OUR VALUES

PURSUIT OF EXCELLENCE
Excellence is a given. We strive to be the best across our core research and teaching, as well as in everything that supports what we do. We also strive to do even better next time.

AMBITION AND DRIVE
Our success is driven by the desire of our staff and students to challenge convention, create something new and play their part in shaping the future.

ENTERPRISING
We’re forward-looking, fast-moving, flexible and free-thinking, quick to explore new ideas, to exploit fresh opportunities and to take well-considered risks.

MAKING A DIFFERENCE
We aim to show the world what a modern university can do: delivering a service, solving problems and providing sustainability for the community and global society.

COMMUNITY
Ours is a lively university community that encourages and challenges ideas, promotes dignity, respect, health and wellbeing, and makes Warwick welcoming.

ACCESSIBLE
We’ve always believed in widening participation, in being open, friendly, easy to work with as equal partners and as non-hierarchical as possible.

GLOBAL PERSPECTIVE
Our cosmopolitan outlook and identity enrich our thinking and inform our quest for global relevance and world-class impact.

INDEPENDENCE
We’re self-sufficient, unafraid to upset the status quo, to redefine academic parameters and satisfy our appetite for exploration, innovation and leadership.
INTRODUCTION
OUR VISION IS TO BE A WORLD-CLASS UNIVERSITY
ONE WITH A DYNAMIC, ENTERPRISING APPROACH TO
SOLVING GLOBAL CHALLENGES; ONE THAT ENABLES
STUDENTS TO CREATE THEIR PLACE IN THE WORLD; ONE
THAT DEFINES THE UNIVERSITY OF TOMORROW.

Warwick has made outstanding progress in a very short time. We’ve secured a unique reputation through our ability to combine excellence, creativity and intellectual rigour with agility, professionalism and sustainability.

Of course, the next decade will present very different opportunities and challenges to those we’ve faced so far, but our commitment to securing Warwick’s position as a leading global higher education institution remains undimmed.

We are proud to fulfil our social obligations to educate, work at the frontiers of knowledge and inculcate enlightenment values. Our university is also committed, in a way that few others are, to generating economic growth for our city, region and the broader national economy in ways that will create more employment, educational opportunities, and resources.

It is clear, however, that the current UK university business model is under stress; it cannot continue in its current form. The state is no longer willing to fund higher education in the way it has before, meaning that most of the traditional activities in which universities have been involved are reaching their financial limits.

So how will we address this issue? We will, of course, retain a strong core of traditional academic activities. But we will add to this core a number of new activities that can produce new financial possibilities and exciting new obligations, some of which in time may become more central.

It is by no means an easy time in which to operate, never mind launch, an ambitious strategy, but we have a responsibility to lead by example.

Therefore, this strategy builds upon our core strengths while recognising the significant challenges facing our sector. It outlines the steps we will take and the options we will explore to ensure that the ambitions and aspirations of students, staff, alumni and supporters of Warwick drive and guide our actions in the years ahead.

Professor Nigel Thrift,
Vice-Chancellor and President
Student success through the provision of an outstanding student experience that leads to the very best employability outcomes for our graduates is something that we continually strive to achieve.

Partnership and collaboration between academics and students is right at the heart of a Warwick education. We’ll keep on developing and enhancing these qualities to ensure that our students, in turn, continue to develop as people and potential employees.

We must listen to our students and fully engage with them as active partners in an experience that brings together thought leadership, pedagogical innovation in education, and excellence in research. Our distinctive degree programmes must build on our disciplinary and interdisciplinary strengths with research-oriented teaching, and we also recognise the need to explore the untapped educational potential of technological innovation. In this way, we can present an agile response to emerging needs and evolving learning models in schools and colleges.

We’ll promote flexibility and choice throughout all degree programmes, enhancing core teaching with a growing range of options, development experiences and projects.

Reflecting our commitment to learner engagement, we’ll encourage students to be creative, analytical and critical in the questioning of ideas, the pursuit of knowledge and the exploration of new interests.

We want Warwick graduates to take their place among the best thinkers and most influential citizens of the future. To inspire and deliver this goal, our staff must continue to be the best experts in their own fields; we must continually challenge ourselves and our own high standards of teaching excellence.

True to our founding mission, we’ll adopt approaches that foster and support an inclusive educational environment: one that’s accessible to people from all backgrounds. We’ll also ensure a Warwick education is international in character.
Objectives:

**Objective 1: Outstanding Student Experience**
- Provide an outstanding student experience that enables our students to succeed.
- Improve the opportunities for us to listen to students and act accordingly.
- Commit to grow and support extra-curricular activity as a fundamental part of the student journey, finding creative ways to recognise, reward and celebrate involvement.
- Recognise the distinctive academic, intercultural and social needs of different groups and reflect this understanding in creating vibrant new accommodation and significantly expanding the number of student rooms and staff housing on campus, while maintaining our commitment to a choice of facilities and rents.
- Opportunities for increased personalised learning, feedback and skills development across our curriculum to support student success.
- Opportunities to further engage student representatives in the life of the University.
- Increasing our position in the National Student Survey to at least an overall average satisfaction rating of 90% and achieving an equivalent score in postgraduate student surveys.
- Achieving a year-on-year improvement in graduate level employability outcomes e.g. as measured by the Destination of Leavers of Higher Education (DLHE) Survey.
- Percentage of students engaged in extra-curricular activities.
- The reputational impact of our student activities and their contribution to society, cultural or economic success.
- The reputation and success of our alumni community.
- Delivery of new student residences.

**Objective 2: Inspiring Teachers**
- Launch an Education Academy to develop our teaching staff, find new ways to recognise, reward and celebrate teaching, and so drive our commitment to excellence.
- Give students the advantage of being taught by leaders in their field, through a commitment to research-led teaching and an emphasis on recruiting the very best.
- Staff satisfaction ratings e.g. through our PULSE survey.
- Metrics and indicators of teaching excellence.
- The profile of our staff in terms of research and teaching standing against measures of esteem e.g. NTFs, WATE.
WE WILL

✓ Explore new models of teaching to enhance the student experience and extend opportunities for student engagement in the design and delivery of the curriculum.

✓ Expand our interdisciplinary curriculum by developing a further suite of interdisciplinary degrees, including a Liberal Arts degree, and significantly increasing the provision of interdisciplinary modules at all levels of study.

✓ Develop our Graduate School’s role as a focal point for considering the specific needs of all postgraduate students.

✓ Launch Warwick Professional Studies to mobilise a more extensive programme of professional and executive education.

WE WILL INVESTIGATE FURTHER

✓ Innovative ways in which we can connect research and teaching for the benefit of our students, and give students the opportunity to undertake research as part of their degrees.

✓ How we can best exploit our new Warwick London Hub in the Shard to expand learning opportunities for students and graduates.

WE WILL MEASURE SUCCESS THROUGH

➜ Increase in opportunities for students to undertake research projects.

➜ Increase in student satisfaction scores as measured by undergraduate and postgraduate student surveys.

➜ Metrics that demonstrate the demand for our courses and the quality of student applications.

➜ Success measures for the Warwick presence in London.

➜ Increase in interdisciplinary modules.

➜ Increase in income from professional and executive education.

OBJECTIVE 3: INNOVATIVE CURRICULUM

OBJECTIVE 4: ACCESSIBLE AND WELCOMING

✓ Extend our widening participation programmes, providing opportunities for access to a Warwick education.

✓ Ways of removing barriers to a Warwick education for students from all backgrounds.

✓ Achieving and aspiring to exceed our Widening Participation targets.

INSPIRING STUDENTS

CAT TURHAN
STUDENTS’ UNION PRESIDENT 2014/15

I graduated from Warwick in 2013, with a Classics degree. I really enjoyed my studies, and my undergraduate experience was underpinned by my sports and society activities. Warwick is a place where anything is possible – I experienced skiing, TV presenting and performing in a nationally-renowned arts centre. In my final year, I became a Students’ Union councillor, allowing me to influence the way my Union was run.

As Students’ Union President, I will express the views of all Warwick students, enabling them to shape the institution they study in. I will be lobbying the University over many issues affecting students, and I also aim to run a campaign to get students voting in the General Election.

After my presidency, I intend to move to Munich and, looking further ahead, I would like to work for a not-for-profit organisation which lobbies for social change.

WE'RE ONE OF THE TOP 15 UNIVERSITIES IN THE WORLD FOR REPUTATION WITH GRADUATE EMPLOYERS.

QS WORLD UNIVERSITY RANKINGS 2013/14

LOOKING FORWARD
WE WILL

Boost student employability via a programme of career-focused activities starting at first arrival on campus and continuing beyond graduation: the objective being to produce enterprising, outward-looking graduates who are equipped to meet society’s newest challenges and to translate their skills into their chosen arena.

Ways to increase student take-up of relevant intercalated work experience, exploring a broader range of ideas for engagement with employers.

Ways to engage student entrepreneurs.

Achieving a year-on-year improvement in student employability outcomes e.g. the Destination of Leavers of Higher Education (DLHE) Survey.

Increase in the number of courses offering intercalated years.

Increase in student start-ups.

OBJECTIVE 5: HIGHLY EMPLOYABLE GRADUATES

✓ Increase the global mobility and awareness of students through our international partnerships, so as to offer more international opportunities and placements as integral elements of degrees.

Launch flexible and distinctive transnational degrees with our international partners, providing an outstanding global learning experience for our students.

How to make international experience accessible to the wider student body.

Increase in the number of student international placements.

Growth in intercultural opportunities embedded in the curriculum.

OBJECTIVE 6: GLOBAL CITIZENS

✓ Invest in a new flagship Teaching and Learning Centre at the heart of our campus, along with investment in academic facilities in all faculties.

New on- and off-campus locations for Learning Grid study centres tailored to the needs of students at all levels of study.

Ways in which technology can most effectively enhance the provision of learning and streamline the delivery of services to students.

Ways to stimulate a ‘Campus of ideas’ through the creative use of our open spaces for learning and engagement across the whole University community.

Launch of the new Teaching and Learning Building.

Improvement in the quality of our centrally timetabled learning spaces.

Increase in the utilisation of Learning Grid study spaces.

Growth in student engagement with Moodle.

OBJECTIVE 7: INNOVATIVE APPROACHES TO TEACHING

INSPIRING TEACHERS

PAUL RAFFIELD
PROFESSOR OF LAW AND DEPUTY HEAD OF THE LAW SCHOOL

Described as ‘an enthusiastic teaching innovator and committed teaching leader’, our students are clearly inspired by Paul’s teaching:

“Professor Raffield is an inspiration because of the passion with which he approaches everything that he teaches…”

“The best lecturer I have experienced at Warwick so far. His lectures are concentrated to the topic, with visual aids of cases, as well as using personal opinion to make some of the harder concepts in law more accessible”.

Prior to joining Warwick, Paul worked for 25 years as an actor in TV, Film and Theatre, and this experience heavily influenced his research interests, which include legal history, law and literature (particularly Shakespeare and the Law), and critical legal studies. Much of Paul’s teaching stems from this research. In 2008 he received a Warwick Award for Teaching Excellence (WATE), and in 2009 he was made a National Teaching Fellow of the Higher Education Academy.

WE WILL INVESTIGATE FURTHER

WE WILL MEASURE SUCCESS THROUGH

07
Warwick has a reputation for excellence. But a world-class institution has to continue to strive for excellence, in all disciplines. We’re committed to doing this, ensuring that our research makes a distinctive, competitive impact on the world.

Impressive though our growth has been over the past fifty years, we’re still smaller than most of our world-class competitors, particularly in the Sciences and Medicine. Achieving the required growth will call for bold and creative steps in these areas, cutting across disciplinary boundaries, both intellectually and institutionally. In pursuing ever greater forward momentum, we must also identify sustainable ways to enhance our Arts, Humanities and Social Sciences.

To build on our success we’ll need to keep on investing in our staff and students, in their experience and development, in our facilities and infrastructure, and in enabling the interdisciplinary ways of working that are so integral to our research. We recognise the distinctive contribution of our doctoral students and post-doctoral community and we will continue to nurture this. Our ambitions for scale and global competitiveness depend on all of these factors.

To continue providing an excellent environment for learning, we’ll invest significantly in new and renewed facilities. Every design will have as its guiding principle the need to stimulate the interdisciplinary and collaborative culture that drives both world-leading research and research-led teaching.

GOAL TWO
DELIVER WORLD-CLASS RESEARCH
EXCELLENCE IN ALL OF OUR DISCIPLINES AND A LEADER IN INTERDISCIPLINARY RESEARCH.

OBJECTIVES

1. Attract, appoint, develop, reward and retain the most able academic, research and support staff.
2. As a globally connected, research-led university, we will try to be part of the solution to the world’s pressing problems, and our Global Research Priorities (GRPs) programme is absolutely key.
3. Make our research stand out on the global stage by maximising the excellence, impact and contribution of each of our disciplines.
4. Champion and nurture outstanding interdisciplinary activity which operates at the forefront of knowledge and drives both research and research-oriented teaching.
5. Ensure that staff, students, teaching and research all have a positive impact on society at large — particularly with regards to knowledge transfer and policy making — and that the economic, social and cultural benefits of our research are properly highlighted.

REGIUS PROFESSOR MARTIN HAIRER

Regius Professor Martin Hairer is a celebrated mathematician working in the field of stochastic analysis, in particular stochastic partial differential equations. He was awarded the prestigious Fields Medal at the International Congress of Mathematicians 2014 and he received the London Mathematical Society’s 2014 Fröhlich Prize. During his career Martin has also won the Junior Whitehead Prize, London Mathematical Society (2008); the Philip Leverhulme Prize (2008); the Wolfson Research Merit Award (2009); and the Leverhulme Research Leadership Award (2012-2017). He was also a Laureate of the 2013 Fermat Prize, Institut de Mathématiques de Toulouse (2013), and holds a five-year Consolidator grant from the European Research Council (2014-2018). He was elected Fellow of the Royal Society in 2014.
OBJECTIVE 1: ATTRACT AND DEVELOP EXCELLENT PEOPLE

✓ Continue to invest in the recruitment and development of the very best staff, creating the conditions for them to achieve the highest levels of international career success.

✓ Develop the next generation of research scholars through our Doctoral Training Partnerships, enhancing our skills provision through the opportunities offered by departments, services and the Institute of Advanced Study.

✓ Enrich the student experience through research-led teaching and further embed opportunities for undergraduate engagement in our research activities, both to challenge their critical thinking and to inspire the research scholars of the future.

New ways to recognise and reward the research contribution of our staff.

➜ An increase in citations, in particular for Science Technology Engineering Mathematics and Medicine (STEMM) and some Social Sciences disciplines.

➜ Growth in the volume of articles published in journals of the highest quality and achieve more publication of monographs and books with publishers of the very highest quality and regard.

➜ Increase in national and international measures of award, and in esteem of staff.

➜ Success in winning Doctoral Training Partnerships and externally funded fellowships.

➜ Increase in opportunities for undergraduates to participate in research.

OBJECTIVE 2: GLOBAL SOLUTIONS

✓ Demonstrate a distinctive contribution to key global concerns through our Global Research Priorities, using them to anticipate and drive our response to emerging big questions.

✓ Enhance our collaborative partnerships in research and build on our Monash Warwick Alliance, our engagement with the Centre for Urban Science and Progress (CUSP), and our partnership with Liverpool School of Tropical Medicine.

Building on our reputation in Data and Urban Sciences to address major global challenges, and expanding the number of centres to London and other leading world cities.

➜ Increase in competitively won research funding as a result of the Global Research Priorities programme.

➜ Growth in measures of research and teaching excellence arising from existing and new partnerships.

➜ Increase in the volume and citation count of joint publications with international partners.
**CUSP NEW YORK**

The New York Center for Urban Science and Progress (CUSP) is a consortium of world-class institutions from around the globe, led by New York University (NYU) and NYU-Poly, and including the University of Warwick as the only European partner.

CUSP is an applied science research institute dedicated to researching and creating new solutions for the pressing and complex challenges confronting the world’s growing cities.

Warwick brings to CUSP its own strengths in:

- Energy Research, including power electronics, solar energy, thermal energy, and confined fusion for clean energy.
- Materials, from application and modelling to nanoscale fabrication, multi-ferroics, and in vivo biomaterials.
- Innovative Manufacturing, including design, R&D, marketing, logistics, lifetime services and disposal.
- Science and Technology for Health, including for example pre-natal and childhood nutrition, mental health, lifestyle choices and public health policies.
- Data Science, which includes the mathematical complexity of systems, data mining, visualisation and informatics.

This research institute will spark new technologies, discoveries and innovations, will create new businesses and jobs, and will educate the workforce for the high-tech urban science sector.

**“ENABLING THOSE CITIES TO DELIVER SERVICES EFFECTIVELY, EFFICIENTLY AND SUSTAINABLY ... WILL BE AMONG THE MOST IMPORTANT UNDERTAKINGS OF THIS CENTURY”*”

**OBJECTIVE 3: DISCIPLINE EXCELLENCE**

- ✓ Increase the national and international standing of each of our disciplines.
- ✓ Increase philanthropic and corporate support for our research activities.
- ✓ Keep on increasing our research income through existing and new funding streams, maximising transnational sources including Horizon 2020, collaborations with our overseas partners and the European Commission’s educational agenda.
- ✓ Recruit PhD students from the widest possible international talent pool and ensure that this is an attractive place for them to progress their research career.

**WE WILL**

- ✓ Opportunities to locate research and teaching activities in places which will enhance opportunities for students, provide access to valuable and novel research collaborations or draw on new sources of funding.
- ✓ Innovative ways of continuing to invest in new research initiatives.
- ✓ Opportunities to create alliances with institutions and organisations that can help accelerate our growth, particularly in Science, Engineering and Medicine.

**WE WILL INVESTIGATE FURTHER**

- ➜ Achieving a year-on-year increase in the value of our competitively won research income.
- ➜ Increase and diversification of our sources of research funding, significantly increasing non-government income.
- ➜ Achieving year-on-year percentage increase in our European funding.
- ➜ Achieving greater philanthropic income to support PhD recruitment.
- ➜ Satisfaction ratings through Postgraduate Research Experience Survey.

**WE WILL MEASURE SUCCESS THROUGH**

*United Nations Human Settlement Programme (UN-HABITAT)*
"One of the core functions of a leading University is to play a part in solving the world’s greatest problems... the most urgent problems are now global in origin and input.”

Professor Nigel Thrift, Vice-Chancellor and President

Warwick, like other great universities, has a responsibility to address today’s big challenges and to help provide solutions. The Global Research Priorities (GRPs) programme is part of our strategy to deploy our major areas of research strength.

The GRPs mission is three-fold:

• To provide a focus for our multidisciplinary research in key areas of international significance.
• To provide a platform from which to showcase Warwick’s world-leading research.
• To provide a forum in which to engage our multiple users and stakeholders throughout the research process, thus maximising the impact of our research.

warwick.ac.uk/research/priorities

WE WILL

OBJECTIVE 4: OUTSTANDING INTERDISCIPLINARY RESEARCH

✔ Develop our existing interdisciplinary centres and seek new opportunities for interdisciplinary engagement.
✔ Create innovative spaces to enhance interdisciplinary collaboration, including investing in new interdisciplinary research laboratories and securing external funding for their expansion.
✔ Create a series of Research Technology Platforms to increase our research infrastructure.

✔ Greater number of publications across the discipline boundaries.
✔ Measures that demonstrate the impact of our interdisciplinary activity.
✔ Achieving increased philanthropic income to expand our research base and infrastructure.
✔ Achieving cost, efficiency and output measures as a result of implementing RTPs.

OBJECTIVE 5: MAKING A DIFFERENCE TO SOCIETY

✔ Progress our response to the impact agenda, providing policymakers across all sectors with ready and easy-to-digest evidence resulting from our research, and exploring innovative opportunities to disseminate our research.
✔ Reinforce our reputation as a university to engage with industry, government and other sectors, demonstrating this through increased investment and collaboration.

✔ Generation of high-quality impact case studies for REF 2020.
✔ Evidence of increased use of Warwick as a choice for future policymaking, leading to increased funding.
✔ Increased income from non-governmental sources.
✔ Increase in the number of strategic relationships with major corporate partners.

WE WILL INVESTIGATE FURTHER

WE WILL MEASURE SUCCESS THROUGH

OBJECTIVE 4: OUTSTANDING INTERDISCIPLINARY RESEARCH

“THE UNIVERSITY OF WARWICK IS ONE OF THE UK’S MOST INNOVATIVE UNIVERSITIES”

RT HON DR VINCE CABLE MP, SECRETARY OF STATE FOR BUSINESS

OUR CHALLENGES

GLOBAL RESEARCH PRIORITIES

warwick.ac.uk/research/priorities
Increasing our global reach and reputation will demand new ways of striving for brilliance, both across the board and in our areas of particular strength. Leadership will also demand a renewed focus on positioning our activities internationally.

We must build on the successes and innovations of Warwick’s partnership activities at all levels, which are already enhancing opportunities for many students and staff, as well as delivering a major boost to our reputation. It’s a given that the contribution each partner makes should generate mutual benefit, and we must ensure that we put in as much as we get out.

Although it’s satisfying to be so good at punching above our weight, there is a step change difference between where we are now and where we need to be. We must identify ways to increase the size of our research base, so as to secure and sustain our place as a globally leading institution.

In pursuit of this world-class reputation, we’ll make significant increases in the scale and intensity of our Science, Engineering and Medicine disciplines, as well as looking at sustainable growth and enhancement of Arts, Humanities and Social Sciences.

Naturally, growth like this will necessitate careful, tactical choices. We’ll build on the entrepreneurial spirit and energy that have delivered so much of our success to date, underpinned as always by an unshakable commitment to excellence.

Along the way, we’ll explore all appropriate opportunities for increasing the pace of growth through alliances, partnerships and acquisitions. Choice of partners will be driven by their ability to complement our activities and ideals, and to provide innovation, sustainability and strategic value.

**GOAL THREE**
**SECURE OUR GLOBAL POSITION**

**OPTIMISE THE SCALE, SCOPE AND REACH OF ALL OUR ACTIVITIES.**

**OBJECTIVES**

1. Grow and develop our research base significantly, to enhance our international standing and achieve the scale required to compete globally.

2. Develop collaborative research and teaching opportunities – both national and international – that facilitate interdisciplinary research and create the openings for our students and staff to function and excel as global citizens.

3. Investigate potential alliances, partnerships and acquisitions that complement and enhance our reputation and capacity for excellence in teaching and research, as well as helping to increase our scale, particularly in Science, Engineering and Medicine.

4. Establish and expand our presence in key strategic locations, with a view to leveraging maximum benefit to the University and its members.

**STRATEGY**

**LOOKING FORWARD**
WE WILL

OBJECTIVE 1: GLOBAL SCALE

✓ Continue to invest in and be committed to the principle of the comprehensive University, with all disciplines contributing to excellence.

✓ Build scale through affordable, sustainable growth, particularly in Science, Engineering and Medicine subjects.

✓ Increase research income by ensuring that we combine investment-ready proposals with an ability to mobilise and exploit emerging funding streams, e.g. Horizon 2020.

✓ Deliver increased benefit from the applied translation of our research, especially in Medicine.

➜ The rankings of our disciplines in national peer exercises, with an aspiration to have all disciplines ranked in the top 10.

➜ Growth in turnover while achieving target institutional operating surplus of 7% and financially sustainable departmental margins.

➜ Increasing our success in competitive funding programmes and our market share of UK research income.

WE WILL INVESTIGATE FURTHER

OBJECTIVE 2: NATIONAL AND INTERNATIONAL COLLABORATION

✓ Engage with leading institutions — in Europe and globally — to develop further collaborative research and teaching partnerships of mutual benefit.

➜ Ways to encourage new large-scale investors to co-locate activity with the University.

➜ Increase in measures of research and teaching excellence arising from collaborative partnerships.

WE WILL MEASURE SUCCESS THROUGH
WE WILL

✓ Gain fresh advantage from partnerships that exist at departmental and institutional level, pursuing additional benefits and opportunities.

✓ Strategies for partnerships or acquisitions that raise quality and increase our scale of operation.

WE WILL INVESTIGATE FURTHER

❖ Increase in measures of research and teaching excellence and commercial benefit arising from collaborative partnerships.

WE WILL MEASURE SUCCESS THROUGH

❖ Increase in measures of research and teaching excellence and commercial benefit.

❖ Growth in our digital presence and measures of reputation.

OBJECTIVE 3: DEVELOP ALLIANCES AND PARTNERSHIPS

OBJECTIVE 4: EXPAND IN STRATEGIC LOCATIONS

✓ Maximise the advantage of our proximity to London, our base in the Shard and our engagement in CUSP London to create a visible Warwick presence in the capital that will add to our reputation and extend our reach.

❖ Which geographical locations provide the best opportunities and benefits for research and teaching collaborations.

❖ The opportunity and case for a Warwick presence in California.

❖ Opportunities to build on our strong links with the local region.

❖ How to maximise the benefit of our Wellesbourne campus.

CASE STUDY

REDEFINING GLOBAL HIGHER EDUCATION: THE MONASH WARWICK ALLIANCE

The Monash Warwick Alliance is redefining higher education by bringing together two world-class institutions, creating a new model for research-led institutions to meet the global challenges of the 21st century.

By working together, we’ll help meet the demand for graduates with a global education, and for universities that are equipped and motivated to undertake research addressing world-relevant and strategically important problems.

“THE ALLIANCE IS A UNIQUE OPPORTUNITY TO EXPAND MY RESEARCH TO THE BIOMEDICAL FIELD BY WORKING WITH WORLD EXPERTS. BEYOND TRADITIONAL COLLABORATIONS, THE ALLIANCE ENABLES US TO MERGE OUR RESEARCH PROGRAMMES BY COMBINING THE WORLD-CLASS EXPERTISE AND FACILITIES AVAILABLE AT WARWICK AND MONASH.”

PROFESSOR SÉBASTIEN PERRIER

“THE UNIVERSITY OF WARWICK HAS A GREAT HISTORY OF BEING ENTREPRENEURIAL AND A WORLD INNOVATOR, AND THIS MOVE TO THE SHARD CONTINUES THAT SPIRIT OF ENTERPRISE AND AMBITION TO DO THINGS DIFFERENTLY”

WBS DEAN, PROFESSOR MARK TAYLOR
As one of the first Monash Warwick Alliance research appointees, Professor Sébastien Perrier is at the forefront of our engagement with global research.

“The way in which the Monash Warwick Alliance is bringing researchers together is unprecedented,” he says. “Working with international colleagues is expanding our knowledge base and enhancing our ability to conduct ground-breaking research.”

Previously awarded the Wolfson Research Merit award by the Royal Society and the Le Fèvre Memorial Prize by the Australian Academy of Science, Professor Perrier – a Warwick PhD graduate – was named as the Distinguished Winner of the 2014 Biomacromolecules/Macromolecules Young Investigator by the American Chemical Society (ACS).

In its citation the ACS commented that ‘Professor Perrier was selected in recognition of his exceptional contributions to the research in living radical polymerizations in both fundamental and applied polymer chemistry’.

Dividing his time between the Monash Institute of Pharmaceutical Sciences and our own Department of Chemistry, Professor Perrier focuses on the synthesis of macromolecules with highly controlled and pre-determinable structures using modern polymer and organic synthetic methods.
Our students are the heart of the Warwick experience and must be active partners in its evolution. We’ll continue to develop students as valued members of our community, as leaders in their own right, and as citizens with a significant part to play in the future economy and global society.

Those other key members of our community – our staff – must also be properly recognised for their vital contribution to the University’s success. We value our people above all else and will continue to investigate new ways to encourage and reward the input and impact of everyone at Warwick.

We’ll also remain true to the principles of Equality and Diversity, and Dignity at Work and Study. Recognising the enormous, ongoing contribution made by the Students’ Union, and its passion in ensuring that time spent at Warwick is the best it can be, we’re committed to working with the SU to enrich the student experience still further.

We’ll do our best to ensure that students, staff and alumni alike genuinely want to retain a lifelong connection with the University and a commitment to its future.

"IT IS THE COMMITMENT, HARD WORK AND DRIVE OF ALL OUR STAFF THAT MAKES WARWICK A SUCCESS. IN PARTICULAR IT IS THE ‘BEHIND THE SCENES’ WORK OF OUR SUPPORT AND TECHNICAL STAFF THAT FORMS THE BACKBONE OF OUR COMMUNITY AND ENVIRONMENT."

PROFESSOR NIGEL THRIFT, VICE-CHANCELLOR AND PRESIDENT
WE WILL

OBJECTIVE 1: VALUES THAT ENABLE SUCCESS
✓ Refresh and embed our values to ensure they remain relevant to the University community and our evolving strategy.
✓ Focus on well-being throughout the University community, recognising that it’s a privilege to provide a welcoming work and study environment in which people find their voices and receive the encouragement to develop their ideas.
✓ Invite the input of staff and students to improve how we do things, always looking for enterprising ideas and the opportunity to engage everyone in the University’s development and success.
✓ Launch a Benefactors’ Centre in a prominent campus location to create a vibrant collaborative space in which staff and students are able to engage with visiting international partners, academics and students.
✓ Ensure that our campus locations are a destination of choice for students, staff, visitors, organisations and the public, and that the University’s many facilities remain accessible and welcoming for members of the wider local community.

✓ All possibilities for increasing staff and student engagement across all areas of University activity and new ways of recognising and valuing their contribution.
✓ Expanding our emphasis on well-being across the wider campus, including significant investment in a new sports centre and leisure infrastructure.
✓ Ways for our staff and students to give back to the community through an increased focus on corporate social responsibility and volunteering programmes.
✓ Maximising the intelligent and creative landscaping of our campus as it develops, ensuring we retain the green spaces and amenities that make Warwick distinctive.

➜ A suite of measures that identify and quantify the impact of the contribution of staff and students on the University’s performance and success.
➜ Increasing engagement scores and measures of satisfaction through our staff satisfaction survey and national student surveys.
➜ Increased number of visitors to the campus.
➜ Measures that demonstrate the positive impact of the University’s activity within the local community.

✓ Remain committed to Dignity at Work and Study, and to embedding the principles of gender equality and Athena SWAN beyond the Science, Engineering and Medicine disciplines across the wider University.

✓ Achievement of our Equality Action Plan and an increase in our equality and diversity metrics.

OBJECTIVE 2: RICH DIVERSITY OF STAFF AND STUDENTS
<table>
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<tr>
<th>OBJECTIVE 3: STUDENTS AS PARTNERS</th>
<th>OBJECTIVE 4: DEVELOP OUR PEOPLE</th>
<th>OBJECTIVE 5: CREATE FUTURE LEADERSHIP CAPABILITY</th>
<th>OBJECTIVE 6: MEANINGFUL ALUMNI ENGAGEMENT</th>
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<tr>
<td>✓ Build on our positive relationship and engagement with the Students’ Union, as we support them to become the best SU in the UK.</td>
<td>✓ Ensure our staff and students get the skills development they need to be successful by refreshing our model of how we provide this.</td>
<td>✓ Refocus our efforts to develop the skills of all those at Warwick who lead or manage others, as well as those with the potential to move into leadership.</td>
<td>✓ Engage — cross-functionally — with our alumni around the world to ensure the University remains relevant to their lives.</td>
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<td>✓ Develop innovative ways of engaging with our students throughout their study, both academically and pastorally.</td>
<td>✓ Consider the distinctive needs of our doctoral and masters student communities, and provide them with the right facilities and support.</td>
<td></td>
<td>✓ How to make best use of the generous support and experience of our alumni community and of stakeholders across all areas of our activity — to enhance the University’s global reputation.</td>
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<td>✓ Make sure the University’s administrative and support staff receive the development opportunities to maintain our reputation for excellence in these areas.</td>
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<td>✓ How to further engage student representatives in the life and governance of the University.</td>
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<td>✓ Opportunities to enhance our campus community through inter-hall collaboration and competition.</td>
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<td>✓ Measures of student satisfaction and student outcomes.</td>
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<td>➜ Annual review and performance measures along with measures of student employability and success.</td>
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<td>➜ Postgraduate student satisfaction surveys and measures of student outcomes.</td>
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<td>➜ Levels of engagement with the alumni community in University activities.</td>
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<td>➜ Measures of student satisfaction and student outcomes.</td>
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<td>➜ Staff satisfaction surveys and succession planning measures.</td>
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CASE STUDY

POSTGRADUATE WARWICK

Warwick’s students are part of an international community of scholars. Our postgraduate community accounts for over a third of our total student population, and our community at large is made up of students and staff from approximately 150 countries, creating a cosmopolitan environment in which diversity is celebrated. Our postgraduate students make a significant contribution to Warwick’s success.

Our technology-rich, dedicated postgraduate spaces provide students with a unique opportunity to work together with their peers from across the University.

DEDICATED POSTGRADUATE FACILITIES

The Postgraduate Hub and Grad Deck are designed exclusively for postgraduate students. The emphasis in both spaces is on collaboration: academic and social.

At our Postgraduate Hub – the centre of postgraduate life at Warwick – students can work and share experiences together. Our thriving postgraduate community is able to use group work spaces and has access to a variety of events, such as research skills workshops, postgraduate conferences and cultural events.
"WE’RE LIKE ONE BIG FAMILY AND EVEN A VISIT TO THE LIBRARY CAN BE FUN AND A WAY TO MEET NEW, INTERESTING PEOPLE. EVERYONE IS SO HELPFUL AND I REALLY LIKE THE ATMOSPHERE OF OPEN DIALOGUE HERE"

ABED KAMAL, MPA

CASE STUDY

INSPIRING ALUMNI: CREATING THEIR PLACE IN THE WORLD

GAURI GOPAL AGRAWAL (MSc FINANCE AND ECONOMICS 2008-09)

After graduating, Gauri was looking for a way to make a difference. She found it when she created a social enterprise that is already having a real impact in India.

“In 2008, I was finishing my Master’s. A strong need to deviate from the norm got me thinking about travelling to a country I had never been to before and exploring my education in a completely new context.”

The country was Peru. Her research into microcredit provision led her to an internship with SKIP (Supporting Kids in Peru), a small NGO in Trujillo, where she worked with single mums in slums to help them secure microloans. Back home in India, her dreams of doing something similar were tempered by the need to recoup the money she had invested in her education.

The Peru internship gave her an edge in job hunting and she worked with Deutsche Bank for two years. But eventually… “I followed my gut again. The Skilled Samaritan Foundation was born, and my passion has never wavered.”

The Skilled Samaritan Foundation provides collaborative, sustainable development in Sirohi, a village 40 kilometres from Delhi, enhancing local capacity to address issues in primary education, the empowerment of women and renewable technology.

Within a year, the Foundation had notched up successes like the Rural Solar Electrification Project – a collaborative initiative between Engineers without Borders (India), Bechtel Corporation and students at the National Training and Power Institute. By October 2013 it had provided 366 houses in Sirohi with access to reliable solar power.

Gauri’s MSc has helped immensely in her work as her professors encouraged students to be their own bosses. “The coursework has been a bedrock, while the international exposure added intellectual credibility, opening doors that would otherwise have remained closed.”
Since the University was founded, we’ve had a major social, cultural and economic impact, not only regionally, but also nationally and internationally. We’ll ensure that we keep on exerting a significant and distinctive influence.

Our research must continue to focus international attention on this country and this region, at the same time as introducing economic benefits on a global scale.

We must also build on our agility and responsiveness to emerging trends in teaching and learning, keeping ahead of how models are changing in schools and leading the way in bridging the gap between higher and pre-18 education.

We remain committed to driving social, cultural and economic growth through the quality of our graduates and the real difference they can make to their communities and their sectors.

We’re always looking for new collaborations with Industry that can translate into increased knowledge, productivity and employment. We must thrive as an enterprising university, using excellence in research and teaching as the building blocks of business partnerships.

As we gather momentum, we must convert these to larger scale strategic relationships, seek out opportunities that mesh with our strengths and priorities, sharpen our understanding of what industry and partners are looking for, and create innovation networks — spanning business, enterprise, entrepreneurship, policy and investor groups — with Warwick at their heart.

In our ongoing quest to deliver value and results, we remain committed to working with local and national governments, and to working with other institutions to magnify our economic impact.

We’ll explore all possible avenues by which WMG and WBS can continue to exert a positive influence on local, national and international economies, as well as supporting other disciplines to do likewise.

Meanwhile, we’ll keep on supporting our students and staff in their volunteer work, their great contribution to skills development and education outcomes, and their passion for enriching people’s lives through cultural outreach.

We’ve achieved success in no small part thanks to the support and contributions of a wide range of stakeholders, to whom our commitment remains paramount. As a hub of this local, national and international community, we must continue to engage — in new ways and with new groups — to achieve new and exciting mutual benefits.

More can always be done to generate benefits from our activities, and to embody and champion causes such as corporate social responsibility. We intend to do it.

**LOOKING FORWARD**

**GOAL FIVE**

**CHAMPION SOCIAL, CULTURAL AND ECONOMIC GROWTH**

A CATALYST AND PARTNER FOR REGIONAL, NATIONAL AND INTERNATIONAL DEVELOPMENT AND SUSTAINABILITY.

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**OBJECTIVES**

1. Double the University’s contribution to the regional economy to £1bn p.a. and achieve positive impacts on the national economy.
2. Position the University as a key enabler of social and cultural growth.
3. Deliver the National Automotive Innovation Centre (NAIC) successfully, using both this iconic resource and our Science Park as showcases to foster University-Industry collaboration and attract further partnerships.
4. Significantly increase the percentage of research and development income from the commercial and related sectors, building business relationships to grow impact, income and influence.
5. Make a valued contribution to the support and development of local and wider communities, which will include achieving recognition as sector leaders in closing the gap between higher and pre-18 education.
6. Pursue more creative, inspirational and mutually beneficial engagement with all those individuals, groups and organisations that have a stake in our success.

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**STRATEGY**
WE WILL

OBJECTIVE 1: ECONOMIC CONTRIBUTION

✓ Launch a Warwick Commission to explore ways in which the University can work collaboratively with regional and national stakeholders to double its economic impact and develop the enabling infrastructure to support its growth.

✓ Ensure that our engagement with domestic and international employers and alumni is focused both on providing the best opportunities for our students and on the pursuit of our development goals.

✓ Support and develop further opportunities for student enterprise through a new Warwick Enterprise Pathway and innovative ways to embed entrepreneurial activity throughout the student experience.

WE WILL INVESTIGATE FURTHER

❯ Ways of engaging proactively with local and regional infrastructure developments to ensure the University can continue to add value to the region.

❯ Innovative models for achieving high-quality employability outcomes for our students, and increasing our internship and placement opportunities.

❯ Ways of engaging more fully with the social, cultural and economic interests of Coventry and Warwickshire to identify, address and pursue common goals.

WE WILL MEASURE SUCCESS THROUGH

➜ Analysis of the University’s impact on the region and subregion.

➜ Measures of student employability e.g. Destination of Leavers of Higher Education (DHLE) Survey.

OBJECTIVE 2: ECONOMIC, SOCIAL AND CULTURAL GROWTH

✓ Increasing the engagement of the local, national and international community in our Arts and Cultural programmes to position the University as a major centre for the provision of the Arts.

❯ Re-envisioning our sports offering as a means to develop the well-being of students and staff, and in order to provide more benefit to the local community.

❯ How we can enhance the cultural life and reputation of the local region, adding value and competitive edge via the Warwick Arts Centre and the activities of our Students’ Union.

❯ Increase in reputational and commercial metrics for the Arts Centre.

❯ Measures of community engagement in our sports programmes.

Dr Michael Scott,
Assistant Professor, Department of Classics and Ancient History
OBJECTIVE 3: UNIVERSITY-INDUSTRY PARTNERSHIPS
✓ Deliver the NAIC as a model for joint working between University and Industry.
✓ Additional ways of utilising the University of Warwick Science Park (UWSP) as an enabler of Industry-University collaboration.
✓ Measures to quantify the academic and economic impact of the NAIC and UWSP.

OBJECTIVE 4: GROW INCOME, IMPACT AND INFLUENCE
✓ Be a partner of choice for industry, government and other sectors, generating increased investment and collaboration, and in the process developing a partnership focus for large, multinational companies and a separate, complementary focus for SMEs and value chains.
✓ Build on our reputation for innovative engagement with industry by developing significant research and education partnerships with a flexible and interdisciplinary focus.
✓ Significantly increase the proportion of our research income from commercial funders through the development of a cross-functional approach to corporate engagement activities across the University.
✓ Ways to build on the planned Festival of the Imagination for the 50th Anniversary by reaching more people and making the life and endeavours of the University more visible.
✓ Increase in research and teaching metrics as a result of collaboration and partnerships.
✓ Increase in research and development income from diversified sectors.

OBJECTIVE 5: SECTOR LEADERS IN PRE-18 EDUCATION
✓ Make a sector-leading contribution to changing education policy and the schools agenda, advancing the development of young people through innovative partnerships and programmes such as the WMG Academy for young engineers.
✓ Deliver our commitment to overseas community development through our international programmes (e.g. Warwick in Africa, Warwick in India).
✓ Opportunities to engage with the policy agenda on the educational development of young people through apprenticeships and other means.
✓ Measures that quantify the impact of our community and educational activity.

THE WARWICK COMMISSION ON THE FUTURE OF CULTURAL VALUE COMBINES ACADEMIC RIGOUR, SECTOR EXPERTISE AND BUSINESS PERSPECTIVES TO PRODUCE REALISTIC RECOMMENDATIONS FOR POLICYMAKERS AND THE CREATIVE INDUSTRIES ALIKE

VIKKI HEYWOOD, CHAIR OF ROYAL SOCIETY OF ARTS

CULTURAL HUB: WARWICK ARTS CENTRE

Warwick Arts Centre is one of the largest and most prestigious arts centres in the UK, presenting, commissioning and co-producing an outstanding programme of live events, film and visual arts for the University community and our local and regional communities.

It attracts over 250,000 visitors a year to some 2,000 individual events, with 70% of its audience coming from Coventry and Warwickshire and a further 30% travelling long distances to appreciate its distinctive and acclaimed programme.

DR MICHAEL SCOTT

Dr Michael Scott is a brilliant public engager, making a significant cultural contribution to society. An academic, author and broadcaster in ancient history and archaeology of the Greek and Roman worlds, Michael believes passionately in making the ancient world accessible to a wide audience.

Alongside his role as Assistant Professor, Michael is also Widening Participation and Outreach Officer for the Classics Department. He regularly gives talks in schools, and writes books aimed at the popular market along with articles for national and international newspapers and magazines.
**THE VISION FOR WORKING WITH BUSINESS**

WMG (Warwick Manufacturing Group) is a fantastic example of how universities can work with business and the National Automotive Innovation Centre (NAIC) is the latest exemplar. The NAIC will provide a national focus and a critical mass of research capability, combining the expertise nationally and internationally from industry, universities, SMEs and the automotive supply chain.

It will be a unique resource, with an environment to foster collaboration, cohesion and cross-fertilisation of knowledge, and will provide a platform for greater involvement in EU-wide research programmes. It will enable academic/industry teams to work together in a state-of-the-art building, with tailored equipment to create and integrate breakthrough technologies with a whole-system approach crossing multiple disciplines.

The focus will be on the long-term multidisciplinary challenges identified by the UK Automotive Research Council of Electric Vehicles, Carbon Reduction, and Smart and Connected Vehicles. It will also address the shortage of skilled R&D staff in the automotive supply chain, creating a pipeline of people into companies.

NAIC is a partnership between Jaguar Land Rover, Tata Motors European Technical Centre and WMG/University of Warwick. There is an investment of £100m in the capital building and research activities, with £15m of the capital cost provided by the Higher Education Funding Council England.

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**OBJECTIVE 6: CREATIVE, MUTUALLY BENEFICIAL ENGAGEMENT**

- Continue to engage with the Coventry and Warwickshire Local Enterprise Partnership, our local authorities, the NHS and organisations across Coventry and broader West Midlands region for mutual benefit.

**WE WILL**

- Investigate further measures of support from, for example, the Local Enterprise Partnership, for future University growth.

**WE WILL MEASURE SUCCESS THROUGH**

- Measures of support from, for example, the Local Enterprise Partnership, for future University growth.
Sustainability covers many interrelated concerns, be they environmental, financial, social or reputational. To engage fully and compete effectively on tomorrow’s global stage, we must address them all, across all activities.

As an organisation that manages its footprint and impact on the environment, we’ll use this as a foundation to embed the broader principles of sustainability.

In this current climate, we’re all aware of the need to seek out opportunities to generate additional income and surpluses to underpin our future investment. We’re also focused on the vital importance of this investment in securing the continuing excellence of the Warwick experience, across all disciplines.

We’re committed to ensuring future growth and development, both by expanding and revitalising the range of campus and commercial activities that have defined our identity and driven our success culture, and also by maintaining our focus on income generation while controlling costs.

Our aim is for more effective leverage of our strategic relationships, and to uphold Warwick’s pre-eminent reputation for agility, enterprise and efficiency across the HE sector. Ours is an institution that’s not afraid to harness the expertise and ideas of its own people, or those of its contacts. We’ll also produce an annual sustainability statement to show stakeholders our progress towards the goal of environmental, economic and social sustainability.

Looking Forward

1. Ensure the University is financially sustainable, with enough income to support new investment in teaching, research and the campus experience.
2. Aspire continually to exceed our environmental goals and develop ways of enhancing our contribution to sustainability.
3. Increase our philanthropic income, as well as income from knowledge transfer and external engagement, to reinvest in the University.
4. Keep our systems and ways of working at the forefront of efficiency, agility and service by remaining focused on user and customer satisfaction.
5. Invest in and develop our distinctive campus and commercial services activities to achieve a year-on-year growth in returns, which can be reinvested in research and teaching.
WE WILL

OBJECTIVE 1: ENSURE FINANCIAL SUSTAINABILITY

✓ Deliver a financial performance that will enable us to invest in our people and campus, and to deliver more than £250m in new and replacement buildings and facilities over the next five years.
✓ Stay at the forefront of innovative design in our campus and land development, providing value for money and an inspiring experience to all of the communities we serve.

We will investigate further:

✓ New means of raising money and diversifying our income to support our activities, while continuing to review existing programmes to ensure both strategic fit and return on investment.
✓ Innovative avenues of funding for postgraduate taught and research students to ensure we can excite, inspire and attract the very best students to Warwick.
✓ How best to target investment in our activities to deliver financial and reputational return.
✓ All other possibilities for future-proofing the University’s economic position.

We will measure success through:

➜ Growth in turnover while achieving both an institutional operating surplus of 7% target and departmental margins.
➜ The achievement of our capital plan to planned expenditure and measures of quality.
➜ Measures of student and staff satisfaction with our infrastructure and facilities.

OBJECTIVE 2: EXCEED ENVIRONMENTAL GOALS

✓ Encourage everyone throughout the University community to play an active role in ensuring we achieve key sustainability goals, so as to contribute to society and remain competitive in a fast-evolving global environment.
✓ Make better use of new and existing buildings and facilities by incorporating sustainability principles in their design.

We will investigate further:

✓ Opportunities to embed sustainability in our curriculum and campus activities.

We will measure success through:

➜ The achievement of our environmental goals and the increasing engagement of the University community in sustainability outcomes.
➜ Each new capital build being designed through sustainability principles, being BREEAM excellent and with the highest levels of energy efficiency.
WE WILL INVESTIGATE FURTHER

OBJECTIVE 3: INCREASE PHILANTHROPIC INCOME AND KNOWLEDGE TRANSFER
✓ Identify and explore the priorities that will help persuade corporate, public sector, employer and community partners at a regional, national and international level to work collaboratively with the University, expanding our corporate relations and development activity to ensure Warwick is a pre-eminent choice for investment in priorities of mutual interest.
✓ Engage the University community to drive and support our development and fundraising programmes, promoting a general culture of philanthropy.

OBJECTIVE 4: SIMPLIFY, COLLABORATE, DELIVER
✓ Deliver administrative and on-campus services more efficiently by embedding a ‘simplify, collaborate, deliver’ programme to ensure agile ways of working and so provide staff and students with high quality services for the best value for money.

OBJECTIVE 5: REINVIGORATE OUR COMMERCIAL ACTIVITIES
✓ Reinvigorate our campus and commercial activities, and develop new market opportunities to remain sector-leading in the provision of services to Warwick and elsewhere.

OBJECTIVE 2: IMPROVE ADMINISTRATIVE AND ON-CAMPUS SERVICES
✓ The case for new commercial ventures that will deliver resources for reinvestment in the University, drawing on the innovative and enterprising ideas of our staff and students.

CASE STUDY
PHILANTHROPY – HELPING COUPLES CONCEIVE

Over £115,000 of donations have helped Professor Siobhan Quenby’s work at Warwick Medical School.

Siobhan is a world-leading fertility expert who diagnoses and treats ‘uterine Natural Killer’ (uNK) cells. As well as contributing to the field of reproductive care, she’s helped hundreds of couples including Kim and Paul Rimmer. The Rimmers suffered six miscarriages before they started treatment but, thanks to Siobhan, they welcomed their son Edward earlier this year, and have finally started their family life together.

Future philanthropic donations will help refine the research and take treatments nationwide to benefit more couples and families.

This is one example of how new philanthropic income can support our research, educational scholarship and the next generation.
GIVING OPPORTUNITY TO
YOUNG PEOPLE

In 2005, US philanthropists Doug and Audrey Miller launched the Multicultural Scholars Programme (MSP) at Warwick. The programme offers undergraduates from under-represented backgrounds the opportunity to enjoy a truly rounded and enriching student experience in the academic fields of Law, Business and (soon) Engineering.

The programme offers an annual scholarship to each student and, more importantly, a programme of events that help create a network amongst the students and corporate partners. Students take part in boardroom meetings, networking events and summer internships, which would normally not be available to them.

Thanks to a pledge of £300,000 from the Millers, and a further £330,000 pledged by other donors, there are now 39 MSP graduates from the scheme, with the demand outstripping available funds. Graduates have gone on to enjoy early success in their careers with ‘magic circle’ law firms, international consultancy firms, local government, universities and further study.
SPECIAL THANKS TO THE MEMBERS OF OUR STAFF, STUDENT AND ALUMNI COMMUNITY WHO VOLUNTEERED TO BE PHOTOGRAPHED FOR THIS DOCUMENT

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