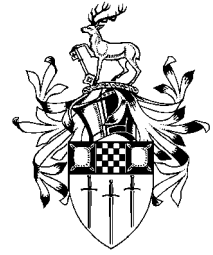


# Unis



**University of Surrey**

## **OPERATING STATEMENT**

and

## **FINANCIAL FORECASTS**

July 2002

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## 1. University of Surrey Mission Statement

The University's Mission is embodied in Article 2 of its Royal Charter:

*“The objects of the University shall be the pursuit of learning and the advancement and dissemination of knowledge, in Science and Technology and all that pertains to a fuller understanding of humanity, in close co-operation with the industrial life of the country and with commerce and the professions...”*

While the underlying Mission of the University remains constant, a new Vision was launched in 1998 which takes account of the fundamental changes in the structure, organisation and funding of Higher Education (HE) of recent years. It encapsulates the aims and aspirations of the University for the beginning of the 21<sup>st</sup> century, accentuates the relationship between the University's objectives and the needs of the technological civilisation in which we live. It specifies the University's intentions regarding research leadership, its approach to enriching the learning environment for students, the importance it attaches to partnership with industry and commerce and the global dimension which is an important feature of its activities.



## 2. University of Surrey Vision Statement

### Foundations for our Future

Since the University of Surrey was established, we have grown consistently in influence, size and status. Today, we are recognised for world class research and extraordinarily effective teaching.

Our University has always pursued a clear mission to serve society by producing dedicated people with appropriate knowledge and skills as well as by providing imaginative and technologically informed solutions for industry, commerce and the professions.

The context in which universities operate today and the rapid changes facing the world have inspired a new vision for our University, one which extends the original mission to accommodate the demands and aspirations of the 21st century.

### The contexts of change

The University of Surrey understands, embraces and contributes to the influences that will change and mould the world in the 21st century. We have identified the principal influences as competition, technology, communication and globalisation. Together they create the opportunities for our University's future and thus provide the essential context for our new strategic vision.

*Competition* brings everything we do into sharper focus. It encourages us to be clear about what we do best and gives us the means to judge how well we perform. Competition between universities is stronger than ever - competition for funding, for students and for partners.

*Technology* informs all areas of our academic work. It influences the development of individual disciplines and transforms the way we teach and learn. It helps us to overcome the constraints of distance and makes us more accessible. In our research, technology facilitates collaboration within and among disciplines, transcending traditional boundaries.

*Communication* removes limitations on information and increases the potential for collaboration. It helps to bring together the public and private sectors, academia and industry. It fosters a climate in which research, joint ventures and other collaborative enterprises can prosper.

*Globalisation* transforms the scope and scale of our activities. It encourages leading academic institutions across the world to form links, exchange researchers, collaborate on programmes and create joint campuses, with benefits that are local as well as international.

## **Our vision for the future**

We have a vision which is to elevate and broaden the international standing of the University of Surrey. We will achieve this by directing our activities and distinctive technological abilities to inform and benefit the international, national and local communities of which we are a part.

We will serve these communities effectively by providing scholarship focused on their needs, by developing and sustaining world-class research and by fostering the values and creating the learning conditions which students need to excel, ensuring that they are fully equipped for the world of work.

We are committed to the belief that establishing enterprising partnerships with industry, commerce and the professions, as well as with other institutions, is key to the fulfilment of our vision - partnerships that are both mutually beneficial and productive for society.

Our vision is based on four principles:

1. Working for the world
2. Taking the lead in research
3. Enriching the value of learning
4. Building productive partnerships

### ***Working for the world***

Our research and teaching are international in their dimensions. Students and staff from across the world enrich our University by giving us a broad view and understanding of global cultures and values. We will continue to cultivate strong links with industrial partners, other universities and organisations throughout the world, especially in Europe, the Americas and Asia. These widen the scope of our activities and also allow us to play a vital part in the economic, cultural and educational life of the community in which we are based. We will continue to develop activities of direct benefit internationally, to our nation and to our immediate locality. Our international standing will enable us to increase the weight and diversity of this involvement so that we become a more effective and relevant partner in our own community, contributing directly to its growth and prosperity.

### ***Taking the lead in research***

Our activities will increasingly be led by research. The quality of this research is one of the principal measures by which our achievements are judged. Our aim is to achieve the highest international standards in all of our areas of research, both basic and applied. All research in the University will be directed towards the delivery of imaginative solutions, relevant both to today's society and to the needs of the future. This will increasingly encompass research which crosses existing boundaries between disciplines and organisations. We will build on our existing world-class research activities to set new standards of excellence throughout the University.

### ***Enriching the value of learning***

At the core of our vision is the creation of a stimulating, diverse and supportive learning environment. We will promote our distinctive technological approach to teaching, continuing to develop new techniques to enhance the experience of learning. We will strengthen the positive relationship between excellence in research and excellence in teaching. The University of Surrey's hallmark is to encourage our students to acquire life and work skills alongside academic achievement. We will continue to strengthen these activities, as these set our students apart from others. We will deliver a broad range of academic subjects and professional training in a unique mix of disciplines in order to make an outstanding contribution to a balanced and civilised society.

### ***Building productive partnerships***

Our academic activity nurtures talents which are valued internationally in the professional, commercial and industrial fields. We aim to maintain our record at the top of the graduate employment league of British universities. We hold this position because we take a most professional approach to developing in our graduates both the academic and the life skills that are prized by employers. The University's own research and enterprise, epitomised by the Surrey Research Park and our companies working in satellite engineering and telecommunications, are highly successful in attracting inward investment and fostering links with many world-class organisations. We will strengthen all of these partnerships and build new ones in other areas by concentrating on activities which are of benefit to society, especially where these are of global importance.

### 3 University of Surrey Strategic Objectives

The key strategic objectives which the University of Surrey sees for itself, when looking ahead from 2002 are to:

- Build on the establishment of the Federal University of Surrey by developing academic and other areas of collaboration with the University of Surrey Roehampton.
- Develop the University's strategy with respect to its relationship with other universities to enrich all aspects of academic activity through partnership and collaboration.
- Develop the University's partnership with the National Health Service to build a position of strength as a provider of education, training and research for the healthcare professions, especially through the European Institute of Health & Medical Sciences and the recently established Postgraduate Medical School.
- Extend partnerships with industry and develop further internal mechanisms to support the exploitation of research.
- Engage with the region in the provision of skills, training, research and enterprise according to regional strategic requirements, through UniSdirect and the 'learndirect hub in Surrey`.
- Introduce a managed approach to the development and monitoring of partnerships, whether local, regional or international.
- Take forward the recommendations which were made by the Academic Strategy Task Group in 2001 and incorporate them in the strategic development of the University.
- Embed the new 'schools structure' that has been adopted as a result of the review of academic profile and management that was carried out by the Academic Strategy Task Group.
- Ensure that the University's portfolio of teaching programmes continues to meet the changing needs of the market place; they must be informed by current best practice, by research and by the needs of industry, commerce and the professions and they must retain their distinctive professional ethos so that the University attracts the brightest students from both home and abroad.
- Develop and implement the Widening Participation Strategy on the basis of the research which has been undertaken.
- Continue to ensure our quality assurance processes and procedures meet the standards set by the QAA's Code of Practice.
- Enhance the quality of research activity by selective investment in areas of existing or potential strength and improved leadership of research activities.
- Increase cross-disciplinary research activities across the institution through the establishment of strategically positioned research centres (e.g. the Advanced Technology Institute, see below).

- Following the largely successful 2001 Research Assessment Exercise, raise the international research profile of the University further through the development of strategic international partnerships and the enhancement of international interaction on research activities.
- Implement the recommendations of the review of Senior Management structure and organisation that reported late in 2001.
- Continue to prosecute the reviews of administrative processes and procedures across the University to eliminate duplication and to ensure that systems are supportive and yet are cost effective.
- Continue to introduce commercial, tested, IT software systems, particularly in finance and HR, to improve the efficiency and effectiveness of procedures and to enhance financial control measures.
- Carry out an assessment of current space assignment and utilisation as a prelude to updating the University's extant 10-year Estate Strategy (March 1995), taking into account the commissioning within the next academic year (2002/03) of :
  - a state-of-the art building for the Advanced Technology Institute, co-locating teams of physicists and electronic engineers in a multi-disciplinary research centre
  - a building for the new Management School which incorporates the School of Management Studies for the Service Sector and the Surrey European Management School

Together, these major developments will release space on the Stag Hill campus. This will facilitate the refurbishment of vacated, 1960s academic buildings and the possible co-location of cognate disciplines which is a key factor of existing estate strategy

- Plan for the development of the Manor Farm site pending the outcome of the Local Plan Inquiry (expected September 2002) on the proposal to reinstate the Green Belt to the boundaries laid out when the University was established.

## 4. University of Surrey Strategic Special Funding Initiatives

### 4.1 Widening Access and Participation

The University of Surrey recognises the importance of widening participation in higher education to national and regional policy priorities, on grounds both of social equality and of economic performance. Our aims are:

- To recruit the students best able to benefit from the kinds of higher education which we provide, through an equitable recruitment policy, supported by strategies to attract able entrants from non-traditional groups and communities
- To ensure that the quality of education which non-traditional students receive, once admitted, is of the highest quality
- To ensure that non-traditional students achieve comparable outcomes from their experience at this University, recognising that different kinds of student may need different kinds of teaching and support.

#### 4.1.1 Postcode Premium

<i>2001-02 activities and targets</i>	<i>Progress against activities and targets</i>	<i>2002-03 activities and targets</i>
	<b>Target budget = £120,970</b> (made up of £89,082 enhanced by matching funding/previous under-spend of £31,888)	<b>Total Allocation = £146,120</b>
<b><u>Staffing</u></b>  September 2001: Appoint Widening Participation Officer and create WP Action Plans	<b><u>Staffing</u></b>  ➤ WPO appointed Sept. 2001 and salary enhanced April 2002. <b>£25,000</b> ➤ <b>Action Plan for 2001-02 completed and submitted in November 2001</b> ➤ <b>Action Plan for 2002-04 completed and submitted in January 2002</b>	<b><u>Staffing</u></b>  ➤ Retain existing Widening Participation Officer <b>£25,000</b> ➤ Appoint assistant to the WPO <b>£21,000</b> ➤ Expand existing Schools Without Walls Project officer post from the Competitive Fund project. <b>£21,000</b>
<b><u>On-costs</u></b>  Fund the WP Officer's expenses (eg travel, postage, publications etc).	<b><u>On-costs</u></b>  ➤ WP actions from the 2001/02 plan met from on-costs allocation. <b>£9,600</b>	<b><u>On-costs</u></b>  ➤ Continue to meet the WP associated on-costs. <b>£10,000</b>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p><b>WP Competitive Fund</b> Use of competitive WP fund to award funding for successful bids (as below) :</p> <p><b>Schools without Walls Project</b> 09/01 : Appoint Project Officer; interview, recruit, train students and run programme</p> <p><b>Ideas and Evidence in Science Project</b> Five target schools to be identified for trial of new GCSE science material; educational consultant to work with research scientists from within the University</p> <p><b>Sociology "Breaking down Barriers" Project</b> Tutor to develop materials for outreach in LPN target schools</p> <p><b>Pre-entry Study Conduct</b> A feasibility study into pre-entry support material for students with non-traditional qualifications</p>	<p><b>WP Competitive Fund</b> Created and publicised. Selection panel award funds to four projects as follows:</p> <ul style="list-style-type: none"> <li>➤ 10/01 : Project Officer appointed; 13 students interviewed, recruited and trained and 52 sixth formers matched and placed in 23 schools <b>£10,000</b></li> <li>➤ Five target schools identified,; educational consultant appointed, research scientists selected and first draft material produced. Focus Group meeting held 03/02 <b>£8,420</b></li> <li>➤ Sociology materials developed for WP use; 30 schools and colleges identified and targeted <b>£4,950</b></li> <li>➤ Work in hand; report to be available in 09/02 <b>£6,000</b></li> </ul>	<p><b>WP Competitive Fund</b> Continue existing WP Competitive Fund for successful bids (as below) :</p> <ul style="list-style-type: none"> <li>➤ Continue existing "Ideas and Evidence in Science" project</li> </ul> <p><b>Fund successful bids :</b></p> <ul style="list-style-type: none"> <li>➤ "Cultures of Study/Study of Cultures" for part-time mature students <b>£8,202</b></li> <li>➤ "Getting under the Skin" for Nutrition and Dietetics <b>£1,000</b></li> <li>➤ "Open Studies" ICT for non-traditional students <b>£8,315</b></li> <li>➤ "Differentiated Material" for non-traditional students <b>£15,000</b></li> <li>➤ "Alumni Project" for aspiration raising/mentoring <b>£1,000</b></li> </ul> <p>Balance remaining for use in WP Competitive Fund <b>£5,353</b></p>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p><b><u>Location Initiative Fund</u></b> Create a discretionary WP fund for use by the WP Officer to support and promote WP opportunities</p>	<p><b><u>Location Initiative Fund</u></b></p> <ul style="list-style-type: none"> <li>➤ Created fund and used for : <ul style="list-style-type: none"> <li>• WP guide for Staff Development</li> <li>• Subsidy for residential Summer School 07/02</li> <li>• Support for University student mentoring and tutoring scheme</li> <li>• Production of WP website and publicity material</li> </ul> </li> </ul> <p style="text-align: right;"><b>£20,000</b></p>	<p><b><u>Location Initiative Fund</u></b></p> <ul style="list-style-type: none"> <li>• Continue discretionary WP fund for use by the WP Officer in supporting and promoting WP opportunities</li> </ul> <p style="text-align: right;"><b>£20,000</b></p>
<p><b><u>Outreach Technology Bus</u></b> Support the work of a Technology Bus in aspiration raising</p>	<p><b><u>Outreach Technology Bus</u></b></p> <ul style="list-style-type: none"> <li>➤ Improved Control Technology facilities on Outreach Bus and tutors activity supported; 21 school visits made in 2001/02</li> </ul> <p style="text-align: right;"><b>£33,000</b></p>	<p><b><u>Outreach Technology Bus</u></b></p>
<p><b><u>Monitoring and Reporting</u></b> Collect WP data from the University's database, commission programme to analyse WP data directly from the database and prepare student survey</p>	<p><b><u>Monitoring and Reporting</u></b></p> <ul style="list-style-type: none"> <li>➤ 01/02 : analysis of data complete and report produced</li> <li>➤ Programme to be commissioned in 06/02 for use in 09/02</li> <li>➤ Student survey prepared for use in 11/02</li> </ul> <p style="text-align: right;"><b>£4,000</b></p>	<p><b><u>Monitoring and Reporting</u></b></p> <ul style="list-style-type: none"> <li>➤ Continue to collect and analyse WP data from the University's database; conduct student survey prepared for use in 11/02</li> </ul> <p style="text-align: right;"><b>£4,000</b></p>
	<p>Total expenditure for all WP activity : <b>£120,970</b></p>	<p>Budgeted expenditure for all WP activity : <b>£146,120</b></p>

## 4.1.2 Mainstream Disability Funding

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p>80 students for personal support sessions</p> <p>60 hours of induction sessions</p> <p>120 hours IT oriented learning support</p>	<ul style="list-style-type: none"> <li>➤ Additional Learning Support service was relocated to be adjacent to the ATC and became part of the Centre for Learning Developments. The service has provided support for 74 students this year.</li> <li>➤ 120 hours of support has been given to student inductions, reflecting growing demand.</li> <li>➤ 66 hours of IT orientated learning support was provided, representing a lower level of demand for this area than was expected. We are addressing this by publicising the facilities more widely and introducing assistive technology in Library study carrels for a more private environment.</li> </ul>	
<p>In addition, the Assistive Technology Centre (ATC) will :</p> <ul style="list-style-type: none"> <li>• develop 24/7 access to specialised IT workstations, in conjunction with Computing Services. Target Sept 02</li> </ul>	<ul style="list-style-type: none"> <li>➤ Specialist software was provided on workstations in the University's central 24/7 IT rooms</li> </ul>	
<ul style="list-style-type: none"> <li>• Publish revised leaflet covering new ATC facilities. Target 03/02</li> </ul>	<ul style="list-style-type: none"> <li>➤ New publications are being introduced in conjunction with the transfer to the CLD</li> </ul>	
		<p>Apart from ongoing support of students through personal support sessions, the main focus of work will be on developing policy and staff development programmes as a result of the DDA Part IV. A comprehensive staff development programme will be introduced progressively during Jan-July 2003</p> <p>A new post of Disability Advisor has been created from August 2002 to release the time of the Disability Co-ordinator to work on strategic developments. A new set of co-ordinated policies and codes of practice will be completed during 2002-03</p>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
		Staff from other parts of CLD will work closely with the Additional Learning Support team to enhance the range of advice on technologies and skills available to students and extend the hours of availability of the ATC initially by 50%
<b>Budget : £95,000 including specific HEFCE funding of £38,060</b>		<b>Budget : £115,000 including specific HEFCE funding of £18,080</b>

#### 4.1.3 Administration Costs : Student Support and Access Funds

<b>2001-02 objectives/target</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
No specific targets set (see #29 of HEFCE 02/19)	<ul style="list-style-type: none"> <li>➤ Strengthening the student funding service following restructuring of the Student Advice &amp; Information Service (SAIS) to facilitate Student Advisers in providing an 'holistic' package of student financial advice which includes debt counselling, advice on budgeting, financial management, tax and information about alternative sources of support.</li> <li>➤ Design and publication of a publicity pamphlet on financial advice and support services available at the University for <i>pre-entry</i> circulation to all prospective students</li> <li>➤ Production of a range of information in note form setting out the financial support services available to students</li> <li>➤ Updating and enhancing the SAIF's website to make it more accessible to students</li> <li>➤ Conducting research into student opinions and reviewing the Hardship Fund administrative processes to ensure efficiency of operation and effectiveness in relation to objectives.</li> <li>➤ Providing training and professional development opportunities for our Student Finance Advisers to ensure that they are up-to-date with the latest changes in regulations and best practice.</li> <li>➤ Printing costs associated with application forms, notes of guidance, assessment sheets etc.</li> </ul> <p><b>HEFCE provided a grant of £6,137 as a contribution to the much larger costs of administering £256,000 of Hardship Funds and the related support activities listed above.</b></p>	<ul style="list-style-type: none"> <li>➤ Targets for the future include further enhancement of publicity material and development of a new database to streamline administration of the Hardship Funds</li> </ul>

## 4.2 Learning and Teaching

Within that part of the vision concerned with Enriching the Value of Learning, the University identifies 9 key objectives:

1. Programmes of study have a professional ethos and a relevance to the real world.
2. Teaching and learning methodologies are continually updated in the light of best practice and congruent with advances in pedagogical approaches and technology.
3. Teaching is of the highest calibre, achieved through giving teaching staff relevant support in development opportunities, as well as providing appropriate rewards for teaching excellence.
4. Teaching is informed by research, academic scholarship and leading edge professional, commercial and industrial practice.
5. Alongside maintaining a strong undergraduate base, there is an emphasis on the development of postgraduate programmes of study with a formal training process to underpin research.
6. Teaching and learning methodologies and assessment strategies support the University mission to recruit high quality undergraduates and postgraduates, whatever their background, and enhance their potential to achieve the highest possible standards.
7. Teaching and learning methodologies are appropriate to the objectives of the programme and responsive to the needs of students, employers, and the economy and are geared to support students from differing backgrounds and perspectives.
8. Teaching and learning strategies are appropriate to the University's international focus.
9. There is a policy of collaborating with existing and new partners to build upon the strengths of all parties and to develop the economic and social well being of the region.

Each of these objectives is broken down into a number of targets, with responsibilities and time scales identified. All Schools and services of the University were asked to report on progress toward their targets up to the end of academic year 2000/1. A summary of the responses was provided to the Teaching Policy Development Committee.

Within these objectives during 2001/2 a review of the teaching and learning strategy was carried out and 6 priority areas have now been identified for development across the University. These are:

- Widening Participation
- Skills across the curriculum
- Learning Technologies
- Refreshing course provision
- Flexible delivery
- Management teaching across the University

These priorities have underpinned all new initiatives e.g. as funded from Fund for the Strategic Development of Learning and Teaching or as addressed through working parties set up by Teaching Policy Development Committee

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p>Activities supported by funds to develop teaching and learning and to advance an agreed strategy (Grant received from the HEFCE : £109,229)</p>	<ul style="list-style-type: none"> <li>➤ Support has continued for the post in the Quality Assurance and Enhancement Office to provide support for the Pro-Vice-Chancellor (Teaching and Learning) (PVC T&amp;L) and all Schools in implementing, monitoring and evaluating the teaching and learning strategy. The Strategy has been reviewed, and all targets tracked across the University. Reports have been fed through the committee structure to Senate. <b>Expenditure : £14,000</b></li> <li>➤ The work of the Skills Unit (now renamed Centre for Learning Developments [Skills &amp; Personal Development]) has continued to receive support. Its activities have included a comprehensive skills audit, work with individual Schools on analysis of the data and providing assistance in skills development. It is now working towards a skills statement for the University. The Unit has also taken on activities related to Personal Development Planning. Oversight of the work of the Skills Unit and of the Centre for Learning Developments of which it is a part has been reorganised. A small Skills Management Group (SMG), chaired by the PVC (T&amp;L) provides regular advice. An Advisory Group for the Centre for Learning Developments as a whole provides the key link with the University as a whole. <b>Expenditure : £80,000*</b></li> <li>➤ A Teaching and Learning day was held on 19 June for the entire University community. This provided an opportunity to present the University's teaching and learning strategy in the context of national and local priorities. The programme also included presentations on work that is currently underway and an exhibition and workshop on initiatives, many funded by the University. <b>Expenditure : £2,000</b></li> <li>➤ The University continued to offer support from its Fund for the Strategic Development of Learning and Teaching. This has supported 10 projects during the current year. <b>Expenditure : £203,200</b></li> </ul>	<p>These are set out in detail in the UniS response to the TQEF Request (HEFCE 02/24). Therefore they are not re-stated here.</p>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p>To build on existing e-learning developments by creating a University Wide Strategy and by working with regional, national and international partners.</p> <p>Development of a generic on-line AP(E)L module</p>	<ul style="list-style-type: none"> <li>➤ Support has continued for the development of Learning Technologies with provision of pedagogical and technical information and support for staff in the development of electronic courses and resources. A reorganisation of the arrangements for overseeing the work of the Centre for Learning Developments and its constituent activities has led to the creation of an Advisory Group (see 1.2 above) and a Learning Technology Management Group. This latter has progressed work on replacing the current platform with a University-wide VLE. <b>Expenditure : £111,000*.</b></li> <li>➤ The AP(E)L module was completed and validated as part of a work-based learning degree programme, <i>Learning from Experience</i>, The module is a 20-credit unit, delivered face-to-face, and develops the skills for assessing the extent of an individual's APEL</li> </ul>	
	<p><b>* Expenditure above excludes support for the Centre for Learning Development (e.g. Director, IT support etc : £59,000)</b></p>	
	<p><b>Total Expenditure : £469,000</b></p>	<p><b>£450,000</b></p>

### 4.3 Business and the Community

#### The UniSdirect Strategy

The aim is to make UniS a natural first port of call for business within the region to provide services and support through research, training and consultancy. It also aims to promote an entrepreneurial culture within the institution and its client groups and to give practical assistance where appropriate. ***A joint conference between the HEFCE and the University of Surrey is to be held in January 2003. The conference aims to increase awareness among stakeholders of third leg practice and strategy and to develop the professional capability of practitioners. Those attending will represent HE, employers, business intermediaries and resource agencies.***

This will be achieved by:

- The development of UniSdirect to include the identification of research opportunities
- The provision of a high quality mentoring and development environment within pre-incubation office facilities for nascent entrepreneurs
- The further development of the provision of UniSdirect in respect of training, education and consultancy
- The teaching of entrepreneurship to students, staff and business
- The provision of opportunities to exploit intellectual property in a mentored and supported environment
- Collaboration with business intermediaries and support agencies to provide an enhanced service
- The operation of two SEED funds (CASCADE and USSF) to provide capital for the development of intellectual property

#### Interaction with Business

UniS' strategy for the "third leg" builds upon its existing expertise to develop a full range of entrepreneurial activity and demand-led services to meet the needs of the local and regional economy. UniSdirect fulfils the Vision to work with regional partners and to nurture talents which are valued in the professional industrial and commercial fields and its objectives have synergy with the SEEDA objective "to promote business enterprise, competitiveness and innovation".

#### Delivering the Strategy

The Strategy is delivered by the seven operational units of UniSdirect

- Directorate
- Research Promotion
- Research Support
- Enterprise Promotion
- Enterprise Support
- Development
- Business Skills Promotion

Research Promotion is funded by the Surrey HEIF grant, Business Skills Promotion, Development and sections of the Directorate dealing with strategic development by the HEROBC grant.

**4.3.1 Higher Education Reach-out to Business and the Community  
(including business fellowships) : Grant of £300K for 2001/02 and for 2002/03**

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p>Improving links with SMEs</p>	<ul style="list-style-type: none"> <li>➤ The mailing list now has 1200 live contacts and 5 editions have been circulated this year. The UniSdirect website has been re-launched in a more user-friendly style</li> <li>➤ Plans to develop a CRM have been put on hold pending a report from the University's Web Task Group on an institution wide system</li> <li>➤ 17 breakfast seminars have been held - some more than once as demand has exceeded capacity. 654 SMEs have attended these events. There were 12 external speakers</li> <li>➤ A strong relationship has been built with Business Link Surrey. Joint Quarterly meetings senior management briefings are now being held. A joint ESF project has been funded under the current round. SBS have provided staff to help assess candidates for the pre-incubation facility. ESF funding in 2001/2 was £380,000.</li> <li>➤ Surrey Chamber of Commerce sends a representative to Project Steering Groups and a local Shopping Centre manager has been involved in the Graduate Apprenticeship development.</li> <li>➤ Strong links have been formed with the new Surrey Enterprise Hub with the Hub Manager attached to UniSdirect and housed on the Research Park.</li> </ul>	<ul style="list-style-type: none"> <li>➤ A review of the Business Skills Unit was undertaken by an external consultant in Spring 2002, the mid-point of the grant</li> <li>➤ Recommendations of the Review are currently being implemented and a new Manager recruited following the promotion of the original post-holder</li> <li>➤ A programme of 28 seminars is planned for 2002/3. One recommendation of the review was that a specific member of staff be dedicated to this activity and this has been actioned.</li> <li>➤ Three ESF projects end in June 2002 but further applications for funds have been made. A 4<sup>th</sup> remains on-going.</li> <li>➤ An Expression of Interest has been made for a programme in Entrepreneurship education under the Framework 6 programme.</li> <li>➤ A UniSdirect Advisory Group is being formed with strong external representation.</li> <li>➤ To develop further appropriate partnerships</li> </ul>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
Achieving Cultural Change	<ul style="list-style-type: none"> <li>➤ The team of Enterprise Associates has been expanded from 4 (2001) to 8 (2002). The Enterprise Associates work in the academic schools to enhance links with local business at that level. Several of the Breakfast seminars have focussed on the work of a particular school</li> <li>➤ The Enterprise &amp; Innovation Prize was awarded jointly to 2 individuals who have made an outstanding contribution to business interaction in the Electronics and Pharmaceuticals sectors.</li> <li>➤ Despite a failure to attract SEC funds as a partner in the Sussex led bid, the University has invested Teaching &amp; Learning funds in the development of business focussed WBL modules, delivered on line and in small units</li> <li>➤ An application has been made to the Federal Innovation Fund for a grant to develop Staff Development and student awareness course materials</li> <li>➤ BSU has developed good links with most academic schools but collaboration has been most successful in the management sector and work-based learning where joint projects – including the development of a Graduate Apprenticeship in Retail Management and the development of AP(E)L practice – have been beneficial to all parties including industrial partners.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To continue the Enterprise Associate programme but to review the funding arrangements. To consider how the Enterprise Associate programme might be most effectively intermeshed with the Innovation Network Manager programme</li> <li>➤ To identify a primary point of contact within each School and to formulate a Steering/Advisory Group to cascade information into the Schools</li> <li>➤ Following the creation of a new Management School to work in close co-operation to make available student expertise on short-term placements - eg MSc dissertations, undergraduate summer projects</li> <li>➤ To provide a module on Business Interaction within the Staff Induction and Development Programmes.</li> <li>➤ To increase the involvement of Schools in the AP(E)L process for work-based learning as a means of gaining an award - through the "Breaking Barriers" ESF project</li> </ul>
Conformity with the Regional Agenda	<ul style="list-style-type: none"> <li>➤ Participation in the e-skills NTO ESIB projects continues using the Skills Audit tool developed with ESF funds</li> <li>➤ The Enterprise Associates have been appointed in sectors which SEEDA has identified as needing enhancement</li> <li>➤ Three further ESF grants have been sought to develop work in SEEDA priority sectors - including IT skills, developing entrepreneurial capacity and providing specific sector support</li> <li>➤ A major project to determine skills needs in the financial services sector was undertaken in partnership with the LSC</li> </ul>	<ul style="list-style-type: none"> <li>➤ To participate in regional strategic fora, to keep abreast of developments in regional policy and to play a full and appropriate level in achieving the strategic aims</li> <li>➤ To develop further links with the Surrey Economic Partnership and Learning &amp; Skills Council</li> </ul>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<p>Long Term Sustainability</p>	<ul style="list-style-type: none"> <li>➤ BSU and other constituent sectors of UniSdirect have developed strong partnerships with regional providers - Enterprise Agencies, Princes Trust, Surrey County Council, the Surrey Enterprise Hub and Economic Partnership as well as Business Link</li> <li>➤ The outward facing units of UniSdirect are now based on the University's Research Park in a more business orientated environment</li> <li>➤ July 2002 will see the launch of UniSconnect based on the Scottish Connect model which seeks subscription to business services provided by UniS</li> </ul>	<ul style="list-style-type: none"> <li>➤ To develop further existing partnerships and to seek new collaborations which will enable Development and BSU to expand their work</li> <li>➤ To establish the proposed Business Club - UniSconnect and the associated range of services</li> <li>➤ To attract collaborations/ sponsorships with a range of business service providers to enhance the UniSdirect offering</li> </ul>
<p>Numerical Targets</p> <ul style="list-style-type: none"> <li>➤ <i>Target: 15 companies with tailor made credit-bearing provision</i> <i>Target: 400 registered students</i></li> <li>➤ <i>Target: 40 companies with tailor made non-credit bearing provision</i> <i>Target: 500 students</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ These targets are all on course to be substantially exceeded this year. For example 60 SMEs have participated in 2 ESF programmes alone</li> </ul>	<ul style="list-style-type: none"> <li>➤ To reconsider targets following the review of BSU and in light of evidence that more interaction with business is brokered through UniSdirect rather than the more school based system envisaged when the proposal was submitted</li> </ul>

**4.3.2 Higher Education Innovation Fund : University of Surrey Institutional Award  
Grant of £647,000 over three years from August 2001**

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
TCS Schemes started - 9	<ul style="list-style-type: none"> <li>➤ A TCS Manager appointed Jan 2002 : schemes already up and running <ul style="list-style-type: none"> <li>• 1 scheme approved</li> <li>• schemes in progress</li> <li>• schemes in the pipeline</li> </ul> </li> <li>➤ A number of logistical problems have been encountered and are in the process of being resolved</li> <li>➤ Meetings have been held with academic schools to foster interest internally and 9 companies are currently actively seeking TCS associates</li> <li>➤ Good working relationship developed with TCS Regional office</li> </ul>	<ul style="list-style-type: none"> <li>➤ To raise awareness of TCS within Schools</li> <li>➤ To include TCS within Staff Induction/Development Programmes particularly for research active staff</li> <li>➤ To raise awareness of the potential of TCS within local companies and to recruit more high standard associates</li> <li>➤</li> </ul>
Technology Briefings : 4 Innovation Surgeries : 8	<ul style="list-style-type: none"> <li>➤ Two Innovation Network Managers were appointed wef from 1 March 2002 and a third wef 1 June 2002. The principal thrust of their work to date has been developing a knowledge of UniS research capability, forming relationships with other strategic bodies in the region and exploring potential Framework 6 partnerships</li> <li>➤ Innovation Fora have been held dealing with Food/Health, Materials, SMEs established by alumni and the role of UniSdirect</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤ To develop networks to assess the demand for UniS research capability</li> <li>➤ To develop a Innovation Hotline and website with enquiry facility</li> <li>➤ Following a review of the Innovation Forum to bring forward and implement proposals for the forthcoming year</li> <li>➤ To develop networks with sector specific groups to explore synergies and research/development needs</li> </ul>
Innovation Consultations : 30	<ul style="list-style-type: none"> <li>➤ 10 innovation consultations have taken place; one spin-in has been identified</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-going</li> </ul>
Innovation Hotline Enquiries : 20 Research Roadshows : 3 Innovation Website	<ul style="list-style-type: none"> <li>➤ These developments will take place early in 2002/03</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-going</li> </ul>

**4.3.3 Higher Education Innovation Fund : Collaborative Award with Universities of Southampton (lead partner), Bath and Bristol Grant of £5M over 3 years from August 2001**

<i>2001-02 activities and targets</i>	<i>Progress against activities and targets</i>	<i>2002-03 activities and targets</i>
<ul style="list-style-type: none"> <li>As the lead partner, the University of Southampton will report on the activities and targets for 2001/02</li> </ul>	<ul style="list-style-type: none"> <li>Surrey Pre-incubation facility (hatchery) opened in June 2002</li> <li>11 potential nascent entrepreneurs offered places wef 1 July 2002. 6 are UniS academics/students and 5 potential spin-ins</li> <li>A number of potential sponsors for the hatchery have been identified. These include business service providers</li> </ul>	<ul style="list-style-type: none"> <li>To reach full occupancy and turnover 15 companies within one year; to recruit replacement companies</li> <li>To offer "virtual office" facilities to 10-15 companies based outside the hatchery</li> <li>To develop the sponsorship and mentoring networks</li> <li>To develop partnership arrangements with Southampton, Bristol and Bath</li> </ul>

**4.3.4 University Challenge Fund : Collaboration between University of Surrey (lead partner), the universities of Sussex and Reading and Royal Holloway College London. Grant of a venture capital investment fund (a regeneration fund) to the consortium of £4M.**

<i>2001-02 activities and targets</i>	<i>Progress against activities and targets</i>	<i>2002-03 activities and targets</i>
<ul style="list-style-type: none"> <li>To draw up Memoranda of Agreement, appoint independent fund manager and put in place secretarial and fund management strategies</li> </ul>	<ul style="list-style-type: none"> <li>All of these actions carried out</li> </ul>	<ul style="list-style-type: none"> <li>Membership of Fund Management Board to be agreed and Board established; Board to meet to make the first investments</li> </ul>

### 4.3.5 Higher Education Active Community Fund

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
Establish the programme, staffing and a Steering Group	<ul style="list-style-type: none"> <li>➤ Steering Group has been established and the first meeting held with participants from Guildford Action and Surrey Volunteering agencies as well as the HEROBC project</li> <li>➤ A new post has been created and a Hot Desk is being established in the Students' Union prior to the next academic year</li> </ul>	<ul style="list-style-type: none"> <li>➤ Steering Group will meet in August and October 02 and into 2003</li> <li>➤ New appointments in Students' Union will initiate activities and recruitment in September 2002 at Freshers' Week</li> </ul>
Mapping Volunteering activities in the UniS	<ul style="list-style-type: none"> <li>➤ A mapping exercise is under way to identify UniS staff already involved in voluntary activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ A mapping exercise will be supported to identify range of the Voluntary Sector in the Surrey region.</li> </ul>
Awareness-raising and Open Day	<ul style="list-style-type: none"> <li>➤ <b>An Open Day</b> for recruitment and awareness raising was held on 1<sup>st</sup> May, with 20 agencies participating and attended by over 300 students and staff. This successfully offered networking opportunities and approximately 10 University students were recruited to new activities</li> <li>➤ <b>Links</b> have been established to offer local Action group facilities in UniS for counselling which may later involve an academic department.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Student Tutoring &amp; Mentoring programmes will be supported</li> <li>➤ Local Businesses and EBP will participate in activities in 2002-3</li> <li>➤ UniS departments plan to create volunteering opportunities in local community : <ul style="list-style-type: none"> <li>- Performing Arts into the Community</li> <li>- UniSport links with disabled children</li> <li>- EIHMS [European medical School links with NHS</li> <li>- LLIS : Linguistics &amp; Law department to work with CAB</li> <li>- International Student Roadshow out to the local Community</li> </ul> </li> </ul>

## **4.4 Rewarding and Developing Staff in HE [RDSHE]**

### **University of Surrey's HR Strategy**

#### **Emergent Strategy**

The University submitted an '**emergent**' strategy in June 2001 and has subsequently submitted a '**full**' strategy in June 2002. The emergent strategy identified priorities in three areas but at the time of submission set no specific targets. Subsequent to this, as the full strategy was being developed, targets for 2001-02 and the activities to meet those targets became more focused and brigaded under the five areas identified in the full strategy below.

#### **Full Strategy submitted June 2002**

While recognising the six priority areas identified in HEFCE 01/16 the University has incorporated HR strategies relating to these areas in five areas of HR initiatives. These initiatives have been developed to support the strategic objectives of the university. Each one has an overall 'plan' objective and each action to meet the plan objective has a 'task' objective. The five areas (numbered here according to that used in our submitted 'full' HR strategy) are as follows :

#### **Recruitment and Retention**

Plan objective : to recruit the highest quality staff.

#### **Recognition and Reward**

Plan objective : to develop fair and equitable remuneration packages that encourage and reward achievement in a meaningful way.

#### **Training & Staff Development**

Plan objective : to develop further a staff development policy which facilitates the development of all staff for the benefit of the University.

#### **Equality of Opportunity**

Plan objective : to promote the quality of opportunity proactively across the University.

#### **Restructuring**

Plan objective : to develop and implement a policy that enables institutional objectives to be met by restructuring initiatives within the University.

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b> NB : 2001/02 initiative only	<b>2002-03 activities and targets</b> NB : 2002/03 initiatives only (page numbers refer to 'full' strategy)
<b>1. Recruitment and Retention</b>		
<p>1.1 Find a market salary provider by 08/02 for regular and easy access to information on market salary rates to ensure valid comparators for remuneration policy decisions</p> <p>1.2 To develop and apply a policy on market supplements across the whole University where appropriate in order to ensure key staff are retained</p> <p>1.3 Review the whole recruitment process (incl. EMMA and 'authority to recruit') in order to make it more 'user friendly' and effective without loss of accountability</p> <p>1.4 Review advertising procedures to improve effectiveness: determine requirement and seek new provide and contract by 08/02</p> <p>1.5 Develop and apply a Relocation Policy in order to make it easier for staff to move to this expensive area. In particular support the policy by additional funding</p>	<p>➤ Provider not identified</p> <p>➤ Policy applied</p> <p>➤ Review initiated but incomplete</p> <p>➤ Work nearly completed; new contract under consideration</p> <p>➤ Policy applied</p> <p>➤</p> <p>➤</p>	<p>➤ On-going <i>p.27</i></p> <p>➤ On-going <i>p.28</i></p> <p>➤ On-going <i>p.28</i></p> <p>➤ Contract to be finalised ➤ <i>p.28</i></p> <p>➤ On-going <i>p.28</i></p> <p>➤ Develop a means of providing younger, more junior staff, with access to low cost housing in order to aid recruitment and retention. <i>p.29</i></p> <p>➤ Develop a policy for offering successful research staff permanent contracts in order to improve the research base of the University and reduce research staff turnover. <i>p.29</i></p>
	<b>£95,000 of RDSHE funding applied to specific initiatives</b>	

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
<b>2. Recognition and Reward</b>		
<p>2.1 Develop an effective policy and funding (PRP and accelerated increments) for rewarding achievement at all levels in order to meet the needs of the University</p> <p>2.2 Acknowledge, recognise and reward academic excellence in order to reward and retain key staff.</p>	<p>➤ Virtually completed. PRP scheme refined and additional increments developed.</p> <p>➤ Completed.</p>	<p>➤ On-going but funding needs to be identified to sustain this activity in order to achieve a reduction in staff turnover from 14% to 10% by 08/04 <i>p.30</i></p> <p>➤ On-going; establishment of the 'Distinguished Professor ' scheme to retain key senior staff in particular <i>p.31</i></p> <p>➤ Develop a University wide system to tackle poor performance in order to improve output <i>p.31</i></p>
<b>£260,000 of RDSHE funds dedicated particularly to #2.1</b>		
<b>3. Training &amp; Staff Development</b>		
<p>3.1 Enhance the senior and second tier management development programmes in order to improve managerial effectiveness : review programme and enhance core elements.</p> <p>3.3 Identify and develop the core competencies needed for management appointments via a facilitator and disseminate the findings</p> <p>3.4 Develop an organisation-wide approach to succession planning in order to improve effectiveness.</p>	<p>➤ Review completed</p> <p>➤ Work on-going</p> <p>➤ The specification of requirements and dissemination of findings not completed</p>	<p>➤ On-going funding required to be identified to continue the enhancement of the core elements <i>p.33</i></p> <ul style="list-style-type: none"> <li>• Develop a managerial development programme for selected mid-level staff in order to have a reservoir of managerial talent available for the future. <i>p.33</i></li> </ul> <p>➤ Complete the identification and development of core competencies for managerial appointments and management development; to be completed in 2002-03 <i>p.33</i></p> <p>➤ Continue to develop an organisation-wide approach to succession planning <i>p.33</i></p>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
3.5 To enhance Administrative Development Programme (ADP) in order to develop the skills of administrative staff: review the ADP.	➤ Review completed	
3.6 Develop and enhance the academic (L&T) programme for tutors and experienced academics by expanding current programme (to include tutors) .	➤ Work in progress but incomplete	➤ Develop and enhance the academic Learning & Teaching programme for tutors and experienced academics to be completed in 2002/03 <i>p.34</i>
	<b>£68,000 of RDSHE funds used for new initiatives to enhance current Training and Staff Development budget of £309,000</b>	
<b>4. Equality of Opportunity</b>		
4.1 Recruit a dedicated Equal Opportunities Officer	➤ Not completed	➤ To meet the increasing demands of equal opportunities in the workplace by employing a dedicated Equal Opportunities Officer at ALC2/3. <i>p.35</i>
4.2 Audit the current situation including the collection of data in order to form a database from which to monitor progress	➤ Audit carried out and analysis completed	➤ To continue audit of processes to ensure the exercise of Equal Opportunities <i>p.35</i>
4.3 Appoint a Project Officer to introduce a University-wide job evaluation scheme.	➤ Project Officer appointed	➤ Job evaluation scheme to be developed based on the HERA model; on-going funding required to sustain this initiative in 2002/03 <i>p.36</i>
	<b>£24,000 of RDSHE funds committed to #4.3</b>	4.4 To develop and introduce childcare provision for staff <i>p.36</i> 4.5 To develop and implement a policy on flexitime <i>p.36</i>
<b>5. Restructuring</b>		
		5.1 To develop the Staff Development Review Process in order to improve staff performance. <i>p.37</i>

<b>2001-02 activities and targets</b>	<b>Progress against activities and targets</b>	<b>2002-03 activities and targets</b>
5.2 To develop a University policy on staff restructuring to assist managers to maximise the potential of their organisations	➤ In progress	➤ Formulation of University policy on staff restructuring to continue to be developed incorporating staff feedback and the result disseminated <i>p.37</i>
5.3 To assess the budgetary provision required to facilitate the negotiation of low performing staff out of employment in order to improve overall effectiveness.	➤ Sum necessary identified and applied  <b>£100,000 of RDSHE funds utilised for #5.3</b>	➤ To continue to provide a viable fund to be used to negotiate low performing staff out of employment in order to improve overall effectiveness <i>p.37</i>
<b>6. Infrastructure</b>		
6.1 To provide staff support for the development of PeopleSoft Human Resource Management System (HRMS)	➤ Support Officer recruited	➤ To continue to support the implementation of the PeopleSoft HRMS <i>p.37</i>
	<b>£36,000 of RDSHE funds utilised</b>	
	<b>Total Expenditure of RDSHE funds in 2001/02 £583,000</b>	

## 5 Generic Activities

### 5.1 University of Surrey Student Populations

<i>2001-02 Targets</i>		<i>Progress against 2001-02 Targets</i>		<i>Targets for 2002-03</i>	
<b>Target Population (heads)</b>		<b>Population Achieved (heads)<sup>1</sup></b>		<b>Target Population (heads)</b>	
UG full-time	5,701	UG full-time	5,603	UG full-time	5,922
PGT full-time	1,211	PGT full-time	1,097	PGT full-time	1,281
PGR full-time	682	PGR full-time	605	PGR full-time	630
<b>Total full-time</b>	<b>7,594</b>	<b>Total full-time</b>	<b>7,305</b>	<b>Total full-time</b>	<b>7,833</b>
UG part-time <sup>2</sup>	4,240	UG part-time	2,378	UG part-time	2,423
PGT part-time	1,828	PGT part-time	1,863	PGT part-time	1,984
PGR part-time	377	PGR part-time	331	PGR part-time	320
<b>Total part-time</b>	<b>6,445</b>	<b>Total part-time</b>	<b>4,572</b>	<b>Total part-time</b>	<b>4,727</b>
<b>Total Population</b>	<b>14,039</b>	<b>Total Population</b>	<b>11,877</b>	<b>Total Population</b>	<b>12,560</b>

<b>Target Population (ftes)</b>		<b>Population Achieved (ftes)<sup>1</sup></b>		<b>Target Population (ftes)</b>	
UG full-time	5,701	UG full-time	5,603	UG full-time	5,922
PGT full-time	1,211	PGT full-time	1,097	PGT full-time	1,281
PGR full-time	682	PGR full-time	605	PGR full-time	630
<b>Total full-time</b>	<b>7,594</b>	<b>Total full-time</b>	<b>7,305</b>	<b>Total full-time</b>	<b>7,833</b>
UG part-time	547	UG part-time	538	UG part-time	563
PGT part-time	533	PGT part-time	610	PGT part-time	610
PGR part-time	283	PGR part-time	213	PGR part-time	238
<b>Total part-time</b>	<b>1,363</b>	<b>Total part-time</b>	<b>1,361</b>	<b>Total part-time</b>	<b>1,411</b>
<b>Total Population</b>	<b>8,957</b>	<b>Total Population</b>	<b>8,666</b>	<b>Total Population</b>	<b>9,244</b>

<sup>1</sup> Figures for progress against 2001-02 targets are registrations at 01/12/01. In the case of part-time undergraduates, a large number register after December and an estimate of these additional registrations has been included.

<sup>2</sup> Target population (heads) for 2001-02 for part-time undergraduates on Combined Studies programme (representing the majority of students in this category) was expressed in terms of enrolments on modules rather than as individuals (some individuals enrol on more than one module). This anomaly has been corrected for the 2001-02 population achieved and 2002-03 targets. It can be seen that the 2001-02 fte target for this category is in line with the population achieved.

## 5.2 University of Surrey New Academic Developments

This will be the last Operating Statement which describes new academic developments in the 12 Schools that have existed for the last 5 years. When the 'schools' structure' was established, it was agreed that it would be reviewed after 5 years, a review that was carried out during 2001. From August 2002, there will be seven schools :

- some of the present schools are unaffected : the European Institute of Health & Medical Sciences (EIHMS), School of Human Sciences (SHS) and the School of Engineering (SE);
- Chemistry will be integrated with the School of Biomedical & Life Sciences which will ultimately incorporate Human Psychopharmacology Research Unit (HPRU) and the Postgraduate Medical School (PGMS);
- Physics will join the School of Electronics, Computing Science & Mathematics
- A new School of Management will incorporate the School of Management Studies for the Service Sector (SMSSS) and the Surrey European Management School (SeMS)
- A new School of Arts will incorporate the Schools of Language, Law & International Studies (SLLIS), Educational Studies (SES and Performing Arts (SPA)

The actions taken in 2001/02 and projected for 2002/03 in this report focus on the present structure, the updating of undergraduate and postgraduate degree courses and reactions to the results of the 2001 Research Assessment Exercise.

## 5.2.1 School of Biomedical and Life Sciences (SBLs)

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
1. Develop BSc in Biomedical Science	➤ Obtained validation in March this year.	➤ Course due to commence this coming Autumn.
2. Develop MSc programme in Food Safety	➤ Obtained validation in November '01 and received £37.5k from BBSRC	➤ Course due to commence this coming Autumn.
3. Review of Research Group Structure to improve critical mass	➤ Group leader changes after Group amalgamations now provide dynamic leadership.	➤ Continuous review of bidding processes to improve success rate.
4. Develop multidisciplinary and collaborative research activities ➤ Centre for Toxicology (with support from TNO-BIBRA) Participated in the cross-disciplinary UniS Materials and Land Remediation initiatives ➤ Developed IPR exploitation with University of Sussex through the BEP initiative	➤ Centre for Toxicology, with TNO-BIBRA and Water Res. Centre are fully active ➤ Collaboration with Sussex University on IP exploitation successfully pursued through the BEP funded joint initiative	➤ Transfer of TNO-BIBRA within Toxicology into suitable laboratory facility at an economic rent ➤ Several patents being filed and licensing arrangements being negotiated
5. Centre for Nutrition & Food Safety facilities to be developed (JIF funds)	➤ Refurbishment of laboratories completed in May '02. Formal opening in Autumn 2002.	➤ Bidding for dietetics contract in SW early 2003. New full-time MSc in Dietetics planned for 2004.
6. Post-genomic initiative to be developed with St George's Hospital Medical School (SRIF-funded)	➤ A collaborative bid of £2.7m for SRIF funding for post-genomic research was successful.	➤ Refurbishment of microbiology laboratory in AX building and the purchase of state-of-the-art equipment has commenced for completion in September '02.
7. Review of commercial activities	➤ Monitoring RG&C and Other Services Rendered, also associated activities ie NHS, ClifMar & Stockrand.	➤ To secure regular income and maintain margins. Consider costs and reduce/recover where appropriate.
8. Review of administrative and management structure	➤ Support staff functions and responsibilities have been reviewed, and ongoing.	➤ Consideration will need to be given to revised structures as an enhanced school is established incorporating Chemistry in the first instance and, subsequently, HPRU and the PGMS.
9. Continue to develop systems for financial monitoring and control	➤ It has been necessary to learn the new Finance system prior to new developments.	➤ Develop reporting systems for RG&C and courses to monitor costs in good time.

## 5.2.2 School of Educational Studies (SES)

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
<p>1. New internal Management structure to be implemented on 1 Aug 2001</p> <ul style="list-style-type: none"> <li>➤ Establish new admin. and admin. and financial structures;</li> <li>➤ new units to produce 5 year development plans for teaching, research and other activities;</li> <li>➤ agree new School HR, Marketing and Research strategies;</li> <li>➤ progress to be monitored and reviewed in June 2002</li> </ul>	<ul style="list-style-type: none"> <li>➤ New structure implemented</li> <li>➤ Good progress on 5 year plans up to January 2002 and all other elements after which work was influenced by ASTG review of the academic profile of the University</li> </ul>	<ul style="list-style-type: none"> <li>➤ Management Structure to be reconsidered Establish in the light of the UniS reorganisation in which SES become incorporated into a new School of Arts</li> </ul>
<p>2. Secure continuation of National Training Contract for FE Principles</p>	<ul style="list-style-type: none"> <li>➤ Phase III secured</li> </ul>	
<p>3. Increase number of work-based learning corporate contracts - activity to be reviewed if new contracts are not achieved.</p>	<ul style="list-style-type: none"> <li>➤ Courses run for: <ul style="list-style-type: none"> <li>• Lifetrain Trust</li> <li>• Cornhill Insurance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Secure the validation of Joint EdD, BA in Culture, Media, Communication, MSc in Research Methods – all for launch in September 2003</li> </ul>
<p>4. Programme development:</p> <ul style="list-style-type: none"> <li>➤ Design and validate new MSc in Teaching and Learning for launch in 2002-3.</li> <li>➤ Explore joint EdD programme with USR and Kingston University for validation in 2002.</li> <li>➤ Validate new joint BA in Local History with USR</li> <li>➤ Revalidate MSc programmes in Counselling &amp; Psychotherapy and Change Agents</li> </ul>	<ul style="list-style-type: none"> <li>➤ Successfully validated with ENB, FENTO and ILT accreditation</li> <li>➤ Validation delayed till 2003/04, good progress being made with partners</li> <li>➤ Validated in May 2002</li> <li>➤ Successfully revalidated including new PG Cert in Spiritual Development – both programmes highly commended by Validation panels</li> </ul>	<ul style="list-style-type: none"> <li>➤ Launch new programme in MSc in Teaching &amp; Learning,</li> <li>➤ Validation anticipated in 2002/03</li> <li>➤ first intake planned for 09/02</li> </ul>

## 5.2.2 School of Educational Studies (SES) continued .....

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
➤ Secure renewal of ESRC recognition for Doctoral programme,.	➤ ESRC recognition reviewed,– first intake hoped for September 2002/January 2003	➤
➤ Prepare and validate M.Res ➤ Prepare for Subject Review of undergraduate programmes	➤ MSc Research Methods currently undergoing validation ➤ QAA decision awaited on new review process and timetable	➤ First intake anticipated 09/02 or 01/03
		5. Develop an appropriate infrastructure to support a programme of short course activity, based on existing expertise
		6. Review the positioning of the Open Studies programme.
		7. Secure funding for an interconnecting set of initiatives on Older Workers in the South East
		8. Make bid to Foundation Fund for a strategic expansion of our work on policy, management and change in PCE.
		9. Secure appropriate accommodation for current and additional staff, including dedicated space for visiting international scholars.
		10. Establish a team of generic research officers to support academics in bidding and project work
		11. Achieve attached recruitment targets.

### 5.2.3 School of Electronics, Computing & Mathematics

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
1. Continue planning for the Advanced Technology Institute (ATI)	➤ ATI due for completion and subsequent occupation June 2002. New Director appointed	➤ Integration of activities in ATI with new Director and successful launch
2. Develop plans for a Media Lab	➤ New I-Lab underway with SRIF funding, completion planned for summer 2003	➤ Completion of I-lab, integration with DWRC
3. Review of undergraduate courses	➤ New degrees to be approved but school wide teaching unit not established as rationale not now justified	➤ Develop and offer a strong portfolio of new innovative undergraduate degrees, especially in EE and Maths
4. Developing computing with electronics	➤ Completed and students to be admitted in Sept 02	➤ Increase research student recruitment across the school
5. Development of Statistics to be reviewed	➤ Development of statistics is dependent on recruiting strong academic staff and identifying such staff prior to adverts is essential.	➤ Develop initiatives for widening participation with the ultimate aim of increasing home student recruitment
6. Student recruitment	➤ School achieved UG and PGT targets but market becoming increasingly competitive	➤ Develop partnership with Farnborough College
7. Redefine interface between School and SSTL consequent upon a demerger of SSTL.	➤ Agreement reached on the structure of the interface with the School and the University	➤ Major expansion of research in SSCA
8. Continue discussions with other 'local' HEIs on joint provision of CEng and IEng and the transfer of students between providers as appropriate.	➤ Discussions have taken place with Brunel and Kingston, action ongoing	➤ Develop research in computing based on new appointment of high profile new professor and other newly appointed staff
9.	➤ ERA scholarships awarded to the school, further scholarships required	➤ Exploit integration of Physics joining the school for new research and teaching initiatives
		10. Increase undergraduate recruitment in number and quality, especially in EE and maths
		11. Increase collaborative research with other schools, especially in mathematics
		12. Agree on regional collaborative ventures with Brunel and Kingston universities on joint teaching and research
		13. Develop portfolio of undergraduate scholarships to attract high quality students

## 5.2.4 School of Engineering (SE)

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
1. Amalgamation of SEE with SMME to form SoE	➤ Completed, the School of Engineering, SE, coming into existence on 1 August 2001	
2. Rationalisation of academic and support activities and reorganisation of research into multidisciplinary centres	➤ Partially completed, but slowed by lack of resources.	➤ On-going
3. To integrate the administrative functions of existing two schools	➤ Completed, with concomitant staff reduction.	
4. On-going promotion of Civil Engineering modular distance learning course	➤	➤ On-going
5. MSc programmes in Process & Environmental Systems Engineering and in Technology Management to be validated in July 2001. Recruitment of first cohorts of FT and PT students in September 2001	➤ Successfully completed.	➤ Expand numbers in the programmes.
6. Further expansion of UGs anticipated	➤ Targets not met, consistent with generally downward national trends in engineering.	➤ Consolidation of numbers entering accredited degree programmes.
7. Mathematics will be taught across the engineering disciplines from Sept 2001	➤ Completed successfully at Level One.	➤ To be implemented also at Level Two.
8. Planning for major parts of the curriculum to be taught across the disciplines from September 2002 will be carried out and will involve consultation with Engineering Professional Bodies to ensure preservation of accredited status of the degrees.	➤ Detailed plans for 50% of level 1 and 20% of level 2 completed for first delivery in 2002-3 & 03-04 respectively.	➤ To deliver at Level One.
10. Develop portfolio of modular postgraduate taught programmes across Engineering Schools suitable for MSc, Professional Development and 'Matching Sections'	➤ Slow progress due to the Professional Institutions' delay in defining their parameters. Modular catalogue offered to two of the Institutions for their consideration.	➤ On-going
	.	11. Successful validation, marketing and module development of the BSc Entrepreneurship in Technology, IT and Business for first student intake in September 2003.

**5.2.4 School of Engineering (SE) continued .....**

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
		12. Establish the new CES MSc (Environmental Life Cycle Management).
		13. Development/validation of the Particle Technology MSc, running 2 modules/short courses in 2003.
		14. Plan and begin to use the investment of the HEFCE restructuring funds targeted for P/G(T) provision
		15. Managing change in as smooth a way as possible (retention of key staff and keeping our existing portfolio going while developing new activities).
		16. Meeting, or preferably exceeding, research income & student targets.

## 5.2.5 European Institute of Health & Medical Sciences (EIHMS)

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
1. To complete market analysis of need for part-time provision for professional preparation in nursing. Subject to identified need programme proposals will be put forward for implementation 2002/2003.	➤ Development work on target for implementation in 2002/2003. Current indication of 20 commissions from NHS Confederation.	➤ Implement part time provision for professional education in nursing 2002/2003. ➤ Widen participation on preparatory nursing programmes through collaborative provision with NHS Trusts and FE colleges for implementation 2003/04.
2. Subject to approval of PRC BSc (Hons) Chiropractic will be validated for 09/02 start. New Clinic premises will be developed for operation during 2001/2002	➤ The BSc (Hons) Chiropractic was validated subject to conditions by the University.	➤ Undertake market needs analysis for postgraduate provision for chiropractic continuing professional development 2003/2004
3. To develop a Framework for Teacher Preparation for Health Professionals (Postgraduate Diploma and Masters) in collaboration with SES. For implementation September 2002.	➤ The Framework was validated on 18 <sup>th</sup> December 2001 subject to conditions which have been met and the programme is on target for a September 2002 implementation	➤ Develop undergraduate and postgraduate provision within Lifelong Learning Framework and Masters Framework for Advanced Practice for nursing specialist practice provision including community nursing for implementation 2003/2004
4. To complete the development of the undergraduate Lifelong Learning Framework for Clinical Practice (Masters and D.Clin.Prac) for implementation 2002/2003	➤ Masters Framework for Advance Practice validation date of 30 <sup>th</sup> May 2002 for implementation September 2002 subject to satisfactory outcome. Development work for D.Clin.Practice ongoing for implementation 2003	➤ Development of D.Clin.Practice for implementation 2003.
5. To complete the development of the undergraduate Lifelong Learning Framework for implementation 2002. (This will include an inter-professional Critical Care Framework)	➤ Framework. Validation 04/02. Subject to satisfactory outcome for implementation September 2002. Inter-professional critical care pathway included in the Framework. DipHE Operating Department Practice validation date 19 April 2002. (Originally planned as element of Critical Care Framework)	➤ Implement DipHE Operating Department Practice 2002/03
6. To complete the review of research and implement proposals with academic year 2001/2002	➤ Research Review completed and Research Strategy developed. Implementation of strategy commenced.	➤ Establish research and staff development seminar programme and continue implementation of the research strategy 2003

## 5.2.5 European Institute of Health & Medical Sciences (EIHMS) continued .....

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
<p>7. To undertake a comprehensive review of the information management requirement for EIHMS in conjunction with Central Operating Services. Proposals will be developed and costed as a result of the review process (academic year 2001/2002).</p>	<p>➤ Specification for new student data base agreed with UCS and contract signed for implementation during 2001/2/3</p>	<p>➤ Progress implementation of information management systems including staff training 2002/3</p>
<p>8. To explore the possibilities for strategic collaborations with other Schools in UniS and other HEI's, specifically in relation to education provision for the allied health professions (academic year 2001/2002).</p>	<p>➤ Initial discussions have taken place with HEIs within Kent, Surrey &amp; Sussex NHS Confederation. Emergent possibility for strategic alliance for education for allied health professionals through HEI forum</p>	<p>➤ Sustain relationship with Regional HEIs to realise emergent possibilities for strategic alliances for education of allied health professionals 2002/2003</p>
		<p>9. Implement staff development programme to build School infrastructure and resource to develop scholarly activity, open and e-learning technologies in 2003/04</p>

## 5.2.6 School Human Sciences (SHS)

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
1. Modularise undergraduate programmes across the School	➤ Successfully achieved by Psychology, Economics and Sociology in time for Autumn 2001 intake	
2. Subject Review in Economics in October 2001	➤ Successfully achieved with near perfect score of 23/24.	
3. Validate new Sociology undergraduate (BSc) degrees in Sociology & Social research and Sociology, Culture & New Media	➤ Both courses to be launched for first admissions in 2002/03	➤ To successfully launch new Sociology degrees in September 2002
4. Validate New MSc in Criminology and Criminal Justice	➤ To be launched for first admissions in 2002/03	➤ To launch MSc in Criminology and Criminal Justice in 2002.
5. Validate New Economics MSc degree in 'Network Regulation and Competition Policy'	➤ To be launched for first admissions in 2003	➤ To launch MSc Network Regulation and Competition Policy in 2003
6. PsychD in 'Psychotherapy & Counselling Psychology' and PsychD in 'Clinical Psychology' to be accredited	➤ Accreditation was achieved in 2001	
7. To formulate a 5-year strategic plan for Economics post Subject Review and RAE	➤ Given the TQA and RAE result this is now concentrating on a review of the management and incentive structure for research in the department	<ul style="list-style-type: none"> <li>➤ To put in place appropriate mechanisms and structures to aim for a 5 in RAE 2006</li> <li>➤ To consolidate the financial position of the Economics Department given the reduction of income as a result of RAE 2001</li> </ul>
8. To review structure and content of Psychology postgraduate programmes	➤ Ongoing	➤ Ongoing
9. To plan for the Digital World Research Centre:		
<ul style="list-style-type: none"> <li>➤ To become self-financing</li> <li>➤ To be a partner in the new Media (I) Lab project</li> </ul>	<ul style="list-style-type: none"> <li>➤ The DWRC achieved its key objective which was to attain self funding status. It has done this and achieved AOU status.</li> <li>➤ The I Lab planning has commenced and occupation is anticipated for Spring 2003</li> </ul>	<ul style="list-style-type: none"> <li>➤ To continue to develop its profile in interdisciplinary research, and ensure its publication record, research portfolio and University collaborations</li> <li>➤ To successfully develop and occupy the I-Lab in 2003</li> </ul>

## 5.2.6 School Human Sciences (SHS) continued .....

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
		<p>10. Building on the MSc in Health Psychology, to consider the development of a BPS accredited 'Part 2'.</p> <p>11. To exploit the investment in the fMRI scanner based at Royal Holloway</p>

## 5.2.7 School of Language, Law and International Studies (SLLIS)

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
1. SLLIS: To review the School's course portfolio to ensure market relevance and deliver them, in parallel with a review of the School ICT and space requirements to support the evolution of the range of the Schools activities.	➤ SLLIS: Working groups on UG programmes and on space allocation completed their work by December 2001 and strategic decisions have been made.	
2. SLLIS: To explore possible joint teaching and research with the University of Surrey Roehampton	➤ SLLIS: The progress of the established Francophone Centre was hampered by discussions on the future of Modern Languages at Roehampton	➤ SLLIS: Explore further collaboration with USR in the context of the new School.
3. SLLIS: Targeted research bidding to the new AHRB	➤ 1 bid under Research Grant Scheme; 2 bids under Research Grant Leave Schemes	➤ SLLIS: Achieve better distribution of bids across the School
		4. SLLIS: Fully implement PGR research training programme
		5. SLLIS: Deliver on the HEFCE funded project on common MA in Russian Studies with the University of Bath.
6. ELTC: Language modules for the SES Combined Studies degree	➤ ELTC: Achieved	
7. ELTC: Develop the Internet as a language-learning medium	➤ ELTC: First module online.	➤ ELTC: ongoing
8. ELTC: Publish language tapes and books for secondary schools	➤ ELTC: Achieved	

## 5.2.7 School of Language, Law and International Studies (SLLIS) continued.....

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
9. ELTC: Development of modules in Mandarin Chinese for the UniS 'Languages for All' provision	➤ ELTC: Stage 1 achieved	
10. ELTC: The development of foreign languages for the SMSSS generic management studies programme from Level 1 to 3 inclusive	➤ ELTC: Detailed planning ongoing	➤ Ongoing
11. ELTC: Investigate commercial potential of digitised video material in Spanish for self-access learning	➤ ELTC: Ongoing	➤ Ongoing
		➤ ELTC: Extend the Languages for All programme by increasing the range of languages, levels and support available
13. ELI: Investigate delivery of IELTS by distance learning mode, through web-based media and video conferencing	➤ Postponed for the time being	➤ ELI: Introduce the operational version of the English for Business and Management e-course.
14. ELI: Review ELI products	➤ ELI: Ongoing. Currently reviewing competition, alternative operations, and the structure of the academic year	➤ ELI: Take a decision on the structure of the academic year for introduction in 2003/2004.
15. ELI: Attain BASELT accreditation for on-site taught courses	➤ ELI: Accreditation failed. Reasons for this have been analysed and addressed.	➤ ELI: Investigate BALEAP and BASELT accreditation and make a further bid for accreditation at a later stage
16. ELI: Introduce English for Law to aid recruitment of foreign students to Law programmes	➤ ELI: Programme is on offer. It is being run as an in-session low-intensive programme, and exists as a one-month full-time programme	
17. ELI: Plan an on-site MA in Linguistics (TESOL) for 2002/03	➤ ELI: Planned, validated, and marketing underway.	➤ Introduce the on-site MA in Linguistics (TESOL)
		18. ELI: Increase the number of research students.

## 5.2.8 School of Management Studies for the Service Sector (SMSSS)

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
1. New Management building	➤ Construction to be completed late autumn 2002	➤ Ensure smooth move into new building
2. BSc in Business Management to be validated	➤ The course has been validated and applications to the course have been very strong	➤ Review admissions to course and consider positioning in relation to entry criteria and marketing strategy
3. Nine further web-based modules to be completed by September 2001	➤ Modules were completed and development continues	➤ Develop student recruitment to ensure effective delivery. Incorporate more fully into measurement of teaching duties
4. Launch e-Tourism MSc	➤ The MSc was successfully launched and initial recruitment exceeded target	➤ Continue to promote actively to ensure the course becomes firmly established
5. Review of UG marketing	➤ A review was completed over the summer 2001 and major changes were made to UCAS days, procedures and systems. Initial feedback has been positive, but the real test will be at the time of conversion stage	➤ Revisit procedures in the light of learning from the process, feedback and conversion rates
6. Review of DL marketing	➤ Given the creation of a single Management School and the significant experience of SEMS in this area, the School has delayed this review, to be progressed during the coming year	➤ Complete review of DL marketing and implement recommendations where appropriate
		7. Integration/Merger of SMSSS with SeMS in the new building
		8. Recruit additional academic and support staff in light of increased teaching and research activities
		9. Review academic staff duties and loading
		10. Complete review of PG programmes
		11. Take steps to ensure effective operation of new BSc in Business Management in light of expected over recruitment
		12. Identify key areas of joint operations with SEMS and start process of working together

## 5.2.9 School Performing Arts (SPA)

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
1. Staff appointments ➤ Further senior academic staff changes anticipated in 2001/02 ➤ One junior appointment to be made in Dance Studies in Jan 2002	➤ Achieved.	
2. Adjustments to be made to concert programme support	➤ Achieved; Performance Secretary appointed Oct 2001.	
3. Prepare for MMus Review in 2001/02	➤ MMus review February 2002 to include validation of MRes	
4. Prepare marketing of MA Somatic Studies for first intake Jan 2002	➤ Musicology; MA Somatic Studies start deferred until April 2002.	
5. To build on successful research applications to the AHRB (Innovations), EPSRC and JREI	➤ 45% application success to date.	
6. PG[R] seminars ➤ already include WSA ➤ invitation extended to USR	➤ Gradual progress.	
7. Foundation Year Degrees ➤ Feasibility study on Sound Recording course ➤ Establish course in Dance Studies for overseas students to start 2002/03, pilot agreed for 2001/02	➤ Outcomes awaited  ➤ Pilot delayed because of visa difficulties	
8. Design joint UG and PGT joint dance/music modules in Composition/Choreography and theory/ history	➤ In hand.	
9. Develop a proposal for improving space by 09/01	➤ Partial.	
		10. Run Music MRes, for October 2002.
		11. Offer shared MMus modules with Kingston U, for October 2002.
		12. Validate proposal for Creative Music Technology, by July 2003

**5.2.9 School Performing Arts (SPA) continued .....**

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
		13. Validate & operate Maths with Music; Maths with Audio, for October 2002.
		14. Put together proposal for Dance & Technology
		15. Clarify relationship with Marketing Dept., by December 2002.
		16. Complete discussions to put Music onto Combined Studies, by November 2002
		17. Successfully bring together committee structure with other two schools & agree patterns of representation more widely, by September 2002
		18. Appoint Gemini (by September 2002) & develop schools liaison by July 2003
		19. Implement first year of AHRB Research Centre successfully, July 2003
		20. Successfully launch <i>Twentieth-Century Music</i> in July 2003.

## 5.2.10 School of Physics and Chemistry (SPC)

<i>2001-02 objectives/targets</i>	<i>Progress against 2001-02 objectives /targets</i>	<i>Objectives/targets for 2002-03</i>
<b>Department of Chemistry</b>		
1. First intakes scheduled for: <ul style="list-style-type: none"> <li>➤ MChem in Chemistry with Biochemistry</li> <li>➤ MChem in Chemistry with Medicinal Chemistry</li> <li>➤ MSc in Pharmaceutical Chemistry</li> <li>➤ MSc in Computer-aided Chemistry</li> </ul>	<ul style="list-style-type: none"> <li>➤ 3 students admitted</li> <li>➤ 4 students admitted</li> <li>➤ MSc validations completed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Advertise and promote new MSc courses: target of 10 students on each by 2004</li> </ul>
2. Activities of PRC to be reviewed	<ul style="list-style-type: none"> <li>➤ Review complete; changes made to position and management within Chemistry</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review possibility of strengthening with 1 or more academics from Chemistry</li> </ul>
3. Continue to ramp up research funding and surpluses	<ul style="list-style-type: none"> <li>➤ Funding now back to 1999/00; surplus 28%</li> </ul>	<ul style="list-style-type: none"> <li>➤ Set target income levels for academic staff and ramp up surpluses to 30%</li> </ul>
4. Recruit young academic staff at the interface between chemistry and biology	<ul style="list-style-type: none"> <li>➤ Wagner and Davis recruited</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> </ul>
5. Strategic recruitment of other academic staff	<ul style="list-style-type: none"> <li>➤ Poor response to recruitment to chair in Organic Chemistry</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-going</li> </ul>
		6. Restructuring to be carried out as Chemistry is integrated with SBLS from 08/02
<b>Department of Physics</b>		
7. First intake into MPhys/BSc in Physics with Computational Modelling	<ul style="list-style-type: none"> <li>➤ Seven students in first intake</li> </ul>	
8. Ion Beam instrumentation to be installed, commissioned and research programme launched	<ul style="list-style-type: none"> <li>➤ Installed and accepted</li> </ul>	<ul style="list-style-type: none"> <li>➤ Progress with new research bids to EPSRC and industry</li> </ul>
9. Tiara instrumentation to be installed in Ganil (France) and commissioned	<ul style="list-style-type: none"> <li>➤ Design completed; apparatus under construction</li> </ul>	<ul style="list-style-type: none"> <li>➤ Spectrometer to be installed at GANIL and commissioned</li> </ul>
10. ATI management structure and financial plan to be finalised and research plan prepared	<ul style="list-style-type: none"> <li>➤ Regular meetings on management structure and facilities use continuing</li> </ul>	<ul style="list-style-type: none"> <li>➤ Complete the move into new building; establish financial and line management</li> </ul>
		11. Physics to be incorporated into SECM from 08/02; new 5-year plan for the expansion of Physics in its new context to be drawn up

## 5.2.11 Postgraduate Medical School (PGMS)

<i>2000-2001 activities/targets</i>	<i>Progress against activities/targets</i>	<i>Activities/targets for 2001/2002</i>
1. Introduce Doctor of Medicine (MD) in September 2000	➤ First students recruited	➤ On-going
2. MSc in General Practice (Cyprus)	➤ Programme now deleted as Cyprus Government unable to resolve internal difficulties and permit PGMS to resume teaching.	➤ Future of course to be resolved
3. MA in Medical Education	➤ Marketing and recruitment review initiated. Interim Review completed Spring 2002.	➤ Review to be completed
4. MSc in Clinical Pharmacology	➤ Transferred from the HPRU and new course director appointed	➤ Review the potential of this modular programme
5. MSc in Primary Care	➤ Validated and launched.	➤ Launch in autumn of 2001
6. Pharmaco-epidemiology Research group	➤ Problems with the GPRD data base resource restricted achievement of targets	➤ On-going
7. Public Health Research Group	➤ Has won its first contracts	➤ On-going
8. Oncology Research Group	➤ Research group leader transferred from EIHMS	➤ Transfer the whole of the Research Group to PGMS
		9. To evaluate the potential for a Diabetes Research Centre in the PGMS
		10. To complete the development of the PGMS web site
		11. To assist in the process of fundraising for the new building.
		12. To achieve a smooth succession plan if Richard FARMER decides to retire in August 2003.
		13. To secure, subject to endorsement from the Chancellor, funding towards a Chair in Pharmaceutical Medicine.
		14. To examine the potential and implications of moving to 15, rather than 10, credit modules.
		15. To develop a coherent marketing strategy based upon market research.

## 5.2.12 Human Psychopharmacology Research Unit (HPRU)

<b>2001-02 objectives/targets</b>	<b>Progress against 2001-02 objectives /targets</b>	<b>Objectives/targets for 2002-03</b>
1. New Sleep Laboratories providing measurable benefit.	➤ Objective changed to alternative use. Benefit Considerable. Allowed us to take £750,000 more business	
2. New staff organogram produced and in use	➤ Yes. Complete, functional and proving to be very useful	
3. Eliminate problems with staff recruitment and retention	➤ Substantial progress made.	
4. Remove backlog of papers and manuscripts		
		5. Increase income from clinical sleep research
		6. Generate funding from data management/statistics
		7. Use collaborative NHS research as a source of funding and research enhancement
		8. Arrange development of executive function for day-to-day decision-making

### 5.3 Federal University of Surrey New Academic Developments

As partners in the Federal University of Surrey, both Roehampton and UniS will submit individual annual operating statements, which address the issues specified by HEFCE. However, both partners considered it important that HEFCE should also be kept informed as to the development of the Federal University; and agreed, therefore, to include a common Federal annual operating statement, to supplement our individual statements.

The Federal University of Surrey has now been in existence for over two years and the systems set up to enable communication and harmonisation across the federation are now working well. Twelve "*Strategic Targets for the Development of the Federal University of Surrey*" were set for the period 2000-2004 and the Federal University is in the process of reviewing these targets, alongside the strategic objectives from which they derive. However, at this stage, it appears that these targets will be exceeded. Additional targets have been set for the Federation for the period 2001-2006 as part of the Strategic Plan for University of Surrey Roehampton. The development of collaborative working within the federation is being monitored and two reports have now been published (March 2001 and March 2002) which show a significant increase in the number of joint projects, a development which is encouraged by a small pump priming fund.

The following tables summarise, in key areas: our federal operating objectives for 2001/2 (as detailed in the 2001 AOS for Roehampton and UniS); progress against those objectives; and how we will develop and extend those objectives in the coming academic year. These activities and targets are in addition to the general communication and exchange of information taking place throughout the Federal University.

<i>Activities/targets for 2001/02</i>	<i>Progress against activities/targets</i>	<i>Activities/targets for 2002/03</i>
<b>Joint Curriculum Development and Joint Teaching</b>		
1. To develop joint curricula and federal degree programmes	<ul style="list-style-type: none"> <li>➤ Framework for a joint BA in English Local History: validated in 2001/02 for initial intake in 2002.</li> <li>➤ Joint recognition of ESRC 1 + 3 postgraduate programmes in Sociology and Social Policy</li> <li>➤ Validation and first use of Masters level joint module 'A population approach to diabetes care'</li> <li>➤ Development of Level 3 joint module 'Biomechanics of Human Gait'</li> <li>➤ Development of framework for EdD Practitioner Doctorate in Education UniS and Roehampton, jointly with Kingston.</li> </ul>	<ul style="list-style-type: none"> <li>➤ First intake in September 2002</li> <li>➤ First intake in September 2002</li> <li>➤ On-going</li> <li>➤ To be run during 2002-03</li> <li>➤ To be validated during 2002-03 for an initial intake in 2003</li> <li>➤ To co-ordinate and develop courses in Ethics across the Federal University (<i>see also cross-federation activities</i>)</li> </ul>

<b>Activities/targets for 2001/02</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
<p>2. Validation of foundation degree courses for Farnborough College, Guildford College and NESCOL</p> <p>3. To encourage joint participation in UniS and Roehampton courses</p> <p>4. Development of links between Roehampton School of Sport, Exercise &amp; Leisure and UniS School of Management Studies for the Service Sector</p>	<p>➤ Foundation degrees in 1) Automotive Engineering with Motor Sport (for September 2001) 2) Personal Fitness and Sports Performance and 3) Business and Leisure at Farnborough College of Technology, validated for Farnborough College initial intake in September 2002</p> <p>➤ Contribution by Roehampton to UniS UG module in Tourism, Leisure &amp; Society.</p>	<p>➤ ROE Business Computing Team to plan delivery of part of the UniS Masters in Information Systems at Roehampton Lane from September 2003.</p> <p>➤ Validation of further foundation degrees for Farnborough College and other Associated Institutions</p> <p>➤ To continue to encourage joint participation and to share teaching expertise and teaching staff between UniS and Roehampton. Plans include, for example, shared teaching and assessment on at least one Undergraduate and one Postgraduate module in Computing.</p> <p>➤ On-going</p>
<b>Joint research</b>		
<p>5. Identification, within a University-wide study, of compatible areas for joint research ventures and the setting up of these areas.</p>	<p>➤ Study undertaken by the Research Committee at UniS to identify possible areas of strategic research collaboration</p>	<p>➤ To continue to encourage research collaboration at a strategic level</p>
	<p>➤ Award of AHRB Research Centre in Cross Cultural Dance and Music Performance to School of Oriental and African Studies, UniS and Roehampton</p>	<p>➤ Start of major five year Dance research project in September 2002</p>

<b>Activities/targets for 2001/02</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
	<ul style="list-style-type: none"> <li>➤ School of Language, Law &amp; International Studies at UniS and the Schools of English &amp; Modern Languages and Humanities at Roehampton are continuing to work together and now have several jointly supervised Postgraduate students</li> <li>➤ A joint Centre for Francophone Studies was set up, based at Roehampton</li> </ul>	<ul style="list-style-type: none"> <li>➤ These Schools will continue to work together, specifically in light of the restructuring at both institutions</li> <li>➤ Future development is partially dependent on the development of modern languages at both UniS and Roehampton</li> </ul>
		<ul style="list-style-type: none"> <li>➤ Submission of further joint research bids including to the Food Standards Agency on food choice and to ESRC on citizenship</li> </ul>
<b>Quality Assurance</b>		
<b>Activities/targets for 2001-02</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
<p>6. To progress towards the harmonisation of QA procedures and academic regulations as appropriate, both in response to external requirements, such as the Framework for Higher Education Qualifications and in order to create a coherent and consistent federal framework prior to the 2002-03 academic year and QAA review of the Federal University's QA arrangements in autumn 2002.</p>	<ul style="list-style-type: none"> <li>➤ Procedures and regulations were reviewed by a series of joint working groups reporting to a joint Quality Assurance Steering Group. Those reviewed and revisions approved have included: <ul style="list-style-type: none"> <li>➤ A Quality Policy Statement</li> <li>➤ Regulations for and documentation associated with external examiners</li> <li>➤ A federal credit framework</li> <li>➤ Procedures for approval and review of collaborative provision</li> </ul> </li> <li>➤ A range of matters relating to the development of the first joint Federal UG programme (BA in English Local History)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continuation of harmonisation of regulations including: <ul style="list-style-type: none"> <li>➤ AP(E)L procedures</li> <li>➤ Academic misconduct (including plagiarism) and related penalties)</li> <li>➤ Approval of Distance Learning programmes and associated notes of guidance</li> <li>➤ Implementation of some joint staff development activities</li> </ul> </li> <li>➤ QAA review of Federal QA Arrangements Autumn 2002</li> </ul>
<b>Cross-federation activities</b>		
<p>7. Federal Innovation fund has been set up to assist joint ventures. Costs shared between UniS and Roehampton (£12.5K in 2000-01, £50K for 2001-02)</p>	<ul style="list-style-type: none"> <li>➤ Innovation fund increased to £70,000 and distributed to 15 projects pump-priming research, curriculum development, business and community interaction and cross-institutional activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Evaluation of projects from 2001-02</li> <li>➤ Distribution of innovation fund totalling £100,000 during 2002-03</li> </ul>

<b>Activities/targets for 2001/02</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
8. Federal University initiative for Science Education - Develop and submit proposal for a SE regional Centre of Excellence in Science Education to Government	➤ Proposal developed in consultation with DfES, SEEDA, ASE and others. No funding has yet been forthcoming from regional or governmental sources	➤ Setting up of small internally funded Centre to pull together all the work currently taking place in both institutions and to develop a regional contribution.
9. Joint regional marketing campaign for the Federal University 10. Joint regional market research and analysis project gauging perceptions of the Federal University 11. Joint approach in response to the Special Educational Needs and Disability Act 2001. 12. Exchange and comparison of institutional planning processes, information and data	<ul style="list-style-type: none"> <li>➤ Development of the Surrey Ethics Forum to bring together activities in the field of ethics across the Federation and Associated Institutions</li> <li>➤ Joint regional marketing campaign took place during 2001-02 aimed at 2002-03 intake</li> <li>➤ Market research took place during 2001-02 and has provided information and recommendations. The information is being dissected and used to evaluate the approach being taken to market the Federal University of Surrey.</li> <li>➤ Joint audit of teaching, learning and student services carried out at both institutions (yet to report)</li> <li>➤ Comparison of planning systems between UniS and Roehampton</li> <li>➤ Exchange of Annual Operating Statements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishment of a Federal Centre in Applied and Professional Ethics</li> <li>➤ Continuation of joint marketing activities</li> <li>➤ Development of a Federal mission and clarity of direction for the Federal University</li> <li>➤ To respond to SENDA both jointly and separately and to develop joint policy where appropriate</li> <li>➤ Harmonisation of planning systems where appropriate with complementary timescales and set points of consultation.</li> <li>➤ Identification of aspects of strategic planning, which will be undertaken jointly.</li> <li>➤ Exchange of planning information, both input and output</li> </ul>
<b>ICT/Information Strategies</b>		
13. To evaluate the need for, and potential of, video conferencing across the University	➤ Trials have been undertaken and technical issues identified; new equipment and software have been purchased at both institutions and a trail system has been set up	➤ Implementation of a permanent video conferencing system; USR plan to install a new firewall in collaboration with UniS staff

<b>Activities/targets for 2001/02</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
14. To undertake a feasibility study for the integration of e-mail and diary services across the Federal University	➤ An evaluation has taken place at Roehampton and the decision has been made in principle to move to the same systems as UniS thus allowing integration of services.	➤ Integration of e-mail and diary services across the Federal University, depending on obtaining funding
15. To undertake a joint evaluation of new e-learning systems, through collaborative research	➤ UniS is leading on a project to replace its existing VLE; staff at USR have been consulted and involved as appropriate. It is intended that a common strategy for e-learning will emerge over the next 2 - 3 years	➤ To continue a dialogue and exchange experiences and resources where required by academic developments
16. To issue a joint invitation to tender for video services; to allow video on demand across the campuses	➤ As part of the UniS MARS project, a video server has been implemented which can be expanded to include USR resources when required. Both partners have acquired licences for the Boxmind video production system to aid common development of resources	➤ Creation and sharing of video resources in support of joint degrees
17. To enable staff to enjoy fully reciprocal access to federal intranet sites	➤ Staff at both institutions now have access to each others' intranet sites	➤ Development of a Federal website containing information for staff and students at USR and the Associated Institutions
18. Initiation of a 3 year student support services project to streamline (web-based) distribution of hardship funding. This is a joint project between UniS, Roehampton and 4 other HEI's	➤ UniS is one of the partners in this project which is being run by the University of the West of England. USR are currently not involved but may benefit from the outcomes and recommendations of the project	➤ On-going but not as a federal project
<b>Widening access and participation</b>		
19. To begin to realise the potential of the Federal University as an agent for increasing participation in Surrey and South West London	<ul style="list-style-type: none"> <li>➤ Ongoing projects to bring together local schools, FE colleges and HE institutions for seminars, research and activities</li> <li>➤ Development of subject based networks with local schools and colleges</li> </ul>	➤ On-going
<b>Business and the community</b>		
20. Joint approaches to business and community links (not mentioned in AOC 2002)	➤ Piloting of jointly purchased cos.com database to identify expertise and funding opportunities	<ul style="list-style-type: none"> <li>➤ On-going</li> <li>➤ Development of joint courses in entrepreneurship for students at UniS and Roehampton</li> </ul>

<i>Activities/targets for 2001/02</i>	<i>Progress against activities/targets</i>	<i>Activities/targets for 2002/03</i>
<b>Human Resources Strategy</b>		
		<ul style="list-style-type: none"> <li>➤ To explore areas for joint policy development in HR practice in support of common targets within the respective HR strategies</li> </ul>
21. Develop appropriate joint staff development programmes	<ul style="list-style-type: none"> <li>➤ Joint staff development events have taken place.</li> <li>➤ A pilot joint staff development programme involving the teaching and learning and personnel departments has been developed for 2002-03</li> </ul>	<ul style="list-style-type: none"> <li>➤ Further joint staff development events, to include reciprocal on-site Federal induction sessions</li> <li>➤ Availability of the first joint staff development calendar to staff at UniS, Roehampton and Associated Institutions</li> </ul>

## 5.4 University of Surrey Governance and Management

The University keeps under review its governance, management and administration to ensure efficiency and effectiveness of its decision making and of its support services. Reviews of both structure and processes have been initiated in recent years and software packages have been bought/implemented in the development of systems and processes.

<b>2001-2002 activities/targets</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
<p>1. <b><u>General Management.</u></b></p> <ul style="list-style-type: none"> <li>➤ Review of Senior Management to be carried out</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review received 12/01 and preparations made for implementation by 08/02</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implementation of the recommendations of the review</li> </ul>
<p>2. <b><u>Central Support and Admin Services (CSAS)</u></b></p> <ul style="list-style-type: none"> <li>➤ To progress a program of Process Reviews of selected operations and processes across UniS</li> </ul>	<ul style="list-style-type: none"> <li>➤ Six reviews completed; two implemented</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implementation of completed reviews; four further reviews in progress</li> </ul>
<p>3. <b><u>Finance</u></b></p> <ul style="list-style-type: none"> <li>➤ Further improvements to profiling of budgets in close liaison with Schools and Units.</li> <li>➤ Continue to improve financial reporting as part of the Oracle Financials Systems Implementation</li> <li>➤ Further develop business processes as part of the Oracle Financials implementation and development</li> <li>➤ Further improvements in financial costing systems.</li> <li>➤ Further develop the Transparency Review costing methodology to inform and produce a pricing strategy</li> <li>➤ Continue to develop monthly consolidated reporting</li> <li>➤ Improve the research grants and contracts bids and awards processes and reporting</li> </ul>	<ul style="list-style-type: none"> <li>➤ Largely achieved for 2001/02 : the changes required following the implementation of Oracle Financials</li> <li>➤ There has been a major step forward in 2001/2 but still some further work to be undertaken</li> <li>➤ All financial processes were reviewed as part of the Oracle Financials Implementation; procurement and purchasing, is the subject of a special review with outside consultants</li> <li>➤ A Process Review has been undertaken on research grant &amp; Contracts administration</li> <li>➤ Progress made in 2001/2 with data being circulated to Heads of Schools etc. Project being scoped for costing of teaching activities</li> <li>➤ Consolidated monthly summary reporting now being produced on a near monthly basis</li> <li>➤ Following the process review the University is about to consider systems improvement options</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-going; improvements still needed in financial reporting of some administrative and support areas.</li> <li>➤ On-going but see item below on Procurement &amp; Purchasing in particular.</li> <li>➤ Implement procedures for improving the efficiency, effectiveness and economy of the procurement and purchasing systems to achieve better VfM</li> <li>➤ Plan the implementation of recommendations of the Process Review</li> <li>➤ On-going project.</li> <li>➤ Continue to improve reporting to take advantage of Oracle Financials functionality</li> <li>➤ Consideration of options by Autumn and production of detailed implementation plan by end of calendar year 2002.</li> </ul>

## 5.4 University of Surrey Governance and Management continued .....

<b>2001-2002 activities/targets</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
4. <b><u>Registry</u></b>		➤ Establish (by consolidating developments in student records) a corporate student record database to progress academic transcripts and student profiles
5. <b><u>Human Resources</u></b> <ul style="list-style-type: none"> <li>➤ Develop a 'full' HR strategy to HEFCE 01/06 requirements- and to have it adopted by the University</li> <li>➤ Complete introduction of Human Resource Management System (PeopleSoft) to improve the quality of personnel staff management</li> </ul>	<ul style="list-style-type: none"> <li>➤ 'Full' HR Strategy submitted to the HEFCE on 1 June 2002 having been agreed by F&amp;GPC</li> <li>➤ Start delayed because of difficulties with the implementation of Oracle Financials; first phase of a multi-phase introduction of PeopleSoft carried out.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-going</li> </ul>
6. <b><u>UniSdirect</u></b> <ul style="list-style-type: none"> <li>➤ Internal review of the Office of Research Services and University Enterprise (ORSUE) : implement final stages</li> </ul>	<ul style="list-style-type: none"> <li>➤ UniSdirect established</li> </ul>	
7. <b><u>Buildings &amp; Estates</u></b> <ul style="list-style-type: none"> <li>➤ Full implementation of external review of Estates &amp; Buildings Department</li> </ul>	<ul style="list-style-type: none"> <li>➤ Organisational structure put in place; senior and most other appointments made</li> </ul>	<ul style="list-style-type: none"> <li>➤ Some operational issues still to be addressed</li> </ul>
8. <b><u>Catering Department</u></b> <ul style="list-style-type: none"> <li>➤ External Review of Catering services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implementation largely completed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue review of Impact of changes in structure and organisation of catering services</li> </ul>
9. <b><u>Procurement Office</u></b> <ul style="list-style-type: none"> <li>➤ Implementation of Business Plan for the Procurement Office</li> </ul>	<ul style="list-style-type: none"> <li>➤ Procurement team developed; implementation of improved procedures and controls put in place; year-on-year savings of £1M delivered</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-going; further improvement in systems and processes and increased savings sought</li> </ul>
10. <b><u>High Level Risk Analysis</u></b> <ul style="list-style-type: none"> <li>➤ Development of a High Level Risk Assessment and Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Policy documentation has been approved by PRC, F&amp;GPC and Council, for internal use and for submission to HEFCE.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Fully embed the Risk Management processes into all University procedures</li> </ul>

## 5.5 University of Surrey Estates and their Management

Key to the future development of the University's estates will be the outcome of the Local Plan Inquiry with respect to the reinstatement of the Green Belt to the boundaries of its Manor Farm lands (due September 2002), and therefore its ability to develop this area (see Strategic Plan 2000). While the result of the Inquiry is awaited and the University's Estate Strategy is being reviewed, current estate planning continues to be based on the Estate Strategy 1995 which includes a codicil concerning planning for the development of Manor Farm. Estate planning and its oversight come under the aegis of the Building & Estates Committee (chaired by a lay member of Council), advised by the Buildings & Estates Strategic Planning Group.

<b>Priorities for New Build</b>		
<b>2001-2002 activities/targets</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
1. Plan further provision for student residences	➤ Planning permission sought for postgraduate student residence building on Stag Hill	➤ Construct and commission 258 student residences by 08/03; review Student Residence Policy
2. Provision of a cycleway under the UniS Green Transport Policy and signalisation of A3 junction/Cathedral Roundabout	➤ Initial phase of cycleway completed (from Stag Hill to Tesco Roundabout) ; signalisation completed	➤ Cycleway to be adopted by SCC and to be extended sometime in the future
3. Research Park Developments ➤ Development of Phase 11 ➤ Development of Phase 12	➤ Strategy being developed ➤ Some works being carried out to protect/implement extant planning consent	
4. Construction of Advanced Technology Institute (partially JIF funded)	➤ Building handed over in early July 2002	
<b><u>Poor Estates Programme Phase 1</u></b>		
5. Construction of new Management School and relocation of School of Management for the Service Sector and Surrey European Management School	➤ Construction in progress	➤ Completion scheduled for November ( 2002)
6. Performing Arts Studio Extension	➤ Project put on hold while strategy is re-appraised	➤ Renewed attempts to be made to identify funding
7. Extension to the Nodus building to house ion implanter (EPSRC grant)	➤ Design completed and construction began May 2001; completion August 2001	
8. Planning for the Development of Manor Farm	➤ Internal group and professional advisors preparing Master Plan and Phase 1 developments	➤ Complete Master Plan and outline of Phase 1 development and obtain agreement from the Local Authority; file planning applications

<i>2001-2002 activities/targets</i>	<i>Progress against activities/targets</i>	<i>Activities/targets for 2002/03</i>
9. Development of Manor Farm : plan for the relocation of Sports Fields	➤ Plan being formulated	➤ Preparing ground for the relocation of some playing fields
10. Plan the construction of a building for the new Postgraduate Medical School	➤ Work to raise the funding necessary for this project has continued.	➤ On-going

<b>Buildings Redevelopment and Refurbishment (buildings identified AA, AB, AC etc)</b>		
<i>2001-2002 activities/targets</i>	<i>Progress against activities/targets</i>	<i>Activities/targets for 2002/03</i>
11. Extension of Long-term Maintenance Programme (most of projects below contain an element of LTM). £1.5m p.a. (non-residences) and £0.9m p.a. (residences).	➤ On-going. Target spend met.	➤ On-going. Same funding basis.
12. Installation and commissioning of Combined Heat & Power Unit to be completed	➤ Project completed	
13. Phased replacement of ventilation plant in academic buildings	➤ Partial replacement of plant in AX , AY and AZ	➤ Completion of plant in AX and initiate a 2-year programme of plant replacement in AC and completion of plant replacement in AZ
<b><u>Poor Estates Programme Phase 2</u></b>		
14. Refurbishment of poor quality (1960s) research and teaching space in AC (dependent upon construction of ATI, see X above).	➤ Partial funding awarded from HEFCE Poor Estates Initiative. Revision of phased program : phases 2 and 3 to be reversed. Further funding awarded from R&C Fund.	➤ Refurbishment of AC Building to be a priority for 2002/03 (requires [as a minimum] relocation from AC of Physics to BC and School of Engineering to AA and AB etc).
<b><u>Poor Estates Programme Phase 3</u></b>		
15. Refurbishment of poor quality (1960s) research and teaching space in AZ (dependent upon the relocation of SMSSS to the new Management School Building)	➤ Partial funding awarded through HEFCE Poor Estates bid. Revision of phased program : phases 2 and 3 to be reversed.	➤ Refurbishment of AZ to be a priority for 2003-2004.
16. Refurbishment of the Great Hall for the School of Performing Arts (rehearsal and performance) and general University use.	➤ Feasibility study carried out	➤ Initial phases of refurbishment (replacement of the floor and heating systems) to be carried out

## 5.5 Estates and their Management continued .....

<b>2001-2002 activities/targets</b>	<b>Progress against activities/targets</b>	<b>Activities/targets for 2002/03</b>
17. Isolation of the Fitness Centre from the Main Sports Hall (to house examination function while preserving access to Fitness Centre).	➤ Detailed design completed and costed in 2000/01; funding now identified	➤ Project to be carried out in co-ordination with the Sports Department
18. Remodelling of library entrance.	➤ Funding now agreed and plans being finalised	➤ Project to be carried out
19. Refurbishment of a residential block [Battersea Court, Wells Block] June - August 2002 (LTM)	➤ Refurbishment in progress	➤ Refurbishment of two further residential block [Battersea or Surrey Courts June - August 2003.
20. Refurbishment of Nutrition & Food Safety Laboratories (for SBLs in AY, funded by SRIF-Wellcome).	➤ Design and refurbishment work completed 03/02	➤
21. Electrical substation and main distribution plant to be replaced in BB, BC and the Library	➤ Project completed	➤ A further sub-station to be replaced
22. Remodelling (constructing a mezzanine) and refurbishment of Chick Laboratory to create a Media Lab	➤ Funding acquired (SRIF) and detailed plans being produced.	➤ This project will be completed within 2002/03
23. Programme to compliance with DDA : installation of further lifts in academic building and public buildings. review of all access and other services	➤ Full Access Audit completed, identifying liabilities. Impact assessment carried out and programme prioritised.	➤ First phase improvements to be lifts in Lecture Block; a start to be made on doors, ramps and toilets for the disabled in academic buildings
24. Heating mains replacement in BB and BC.	➤ Project completed	➤
25. Update emergency lighting on campus	➤ Initial phase completed	➤ On-going
26. Carry out a range of fire improvements (fire alarms etc)	➤ Initial phase completed	➤ New fire escape for Sports Hall to be installed
27. PFI project with Thames Water to supply water from bore hole on Stag Hill	➤ Contract agreed; test boring in progress	➤ If test bore is successful, bore hole head works and extraction plant to be installed
	➤	➤ Replacement of main boilers in Senate House : District Heating Scheme
	➤	➤ Replacement of boilers in Sports Hall