

SLMS Strategy 2010 – 2015

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Introduction

The School of Life and Medical Sciences (SLMS) was created by bringing together the two highly successful Faculties of Life Science and Biomedical Science in 2008. The rationale, reinforced by two external reviews, was that such a union would generate substantial new scientific discovery, enable more integrated education provision across faculties and underpin the means by which basic scientific endeavour leads to clinical advances and other societal benefits. The move to four Faculties at the start of academic year 2011/12 (Appendix 3), supported by enhanced inter-Faculty and interdisciplinary activities and a clear governance and strategic framework for the School, is consistent with these objectives.

This paper describes the new School's first strategy covering the period 2010 to 2015. It is an internal as opposed to external, promotional document, examining the context in which the School is operating, the challenges we face, a blunt assessment of our current standing, our strategic ambitions and immediate priorities in pursuit of such a strategy.

Given the performance of the Faculties in RAE 2008 and other measures of academic success, the need for a new strategy might be questioned. However, as the following section on the context reveals (adjusted to reflect the changes within the last year), the environment within which the School is operating is changing rapidly. This requires the School to both adapt and remain adaptable if we are to build on the past and enhance further our world class reputations in education and research. Furthermore we must fully appreciate that the School draws strength by being a core part of a world-class multi-Faculty university and needs to ensure that its strategy reflects the broader strategic framework of the institution (captured in the current Green Paper: <http://www.ucl.ac.uk/greenpaper/greenpaperfull.pdf>). A closer analysis of the school's strengths, weaknesses, opportunities and threats informs where change is, and is not necessary.

Context

Economic Climate

When SLMS was formed, the change in the environment as a result of a global recession could not have been anticipated. After a decade of unprecedented investment in higher education, the UK faces a period of severe government resource constraint that is likely to extend throughout and beyond this strategic planning period. NHS funding will also be restricted, potentially compounding the impact of reductions in HEFCE funding. A potentially positive consequence of the failure of the finance sector that resulted in recession is an increased emphasis in the UK and elsewhere on the importance of biomedicine and life science related industries for economic development. In higher education funding terms STEM subjects have been relatively protected in the Comprehensive Spending Review but it should be acknowledged that even pre-recession the science base in British universities has been relatively underfunded, and as a stand alone activity does not cover costs. It needs to be acknowledged that 2011/12 is a falsely reassuring year in financial terms as the full impact of reduction in HEFCE(T) is yet to bite as are the cost savings demanded of the NHS and the flattening of research grant availability.

On a more positive note, funding (and planning permission) for UKCMRI is secure. To enable UCL to take full advantage of its Founder Partner status (and the secondment opportunities this affords) it will be important to appoint additional academic staff to SLMS pre-REF to secure the QR that will support our engagement in this exciting initiative.

Research Grants

We can anticipate that access to government and charitable research funding will be more competitive and there is already early evidence of flattening off with regard to grant success.

Strategies of the major biomedical research funding agencies, whose budgets have been adversely affected in various ways by the recession, reflect a desire to see a more rapid

translation of scientific discovery into economic, social and health gain. All major funders remain committed to supporting the highest quality science undertaken by the best scientists but increasingly, it is necessary for Institutions to take a strategic, cooperative approach to be able to access the full range of funding opportunities. To achieve this, it is necessary to place a greater focus on core strengths, by bringing multidisciplinary skills to bear, and collaboration, where such an approach adds value both in terms of intellectual fire power and the use of expensive facilities.

Commercial Support: Pharma

Industrial and commercial funds will become more important in terms of supporting the research effort. In this context, it is important to recognise that the business model for the pharmaceutical industry is failing with a clear recognition that the future success of the sector relies on closer partnership with universities to undertake basic, pre-clinical and early-phase clinical research, providing both novel targets and 'proof of concept' and early validation of drug targets.

Global competitiveness: clusters

Collaboration, as in the formation of 'clusters' of expertise, is seen as a crucial attractor for the Pharma and Biotech sectors internationally, as evidenced by the growth of such conglomerations in Boston, Singapore, Shanghai etc. Even an institution of the scale and quality of UCL cannot compete with such collective activity. A further threat to world class status is the huge investment that established (e.g. USA) and emerging competitors (e.g. China, India, France, Germany) are making in science, investment that the UK is unlikely to be able to match in the immediate future.

Educational considerations

Inevitably for a research-intensive institution such as UCL there is a tendency to focus on the research context. However, given that teaching income subsidises research activity, this too must be optimised to ensure SLMS finances remain robust with sufficient resource available to invest in strategic priorities that will be the platform for accelerating growth post-recession. It is likely that teaching income will need to rise, as a proportion of our overall income. We should recognise, however, that raising of the fees cap for home/EU students will make students more discerning and demanding in relation to their teaching and learning experience. We will also need to adapt our approach to widening participation to offset any adverse impact of higher student fees on access. At an international level, as in research, teaching competition is mounting and certain markets, notably China are likely to be less secure for demographic reasons. Thus although SLMS is currently widely acknowledged as excellent in research terms, given these considerations it will become increasingly important to mirror this status with educational excellence.

Strategic Principles

Given this analysis it is clear that 'doing more of the same', a policy which operated well in a period of increasing resource, is not an adequate strategy to enhance our international standing going forward. Our new strategy needs to be guided by the following considerations:

- The need to optimise interdisciplinarity in research within SLMS, across UCL and our wider partnerships, recognising that such approaches are more likely to generate real advance.¹
- The importance of developing further innovative means of optimising translational research whilst continuing to produce world leading fundamental science that will underpin future translational opportunities.²

¹ Science Translational Medicine:Mar2010;(2)21-25 pg7-10;

² RAND Europe analysis: Rubin, Jennifer, Martin Buxton, Jonathan Grant, Stephen Hanney, Edward Nason and Steven Wooding. Project Retrosight: Research Pack. Santa Monica, CA: RAND Corporation, 2008.
http://www.rand.org/pubs/working_papers/WR475.

- To fuel future development and recognising the focus of some grant giving bodies on personal awards as opposed to project funding, we need to ensure the development of an optimal training environment for the next generation of life and healthcare scientists and leaders in these fields.
- The need to develop a culture that recognises and supports educational excellence and encourages and supports Divisions and Institutes as well as individual academics in support of such goals.
- The need to avoid any semblance of a 'fortress' mentality, but instead to establish SLMS as a model of collaborative partnership working that establishes our status as a world leading Academic Health Science System, a recognised intellectual hub for collaborative scientific activity in the life and biomedical sciences in the UK, and core to strategically determined international networks.
- To ensure a broad basis for interdisciplinary working and enhance our visibility, we should focus on the development of a limited number of broad areas or "domains" to mirror the scale and quality of the neuroscience domain (embracing for example molecular, developmental, cellular, systems, cognitive, computational, clinical neurology and mental health). Appropriate consideration should be given to coordination support and further development of cross-cutting capacity to ensure success within these domains.
- A successful future will be more reliant on the development of new and productive relationships with the industrial sector.
- With the new Faculty structures in place and plans for greater empowerment of Institutes and Divisions within the overall governance framework we should move to a position where more of strategy is dictated by the academic heartland. As a start, all four Faculties have been asked to devise ambitious new strategies which will closely inform future iterations of this document.

Securing Objectives

In a time of diminishing resources we will secure our objectives through a combination of:

- Optimal alignment – ensuring that overlapping areas and activities are mutually supportive and targeted at common goals.
- Economy of scale/efficiency savings through examining administrative and support functions that are better provided at aggregate level and commitment to the developing sustainability agenda.
- Optimising uncommitted income (e.g. from postgraduate teaching, industry and philanthropy) to facilitate strategic investment in a period of reduced government funding.
- Supporting staff to optimise their achievements through a carefully crafted performance enhancement and management framework, and a staff development programme that also attends to leadership succession.

Governance and assurance

We will assure our continuing success through a governance framework (involving School Boards that report to the Planning and Performance Committee, [Appendix 1](#)) that allows Faculties, Divisions and Institutes 'to get on with things' consistent with strategic plans. Crucially we will recognise that academic success (and UCL's distinctive strengths) derive from very bright people doing what they do best supported by a facilitatory environment.

Current Standing: A brief SWOT analysis

Strengths

- Research Standing: quality of research as evidenced in RAE2008, MRC and Wellcome Trust research grant income, prestigious awards, Fellowships (Royal Society, Academy of Medical Sciences), high-profile publications and other markers of esteem.
- Research Scale: 1932 academic and 2259 research staff, external research income of £185m, 70% of UCL's total.
- Widely acknowledged world class status in neurosciences.
- An academic culture that recognises that academic success derives from very bright people doing what they do best supported by a facilitatory environment.
- Popular undergraduate programmes, attracting high calibre students, and many oversubscribed postgraduate taught and research opportunities.

Weaknesses

- Lack of visibility/*perceived* world class strengths in other major areas, reflecting in part multiple divisions and institutes.
- Relatively poor commercial income compared to other AHSCs; limited incentives to engage in such activity.
- Relatively poor philanthropic income.
- Limited co-location of cognate areas of academic endeavour.
- Complex administrative and research and educational support arrangements.
- A resource allocation model that mitigates against cross-faculty collaboration.
- Inadequate financial reserves to respond to urgent recruitment demands.

Threats

- Adverse income:expenditure balance reflecting falling HEFCE support. Increased competition for other funding streams and high costs of conducting world class life and biomedical science.
- Lack of foresight and proactive initiatives to ensure budgetary balance is sustained, resulting in damaging reactive responses, threatening the culture of the institution.
- Reduced availability of government/charity research grant funding.
- Growing global competition in biomedical research affecting international standing and the ability to attract talent.

- The lack of a clear institutional and school strategy to enhance educational income, e.g. exploiting distance/blended learning technologies.
- Reduction in NHS educational budgets (MPET), particularly in London, threatening provision and necessary reform of the MBBS programme.
- Reduced funds leading to an overly conservative approach to investment in new initiatives, recruitments, platforms and activities that are needed to ensure the long term success of the Institution.

Opportunities

- Being part of a world class multi-faculty university that has adopted 'Grand Challenges', three out of four of which have clear life and medical science connotations.
- Founder academic partner status, UKCMRI.
- Developing new collaborative relationships with Pharma, focussed particularly on proof of concept/target validation.
- An Academic Health Science 'System', UCLP, which is arguably better structured than competitors to address 21st Century Health challenges.
- Being part of a developing London collaboration and the Global Medical Excellence Cluster (GMEC) involving UCL, KCL, ICL, Oxford and Cambridge.
- International partnership with world class institutions e.g. Yale.
- Developing collaborative relationships with the London School of Hygiene and Tropical Medicine.
- Closer links/potential merger with the London School of Pharmacy.
- Building upon, and benefitting from, world-class profile in neuroscience as evidenced by success in attracting major funds for the Sainsbury Wellcome Centre for Neural Circuits and Behaviour.
- Growth in Postgraduate Taught Programmes and CPD.
- Exploiting the full potential of the interdisciplinary links that can be facilitated within the School.

Key Objectives

Research

- To support and enable UCL's overall research strategy.
- To enhance existing, or to develop, world leading status in those broad areas of academic pursuit and scholarship, to which we are committed. Broad areas or domains will embrace: fundamental life sciences; Neuroscience; Cancer; Cardiovascular/Metabolic sciences; Infection, inflammation and immunity; Reproduction and Development; 'Frontier' disciplines (including stem cells and regenerative medicine, genetics and genomics, gene therapy, personalised therapeutics, nanomedical and new and emerging applications of technology) and the cross cutting contribution of experimental medicine and population health sciences.
- Promotion of interdisciplinarity and collaborative activity by actively facilitating interactions between the four SLMS Faculties and with other disciplines.
- Ensure that research is translated as appropriate to generate impact outside academia.
- Provision of optimal research platforms, shared and rationalised where appropriate, building on recent work in this area.
- Commitment to the individual academic development of researchers and the establishment of a career track through the creation of an Academic Careers Office.
- To support alignment of research effort and strengths, avoiding the creation of highly-segregated small units whilst recognising the need for functional research group size and professional identity. In part this will be achieved through the creation of broad, co-ordinated UCL domains (see above), in part by securing optimal alignment between such themes, those of UCL Partners and the activities of the BRCs.
- To continue to pursue a research funding strategy that optimises cost recovery and the sustainability of the research base, including increasing income from philanthropy and industry.
- Optimize co-location wherever practicable, recognising that both interdisciplinary research links and research:clinical links are important.
- REF performance that exceeds 2008 RAE performance supported by a pan-School approach that supports preparation and encourages co-submission where appropriate, reflecting the integrated broader Units of Assessment, and the 'impact' agenda.

Research – 2011/12 Goals

- *Develop ambitious and detailed research plans for 4 faculties.*
- *Promote domain concept aligning research co-ordination activity. Establish steering groups and appoint chairs to each domain. Plan minimum of one 'domain day' open event per term, inviting appropriate funders.*
- *Actively promote engagement in Grand Challenges and links with other UCL faculties.*
- *Continue the work on the rationalisation and development of platform technologies.*
- *In concert with UCL's Careers Service and HR, establish an Academic Careers Office to promote an integrated career pathway from studentship through to senior Fellowship status*

for both life and clinical scientists/educators. Promote external fellowship applications to Wellcome Trust, ERC and others, ensure candidates receive interview coaching.

- *Secure NIHR BRC status for 2012-2017 for the 3 UCL BRCs*
- *Optimise working relationships and alignment between BRCs, UCLP and SLMS Research Divisions through the UCLP Academic Executive Group.*
- *Continue REF preparation, working closely with UCL's overarching leadership in this area. Develop Impact Case Studies.*
- *Establish Experimental Medicine as a cross-cutting initiative focussed on the Wolfson Institute for Biomedical Research but confederated with Cancer Institute, the Rayne etc.*
- *Recruitment to the Directorship of a new Institute of Cardiovascular Sciences.*
- *Plan for UKCMRI academic recruitment in consultation with other partners.*
- *Cement the Yale partnership with at least one collaborative grant held at UCL*
- *Complete the restructuring of SLMS Research Support Staff.*
- *Pursue an ambitious and integrated research strategy with the School of Pharmacy.*
- *Aim to increase application number and success rates to MRC, BBSRC, Wellcome and other funders.*
- *Aim to maximise research recovery from RC grants, including increased support from PI and College time*
- *Recruit, mentor and retain "star" researchers.*

Education

- *To continue to develop and support world class programmes across all teaching disciplines.*
- *Enhancement of the culture of the organisation in relation to education through recognition and reward for educational excellence.*
- *Ensure that UCL is the top choice for outstanding students wishing to train to become the next generation of research scientists, clinical academics and allied health professionals.*
- *Develop the MBBS to provide a contemporary, integrated, science rich-programme designed to meet future health needs and to provide a specific foundation for doctors wishing to pursue an academic career in which they undertake high quality research and/or aspiring to professional leadership.*
- *Rationalise undergraduate teaching provision with a focus on outcomes and employability (including research careers), and to provide relevant generic skills and an interest in 'global citizenship'.*
- *Facilitation of cross-faculty teaching, sharing of best practice and promotion of educational scholarship.*
- *To facilitate joint teaching and training programmes, emphasising an integrated approach to the development of the learning environment including distance learning provision.*
- *To ensure that SLMS is the destination of choice for aspiring graduate students from all around the globe wishing to increase their knowledge, skills and employment opportunities.*

Education: 2011/12 Goals

- *Each of the Four Faculties to develop ambitious educational strategies.*
- *Ensure continuity of educational provision during the transition to the four Faculty structure.*
- *Create a school community of educational scholars with a common visiting expert programme and intra and extra-mural support.*

- *Continue to review all degree provision across SLMS to ensure continued relevance in the new HE environment.*
- *Ensure all prospectuses reflect our ambition to become the optimal host site for the development of the next generation of clinicians, and life and biomedical scientists.*
- *Ensure that due weight for educational endeavour is encompassed within all performance management, appraisal and promotion processes.*
- *Continue the development and provision of individual electronic and distance learning initiatives in line with the SLMS vision.*
- *Finalise educational quality metrics in order to introduce an educational quality element to teaching resource allocation.*
- *Celebrate educational excellence and innovation through internal and external communications; activity to be reported to and monitored by SLMS Education Board.*
- *Manage the transitional year 2011-12, and undertake detailed planning in order to implement the new MBBS curriculum in full, September 2012.*
- *Develop a robust strategy for widening participation in the new fee environment.*
- *Develop a greater understanding of student career trajectories in order to guide future course provision.*
- *Finalise and implement the business plan for implementation of CPD provision at scale.*
- *To coordinate with UCL Partners where applicable to support educational endeavour.*
- *Ensure all tuition fees are set at appropriate levels to maximise revenue in the current economic climate.*

Knowledge Transfer

- Promote enterprise activity.
- Raise the awareness and understanding of the importance of Knowledge Transfer.
- Development and commercialisation of the ownership of IP within the School.
- Incremental income stream from commercialisation and consultancy.
- Public Engagement.

Knowledge Transfer Goals for 2011-12

- *Develop an effective outward facing portal to Industry.*
- *Ensure Knowledge Transfer activity is adequately recognised in the individual performance enhancement framework.*
- *Roll out a model of embedded Champions in partnership with UCL-A and UCL-B. Aim to appoint at least 2 per Faculty within the year. These should be high profile and identified by competition.*
- *With UCL-A and UCL-B to pilot and evaluate new models of engaging academics through workshops, seminars etc.*
- *To develop a metric for the number of academics from each Division / Institute initiating discussions with UCL-B leading to an invention being disclosed, produce a league table of invention disclosures and IP being commercialised, and consider this feeding into Faculty KPI's.*
- *Achieve a 10% increase in income from commercialisation through identification and support of activities (working with UCL-B and targeting Divisions and academic staff).*

- *Achieve a 10% increase in income from consultancy through identification and support of activities (working with UCL Consultants and targeting Divisions and academic staff).*
- *Assess, monitor and increase the level and volume of translational research income focussed on commercialisation of IP (MRC DPFS, MRC DCS, Wellcome Trust Translational, Wellcome Trust SDDI, TSB and NIHR awards and similar).*
- *Ensure that public engagement activities are appropriately recorded on IRIS and in performance enhancement metrics.*
- *Develop a model to stimulate engagement of the public as participants in, and drivers of our biomedical research agenda.*

Partnerships

- Establish UCL Partners as the global exemplar of Academic Health Science System excellence, with measurable impact on population health locally, nationally and globally.
- Forge closer relationships with other London centres of excellence and the wider GMEC consortium.
- Leverage our status as a founding partner in UKCMRI to emerge from the first 5 years as the principal academic conduit for UK and international links and translational research.
- Realise the potential of the Sainsbury Wellcome Centre for Neural Circuits and Behaviour.
- Develop new style academic partnerships with industry focused on Phase 1/early Phase 2 activity and validation of drug targets becoming the preferred UK Partner for at least one major international company.
- Develop our governance framework for international partnerships (e.g. Yale) to drive their continued success and explore new partnership opportunities, initially with India.
- Capitalise on our central London position, and proximity to several centres of excellence in UK biomedical research and education (Wellcome, MRC, GMC, Medical Royal Colleges).

Partnerships: 2011/12 Goals

- *Forge closer ties with the London School of Hygiene and Tropical Medicine through, inter alia, the formation of the Bloomsbury Institute for Pathogen Research.*
- *Define in partnership with KCL, ICL, NIMR and LRI academic synergies that can be pursued through joint involvement in UKCMRI.*
- *Forge closer academic relationships with QMUL with specific reference to cardiovascular science and cancer.*
- *Identify and facilitate relationships with elite European research Centres in preparation for applications for FP7 2012 funding.*
- *Identify at least one GMEC initiative 'sponsored' by UCL.*
- *Implement the business plan co-created with the Apollo Hospital group to fuel the development of an international health CPD programme, focused initially on the Indian market.*
- *Establish links with the NCBS, Bangalore, to pursue joint research initiatives in stem cells and regenerative medicine.*
- *Ensure full UCL academic engagement with the new Molecular and Translational Imaging Centre (London PET scanning facility) and secure a pipeline of projects/products.*
- *Forge closer links with City University following the development of links with UCLPartners.*
- *Develop a coherent strategy for capacity building international partnerships with developing countries.*

- *Resolve the focus of the Yale:UCL Collaborative in relationship to SLMS and biomedicine.*

Estates

- Raise profile of estates issues and ensure they are fully integrated with other School and Faculty-wide strategies.
- Develop a School-wide estates strategy that reflects an aligned approach both with Faculty policies and with the overarching UCL estates strategy.
- Work with and encourage UCL estates division to improve the quality of operational estates information so that strategic decisions are properly informed.
- Ensure proper funding of and focus on key School estates projects such as UKCMRI, SWC etc.
- Ensure a multi-campus approach to the planning and strategy development of estates issues, explicitly conscious of the risk of too 'Bloomsbury-centric' a view.
- Ensure the School adopts an active and energetic approach to environmental sustainability, working closely with UCL estates division to ensure the establishment and achievement of appropriate recycling and other sustainability targets.

Estates: 2011-12 Goals

- *Each Faculty to develop a clear Estates Strategy to support academic strategy at Faculty and School levels despite a challenging financial environment. The strategies should call upon space utilisation metrics to be made available by UCL Estates.*
- *To engage with the UCL Estates Masterplan to avoid the marginalisation of academic activity located outside of the Bloomsbury estate.*
- *To develop, within UCL Estates with School oversight, a standard methodology for the analysis of Divisional/Institute space occupation intensity and related income-based Key Performance Indicators.*
- *To explore potential estates, facilities and services synergies especially in 'satellite campus' areas.*
- *To develop the School's capacity for conferencing and congress provision, in coordination with CPD developments, and in close collaboration with the UCL Estates project to establish a UCL-wide Conferencing Unit.*
- *To identify and plan for the needs of Platform Technologies (including BSU) within School, Faculty and Divisional/Institute estates strategies.*
- *To develop an Estates Communications Strategy, focusing on conveying the underlying principles of the estates strategy to the wider SLMS community. The communications strategy would link both with the SLMS Communications strategy and with the UCL institutional estates strategy. The SLMS Estates Board should develop the communications strategy, to feed into the overarching SLMS Communications strategy overseen by the SLMS Communications Board.*

Finance

- Develop a financial strategy that supports the academic mission by ensuring overall financial surplus or at least balance.
- Work with central UCL to develop a Resource Allocation Model that reflects our standing and ambition to remain a world class centre of excellence in bio-medical and life sciences, and incentivises research and commercialisation activity.
- Work towards transparency of financial flows within the Divisions and Faculties.

- Optimise the allocation of uncommitted income to make the School more nimble in its responses to both external and internal opportunities.
- Increase income from external sources including industry and philanthropy.
- Create a School strategic fund to facilitate fusion, interdisciplinary activity and investment in cutting edge developments in preparation for the post recessionary environment.
- Rationalise our estate in pursuit of academic objectives through development of a 10 year estates strategy that feeds into UCL's Estates Masterplan activity.

Finance: 2011-12 Goals

- *Ensure that the School meets with the UCL RAM Contribution targets for 2011-12.*
- *Develop the existing two Faculty RAM and contribution data to reflect the new four Faculty structure and update Deans on the information available.*
- *Review of central Faculty/School costs for allocation/apportionment to the School and the four Faculties.*
- *A full review of Divisional Income generation/savings targets setting methodology, involving the new four Faculty Deans.*
- *Develop and implement the devolvement of the finance function relating to the Budgeting and monitoring process of the RAM and Contribution from School level to the four Faculties.*
- *Work with central UCL to develop a Resource Allocation Model that reflects our standing and ambition to remain a world class centre of excellence in bio-medical and life sciences, and incentivises improvement in financial position and meeting Academic targets.*
- *Ensure a transparent system of education funding is modelled and implemented, particularly relating to the student load exercise and Resource Allocation Model.*
- *Work with the School of Pharmacy on effective integration of the School within UCL and the Faculty of Life Sciences.*
- *Develop financial strategy in conjunction with Kings and Imperial on the most effective way to plan ahead in preparation of the opening of UKCMRI.*
- *Work with Gatsby Charitable Foundation (Gatsby) and the Wellcome Trust (Wellcome) on the development of processes for research collaboration and ensuring compliance with UCL regulations and requirements.*
- *Develop further the database of KPIs for each Division to translate academic strategy into relevant KPIs for monitoring and to incentivise.*
- *Implementation of the recommendations of the Education review – DoME, education support, Tutor costs.*

Administration

- Ensure that administrative support is rationalised at School level.
- Ensure that the School imports best practice from other internal and external sources; specifically, explore opportunities to introduce 'lean thinking' methodologies.

Administration: 2011-12 Goals

- *Build on School/Faculty administrative structure amid the transition to four Faculties, to further enhance professional services efficiency and reduce support costs.*
- *Complete implementation of the first stage of the Research Support Review and commence implementation of a second stage within the new Research Support Service, to*

be led by the newly-appointed Principal Officers in each area, to ensure closer alignment with domains strategy and greater flexibility to academic need.

- *Build on the work of the FBS AISC to investigate the feasibility of developing an integrated IT support service across the School, aligned with UCL IS services.*
- *Implement the recommendations of the Education Leadership, Governance and Support review to ensure appropriate administrative support for the proposed SLMS Education Directorate.*

Governance

- Develop locally owned risk management processes and govern their identification and mitigation at School level.
- Optimise the degree of fusion between Faculty functions in pursuit of interdisciplinarity, economy of scale and sharing of best practice.
- Undertake a comprehensive review of the School's management structures no later than 2012 to ensure they are optimised for the delivery of strategic objectives.
- Ensure that our governance and reporting relationships into central UCL remain fit for purpose for an innovative academic institution in the 21st century.

Governance: 2011-12 Goals

- *Work with UCL Academic Services to ensure that appropriate statutory governance structures are introduced and maintained in each of the four new Faculties.*
- *Work in concert with the SLMS Education Board to devise proposals to better govern and enhance the quality of teaching provision, to be raised with the Centre via the new Vice Provost (Education).*
- *Support the development of appropriate governance structures in the four new Faculties, aligning and engaging with School and Divisional/Institute structures as appropriate.*
- *Faculties to develop and embed appropriate risk management practices as part of their ambitious academic strategies, and to ensure appropriate oversight of Division/Institute risk management practices.*
- *Review health and safety, freedom of information and data protection governance structures within the four new Faculties, to ensure integration of procedures with UCL requirements and full compliance with statutory obligations.*

People

- Recognise our staff – in all groups – are our key resource.
- Embrace equality and diversity.
- Ensure the health and safety of our staff and students at all times.
- Apply and refine a performance enhancement process for all staff against agreed KPI's, that recognises the sum of an individual's contribution across teaching, research and 'enabling' (e.g. management, knowledge transfer etc.) activity.
- Create an office to support the development of an integrated career pathway for health and life scientists.

People: 2011-12 Goals

- *Develop academic performance review processes in each Faculty, tailored to fit requirements in each Faculty/Division/Institute, that align with HR's overarching performance review framework.*
- *Develop professional services performance review processes that align with HR's overarching performance review framework.*
- *To engage with HR to improve the relevance and variety of CPD and training opportunities for all staff.*
- *To engage with HR to develop a programme which enhances capacity in performance management skills for all staff.*
- *To support Faculties to develop a School-level mechanism to monitor Equality Action Planning processes in each Faculty and in Divisions/Institutes.*
- *Continue regular monitoring of staff appraisal rates by Faculty, Division and Research Department, with the aim of attaining and keeping compliance at a rate of 95% or higher. Appraisal rates to be reported at annual Institute/Divisional visits.*
- *Propose a revised job description for Faculty Tutors that meets the objectives of the School, to be taken forward with the Vice Provost (Education).*
- *Determine the revalidation arrangements as they will operate for clinical staff for the process due to be implemented in 2012.*

Communications

- *Optimise internal communications to ensure all staff receive timely information regarding events, developments and opportunities.*
- *Create opportunities for dialogue and two-way communication across all areas of the School.*
- *Ensure that external communications, both hard copy and electronic (including web based) reflect clearly our key strengths, aspirations, the balance of our activities, and our partnership successes.*
- *Ensure effective representation of SLMS activity in UCL corporate communications channels, including the Communications Planning Grid, UCL News, Insights newsletter, UCLTV*

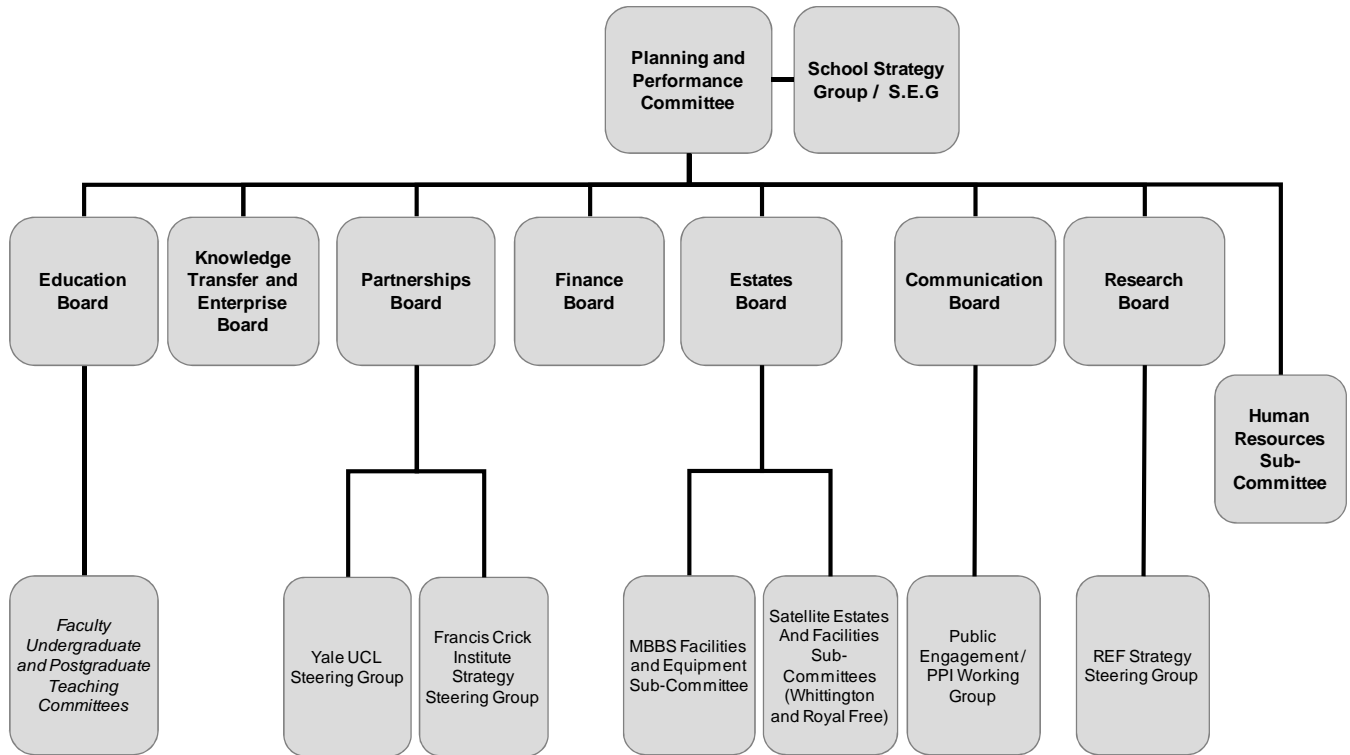
Communications: 2011/12 Goals

- *Three newsletters, one per term, reflecting domain development and presentation and alignment plans. Balanced, strategically determined representation of research, education, Knowledge Transfer and partnership activity.*
- *Each Research Domain should hold at least one open meeting per academic year.*
- *Promulgate information about the new School/Faculty structure and continue to promote the benefits and strengths that this will bring.*
- *Publish four reviews of research activity to promote the strengths of the new faculties The publications will cover the following areas: Experimental Medicine, Fundamental Science, Population Health and Neuroscience. Utilise the new UCL events database as soon as it is ready, depending on timeframe consider compiling an interim events calendar for key School activities.*
- *Develop and instigate a plan for using new media e.g. Twitter and Facebook to publicise School activities, developments and achievements.*
- *Review the School Communication Strategy in light of changes to the School structure and ensure that the audiences the School is seeking to engage with and influence are clearly identified and prioritised.*

- *Form an on-going web strategy steering group comprised of senior stakeholders to keep both the web content and structure under review and to ensure the website evolves to reflect our activity. Key functions of the group will be to minimise duplication, ensure sites across the School are integrated and streamlined, ensure our web presence accurately portrays our activities and remains effective, relevant and accessible.*
- *Ensure School strategy and decisions from the School Boards are communicated effectively and transparently. Also ensure minutes from School Board meetings are circulated to Divisional/Institute Directors.*
- *Develop KPIs to identify whether our communications aims are being achieved and are having the desired impact.*

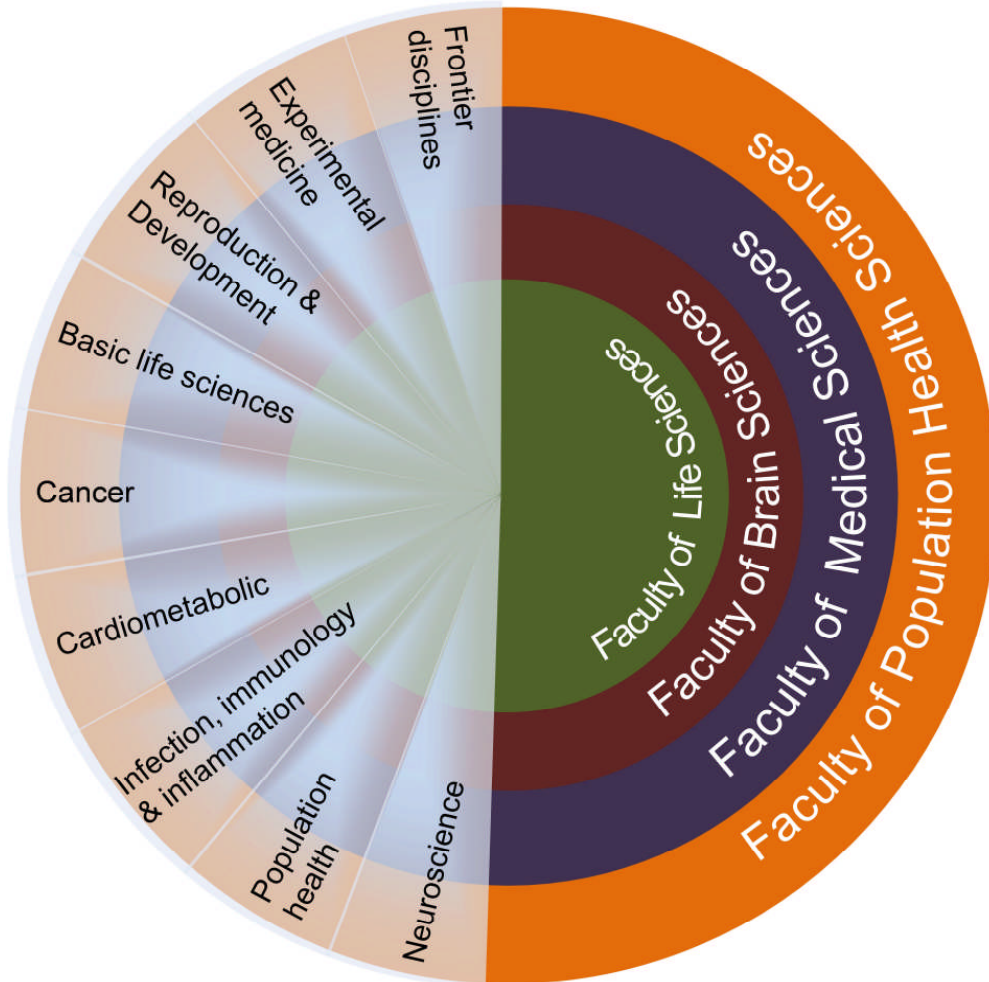
Appendix 1

SLMS Governance Framework



Appendix 2

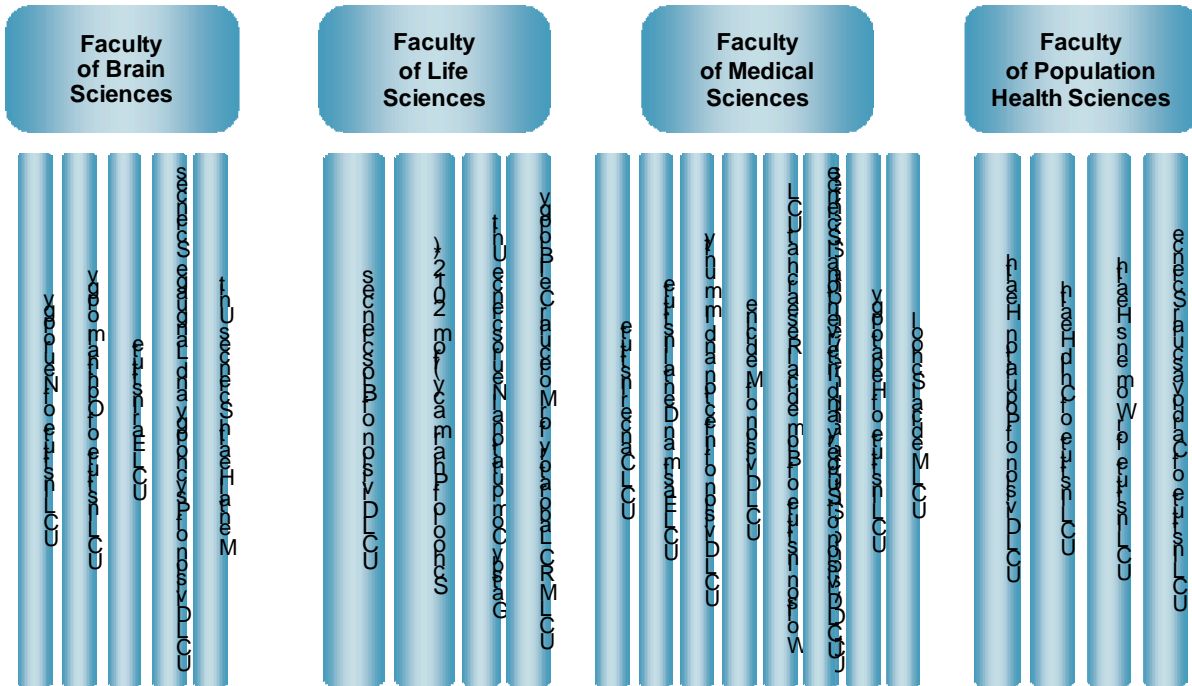
SLMS domains: Alignment and Presentation



Appendix 3

SLMS Faculties

School of Life and Medical Sciences: structure



* Subject to School of Pharmacy and UCL Council approval