to concentrate on what matters most, improving processes and liberating time.

A major feature of the University is its culture of 'working together'. This takes many forms but at its heart are two beliefs – that everyone has an important role to play, and that working together makes for better performance, greater interest and more pride in our work. World-class scientists and lab technicians need each other; our International Strategy would founder

without our hospitality staff; all of us rely on our IT and systems staff almost every minute of every day; academic staff from across our disciplines work collaboratively. We will continue to promote this culture of internal partnerships, which means our academic and professional services staff focus on what they do best, supported by each other.

Financial resources

The start of the decade saw the western world and UK higher education in the most turbulent financial and funding climate seen in our lifetimes. A forwarding thinking Finance Strategy is central to safely navigating the route towards an even stronger future. We have prepared well for this scenario, eliminating loss-making activity and generating healthy surpluses. In just 10 years our turnover trebled to £250m by 2010/11. By 2013 our infrastructure programme will see £350m invested in transforming our campuses. Exeter's approach to finance is distinctive, combining strong corporate direction and devolution to Colleges, using our resources to maximum benefit, and above all an ability to make decisions.

Financial sustainability

Our Finance Strategy's premise is that flexible organisations with more resources will succeed. We will continue to grow in absolute size to reach £350m turnover by 2015. We will simultaneously diversify our income streams and reduce our reliance on the state. We will pursue a major value for money and earned income programme to liberate a further £10m of resources. Through strategic partnerships we will create better value services.

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- 1 Vice-Chancellor and Chief Executive Professor Steve Smith and His Highness Dr Sheikh Sultan Bin Mohamed Al Qasimi (PhD 1985, Hon DLitt 1993), Ruler of Sharjah.
- 2 Artists impression of the Forum Project.
- 3 University of Exeter Grounds staff.
- 4 The Strategic Planning and Change Team.
- 5 The Sir Christopher Ondaatje Devon Cricket Centre, Streatham Campus.
- 6 Mike Zollo, Teaching Fellow, College of Social Sciences and International Studies.
- 7 Ongoing campus development and investment.

Sporting success at all levels

The University now boasts some of the best sports facilities in the South West. This is reflected in the opportunities available to the wider community and in the University's top 10 BUCS performance – in 2009/10 Exeter came 10th out of 146 institutions in the British Universities and Colleges Sport ranking.

Since its inception in 2000, the University of Exeter's High Performance Programme (HPP) has organised and managed specific Focus Sports, with investment and supporting infrastructure focused in these areas. The programme has enjoyed considerable success. Today there are approximately 250 athletes across 12 different sports on the HPP, with a very high proportion competing at a national and international level. With one of the best Scholarship Programmes in the country, Exeter looks to support up to 60 athletes a year who receive top class coaching, sports psychology, strength and conditioning and mentoring at Exeter's outstanding facilities.

In addition to the HPP, we are equally proud of the levels of sporting engagement within the whole student body. Sport forms an integral part of the 'Exeter Experience'. From a full-time student population of around 17,000, University of Exeter sports clubs have a combined membership of in excess of 5000 and a further 2000 students participate regularly in internal sports league competitions. Alongside competitive sport, the Health and Wellness Programme, aimed at all staff and students, offers a range of physical activities and practical workshops on health issues.

Many activities are also run which specifically target non-university groups and teams. The Exeter Tennis Centre opened in 2004 and has already achieved many recommendations including 'Beacon Status' for its community work; the Devon Cricket Board runs its youth programme from Exeter's Cricket centre; the Sports Volunteering Scheme gives students the chance to earn a coaching qualification and put it to use as a volunteer in local schools. From corporate challenges to local swim schools, staff and the wider community around Exeter's campuses enjoy a richer environment due to the investments in sports activities.



Alumnus Ian Haley, Sports Science Graduate 2005, competed for South Africa Hockey squad in the 2010 Commonwealth Games. Haley, who is a teacher at a South West school, is still a key player in the University men's hockey squad in English National League matches. Nick Beasant, Assistant Director of Sport (Performance & Competitions), was delighted that Haley and five other Exeter alumni had the opportunity to compete in the 2010 Commonwealth Games. 'It is fantastic that our High Performance Programme has helped all these athletes in the preparation for such a major global sporting event. It is also a real testament to them all that following their time with us, these sportsmen and women have continued to train hard and focus fully on their goals.'

Human Resources, Finance and Infrastructure continued

We will also target improved environmental performance, generating savings in cash and carbon, using data analysis techniques to tell us where we can save whilst sustaining performance. Ensuring our costs are well understood and extracting maximum value will be crucial to inform our pricing strategies. We will plan for annual surpluses in excess of 5%, as part of our risk management strategy and in support of new activities and investments.

Investing in our future

To realise our higher ambitions we need to invest wisely and in a targeted way. Our core strategies are at differing stages of maturity, success and financial return, and our new investments reflect this. The biggest investment theme will be education and learning, which is seeing major capital investment and, in a premium fees market, additional revenue investment to further improve an already acclaimed student experience. We recognise that we have more to do to keep improving our campuses. We will invest at least an additional £90m by 2015, giving strong support to the student experience, research and science. These investments will also help deliver revenue growth and long-term strategic success.

Encouraging entrepreneurial activity

The formation of large multi-disciplinary Colleges is a result of a programme of major organisational change, which gives us new platforms for innovation and income generation. Our resource systems are designed to encourage the alignment of college income-generation to University strategy. A programme of support to that end will be implemented, in particular towards programme and pricing development. We have an appetite for risk and will support new activities. In particular we will identify the headroom we have in our capital and other resources, generating new revenue activities and using our assets year-round. We will exploit the competitive advantage our campuses

and location provide to us, connecting our educational mission through learning and leisure. Major investments in business intelligence will aid our planning and give our managers an edge in where to invest their time.

Infrastructure

A sense of place is at the very heart of the 'Exeter Experience'. The accord of talented people and unique environments creates the University's special look and feel. Major investments have been made. We are now competitive with the UK's leading universities and the world top 200 – students, staff and visitors choose us, and stay with us, for the quality, familiarity and security of our living and learning environments. As we enter a new era in the UK for higher education, we must plan to protect and enhance our resources. We are providing new facilities to match our growth and ambition. At the same time we will redouble our efforts to make the most of what we have, encouraging new cultures, ways of working and minimising our carbon footprint. We expect new opportunities in infrastructure development to arise, however we will also be creative in making these happen. We look to the growing culture of philanthropy at Exeter for strong support.

An outstanding student experience

We take pride in all three of our campuses, they offer different feels and flavours, distinctive and ideal learning environments. The Forum student services centre development, opening in 2012, will be our flagship for our student experience. Further major investments in our Cornwall Campus are in the pipeline, and by 2013 we will have invested over £40m. Our St Luke's Campus is loved by our students, and contains our oldest buildings around a collegiate quadrangle feel: we will generate new plans to continue its development. Alongside the physical, the virtual: we will make major investments in electronic learning resources as a complement

to the essential contact of academic staff and students.

Research and Knowledge Transfer

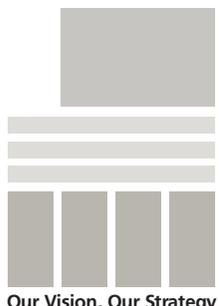
Already strong, we will keep investing in science, technology, engineering and medicine, enabling them to make bigger impacts on a world stage. We will create new lab space for our STEM colleges to grow and diversify. An exemplar is the translational medicine facility, a £20m facility already in the planning pipeline. The Environment and Sustainability Institute at our Cornwall Campus provides new facilities across our disciplines, bringing academic staff together in new open spaces to encourage interdisciplinary projects. Partnership approaches make particular sense in a climate of carbon-awareness and financial pressure, and we will work collaboratively with select partners to make the most of our resources together, for example in high performance computing.

Information and systems

Communication and information networks sustain the activities of the University and society. We cannot function without them. Such systems should be invisible except at the interface with users, such is their quality and ease of use. They maximise the time students and staff spend on what matters most to them. Major new investments in our IT infrastructure are planned, of at least £18m. New physical information resources, which will see completion within this strategy period in the Forum on Streatham Campus and in the Exchange on our Cornwall Campus, answer the need for high quality, accessible electronic resources and systems for students. They will enhance the 'Exeter Experience' in terms of education, social activities and student services.

The measures of the success of these strategies will include:

- Staff satisfaction
- Operating surplus
- Investment in IT





Delivering our Strategies

Measures of performance and success

Drawing from our strategy, we have established a set of key performance indicators (KPIs) that help direct our investments and measure our progress. Our KPIs span our core education, research and knowledge transfer and internationalisation strategies. These measures are enriched by surveys of our staff, students and customers. In addition, we have six financial health indicators to direct and assess our financial performance and sustainability.

10 institutional key performance indicators

- Entry profile** 'A' level qualifications and the background of our entrants (school type, socio-economic background).
- Progression and achievement** The %'s of students progressing to completion and gaining a 1st or 2:1.
- National Student Survey** The % of students highly satisfied/satisfied by the Exeter student experience.
- Graduate level employment** The % of graduates gaining a graduate level job/further studies, six months after graduation.

Research quality Measures of our research quality as determined by periodic national review.

Research income Research income, per member of academic staff.

Research students The numbers of active research students, per member of academic staff.

Postgraduate taught student population The % of students who are on a postgraduate (Masters) programme.

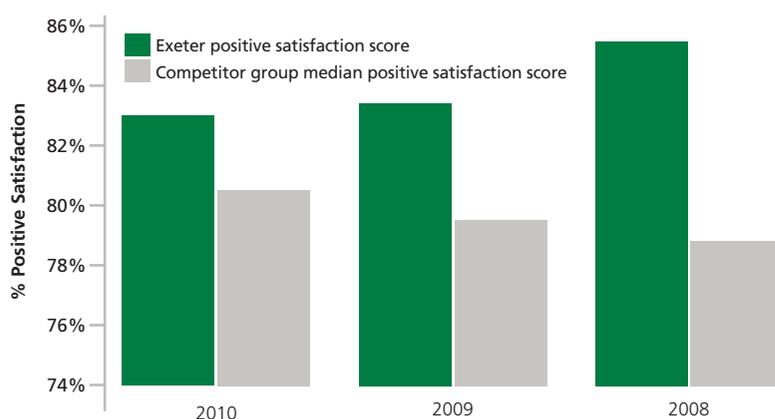
International student population The % of students who are international fee payers.

Earned income The % of income generated that does not directly relate to the State.

We evaluate our performance with reference to a peer group of 12 UK universities, including Bristol, Durham, Edinburgh, Warwick and York, who we are competing with as a Top 10 UK University. **Examples of how we identify areas for improvement and track our progress are shown below.**

The National Student Survey

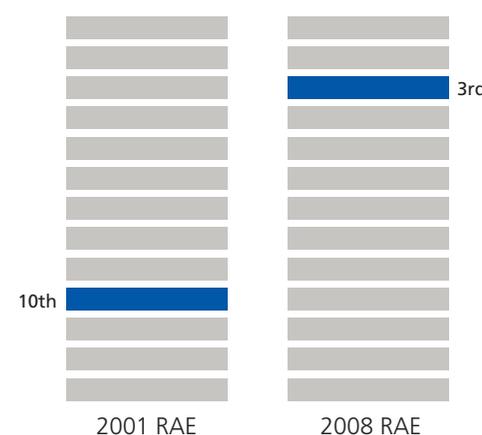
Since the start of the survey in 2005, Exeter has performed exceptionally well in the National Student Survey in relation to our peer group and the sector.



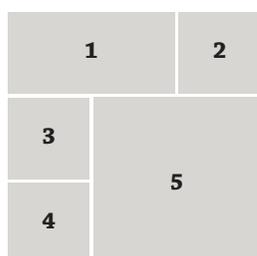
National Student Survey: Exeter positive satisfaction scores against competitor group

Research output (The RAE)

In 2001, a need to build Exeter's research output was identified. The 2008 RAE results reflect the action taken to grow internationally recognised research within the University.



RAE score rank within competitor group

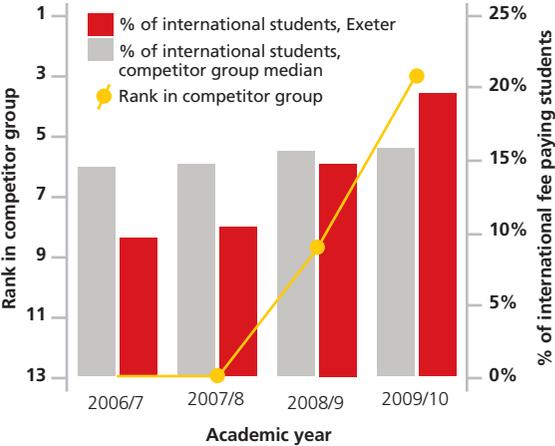


- 1** Networking at an alumni event.
- 2** Auxetic materials research at the College of Engineering, Maths and Physical Sciences.
- 3** PCMD Medical Students.
- 4** Training with the University Change Team.
- 5** Celebrating the first graduating cohort from the Tremough Campus, Cornwall.

Delivering our Strategies continued

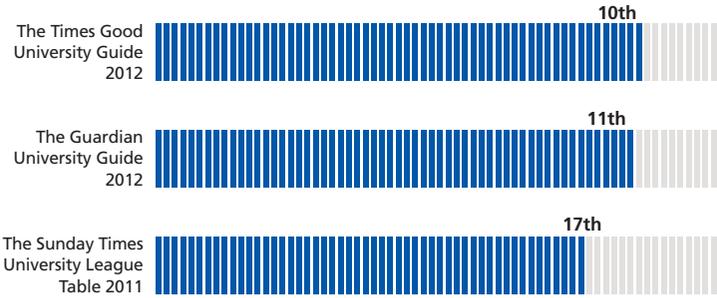
International student population

Over the last five years, Exeter has strategically grown the proportion of international students within the student population.



UK and International external rankings

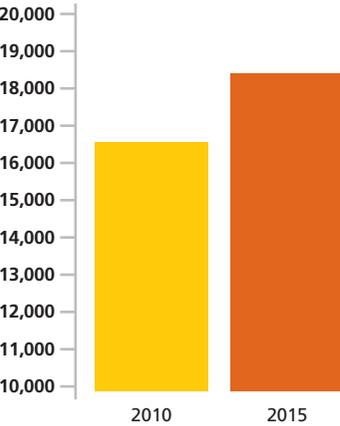
External rankings and league tables have a major impact on the market and overall perceptions, and help to corroborate our internal performance systems. **Our performance in the most prominent UK rankings are:**



The University of Exeter also ranked within the Top 200 Universities in the THE (Times Higher Education) World University Rankings 2010

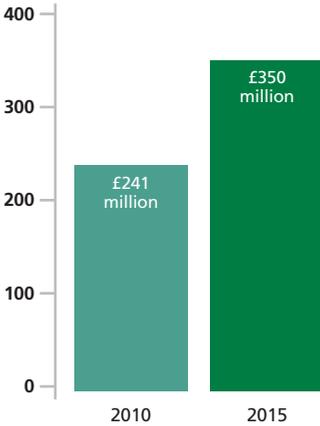
Our growth trajectories

Planned student FTE* numbers

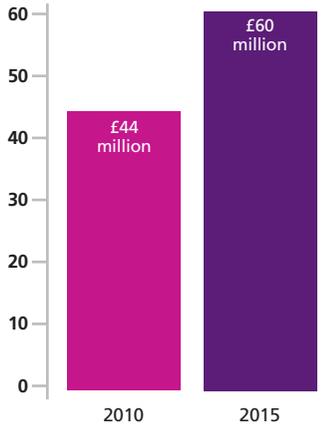


*on credit bearing courses

Turnover



Research income



Now you've read about our plans,
we'd like to hear from you.

To find out more call 01392 726196,
email strategy@exeter.ac.uk
or visit www.exeter.ac.uk/spc



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