



University of London Strategic plan 2009–2014

To find out more about the University of London and its constituent Colleges and central academic bodies, visit the website at www.london.ac.uk or contact the Information Centre on 020 7862 8360 or at enquiries@london.ac.uk. Whilst every effort has been made to ensure that the information in this publication was correct at the time of going to print (September 2009), the University cannot accept liability for any unintentional inaccuracies.

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mission
vision
values
aims
objectives

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Foreword by the Vice-Chancellor

I am delighted to introduce the Strategic Plan for the University of London for the period 2009–2014.

The University was established by Royal Charter in 1836, and the adoption of this Plan finds us at a pivotal point in our history. Following a consultation on the future for the federal University, a new and distinctive form of governance was inaugurated in 2008 that reflects the uniqueness of our federal institution.

This establishes a Board of Trustees with an independent majority membership as the governing body, while explicitly recognising the Colleges' autonomy and placing them at the centre of decision-making and strategic planning through the establishment of the Collegiate Council. As Vice-Chancellor, I chair this body comprising the Heads of all nineteen Colleges of the University and the Dean of the School of Advanced Study.

*'This Strategic Plan reaffirms our
commitment to achieving the
highest standards in teaching combined
with ground-breaking research.'*

The Council is responsible for determining and advising the Board of the collective view of the Colleges and in addition is responsible on behalf of the Board for the discharge of academic affairs and implementation of the University's Strategic Plan. The nineteen Colleges of the University are diverse in many respects: while some are multi-faculty institutions, others are smaller, highly specialised and renowned in particular fields. Their commonality, however, is their commitment to outstanding quality in teaching and research.



The facts about the federal University speak for themselves. No fewer than sixty former students and current or former staff have been awarded Nobel prizes while our student population in 2009 numbers over 120,000 with a further 45,000 students reading for University degrees through the External System. In the 2008 Research Assessment Exercise, 10 of the nation's top 35 multi-subject institutions, and 7 of the top 12 single-subject institutions, were Colleges of the University, a remarkable achievement by any measure. The £554M of research funding received in 2006–07 is a testament to the importance of this institution – and the responsibilities we have to ensure our ongoing effectiveness.

2009 has already seen unprecedented international economic turbulence and the higher education sector will not be insulated from its effects. We have been mindful of this in drawing up our plans. I would like to thank all those who have contributed to the development of this Strategic Plan. I believe that its implementation will build on our academic inheritance. It reaffirms our commitment to achieving the highest standards in teaching combined with ground-breaking research: the most valuable gift we can offer to the generations of scholars to come.

A handwritten signature in red ink that reads "Graeme Davies". The signature is written in a cursive, flowing style.

Sir Graeme Davies
Vice-Chancellor, University of London
July 2009

The mission of the University

To promote, for the public benefit, education of a university standard and the advancement of knowledge and learning by teaching and research through the Colleges primarily, and also through the Central Academic Bodies and Central Activities; and to encourage the achievement and maintenance of the highest academic standards.

(Statute 2.1: Objects of the University)

Our strategic vision

Our strategic vision for 2014 is that:

The University will continue to be acknowledged, both nationally and internationally, for its excellence in academic achievement. Centrally-provided services will be recognised by Colleges for the value they add in supporting research and learning.

Our collective values

The University is mindful of its historic and pioneering role in extending university education to those prevented at the time by their religion or their gender from gaining access to higher education, in offering educational opportunities to many who would not otherwise have been able to take university degrees, and in developing university institutions in the United Kingdom and the Commonwealth.

The Colleges and Central Academic Bodies of the University of London:

- ◆ Are committed to providing undergraduate and postgraduate teaching in a research environment, offering unsurpassed opportunities to students across the world to attain the highest academic standards;
- ◆ Are dedicated to conducting and disseminating world-class research;
- ◆ Seek to make a valuable contribution to the public welfare in the work of their graduates, their staff and in the results of their research, enriching and advancing culture, education, the humanities and social sciences, the performing and creative arts, engineering, technology, medicine and public affairs;
- ◆ By their significant presence in London, seek to make a major contribution to the economic, scientific and cultural life of the metropolis;
- ◆ Seek to represent nationally and internationally the highest standards and enduring values of the university tradition, including academic freedom, intellectual integrity and equality;
- ◆ Are active in maintaining their historic and pioneering role in extending university education to all.

AIM 1

To maintain and enhance the academic excellence of the federal University

Academic excellence will be maintained and enhanced primarily through the teaching and research of the University's constituent Colleges, and also through its Central Academic Bodies and Activities. Intercollegiate degree programmes, world class facilities to support academic study, research skills training for postgraduates and collaborative forums all contribute to the University's unique advantage in achieving the highest standards, attracting funding, and recruiting the most able academics and students. The London Deanery will fulfil the University's role in providing excellent postgraduate medical and dental training.

In order to achieve this Strategic Aim, we will:

Objective 1: maintain, through the Colleges and the Central Academic Bodies, the internationally-renowned academic reputation of the University of London

Objective 2: promote the University of London as an international destination for excellence in academic research and study by collaborating in research skills training and intercollegiate degree programmes

Objective 3: develop mechanisms and forums to enhance effective academic collaboration between Colleges

Objective 4: develop coherent and forward-looking academic services to support research and learning in a cost-effective manner.

AIM 2

To deliver highly effective services to Colleges, offering excellent value for money

The University has a proud tradition of providing services to Colleges which add to their students' experience of University life, both educationally and socially. During the lifetime of this Plan, the efficiency and professionalism of these services will be continually demonstrated and enhanced, and will be responsive to Colleges' changing needs.

In order to achieve this Strategic Aim, we will:

Objective 5: deliver existing services to Colleges with demonstrably excellent value for money and, where appropriate, good financial returns

Objective 6: investigate and deliver new support services in response to Colleges' requests

Objective 7: manage and develop the University's Estate for the benefit of the University and its constituent Colleges.

AIM 3

To ensure the financial sustainability of all University operations

External economic circumstances during the period 2009 – 2014 will place additional pressures on the University's ability to secure its financial sustainability. The University will need to generate income by exploiting commercial opportunities and reducing costs through more efficient working practices (see also Strategic Aim 5).

In order to achieve this Strategic Aim, we will:

Objective 8: achieve, by 2010-11, a surplus of income over expenditure

Objective 9: offer services outside the federal University, achieving economies of scale to enhance the University's sustainability and the affordability of services for Colleges.

AIM 4

To fulfil the regional, national and international roles of the University

The University has regional, national and international roles in promoting knowledge and learning for the public benefit. Although these roles are carried out primarily through the activities of the Colleges, the University and its Central Academic Bodies and Activities will also work in partnership with the Colleges, and respond to external factors to fulfil these roles.

In order to achieve this Strategic Aim, we will:

Objective 10: assist the Colleges and the London Deanery to respond to regional and national initiatives, including promoting the work of London Higher

Objective 11: play a key role in advancing knowledge and learning through research promotion and facilitation

Objective 12: in partnership with Colleges, provide access to University of London degrees for those unable to study as internal students of the Colleges

Objective 13: promote the brand of the University of London in such ways as to benefit the Colleges and the University.

AIM 5

Create and retain a workforce with the necessary ethos, working practices and competences to deliver the University's Strategic Plan

The University is committed to improving further its professional standards and customer service ethos. We seek to attract, develop and retain staff with the skills required to realise the University's Strategic Plan whilst maximising the efficiency of our working practices.

In order to achieve this Strategic Aim, we will:

Objective 14: build further a customer-service culture and ethos

Objective 15: continue to provide excellent training and development in order to improve the effectiveness of University staff

Objective 16: optimise the efficiency of working practices in order to reduce operational costs.

Glossary of terms

Term	Meaning within the context of this Strategic Plan
the University	The University of London is an incorporated body with a legal identity separate from that of the Colleges of the University.
the University federation (also referred to as the federal University)	Refers to the University and the Colleges collectively.
College	An institution holding the status of College of the University. These are listed in the Appendix to this Strategic Plan.
Central Academic Body	An educational, academic or research institution established by the University to further its Objects as defined in the Statutes.
Central Activities (also referred to as Central Services)	Those activities, operations and services which the University carries out and provides centrally for the benefit of the Colleges and of Students registered with the University itself.
Statutes	The instruments, approved by the Privy Council, by which the University is governed.
London Deanery	The body responsible, on behalf of NHS London, for the management and delivery of postgraduate medical education for all doctors and dentists (and their continuing professional development, excluding consultants) in London.
Mission	The purpose of the University of London.
Strategic Vision	A concise statement of what the University of London aspires to be by the end of the academic year 2013 – 2014.
Strategic Aims	Guide for the activity of the University during the lifetime of this Strategic Plan, which will remain consistent throughout (in contrast to Strategic Objectives), in furtherance of our Mission and Vision.
Strategic Objectives	Specific items that we aim to achieve during the lifetime of this Plan. These may be achieved, modified or added to during the lifetime of the Plan in order to achieve our Strategic Aims.

Appendix: About the University of London

The University of London is a federal institution of nineteen independent and self-governing higher education institutions, coupled with a number of acclaimed Central Academic Bodies and Activities. It was established by Royal Charter in 1836 and today is among the oldest, largest and most diverse universities in the UK.

In 2008 the University adopted new governance arrangements with a Board of Trustees with a majority lay membership as the governing body. The Collegiate Council, consisting of the Heads of the nineteen Colleges and chaired by the Vice-Chancellor, is responsible for determining and advising the Board of Trustees of the collective view of the Colleges in respect of all matters concerning the University including its strategic direction.

The Colleges of the University and the Central Academic Bodies and Activities are:

Colleges of the University

Birkbeck, University of London
The Central School of Speech and Drama
Courtauld Institute of Art
Goldsmiths, University of London
Heythrop College
The Institute of Cancer Research
Institute of Education
King's College London
London Business School
London School of Economics
and Political Science
London School of Hygiene and
Tropical Medicine
Queen Mary, University of London
Royal Academy of Music
Royal Holloway, University of London
The Royal Veterinary College
St George's, University of London
The School of Oriental and African Studies
The School of Pharmacy
University College London

Central Academic Bodies

School of Advanced Study, comprising:
Institute of Advanced Legal Studies
Institute of Classical Studies
Institute of Commonwealth Studies
Institute of English Studies
Institute of Germanic & Romance Studies
Institute of Historical Research
Institute of Musical Research
Institute of Philosophy
Institute for the Study of the Americas
The Warburg Institute
University Marine Biological Station, Millport
University of London External System
University of London Institute in Paris

Central Activities

Central and Administrative Support Services
Intercollegiate Halls of Residence
London Deanery
The Careers Group, University of London
University of London Computer Centre
University of London Housing Services
University of London Research Library Services
University of London Union

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