



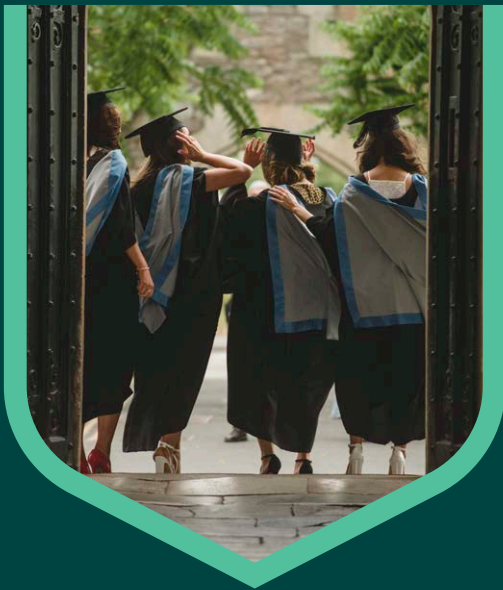
University
of Exeter

Medical School



Deputy Pro-Vice-Chancellor and Dean of the Medical School

Candidate brochure



**RUSSELL
GROUP**



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Introduction from the Vice-Chancellor and Chief Executive

Thank you for your interest in the University of Exeter. The role of Deputy Pro-Vice-Chancellor and Dean of the Medical School is an important and exciting role within our new Faculty of Health and Life Sciences.

The Deputy Pro-Vice-Chancellor and Dean for the Medical School will lead our clinical research and education strategies, and will represent the University nationally and internationally. Working with an exceptional faculty executive team, you will consolidate the excellent progress the University has made in developing one of the world’s leading medical schools.

The Deputy Pro-Vice-Chancellor and Dean of the Medical School will be central to delivering our ambitious Strategy 2030. Launched in October 2021, Strategy 2030 aims to use our outstanding research, education and global connections to make key breakthroughs to transform human health and wellbeing; lead meaningful action against the climate emergency and ecological crisis; and lead the progress towards creating a fair, socially just and inclusive society. Our vision is to be a globally-networked university, offering outstanding research and education opportunities for our communities, and creating strong global partnerships through which we can tackle the world’s biggest challenges.

To best deliver these goals, we have recently re-organised our structures into three academic faculties – the Faculty of Health and Life Sciences; the Faculty of Humanities, Arts and Social Sciences; and the Faculty of Environment, Science and Economy. By doing this, we have created the strong foundations on which to deliver our Strategy and build on our strengths for the future.

The University of Exeter is a member of the prestigious Russell Group of top UK research universities, having ranked in the top 150 universities

in the world and the top 15 UK universities in global and national league tables. We have around 30,000 students from more than 150 countries, along with alumni, academics and global partners who bring the world to Exeter and take Exeter to the world.

Last year, despite the challenges of the pandemic, we increased our research awards to £120m per annum. Our outstanding progress was recognised in the results of the Research Excellence Framework (REF) 2021, in which we increased the proportion of our research which is world-leading by more than 60 per cent, and increased the size of our research community by 70 per cent since 2014 – more than any other Russell Group university. We are now ranked 18th in the UK for research power.

Central to this success has been our Medical School, which over the last decade has grown both in size and in the quality of its research and education, and is now ranked 11th in the UK, in the Complete University Guide subject league table 2023. Our Medical School is very well positioned for continued growth, and is one of our priorities for further investment, as we strive to achieve our ambitious Strategy.

If you share our bold ambition and vision for the future, we would be delighted to receive your application. I encourage you to arrange a discussion with our search partner, Saxton Bampfylde, to find out more about the opportunity.

Professor Lisa Roberts
Vice-Chancellor and Chief Executive



Introduction from Pro-Vice-Chancellor and Executive Dean, Faculty of Health and Life Sciences

We are a new Faculty located within an ambitious institution on an exciting journey. Our mission as a University is to transform lives through undertaking pioneering research and offering a world-class education for our students.

Pivotal to this success is the delivery of academic excellence and ambitious growth in our new Faculty of Health and Life Sciences and embedded Medical School. As we build the new Faculty from the previous College of Medicine and Health and parts of the College of Life and Environmental Sciences, we will be bringing together key University education and research strengths to deliver on the University's new Strategy 2030, leading on the Health theme and focusing on our distinctive areas of research and interdisciplinary collaboration across the Faculty and beyond.

As part of the development of the new Faculty, we are looking for a new Deputy Pro-Vice-Chancellor and Dean of our Medical School to drive us on our ambitious growth trajectory and build on Exeter's reputation as a centre for excellence for clinical research and healthcare. The Deputy Pro-Vice-Chancellor and Dean

should be research active in an area of complementary strength to the current Medical School agenda, be able to support colleagues to deliver impactful research and be able to accelerate excellence in the student experience. We are also looking for someone who can build on Exeter's existing positive and welcoming culture and drive forward our work on Athena Swan and other equality awards and activities.

Of course, before deciding whether to convert your interest into a formal application, you will look beyond the pages of this candidate brochure. Hopefully, the next few pages will convince you that this is an outstanding opportunity and one that is worthy of your consideration.

Professor Sallie Lamb
Pro-Vice-Chancellor,
Faculty of Health and Life Sciences

The Role

Reporting to the Pro-Vice-Chancellor (PVC) for the Faculty, the Deputy Pro-Vice-Chancellor and Dean of the Medical School will be responsible for leading the School through the next stages of its development.

Building upon the School's current outstanding research and education reputation, the Deputy Pro-Vice-Chancellor and Dean will play a key role in making the School a leader amongst the world's medical schools. They will be responsible for the strategic development and operation of the School's education and research agendas through the effective leadership of staff and research activities and management of resources in pursuit of University and Faculty strategic goals.

As a member of the Faculty's Executive Board, the Deputy Pro-Vice-Chancellor and Dean of the Medical School will contribute to the effective leadership and management of the Faculty and School, and play a full role in its executive functions, delivering the strategic goals of the Faculty, School and departments and promoting interdisciplinary academic excellence. Working closely with and in support of the Heads of Department, the Deputy Pro-Vice-Chancellor and Dean is accountable for the delivery of key departmental KPIs, for example, in finance, student numbers, education outcomes and rankings, research and business funding and outputs. They are jointly responsible for shaping and successfully delivering the strategic direction of the academic departments within their remit, aligned with the strategic imperatives of the Faculty and the University.

As a member of the Faculty Executive Board, they will provide clear and effective leadership

to the Faculty, promoting a sense of collegiality, ambition, inclusion and a vibrant culture, encouraging productivity and ensuring the Faculty delivers its agreed business plan.

In agreement with the PVC, they will develop and deliver cross-Faculty (and potentially cross-University) initiatives and foster interdisciplinary research.

Building upon the School's current outstanding reputation, the Deputy Pro-Vice-Chancellor and Dean will ensure that the School:

- Delivers world-class research and builds sustainable research power and scale, maintaining its world-leading quality.
- Sustains and develops academic and clinical partnerships that improve healthcare, education and research.
- Continues to deliver an undergraduate medical programme which is recognised by the General Medical Council and produces the high-quality doctors needed by the NHS and other healthcare providers.
- Develops new education programmes that will deliver sustainability and high levels of student satisfaction and international student numbers.
- Focuses on the creation of a genuinely international medical school.
- Invests in staff and infrastructure to support our world-class research and education.



The NHS is a key external partner of the School and the Deputy Pro-Vice-Chancellor and Dean is expected to maintain effective and dynamic working relationships with all the local NHS trusts with which the School collaborates on teaching and research. Finally, the Deputy Pro-Vice-Chancellor and Dean will be essential in working with academic and professional services colleagues in developing, implementing and monitoring annual and medium-term plans for the sustainable development and growth of the School, together with programmes and initiatives to meet School and University objectives, including academic, equipment and buildings investment.

Key Responsibilities and Accountabilities

- As a member of the Faculty's Executive Board, contribute to the effective leadership and management of the Faculty and School.
- To undertake specific delegated Pro-Vice-Chancellor responsibilities for the leadership of strategic priorities across the University, contributing strongly to the University's goals and 2030 strategy.
- In line with the School's strategy and plans, manage and monitor the continued ambitious growth of the School, while maintaining the current world-leading standards of research and teaching excellence.
- Working within the framework determined by the University and Faculty, accountable for strategic and operational activity and responsible for oversight of approved budgets and other resources in the School and departments in their remit.
- Understand and influence the external environment in which the School operates; representing and promoting the School and its activities regionally, nationally and internationally, especially with our NHS partners.
- Responsible for the effective line management of Associate Deans and Heads of Department.
- Working with the other senior leadership roles in the Faculty, ensure that (i) communication within the School is managed well, (ii) academics in the School/ departments are managed effectively, (iii) supportive and responsive probation arrangements are in place for new academic staff, (iv) recruitment, probation, appraisal and promotion procedures for academic staff are proactively managed, and (v) that change is anticipated, initiated and managed with clarity, vision and commitment to staff wellbeing and inclusion.
- Champion the University's values of discovery, respect, excellence, inclusion and community.
- Working with the Associate Dean for Education for the School and Associate PVC for Education, promote excellence in learning and teaching and success for all, assuring and enhancing the quality of education, supervision and training received by undergraduate and postgraduate students within the departments.
- With the Associate Dean for Education for the School, ensure the delivery of outstanding modern medical curricula consistent with the stated educational objectives of the General Medical Council. Engage in the delivery of these curricula with Health and Social Care Trusts, and develop effective and meaningful working relationships with key Trust representatives, to ensure a shared understanding of each organisation's priorities, and identification of actions and resources required to support the delivery of the medical education portfolios.
- Working with the Associate PVC for Research and Impact and Heads of Department, promote excellence in research within the departments, encouraging interdisciplinarity and collaborative working.



- Develop and maintain partnerships with external alumni parties and build philanthropic support for the School, including continued funding from organisations such as the National Institute for Health Research (NIHR) and the Medical Research Council (MRC).
- Working with the Associate PVC for Global Engagement and Heads of Department, ensure that the departments are engaged globally in everything they do.
- Working with the Associate PVC for Business Engagement and Innovation and Heads of Department, promote excellence in enterprise within the departments, encouraging the development of partnerships regionally and nationally.
- Be responsible and accountable for all operations within the School, ensuring the effective management of all aspects devolved to Schools, e.g. academic, finance, personnel, health and safety etc. Manage the workload of academic staff to ensure that all staff can deliver, in the most effective way, the required contribution to the School's research, education and other objectives. Effectively manage the School's finances and developing budgets.

The Person

Standing and Reputation

- A substantial record of achievement in leading and managing a significant aspect of academic work.
- A strong academic record, an outstanding research profile in one of the disciplines represented within the School, evidence of attracting significant levels of research income and sustained record of publication, at a rate appropriate to subject, including high-quality research outputs that are at an international level of excellence.
- Be a clinical academic with an academic qualification in medicine, with an appropriate higher degree, i.e. at MD, PhD or equivalent level.
- Gravitas and credibility to represent and position the School on a global and national scale.

Strategy

- Evidence understanding of the principles of research-led teaching and a track record of integrating research with learning and teaching to deliver an excellent student experience.
- Show international links and evidence of effective engagement with and influencing national and international research agendas and national health agendas.
- The ability to work across subject areas, linking appropriately with other disciplines and research groups.
- Have a strong interest in policy and management processes within the University

and a thorough knowledge of current issues in higher education more generally.

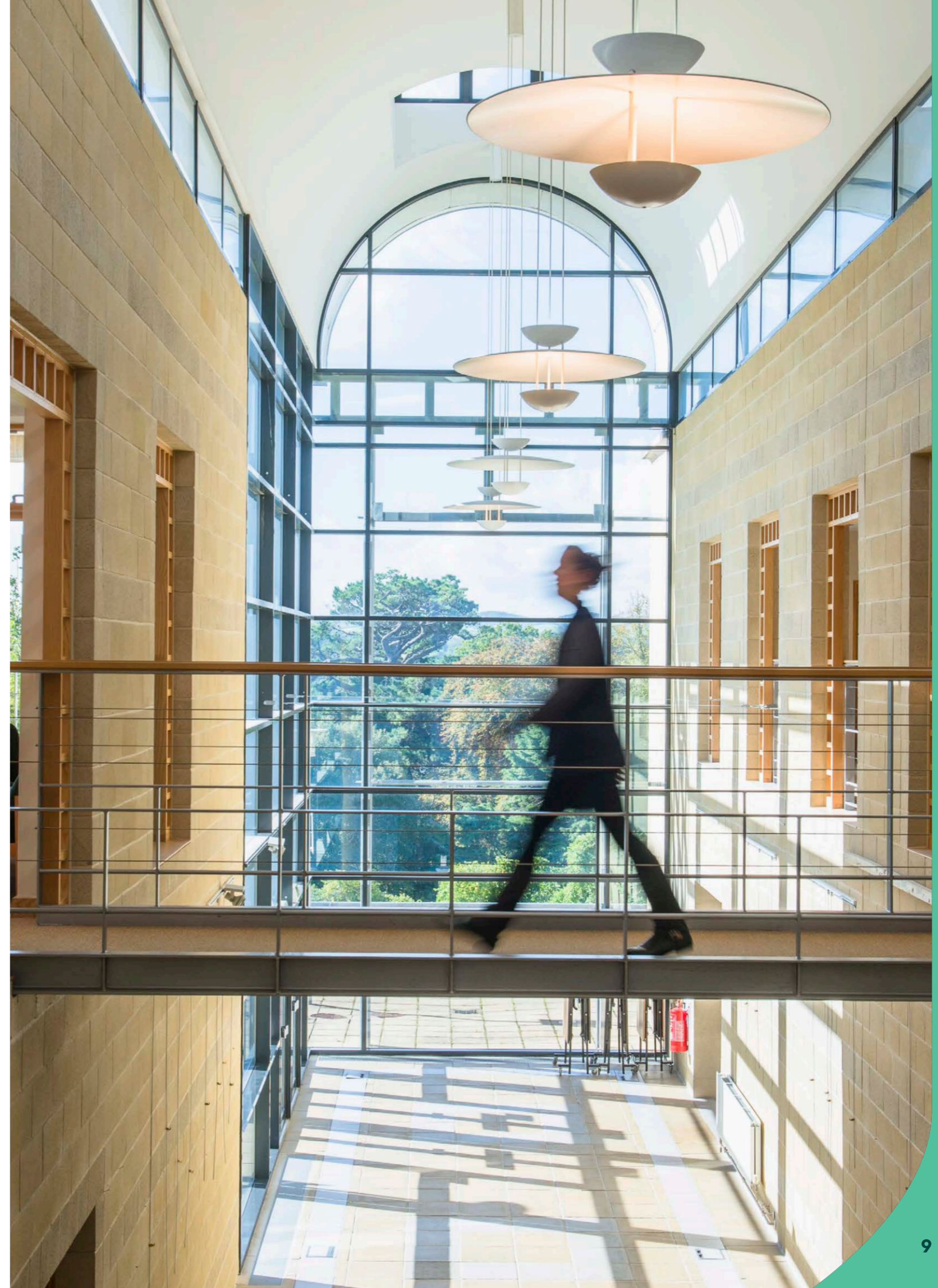
- Experience of delivering institutional strategies at a local level.

Leadership

- A dynamic leadership style with the ability to inspire, motivate and challenge colleagues, work in collaborative teams, communicate ideas effectively, bring about potentially unpopular change and maintain progress in achieving agreed goals.
- The ability to think laterally, to be imaginative and to anticipate trends and opportunities.
- A commitment to enhancing the reputation and performance of the University of Exeter in local, regional, national and international terms.
- Have the ability to foster creativity, innovation and different ways of working which will in turn open up new commercial opportunities.
- Ability to forge excellent relationships across multiple partners.

Management

- Strong financial acumen with the ability to deliver the Institute's strategy while ensuring long-term financial sustainability.
- Clear sight of all income streams supporting the development of plans to grow philanthropic income, industrial partnership funding etc.



How to Apply

The appointment of the Deputy Pro-Vice-Chancellor and Dean of the University of Exeter Medical School will be determined by a Selection Committee, chaired by the Vice-Chancellor.

Saxton Bampfylde Ltd is acting as an employment agency advisor to the University of Exeter on this appointment.

Candidates should apply for this role through our website at saxbam.com/appointments using code WXRK.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring¹ form.

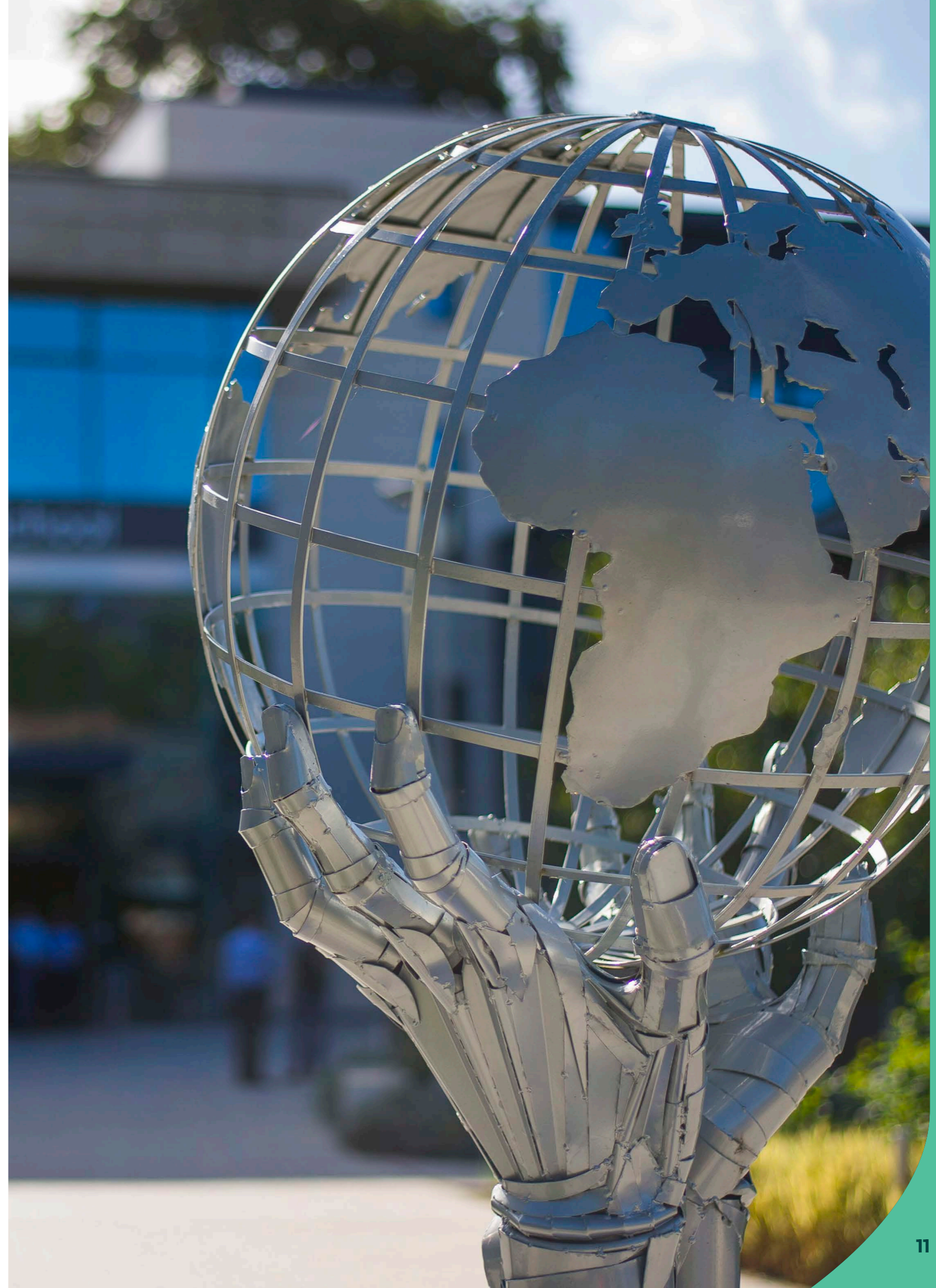
The closing date for applications is noon on 10 October 2022.

Relocation

We will provide relocation support and work with our external partners to make your transition to Exeter as smooth as possible.



¹ The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



University of Exeter Medical School

Our Departments

The new University of Exeter Medical School has three departments:

- Health and Community Sciences
- Public Health and Sport Sciences
- Clinical and Biomedical Sciences

Health and Community Sciences

The Department of Health and Community Sciences undertakes applied health and care research, teaching and underpinning methodological work – research that reflects the needs of patients and of health and care providers, working with people and communities, based on partnership with the NHS and other public bodies, and a strong commitment to public involvement. Our aim is to improve the health and wellbeing of the South West and beyond through the development of high-quality graduates and world-leading research that has international impact.

Our research groups include:

- NIHR Peninsula Collaboration for Leadership in Applied Health Research and Care (PenARC)

- NIHR National School of Primary Care Research
- Centre for Research in Ageing and Cognitive Health (REACH)
- NIHR Exeter Evidence Synthesis Centre & NIHR Exeter Policy Research Programme Evidence Review Facility
- Exeter Clinical Trials Unit

Our core methodological skills include: medical statistics, health economics, sociology and qualitative methods, systematic reviews and meta-analysis, epidemiology, clinical trials, operational research, data science and AI, diagnostics / testing, patient public involvement and engagement.

Public Health and Sport Sciences

The Department of Public Health and Sport Sciences undertakes impactful research and teaching across all three university themes: health, environment and social justice. We are an interdisciplinary group with strong individual identities and established strategic partnerships with the NHS, local communities, charities, industry, and sporting organisations. Our aim is to drive policy change and improve health, wellbeing and performance across the lifespan, and along the continuum from clinical groups to elite performers.

- Public Health at Exeter is in an exciting growth period. In addition to our longstanding expertise in the European Centre for Environment and Human Health, we include internationally excellent groups in child and adolescent mental health and health technology assessment, with developing programmes of work in public health economics.
- Sports Science is well-established in Exeter and was ranked first in the UK for research quality in REF 2021. Mechanistic expertise in exploring the physiological, biomechanical and psychological limits on human performance is paired with trials that seek to enhance health and performance via nutritional, training and technological (e.g. VR) interventions. Joining the existing expertise in human movement science is the Rehabilitation Group, with a particular focus on reducing falls, improving function and mobility, and improving outcomes following orthopaedic surgery.

Clinical and Biomedical Sciences

The Department of Clinical and Biomedical Sciences is an internationally recognised centre of excellence for biomedical and clinical research and teaching with a focus on understanding the mechanisms and treatment of human disease.

Our research delivers direct benefit to patients, the NHS and the pharmaceutical industry, with the aim of understanding the underlying cellular, molecular and genomic basis of disease and applying this knowledge in innovative ways that lead to improved treatment and a better quality of life for patients. Scientists and clinicians work closely together to ensure that our research is directly targeted to clinical need.

Our internationally renowned research spans a number of themes including neuroscience and mental health, diabetes, cardiovascular health, genetics and genomics, data science, cancer and respiratory medicine.

Research

Research undertaken at the School is driven by the principle of translation from discovery to personalised care and healthy communities. At the cutting edge of health innovation, our research makes a difference across the world. With research ranked as world-leading, we demonstrate an outstandingly strong performance.

In REF 2021, 100% of our health research submitted is world-leading or internationally excellent. Assessment highlights included:

93%

UoA 1 Clinical Medicine: 93% of our research is world-leading or internationally excellent, with a 10% increase in world-leading or internationally excellent research from REF 2014.

11th

UoA 2 Public Health, Health Services and Primary Care: 11th in the UK for research power, an increase of 152% from 2014. 89% of research assessed as world-leading or internationally excellent.

6th

In UoA 7 Earth Systems and Environmental Sciences: 6th in the UK for research, with 90% assessed as world-leading or internationally excellent.

99%

In UoA 24 Sport and Exercise Sciences, Leisure and Tourism: 99% of research is world-leading or internationally excellent, 1st the UK when assessed by GPA.



The School has joined two key national NIHR infrastructure grants as leading academic centres: the NIHR School for Public Health Research and the NIHR School for Primary Care Research. These recognise our world-leading expertise and connect us to national networks that can translate our high-quality research in a timely manner.

Our excellence in research has led to growth of 38% from £14.4m in 2014/15 to £19.9m in 2019/20.

Research capacity building will be at the heart of the next expansion phase of embedding research in clinical care to enable patients to live well with disease, and co-creating research with local communities to promote health through the life-course. The School continues to make significant investment in new posts, aiming to increase research power over the next three years and beyond, including recruiting up to 10 new research positions over the next 24 months to support the growth of neuroscience.

Education

The innovative, challenging yet nurturing training we provide to the next generation of health professionals contributes to the health, prosperity and wellbeing of the nation.

We offer a range of undergraduate and postgraduate programmes and support a wide variety of PhD students.

The School undertakes research-led teaching and is currently ranked by The Complete University Guide 2023 as 7th for Sports Science, 11th for Medicine and 19th for Biomedical Sciences.

Students are offered numerous opportunities to gain real-world experience, through professional training year placement on the BSc Medical Sciences programme, a six-week internship on the MSc in Environment and Human Health, and in Medicine, where students gain placement experience from the first few weeks of the programme.

Investment

Our Faculty has ambitious plans for growth and expansion, working to increase significant philanthropic donations and build capacity for high-quality education and research. Our last philanthropic campaign raised £30m, benefitting research into diabetes, dementia and cancer diagnosis.

Our new Mireille Gillings Neuroimaging Centre provides state-of-the-art PET-CT and MRI scanning facilities for research, clinical diagnosis and therapy. Funded by the Dennis and Mireille Gillings Foundation, University of Exeter Medical School and the Royal Devon University Healthcare NHS Foundation Trust, the ground-breaking centre aims to accelerate clinical research and clinical trials, across a range of conditions, with a particular focus on neurological conditions such as dementia and Parkinson's disease. The centre aims to understand disease mechanisms and identify new treatments.

A state-of-the-art multidisciplinary VSimulator funded by EPSRC (£4.5m) and the University of Exeter (£7.2m) opened in 2020. Part of a 1200m² new research facility at Exeter Science

Park, it comprises a 4x4m motion platform, virtual reality technology and motion capture used by academics and industry to support multi-disciplinary human factors research and innovation with a key theme on health and wellbeing.

In the last nine years, the School has benefitted from a range of investments, including:

- £4m for major specialist research facilities in the Hatherly building to support a new neuroscience team.
- £52.5m for the Living Systems Institute building, which brings together the science disciplines to understand how diseases evolve and how they can be treated more effectively.



- £12.5m for the refurbishment of College House and South Cloisters at our St Luke's Campus, creating accommodation for academic research and professional services teams, plus teaching space, including a base for the Medical Imaging programme.

- £52m for the Research, Innovation, Learning and Development (RILD) building on the Royal Devon and Exeter Hospital site. The award-winning building consists of the Wellcome Wolfson Centre for Medical Research, the National Institute for Health Research Exeter Clinical Research Facility and a Post Graduate Education Centre.

Regional Partnerships

In addition to our work with regional NHS partner Trusts, we have fostered successful research partnerships and gained significant funding from organisations such as the National Institute for Health Research (NIHR) and the Medical Research Council (MRC) to help build our research capacity despite a testing financial environment.

NIHR PenARC: The NIHR Collaboration for Leadership in Applied Research Collaboration, South West Peninsula is a partnership of NHS Trusts across Devon, Cornwall and Somerset, plus the Universities of Exeter and Plymouth. It aims to increase the volume and quality of patient focused research in the South West; improve health outcomes by more effective use of evidence to drive health services; and increase capacity within the health economy to use and generate evidence. PenARC has received £20.5m in NIHR funding since 2014 and leads nationally on Child Health Research and Operational Research across the ARCs, with associated funding of £2m. PenARC boasts an exemplary and world-leading PPI team.

NIHR PenTag unit: This team specialises in conducting health technology assessment for national policy makers in England and Wales. PenTAG is one of several university-based research groups in the UK contracted to produce high-quality systematic reviews and economic analyses of health technologies for NICE, the UK National Screening Committee and the NIHR HTA programme.

NIHR Exeter Clinical Research Facility (CRF): Formed to facilitate clinical and translational research, for the benefit of patients in the West Country. Our CRF was specifically developed to provide facilities and staff to medical researchers, and supports an extensive range of research projects. The team provides facilities including a vascular medicine research suite, a clinical research suite, molecular biology facilities, an MRI research centre and two

treatment rooms adapted for paediatric research. The Exeter 10,000 project, aims to engage 10% of the adult population of Exeter and the surrounding areas in research, and has exceeded its 10,000 target. Volunteers donate samples to a research register and biobank, which are hugely valuable research resources.

South West Peninsula NHS Genomics Medicine Centre: The School is a key partner in this project, led by the Royal Devon University Healthcare NHS Foundation Trust. It is one of the 11 centres in England that will jointly lead the 100,000 Genomes Project and is anticipated to contribute 4,200 genomes from people living in Devon, Cornwall and Somerset. This landmark project will give new insights into cancer biology, new ways of diagnosing rare disease and new treatments for patients in the NHS and throughout the world.

South West Peninsula Academic Health Science Network: The network brings together all of the region's NHS Trusts, all four Clinical Commissioning Groups and two universities to improve and sustain the healthcare system for current and future generations of patients and prioritise funding solutions for problems which affect the largest numbers of patients and put the greatest stress on our health care systems in the South West.

National Health Service partnership: The School works closely with the NHS to build clinical research excellence capacity in the region; through continued professional development (CPD) to build the skills profile of the workforce; and to deliver health

improvements in a regional context. Our joint commitment to the highest standards of medical education contributes to the essential modernisation required to deliver the government's NHS Plan and our region's requirements. It also ensures the right environment to support the way doctors are trained in line with the General Medical Council's guidance, 'Tomorrow's Doctors'.

The new Deputy Pro-Vice-Chancellor and Dean of the Medical School will work closely with the West Country's first NIHR Biomedical Research Centre, newly established in Exeter, and expected to have a transformational impact on research.

The National Institute of Health Research Biomedical Research Centre for Exeter (NIHR Exeter BRC) is a collaboration between the University of Exeter, The Royal Devon University Healthcare NHS Foundation Trust (NHS Royal Devon) and other SW NHS organisations. The first of its kind for the South West, its fundamental objective is to improve health outcomes for patients and the public by translating scientific breakthroughs into potential new treatments, diagnostics and medical technologies. The NIHR Exeter BRC will create an environment in the South West for world-leading researchers to thrive and contribute significantly to the local and national economy.

The BRC teams will focus on five major, complementary research themes:

□ **Neurodegeneration:** We will find and test new, better drugs that prevent and treat major brain conditions in older adults such as dementia and Parkinson's disease.

- **Rehabilitation:** We will use exciting new approaches to help older people to recover from illness or manage their long-term conditions like dementia and arthritis. This will include using technology to improve movement, maintain brain health and prevent falls.
- **Diabetes:** We will improve the way diabetes is diagnosed and treated, and we will explore how to help those most at risk of developing the disease.
- **Genetics:** We will unlock the power of genetics, using it to improve diagnosis of rare illnesses in children and rare cancers, and to create treatments for common diseases that can be tailored to different people based on their unique genetic profile.
- **Clinical Mycology:** We will seek better treatments to prevent and manage fungal infections that are common in the UK and understand better how fungi become resistant to drug treatments.

We will achieve these ambitious aims by building on the partnerships and relationships we already have with the NHS, the commercial sector, and other scientists in our field. We will also work with patients and the public to ensure our research truly represents the needs and interests of the people who are affected most by the conditions and diseases we work on.

Professor Sallie Lamb is the NIHR Exeter BRC Director (Des) as well as the Pro-Vice-Chancellor and Executive Dean of the Faculty of Health and Life Sciences at the University of Exeter and Honorary Consultant (NHS Royal Devon).

Diversity and Inclusion

We are committed to ensuring equality of opportunity and to creating an inclusive work environment which truly values diversity and where all members of our community can flourish. We seek to ensure that our commitment to equality, diversity and inclusivity underpins how we operate, how we strategise, how we achieve our goals and how we interact and communicate at all levels.

The School has held prestigious Athena SWAN awards since 2013, and its departments are currently covered by Silver awards. The School is also committed to preventing and addressing racial harassment, and we are a signatory to the British Medical Association's racial harassment charter for medical schools. We are also a founder member of the Academic Intersectionality Mentoring in Medical Schools (AIMMS) scheme, a national initiative across UK medical schools supported by the Academy of Medical Sciences. It aims to support the career development of people from minority groups towards equal and authentic leadership in academic medicine and health sciences.

A few of our flagship initiatives and achievements include:

- Our institutional Athena SWAN Silver Award and a 15.5 per cent increase in the proportion of female Professors in our

STEMM departments during the past decade.

- Awarded Level 2 Disability Confident Employer status.
- Sector-leading maternity, adoption and shared parental leave policies.
- Ranking in the Stonewall Workplace Equality Index and a proud signatory of Stonewall's 'Trans Rights are Human Rights' campaign.
- Our commitment to race equality as reflected in the award of our Bronze Race Equality Charter Mark in 2022.
- Confidential and informal support services for staff, including Speak Out Guardians and a network of Dignity and Respect Advisors.

For more information on our events, achievements and initiatives, please visit exeter.ac.uk/inclusion



About the University of Exeter

The University of Exeter combines world-class research and education with an outstanding student experience. We welcome over 30,000 students from more than 150 countries to our four campuses: Streatham and St Luke's in Exeter, Devon, and Penryn and Truro in Cornwall. Our success is built upon strong foundations of leadership, governance and management, and a sector-leading partnership with our students. We have University-wide institutes and research groups that are highly interdisciplinary. While we are one community, each campus has its own unique identity.

Formed in 1955, we are a member of the Russell Group, which comprises the UK's leading research-intensive universities. We are proud of our achievements but we remain ambitious for the future. The University of Exeter has gone from strength to strength becoming the UK's fastest rising research university over the past decade.

- The Research Excellence Framework (REF) 2021 review showed that we are doing more research, of better quality, with a bigger impact on the world than ever before. Our world-leading research impact grew more than any other Russell Group university, more than 99 per cent of our research was rated of international quality¹ and 12 of our subjects were in the Top 10 for world-leading impact.²
- The National Student Survey (NSS) 2022 showed that we have the highest level of student satisfaction in the Russell Group.
- In January 2022, Exeter appeared for the first time in the Times Higher Education (THE) Most International Universities in the World Ranking. The University ranked 46th in the world and 13th in the UK out of 193 global institutions.

- Infrastructure investments in support of interdisciplinary research include the establishment of our four Research Institutes: the [Environment and Sustainability Institute](#); [Global Systems Institute](#); the [Institute for Data Science and Artificial Intelligence](#); the [Living Systems Institute](#) and the recent development of a new Societies and Cultures Institute.
- We are the Russell Group's number one provider of degree apprenticeships and have a long history of working in partnership with business. Since 2016, we have worked hard with our partners to develop programmes that meet specific business needs and address crucial skills gaps. Today, we partner with more than 200 employers from across the UK and have over 1,400 apprentices learning with us.



82.7% of students said they were satisfied with their Exeter experience (2022).

¹ Research rated 4* + 3* + 2* in REF 2021. ² Based on ranking for 4* impact in REF 2021.

³ The THE Impact Rankings assess universities against the United Nations' Sustainable Development Goals (SDGs).

TOP 150

Top 150 in the **Times Higher Education (THE) World University Rankings 2022**.

TOP 50

Top 50 in the **Times Higher Education (THE) Impact Rankings 2022**.³

TOP 50

Top 50 in the **Times Higher Education (THE) Most International Universities in the World 2022**.

TOP 15

Top 15 in the **Guardian University Guide 2022** and **The Times and The Sunday Times Good University Guide 2023**.



99.3% of our research is rated of **international quality**¹ in REF 2021 with 12 of our subjects in the Top 10 for world-leading impact.²



30,000 students from more than **150** countries.



In touch with over **155,000** alumni in **183** countries.



6,700 staff from more than **100** countries.

RUSSELL GROUP

A world-class, research-intensive University.



Runner-up for the **University of the Year** award in The Times and The Sunday Times Good University Guide 2023.

Strategy 2030

Together we create the possible

Our purpose is to use the power of our education and research to create a sustainable, healthy and socially just future. Our vision will continually move us forward to make a difference to our people, our communities, our partners, and to the world around us.



Lead meaningful action against the **climate** emergency and **ecological** crisis.



Make key breakthroughs to transform **human health** and **wellbeing**.



Lead the progress towards creating a **fair, socially just** and **inclusive** society.

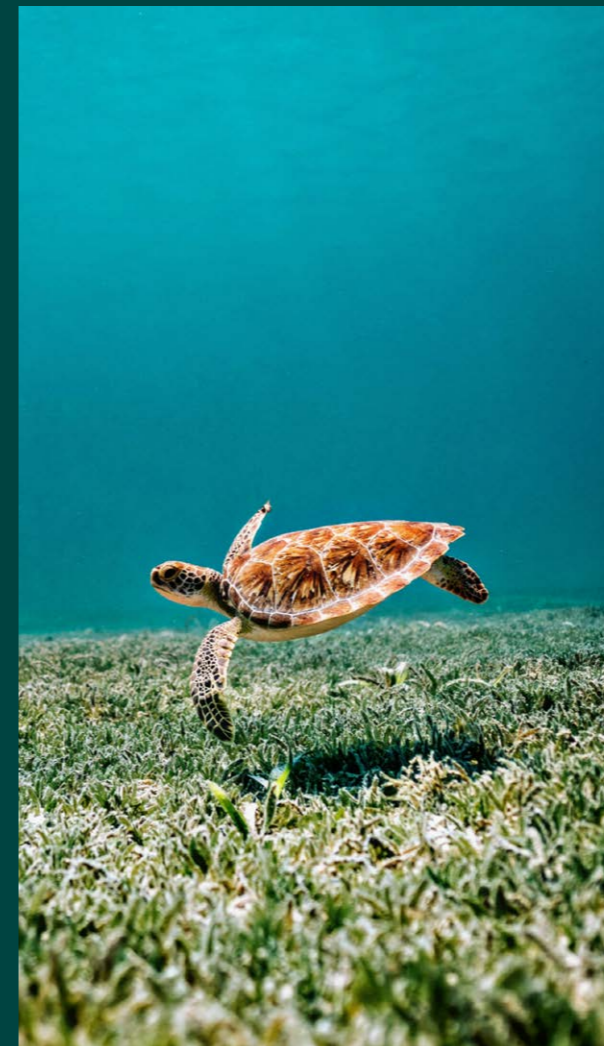
Education and Student Experience

We will challenge and inspire our community of learners from every background to thrive, develop the skills they will need for the future and lead the change the world needs.

We have developed a reputation for educational excellence, including as pioneers in the Russell Group for delivering degree apprenticeship programmes in partnership with global employers; for widening participation, where we have introduced an ambitious new programme to support and nurture high-achieving pupils from disadvantaged backgrounds; and for supporting student wellbeing. We work closely in partnership with our students, through our Students' Guild in Exeter and the Students' Union in Cornwall.

Through these and other activities, we are well positioned to quickly begin to deliver the vision for education which is set out in our Strategy 2030.

- We will invest in digital technology and digital skills development, to enhance and personalise student engagement, learning and support. Students from all backgrounds will be able to access our education at any time; our students will learn and share experiences with others across the world and we will give our students the very best support throughout their time with us, and beyond.
- We will launch an Exeter Education Innovation Institute to celebrate and develop our inspirational educators and support and enhance innovative ways of teaching and learning. We will be a leading innovator in digitally transformed and enabled education.



- We will expand our degree apprenticeships and short courses to support learners at all stages of their careers.
- We will embed innovation and entrepreneurship in our education to equip our students for the future and to benefit wider society.
- We will develop a global culture on our campuses, attracting international students and providing cultural enrichment for all students. Through internationalising our campuses, facilities and programmes, our students will have opportunities to meet people from around the world, and to study around the world.

Research and Innovation

Our dynamic and innovative research culture will foster new discoveries, inspire creativity and bring people together to solve the challenges of today and tomorrow. As a research-led institution, creating and disseminating knowledge that has an impact on society and addressing the many challenges facing humankind is central to our mission.

At the heart of our research is the harnessing of enthusiasm, energy and expertise of our exceptional community of scholars and researchers for the public good. We create new knowledge within a highly interdisciplinary research culture and we work with businesses, policymakers and partnership organisations globally to generate sustainable solutions for the technological, environmental, financial and cultural challenges faced by societies and communities worldwide.

Our research successes have been achieved by supporting and challenging a community of talented and creative minds to step beyond conventional thinking and work in an interdisciplinary way.

We have invested significantly to create some of the world's most inspiring and innovative research facilities and institutes. These include:

- The Living Systems Institute at our Streatham Campus, which has revolutionised the understanding, diagnosis and treatment of diseases.
- The Environment and Sustainability Institute at our Penryn Campus, which develops solutions to environmental challenges.

- The Institute for Data Science and Artificial Intelligence, which investigates new means of interrogating and understanding data to innovate and apply cutting-edge data analytical methodologies to diverse questions.
- The Global Systems Institute, which predicts global changes through understanding the interactions between the climate, natural ecosystems, human, social and economic systems, and the built environment.
- The new cross-disciplinary Societies and Cultures Institute, which will develop humanities and social science-based research in the creative industries, as well as in heritage, culture, law and policy.
- Our new lab for Digital Innovation for Growth, Impact, and Transformation (DIGIT Lab), which is one of six national Next Stage Digital Economy Centres and is part of our Business School's INDEX (Initiative in Digital Economy at Exeter) Research Centre; it will work with large organisations to reimagine them for the digital age.

The success of these investments is evident in substantial increases in our research awards, output citations, and esteem indicators and the driving of local and regional growth and research impact with benefits that are shared around the world.

The Research Excellence Framework (REF) 2021 review showed that we are doing more world-leading research than ever before. More than 99 per cent of our research is of international quality, with 89 per cent internationally excellent and 47 per cent world-leading. We have increased the proportion of our research which is world-leading by more than 60 per cent and increased the size of our research community by 70 per cent. Our world-leading research impact has grown by 72 per cent since 2014, more than any other Russell Group university.

In delivering our Strategy 2030:

- We will create the Exeter Futures initiative to support bold, new research ideas, working across disciplines and with our partners to address societal challenges. Each year, we will support a number of new research ideas from the community and provide the resources and time for teams to pursue ambitious new avenues of research.
- We will develop a sustainable research model for the future and support our researchers to grow and diversify income sources from business, governments and other external funding bodies.
- We will redesign our campuses to ensure that we have the space for co-creation, innovation and partnership.
- We will launch a series of research networks that enhance and support our disciplinary and interdisciplinary strengths.



People

We will support each other to thrive, be fulfilled and reach our potential. We will celebrate diversity and be inclusive, fair and compassionate in everything we do, prioritising the health and wellbeing of our community.

Our vibrant community of passionate and dedicated colleagues are fundamental to our success and we work hard to create a diverse and inclusive workplace. We help our people to fulfil their potential, rewarding them fairly and providing a positive working environment.

Over the coming decade:

- We will develop a Wellbeing, Inclusion and Culture Committee to provide senior leadership with the guidance and tools needed to ensure delivery of our health and wellbeing, diversity and inclusion and development strategies, and their intersectionalities.
- We will create reward, recognition and promotions schemes that value and

recognise excellence across all careers supported by our performance review and enhanced staff development processes. We will develop technology-enhanced, flexible working practices to respond to the opportunities and challenges posed by the future of work.

- We will accelerate the delivery of our widening participation plans by exceeding our ambitious targets for the proportion of our student population who come from state schools, underrepresented groups and low participation backgrounds.
- We will support equality of opportunity and outcomes for all. We will take action to improve the diversity of our community and our leadership.



Our Place

We are a global university with regional, national and international impact and relevance. We must work together to overcome the challenges of the 21st century.

We will be a globally networked university, offering outstanding education and research opportunities for our communities, and creating strong partnerships to tackle the world's biggest challenges.

- With universities, organisations and communities around the world, we will work together, combining our knowledge and expertise to address the UN Sustainable Development Goals.
- We will use technology to deepen, extend and facilitate our collaborations,
- Our international teaching, learning and employability opportunities will prepare our students to become active global citizens making a positive impact on the world.

transcending international boundaries and helping to tackle the environment and climate emergency.

Strategy 2030 builds upon these successes:

- We will enhance our international academic reputation through investing in the excellence of our research and education and our leadership in environment, human health and social justice.
- Working with our partners, we will deliver innovative joint programmes and global classrooms to create a community of learners around the world.
- We will engage our global alumni community to benefit from their expertise, networks and insights to support the delivery of our strategic vision.
- We will increase the international diversity of our student and staff community.

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In our region, we will be a university embedded in our community, increasing opportunities for our local residents and taking a leading role in the prosperity and success of the region.

Partnerships

We work with partners, students and alumni across our campuses, our region and the world in our pursuit of new knowledge, opportunities and impact. We want to continue to build upon our existing international partnerships, as well as forge new relationships, to consolidate and grow our research and education collaborations and help achieve our goal of becoming a sustainable global top 100 institution.

Our Global Partnerships

One of our key strategic partners is the University of Queensland (UQ). Exeter and UQ have recently renewed our agreement to work together through the QUEX Institute for a further five years. Through the QUEX Institute, the universities are tackling major global challenges through impactful interdisciplinary research, staff and student mobility and industry and community engagement, under the overarching topic of Global Sustainability and Wellbeing. Established in 2017, QUEX has three themes: Healthy Living, Global Environmental Futures, and Digital Worlds and Disruptive Technologies.

Central to QUEX is the joint PhD programme, which has now funded 46 students who have the wonderful opportunity to study in both the UK and Australia. Research by QUEX students is providing insights into critical global issues and is being published in leading academic journals, for example highlighting the impact of climate change on coral bleaching.

The Universities of Exeter and Queensland are now working on exciting new collaborative plans, such as launching an innovative joint online Master's programme on the topic of Global Environmental Futures, in 2023.



We are also strengthening our links in Europe, focusing on a set of priority partnerships. In 2019, the University of Exeter joined Venice International University (VIU) as the first UK member. This prestigious global consortium of 20 universities from China, Korea, Japan, Israel, Russia, Switzerland, UK, Germany, Belgium, France, Slovenia, Italy, South Africa, USA, and Canada has a mission to foster cooperation among member institutions while facilitating the exchange of knowledge and ideas.

As a VIU member, Exeter shares in VIU's campus on the island of San Servolo in the Venetian lagoon. The consortium provides opportunities for students and staff from member universities to work together and learn from one another in a multicultural environment. As a platform for education and research collaboration, it encourages the adoption of interdisciplinary and comparative methods that enable students and staff to address multi-faceted problems through innovative approaches.

Life in the South West

With stunning scenery, outstanding quality of life and excellent economic prospects, the South West has cemented its reputation as one of the very best places in the UK to live, work and study.

Exeter is the administrative and commercial centre of Devon and home to our main site, the Streatham Campus, on the edge of the city, and St Luke's Campus in the centre.

It's a lively city with a strong independent sector. There are boutique shops alongside high street stores, as well as independent eateries using locally sourced produce. Exeter was recently rated by industry group Tech Nation as one of three cities in the UK (and the only one in England) to be named as the next potential technology hub. This was due to the high number of tech start-up companies already operating; the room for more in the city's science parks and university; and its strong IT, road, rail and air connectivity with the UK and wider world.

The Exeter Tech ecosystem has come alive as a result of the Covid-19 pandemic, as people have found new ways to connect, form partnerships and help each other to build their businesses, big and small. New ideas are encouraged and funded through Exeter-based organisations like SETsquared and Crowdcube, among others. In addition, established businesses are bringing new and innovative products to market to help others thrive and grow as we move through the global changes triggered by the pandemic.

Situated close to St Luke's Campus is the state-of-the-art Research, Innovation, Learning and Development (RILD) building. In partnership with the Royal Devon and Exeter NHS Foundation Trust, the researchers in this building are making major scientific advances and upskilling tomorrow's medical professionals.

With a population of 130,000 – and nearly half a million people within a 45 minute catchment area – Exeter is a young, student-friendly city with 17 per cent of people aged between 18 and 24.

Boasting a high quality of life and low crime rate, a quarter of Exeter's population study or work at the University.

With a variety of travel options connecting Exeter to London, the UK and global destinations, the city is more accessible than ever. In recent years, a number of big-name companies and organisations have seen the potential of the South West's capital city, from the Met Office to the John Lewis Partnership.

The University of Exeter has two sites in Cornwall; the Penryn Campus, which is unique in the country for its joint use of space with the highly respected Falmouth University; and the Knowledge Spa at Truro Hospital, home to the University's Medical School in Cornwall. Our Penryn Campus sits at the head of the Penryn River Estuary, on the northern edge of the coastal town of Falmouth.

One of the South West's leading cultural destinations, Falmouth also offers a thriving business environment. The rollout of the most advanced broadband network in Europe provides connectivity across an area that has become home to a thriving cluster of creative enterprise and sustainable innovation. The city of Truro is Cornwall's county town and its impressive cathedral is the site of our Cornwall graduation ceremonies.

Research on our Cornwall campuses encompasses a diverse range of themes; from renewable energy, conservation and construction to healthcare, culture and government. Our researchers collaborate with local businesses, as well as leading international institutions, to address global and local issues in science, medicine and society.





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