CORPORATE PLAN

2006-12

LONDON'S GLOBAL UNIVERSITY

May 2006

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MJG
May 2006

UCL MISSION STATEMENT

UCL – LONDON'S GLOBAL UNIVERSITY

We are
- *a world-class centre of research and teaching, dedicated to developing and disseminating original knowledge to benefit the world of the future.*

We believe
- *in engaging fully with the world around us*
- *in breaking new ground through challenging convention*
- *in progress through partnership.*

We value
- *creativity and innovation*
- *independent thought*
- *integrity*
- *energy*
- *perseverance.*

We are committed
- *to the pursuit of excellence and sustainability*
- *to maintaining rich academic diversity embracing the Arts and Sciences*
- *to equality of opportunity and fulfilment of potential for all our staff and students.*

We strive always
- *to lead*
- *to inspire*
- *to achieve.*

UCL PROFILE 2005-06

Staff: **7,780**:
(as at 1.12.05)

2,360 academics; 1,940 externally-funded academic researchers; 3,480 non-academics (Corporate Support Services and Academic Departments)

Students: **19,299**:
(as at 1.12.05)

12,084 undergraduate (63%); 7,215 graduate (37%)

4,372 taught graduates (61%); 2,843 research graduates (39%)

2,050 from the EU (excluding the UK) (11%)

3,952 high-fee paying Overseas students (20%):
2,127 undergraduate (54%) and 1,825 graduate (46%)

2,668 part-time (14%), of which 2,478 graduate

Average A-level entry score of 27.4 points for undergraduates

Annual revenue budget: £530 million, of which
Annual external income from research grants and contracts: £170 million

AN OVERVIEW 2006-12

The aim is to ensure that the major developments which UCL will be undertaking during the planning period – funded through a combination of HEFCE Capital funding and philanthropic and other sources of income – are focused on building, supporting and developing UCL's academic strengths. The supporting strategies are aimed at ensuring that UCL's academic priorities will be appropriately sustained on an ongoing basis.

MAJOR UCL DEVELOPMENTS

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Strategic Objectives

Pursuing international excellence in all areas of academic activity, and developing further as a distinctly global university, which is internationally recognised as such.

Remaining competitive with other major international universities in a rapidly changing world environment.

Identifying major research themes for the future, including interdisciplinary themes, which may contribute to the resolution of problems of global significance, and securing adequate funding of these areas of activity.

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UCL

- Build an Institute for Cultural Heritage to house the UCL Petrie Museum of Egyptian Archaeology, the Library Special Collections, the UCL Art Collections and lecture, seminar and research facilities (2009-10)
- Provide improved facilities for the UCL Student Union
- Further refurbish and improve UCL's Wilkins Library
- Develop, in partnership with the LDA, Borough of Camden and others, a 'university quarter' in Bloomsbury
- Plan and implement the exercise of UCL's Degree Awarding Powers.

INTERNATIONAL

- Establish strategic partnerships in research and teaching with world-class universities, government and business organisations, and non-governmental organisations in Africa, China, Europe, India, the Middle East and South East Asia
- Promote research that contributes to the resolution of global problems, particularly in the areas of health, social justice and the environment
- Establish a physical location for the International Institute for Society and Health and develop its work in the UK and overseas
- Increase international student numbers by 3-5% per year and numbers of UCL students undertaking study abroad by 3% per year
- Establish joint doctoral programmes with overseas universities
- Engage positively and proactively with the Bologna Process
- Provide enhanced staff training and development to support internationalisation.

ARTS AND SOCIAL SCIENCES
(Facuties of Arts and Humanities, Social and Historical Sciences, and Laws)

- Complete Foster Court redevelopment (Phase II) (2008-10)
- Complete the relocation of Geography (*see also Natural Environmental Sciences under Sciences*) (2008-10)
- Redevelop accommodation in the Gordon Square area for the relocation of History of Art and, as part of accessibility and other improvements to buildings on the west side of the Square, create better facilities for the occupants, in particular History (2010-12)
- Provide a UCL Laws LLM postgraduate programme from 2007-08, following UCL's withdrawal from the University of London intercollegiate LLM programme

- Develop major research themes in the following areas:
  - publishing, initially the impact of digital publishing, based in the new Centre for Publishing
  - extreme history, based in the Centre for Intercultural Studies
  - genetics and society
  - development and human health
  - cultural heritage ethics and technologies
  - diasporas and multi-cultural societies
  - social impact of scientific and technical evolution
  - globalisation processes and their impact on societies and economies.

SCIENCES
(Faculties of Mathematical and Physical Sciences, Engineering Sciences, and the Built Environment)

- Redevelop accommodation for The Bartlett at Wates House and on adjacent space (2008-12)
- Construct front of Engineering building to house, amongst others, the newly established Centre for Enterprise and the Management of Innovation (2006-08)
- Develop Natural Environmental Sciences through rationalisation of relevant Geography, Earth Sciences, Geomatic Engineering, and Civil and Environmental Engineering activities into the Main Quadrangle (2008-12)
- Further develop Chemical Biology activity and facilities around the Christopher Ingold Building, the Novartis laboratories and the new Bartlett building (2008-12)
- Re-house or refurbish the Department of Mathematics and develop plans for a School of Mathematical Sciences involving a programme in Financial Mathematics and co-location and possible merger with the Department of Statistics
- Review activities in all three Faculties to more closely integrate with those of Biomedicine following its major review and re-organisation
- Develop major research themes in the following areas:
  - sciences of the natural environment
  - materials modelling, characterisation and manufacture
  - imaging sciences
  - information networks and security
  - nanoscience
  - management of projects and technological innovation
  - spatial and environmental planning
  - design and design theory.

BIOMEDICINE
(Faculties of Life Sciences and Biomedical Sciences)

- Major re-organisation of UCL Biomedicine (2006-07) implementing changes resulting from the Biomedicine Review 2005
- Work with the Medical Research Council for the relocation of their National Institute for Medical Research to UCL (former National Temperance Hospital site) and, as a consequence, review the location of UCL biomedical activities (2008-12)
- Acquire (with Great Ormond Street Hospital) the former University of London Computer Centre in Guilford Street for GOS Hospital, Institute of Child Health, and Institute of Neurology, with a view to the eventual redevelopment of the site (2008-12)
- Further develop and expand the Institute of Women's Health (possibly on the site of 88-96 Chenies Mews)

- Review the location of activities at the Royal Free Hospital site, the Whittington Hospital, the Institute of Orthopaedics, the Ear Institute and the Eastman Dental Institute
- Develop an Institute of Healthy Ageing
- Develop the Cancer Sciences Institute under its founding Director
- Develop major research themes in the following areas:
    - human genetics
    - international health
    - chemical biology (and proteomics)
    - systems biology
    - stem cell technology and gene therapy
    - bio-nanotechnology.

STUDENT EXPERIENCE

Strategic Objective

Continuing to attract excellent students from around the world, without compromising UCL's commitment to widening participation, and providing a research-led and student-centred learning experience in a context of innovation and dynamism.

LEARNING AND TEACHING, AND QUALITY ASSURANCE

- Promote greater internationalisation of the curriculum
- Promote social responsibility, global citizenship (including sustainability) and leadership in the student body, through both the formal curriculum and extra-curricular opportunities
- Develop proposals for the future of communications and information technology, multimedia and associated technological support needs for teaching and learning
- Promote greater interaction with employers and professional bodies to enhance graduate employability
- Provide enhanced professional development opportunities for all staff engaged in teaching and learning, in line with the Standards Framework for Teaching and Supporting Student Learning in Higher Education
- Implement UCL Degree Awarding Powers by 2007
- Improve efficiency in the delivery of undergraduate and Masters level courses, through sharing of courses and greater flexibility in timetabling.

WIDENING ACCESS AND STUDENT PARTICIPATION

- Implement and develop the new UCL Bursary Scheme and new Scholarship Strategy from 2006-07
- Revise the Widening Participation Strategy from 2006-07
- Institute a UCL-wide Transitions programme from 2006-07
- Enhance UCL outreach work to raise student aspiration and increase recruitment from under-represented backgrounds, through London-based and national networks
- Monitor targets for under-represented groups in line with the UCL Access Agreement
- Ensure admissions and selection processes continue to be fair and transparent.

STUDENT SUPPORT SERVICES

- Major refurbishment of student residential accommodation at Hawkridge and Campbell House East, and relocate Goldsmid House from Oxford Street to new, purpose-built accommodation in Victoria (to open September 2008)
- Construct approximately 200 new rooms on existing sites at James Lighthill House, John Dodgson House, Ramsay Hall and Ifor Evans Hall
- Further structural improvements to the Main Wilkins Library and seek to increase opening hours on all major Library sites
- Facilitate student access to on-line services and a variety of information relevant to their studies (including e-learning elements of courses) *via* a student portal and commonly available and affordable wireless devices
- Create a single, focal location (along the lines of a "one stop shop") for the delivery of services to students
- Continuous, phased development of the new student record system (Portico), to provide effective and efficient services to students, in person and through the internet, from August 2006.

INFORMATION STRATEGY

> ### *Strategic Objective*
>
> *Providing systems and services based on a powerful IT infrastructure, delivering relevant, accurate and timely information to UCL's staff and students and its external stakeholders, and supporting UCL's academic objectives to the highest levels.*

- Provide across UCL a reliable IT infrastructure and systems, ubiquitous access *via* portable and wireless devices, and high-speed network links and powerful computational facilities for researchers
- Deliver web-based information tailored to users' needs, through a single sign-on portal for self-service access (from 2007)
- Provide secure, integrated corporate business systems, data of improved quality with the progressive elimination of duplication, and powerful mechanisms for data interchange, through the introduction of appropriate architectures (from 2007)
- Facilitate collaborative working and efficiency gains, through the introduction of productivity and workflow tools and other emerging technologies (from 2007)
- Adopt a UCL-wide approach to the curation and management of electronic documents, records and data, including research information (progressively, following the introduction of electronic document and record management system in 2006-07 and institutional filestore in 2007)
- Support the effective exploitation of IT in teaching, through the further development of a standard virtual learning environment and its integration with other student information services (from 2007)
- Expand information management and IT skills training for staff and students, through the increased exploitation of distance-learning approaches
- Collaborate with Departments in planning IT solutions to meet local needs (from 2006)
- Adopt information governance measures to achieve greater coherence among central and local information services (from 2007)
- Provide customer-focused service delivery, through a culture of programme and project management and analysis to ensure the alignment of IT-based systems with business processes
- Ensure business continuity and disaster recovery, through the mirroring of mission-critical systems in separate machine rooms and the use of outsourced services where appropriate.

LOCAL COMMUNITY AND LONDON REGIONAL DEVELOPMENTS

Strategic Objective

Making an enhanced contribution to the health and social care, business and cultural life of London.

- To be the HE partner of choice for London-wide collaborations promoting student access, cultural activity and business outreach
- Contribute *via* world-class research to the health and social care of the London community through relationships with the NHS
- Work with London organisations, such as the London Development Agency and the Mayor of London to support business and enterprise
- Continue to support and enhance the voluntary service of UCL students and staff to the local and wider London community
- Contribute to the promotion of London as a world centre for high-quality higher education
- Contribute to the preparations for the 2012 Olympics in a variety of fields (healthcare, transport, cultural debate, etc).

BUSINESS DEVELOPMENTS

Strategic Objective

Embedding an expanded knowledge transfer capability within UCL Departments alongside and integrated with teaching and research.

- Appoint a Vice-Provost (Enterprise) to lead UCL knowledge transfer efforts and to oversee the implementation of the new knowledge transfer strategy
- Re-organise the current activities and establish a single independent wholly-owned UCL subsidiary to transact knowledge transfer business
- Create an "in-reach" education programme for and with Faculties and Departments to promote knowledge transfer at UCL
- Create out-reach marketing programmes to establish and maintain relationships and networks with the private sector (companies, investors, professional service providers, entrepreneurs and others) to foster adoption and development of UCL research results
- Build on and develop existing relationships with other public sector agencies engaged in knowledge transfer, especially taking advantage of UCL's London location
- Develop and maintain a set of key knowledge transfer performance indicators.

ESTATES AND FACILITIES

> ### *Strategic Objective*
>
> *Improving, adapting and maintaining UCL's facilities and infrastructure to provide an efficient and safe environment which sustainably supports the achievement of academic excellence and reinforces UCL's position as a global university.*

- Complete the formulation of an estate strategy and accompanying implementation plans which are aligned with UCL's mission and its academic and financial strategies and which makes a positive contribution to UCL's aim to operate sustainably (November 2006)
- Keep under regular review options for the procurement and sourcing of work, services and supplies and continually improve feedback mechanisms to learn from experience and identify opportunities for cost and service improvements and innovation
- Develop and implement a design strategy to improve UCL's external environment and the estate's interface with the public realm; and co-ordinate this strategy with the proposals to create a "University Quarter" in Bloomsbury
- Continue the programme of alterations and adaptations to improve the accessibility of UCL's facilities
- Further develop integrated information and communications technology and business systems which support effective processes and decision-making, contribute to the development of an appropriate service culture and, through web-based functionality, give Faculties and their Departments information to enable them better to manage their facilities (by end of 2007-08)
- Seek to minimise as far as practicable the costs and administrative burdens associated with legislation, regulation and policy; keep under review procedures to ensure that they are relevant, client- and results-oriented.

Note: Estates developments are dealt with under the relevant section under Major UCL Developments

HUMAN RESOURCES

> ### *Strategic Objective*
>
> *Attracting, developing and retaining a sustainable, high calibre workforce drawn from around the world, offering a welcoming work environment in which diversity is celebrated.*

- Refine remuneration/benefits packages and employment policies to underpin UCL's aim that it should be the employer of choice within its target market
- Provide HR policies which are as creative and innovative as the staff they are intended to support
- Maximise individual potential and focus through the effective management of performance and reward of contribution
- Develop a sustainable workforce with the vision, skills and management capacity in order for UCL to compete successfully worldwide - with a focus on management capacity building and the professionalisation of teaching and support activities
- Develop the Human Resources Division as a strategic business partner supporting managers and staff to effect the changes outlined in the White Paper 2004 and White Paper: One Year on 2005
- Streamline business processes, utilise information technology to maximum effect and improve the accessibility of HR data through the roll-out of ResourceLink etc to inform effective workforce planning
- Implement the action plan arising from the 2005 Staff Survey and mainstream the promotion of equality and diversity through all aspects of UCL's work
- Provide enhanced staff training and development to support UCL's strategic objectives.

EFFECTIVE MANAGEMENT AND GOVERNANCE

> ### *Strategic Objective*
>
> *Ensuring effective leadership and efficient management at all levels of UCL.*

- Achieve further administrative efficiency gains across UCL, within the Corporate Support Services and Academic Departments and in the interfaces between the two
- Make changes as necessary to UCL regulations in the light of the planned exercise by 2007 of UCL Degree Awarding Powers
- Keep under review UCL's constitutional relationship with the University of London (UoL) and continue to promote significant reforms in the UoL's governance
- Continue the overview by the Council of UCL's long-term strategic objectives, top risks and high-level Key Performance Indicators
- Monitor the implementation of the recommendations arising from the 2005-06 effectiveness review of the Council and its committees
- Implement the HEFCE's new accountability framework from 2007-08, including the 'single conversation' submission date requiring rescheduling of some Corporate Support Services activities and Committee dates.

DEVELOPMENT AND CORPORATE COMMUNICATIONS

> ### *Strategic Objective*
>
> *Promoting UCL nationally and internationally, and building productive relationships with alumni, other individuals and organisations in support of UCL.*

- Raise £300 million over ten years under the *Campaign for UCL*: major capital projects; departmental projects; and an endowment for bursaries, scholarships and fellowships
- Increase the numbers of alumni and non-alumni donors to UCL and consequently the level of philanthropic support received by UCL through the *Campaign for UCL* and ensure that all donors to UCL are stewarded in an exemplary manner
- Ensure that philanthropic giving supports the corporate vision and strategic objectives of UCL
- Raise the profile of the alumni community and emphasise the strength and benefit to its membership of maintaining their unique relationship to UCL
- Increase the number of alumni with whom UCL is in contact to 85% and then maintain this level
- By 2012 increase the proportion of alumni actively engaged with UCL from the current level of 10%-15% to over 35%
- Provide high-quality events to engage external audiences with UCL and promote UCL activities
- Continue to increase the profile of UCL through national and international media, the UCL website, and publications
- Ensure that UCL's new corporate identity is properly and effectively utilised across the university and monitor its impact on UCL's profile.

FINANCIAL PLAN

Strategic Objective

Achieving long-term financial stability, in the face of continuing under-funding of UK universities.

- Refine and develop the Resource Allocation Model as a tool to assist planning and achievement of a balanced budget position, in support of Faculty strategic plans
- Achieve savings in staff costs (15%) in academic departments and improve teaching and research excellence through new appointments (5%) under UCL's Regeneration Programme, over the three years 2005-2008
- Optimise research and teaching income by: monitoring research trend data and promulgating this at all levels within UCL; providing support to assist in the process of moving towards full recovery of indirect costs; and rationalising UCL's approaches to teaching informed by Full Economic Costing
- Enhance UCL's interactions with business and the community, including improving the returns from exploitation of intellectual property
- Improve UCL's financial strength in the period to 2008-09, to enable the resourcing on a sustainable basis of academic and academic support objectives in the Corporate Plan, and of UCL's growing infrastructure, including reducing the long-term maintenance backlog
- Raise significant funding through the *Campaign for UCL* towards major capital projects, departmental projects, and bursaries, scholarships and fellowships
- Maintain cash balances at a minimum of £10 million, and ensure that high priority academic developments involving capital expenditure are adequately funded through a mix of HEFCE Capital Funding, philanthropic giving and UCL's own resources, including the use of proceeds from the disposal of properties
- Continually improve and develop computer systems to facilitate informed decision-making, and to deliver efficiencies in all areas, including business processes across the whole of UCL.

CORPORATE PLAN 2006-12

Strategic Objectives	Identified Top Risks	Key Performance Indicators
Pursuing international excellence in all areas of academic activity, and developing further as a distinctly global university, which is internationally recognised as such.	Failure to position UCL as a global University.	Position in League Tables. Number of current UCL staff with Fellowships of the Royal Society or equivalent.
Remaining competitive with other major international universities in a rapidly changing world environment.	Failure to position UCL as a global University.	Position in League Tables. Number of International students (EU, full-fee, UG, PG). Number of outgoing students on study abroad. Number of new inter-institutional partnerships globally.
Identifying major research themes for the future, including interdisciplinary themes, which may contribute to the resolution of problems of global significance, and securing adequate funding of these areas of activity.	Failure to attract research funding comparable to other Universities of international stature and to obtain sufficient indirect costs recovery.	Research income per Academic FTE. Results of Research Assessment Exercise 2008.
Continuing to attract excellent students from around the world, without compromising UCL's commitment to widening participation, and providing a research-led and student-centred learning experience in a context of innovation and dynamism.	Failure to achieve the student recruitment targets as outlined in the White Paper 2004 and the International Strategy.	% of full-time overseas high fee-paying students. % of full-time students from the EU. % of UG students from state schools. % of UG students from low participation backgrounds. Results of National Student Survey.
Providing systems and services based on a powerful IT infrastructure, delivering relevant, accurate and timely information to UCL's staff and students and its external stakeholders, and supporting UCL's academic objectives to	Inability to provide complete and accurate operating information.	% of staff taking up central services (managed desktops, email diary etc). % usage of PCs in centrally managed clusters. % take up of data outlets in

the highest levels.		study bedrooms.
Making an enhanced contribution to the health and social care, business and cultural life of London.	N/A	Number of key partnerships within London. Number of organisations working with UCL VSU.
Embedding an expanded knowledge transfer capability within UCL Departments alongside and integrated with teaching and research.	N/A	A series of financial (revenues from activities) and non-financial performance metrics.
Improving, adapting and maintaining UCL's facilities and infrastructure to provide an efficient and safe environment which sustainably supports the achievement of academic excellence and reinforces UCL's position as a global university.	Failure to provide adequately for the upkeep of the estate. Failure of UCL's infrastructure to enable UCL fully to deliver its academic mission.	Long-term maintenance expenditure as a % of current replacement (insurance) value. Total expenditure on: • Academic Services (primarily Library and Computing) • Administration and Central Services • Premises as a % of Total Institutional expenditure.
Attracting, developing and retaining a sustainable, high calibre workforce drawn from around the world, offering a welcoming work environment in which diversity is celebrated.	Failure to recruit and retain high-quality academic and non-academic staff.	Annual turnover statistics (summary). Number of senior posts (Professors, Readers, Senior Lecturers, Administrative Grades 9 and 10) not filled after first round of advertising. Race and sex mix of the workforce and achievement of any workforce targets.
Ensuring effective leadership and efficient management at all levels of UCL.	Increasing administrative and management workload on Academic Departments adversely affects their academic output.	% number of staff undertaking relevant management training. % number of staff formally appraised.
Promoting UCL nationally and internationally, and building productive relationships with alumni, other individuals and organisations in support of UCL.	Failure of the *Campaign for UCL* to meet income targets and fundraising objectives, and/or requirement on UCL to finance shortfall on projects, and/or diversion of UCL's strategic investment priorities by specific donations.	Achievement of the targets set for the *Campaign for UCL*.

Achieving long-term financial stability, in the face of continuing under-funding of UK universities.	Failure to achieve the budgetary goals as stated in the Financial Strategy. Failure to ensure that new developments are properly resourced and sustainable and the implications for existing activities are fully assessed.	Annual Financial Accounting surplus as a % of annual turnover (target of at least 2.5%). Cash balance of at least £10 million.

Strategic Objectives: *As set out in UCL Corporate Plan 2006-12.*

Identified Top Risks: *One of UCL's identified top risks included where relevant.*
             All top risks monitored by UCL's Risk and Efficiency Committee.

Key Performance Indicators: *Where available and/or relevant, previous year(s) data and benchmark data for comparable institutions will be produced as part of these high-level key performance indicators.*