



UNIVERSITY OF LEEDS

# Strategic plan 2009

# Our vision

By 2015 our distinctive ability to integrate world-class research, scholarship and education will have secured us a place among the top 50 universities in the world.

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|                                      |    |
|--------------------------------------|----|
| Our vision                           | 01 |
| Vice-Chancellor's foreword           | 02 |
| The University of Leeds strategy map | 04 |

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|                                                       |    |
|-------------------------------------------------------|----|
| <b>Key themes</b>                                     |    |
| Enhance our standing as an international University   | 06 |
| Achieve an influential world-leading research profile | 08 |
| Inspire our students to develop their full potential  | 10 |
| Increase our impact on a local to global scale        | 12 |

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|                                                     |    |
|-----------------------------------------------------|----|
| <b>Strategic enablers</b>                           |    |
| A sustainable, effective and efficient organisation | 14 |
| Financial sustainability                            | 16 |
| Valuing and developing all our staff                | 18 |

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|            |    |
|------------|----|
| Our values | 20 |
|------------|----|

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# Vice-Chancellor's foreword

In 2005 we launched a strategy to achieve our ambition of joining the ranks of the world's top 50 universities by 2015 through the distinctive integration of world-class research, scholarship and education. The strategy was developed through a consultation process which engaged all our staff and students right across the organisation, in all areas, at all levels and in every way possible.

We have achieved real and substantial progress towards our goals and the rewards of a clearly focused strategy 'owned' by all our staff have been rapidly realised. There is a sense of renewal and change on campus and a new confidence and enthusiasm in everything we do. A key part of our success has been to use the strategy map framework as a collective tool for achieving strategic focus and academic excellence throughout the University. As the first UK university to successfully use this methodology at institutional level, we have achieved a national and international reputation for best practice not only in the development, but also in the effective implementation of strategy.

This has been matched by a real and sustained improvement in our performance – with an excellent outcome in the 2008 Research Assessment Exercise (rising from 26th to 14th position in overall quality profile and 8th in research power) as well as an outstandingly positive report on the quality of our learning and teaching in the Institutional Audit (2007-08) conducted by the Quality Assurance Agency. We have also seen an unprecedented rise in our research grant income – topping £100m for the first time in 2007-08 and sustaining growth of more than 10% for each of the last three years.

We have enjoyed continued success in using the results of this outstanding research to benefit society, reflected in over £35m applied research and consultancy contracts. Our performance in the National Student Survey has continued to improve, national and international student recruitment are buoyant and the quality of our students has continued to rise, alongside a successful widening participation programme that has recently been commended by a parliamentary select committee. Embedding enterprise skills and knowledge transfer has brought a range of new activities in all faculties, benefiting students through new enterprise scholarships funded by alumni, and substantial growth in numbers of industrial knowledge transfer partnerships with small companies.

We are seeing the benefits of specific initiatives such as the Transformation Fund which provides seedcorn funding for interdisciplinary research projects addressing vital global issues; the launch of Leeds for Life – preparing our students for their future; the appointment of a new International Director to further embed internationalism in all our activities; improved (and award-winning) policies and procedures for health and safety; and the successful implementation of the staff review and development scheme supporting the career

“We are facing unprecedented challenges, including an extremely turbulent financial climate, but we have enormous strengths and are better placed than most to adapt to a rapidly changing environment. We are already well on course to achieving our vision of the University of Leeds as one of the world's leading academic institutions. Our strategy is transforming this University and lifting it to a new and exciting level.”

Vice-Chancellor  
Professor Michael Arthur

development and performance of our staff. These initiatives have contributed towards improved recruitment and retention of staff and have led to a dramatic improvement in our health and safety record with evidence of improved staff wellbeing at work.

Building on these successes we took the opportunity this year to re-examine our strategy and refresh it. Just as staff and students across the University were engaged in creating our original strategy, we have again drawn on their knowledge and talents to contribute to this update. One of the drivers for this was the Higher Education Funding Council for England's (HEFCE) requirement that universities update their strategic plans every three years. We also wanted to ensure that the strategy continued to accurately reflect our ambition, direction and priorities.

Vice-Chancellor  
Professor Michael Arthur



# The University of Leeds strategy map

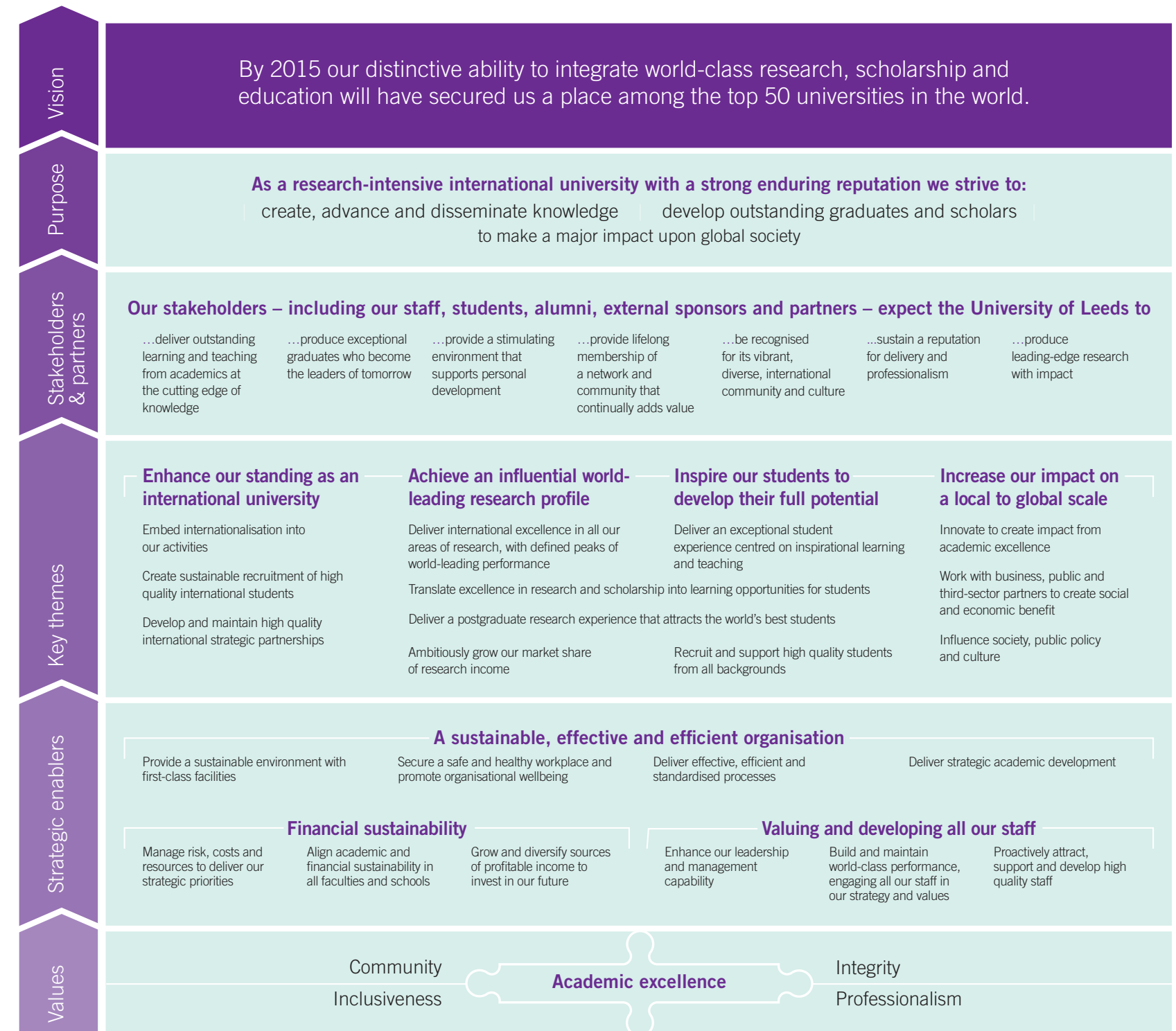
The one-page representation of our strategy as a strategy map<sup>1</sup> is an immensely powerful tool for the University. It provides us with the key guiding framework that helps to unite us behind a common set of key objectives and underpins key management decisions across the institution.

The strategy identifies seven key 'themes': enhancing our standing as an international university; achieving an influential world-leading research profile; inspiring our students to develop their full potential; increasing our impact on a local to global scale; a sustainable, effective and efficient organisation; financial sustainability; and valuing and developing all our staff. These 'themes' have provided the focus necessary to implement our strategy effectively and they remain the pillars on which we will continue to build our success and achieve our vision.

The refreshed strategy refines and improves the original, rather than changing it fundamentally. These refinements to the strategy and the strategy map have been informed by an extensive University-wide consultation process, with all staff having the opportunity to contribute to the development of the map. There is a strong sense of 'ownership' of the map by the whole University community. The strategy map is a living document which informs everything we do. As such, it is capable of responding to changes in emphasis whilst maintaining its relevance and importance within the institution. The strategy continues to be a very powerful tool in helping us to achieve our world-class vision. The map's refresh will ensure that it continues to bring us success for many years to come.



<sup>1</sup> The strategy map is part of the balanced scorecard approach to strategy – developed by Drs Kaplan and Norton at Harvard University.



# Enhance our standing as an international University



Internationalisation is a key element of our strategy, synonymous with our mission, reputation and profile as a world-class university. Our strategy emphasises the importance of enhancing our standing as a global university: through embracing internationalisation in everything we do, by maintaining one of the largest and most diverse international student cohorts in the sector, and by extending our impact and influence through world-wide strategic collaborations.

The University has invested in the appointment of a new International Director who has responsibility for leading the implementation of a broad internationalisation strategy that will ensure we **embed internationalisation into our activities**. Bringing a global outlook to all our academic activities and exploring opportunities to give them wider impact will enhance our international performance and standing. Key priorities within this strategy include; creating more international opportunities for students through exchanges, partnerships and projects; establishing regional groups to provide the intelligence, coordination and focus on specific regions; and celebrating and benefiting from our diverse intellectual community of alumni, students and staff. By embedding internationalisation into everything we do we will create a university culture and community which is truly international.

Leeds attracts high-quality students from around the world and our community of over 5,000 people from more than 130 countries makes us one of the UK's largest overseas recruiters. To maintain this position in a competitive market we are investing to **create sustainable recruitment of high-quality international students**. We have strengthened our overseas representation with a new office in Shanghai which complements our existing offices

in Delhi and Kuala Lumpur. These offices support market development and student recruitment. They also provide an important base for liaison with our international alumni, to establish strong working contacts with UK business development agencies and provide support to Leeds staff members when travelling to the respective regions. The popularity of our provision and continued growth in applications reflects ongoing targeted programme development, high levels of student satisfaction and clarity of focus on the key markets and areas of academic excellence. This gives Leeds solid foundations for sustainable international diversification and growth.

**Developing and maintaining high-quality international strategic partnerships** is another key element of our international strategy. Strategic partnerships with leading institutions with the intellectual power to address important global challenges are an essential component of our mission as a world-class university. Through these partnerships major advances are being made in areas including: migration and multiculturalism, food and agriculture sustainability, health innovation, clean energy and particle science, membrane biology, neuroscience and climate adaptation.

“The positive influence that the international diversity of the staff and student community has upon the experience of life at Leeds and the overseas partnerships we establish to enhance our core academic mission, significantly increase the University’s impact upon global society.”

Marketing Director  
Martin Holmes

| Measure                                               | Target by 2015                                                                                                           |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Full-time international fee-paying student population | World-class benchmark group <sup>2</sup> average volume, weighted by full-time equivalent (FTE) number of academic staff |
| Undergraduate international market share              | Fifth highest market share (within our defined quality market <sup>3</sup> )                                             |
| Postgraduate taught international market share        | Fifth highest market share (within our defined quality market)                                                           |

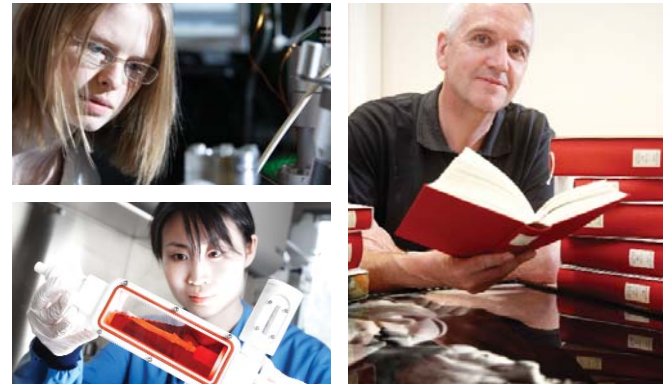
Leeds is also a founder member of the World Universities Network (WUN). Maintaining our effective role in the Network continues to be a priority and Leeds will play a leading role in addressing major issues through the WUN's global challenge programme. We are also engaged in several other select international partnerships, including the White Rose Health Innovation Partnership which has led to links with institutions in Singapore and King Saud University in Saudi Arabia. Similar links have been established at faculty and school level, including the faculties of Arts and Performance, Visual Arts and Communications' links with the University of Copenhagen.



<sup>2</sup>The four UK world-class institutions we compare ourselves against are the universities of Bristol, Edinburgh, Manchester and University College London.

<sup>3</sup>Our quality market is defined by student numbers at universities with comparable or higher entry requirements to Leeds.

# Achieve an influential world-leading research profile



Our research impacts upon society in myriad ways. It addresses urgent and major global challenges such as climate change; the rising demand for food and water; migration and multi-culturalism; medicine and healthcare. Such complex issues can be explored only by pooling insights and expertise from different academic disciplines. Interdisciplinary research is one of our great passions and strengths. This, together with our ability to integrate our research into our learning and teaching, will help us achieve our world-leading research profile.

We are already reaping the rewards of our collective efforts to raise our research profile. Excellent Research Assessment Exercise (RAE) results and increasing research grant income are encouraging signs that our strategy is working.

The University continues to build upon its reputation for excellence in research. The 2008 RAE put us 14th in the UK for the quality of our research, a move up of 12 places from our position of 26th in 2001. More than half our schools were ranked in the top 10 in the country and 61% of our research was judged to be 'world-leading' or 'internationally excellent'. This platform of success gives us renewed confidence in achieving our ambition of a place among the global elite, and confirms our position as one of the nation's intellectual powerhouses.

Our success in the RAE illustrates the steps recently taken toward our strategic goal of **delivering international excellence in all our areas of research, with defined peaks of world-leading performance.** This remains a key priority with an expectation that our staff will achieve an international reputation for the high quality of their research.

Building on this base of international excellence we will continue to invest in developing world-leading areas of research and large, long-term projects that deal with the big societal challenges identified and prioritised by research funders. The Transformation Fund was launched in 2007 to achieve a step change in our research performance, investing £10m over five years in a series of highly innovative projects. We have invested in five large-scale collaborations focusing on food security; water processes and shortages; the translation of clinical research into new health treatments; the production of pharmaceuticals and fine chemicals and a project in socio-technical systems design. The Fund is proving to be very successful in stimulating the creativity and energy of the research community, and we will continue to invest in world-leading research undertaken by ambitious and sustainable research groupings.

Our research ambitions are underpinned by our ability to **ambitiously grow our market share of research income** – particularly challenging in this turbulent financial environment and rapidly changing research funding landscape.

We have become more successful in winning research funding, and research income has grown significantly and consistently over the past four years.

“There is a real sense of excitement that comes with investigating some of the big questions facing society today. It’s about making our research more visible beyond higher education, whether by engaging with the media, shaping public policy, working with the voluntary sector, or forging partnerships with business and industry.”

Pro-Vice-Chancellor for Research  
Professor Andrew Thompson

| Measure                                                                                                                     | Target by 2015                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Proportion of staff with outputs at 3* and 4* level <sup>4</sup> (consistent with the Leeds quality threshold) <sup>5</sup> | 95% of eligible staff to have research active status for REF <sup>6</sup> submission in 2013 |
| Postgraduate research students per academic FTE                                                                             | 1.8                                                                                          |
| Postgraduate research student completion rate (% completing in seven years)                                                 | Top quartile of the Russell Group <sup>7</sup>                                               |
| Research grants and contracts income per academic FTE                                                                       | £120k                                                                                        |
| Research income market share (of all research income to UK higher education institutions)                                   | 3.4%                                                                                         |



In 2007-08 our research grant income exceeded £100m for the first time – reaching our highest ever total of £101m – and it is forecast to grow further in the coming years. Increasingly we will achieve income growth through the longer, larger grants awarded to the big, bold projects which impact upon society, and through more diverse income sources. Our strategy is pivotal in ensuring that our research strengths align to external funding opportunities as a platform for future development – with the Transformation Fund playing a key role in supporting targeted strategic investments.



It is also vital that we continue to increase the average research grant income for each academic member of staff. Recent trends are excellent with a rise from £27k to £67k over the last five years.

Investments in our core research processes, facilities and capabilities will improve our responsiveness and competitiveness and help to continue our success.

We want all our students to enjoy the benefits of studying in a research-rich environment, from those starting their first year right through to postgraduates. So **translating excellence in research and scholarship into learning**

**opportunities for students** is core both to this theme and to our strategic theme of **inspiring our students to develop their full potential.** In recognition of the vital importance of postgraduate students to our research activity and academic community, we have made explicit in our refreshed strategy the aim of **delivering a postgraduate research experience that attracts the world's best students.** We have an excellent reputation for the quality of our postgraduate teaching. Our graduate schools provide support and guidance for postgraduate and academic staff which complements that given by individual schools and central services. We have also developed a set of standards for research supervision and support which is leading the way in UK research training.

<sup>4</sup>3\*(excellent) and 4\*(exceptional) are a description of an assessment of the quality of the research outputs being reviewed under the proposed REF.

<sup>5</sup>Quality targets/thresholds to be defined

<sup>6</sup>The Research Excellence Framework (REF) is the new system for assessing the quality of research in UK higher education institutions (HEIs). In previous years, research quality has been assessed periodically through the Research Assessment Exercise (RAE).

<sup>7</sup>Leeds is a member of the Russell Group of the UK's 20 major research-intensive universities, [www.russellgroup.ac.uk](http://www.russellgroup.ac.uk)

# Inspire our students to develop their full potential



“We want Leeds students to go out into the world and make a difference, and it’s our responsibility to make sure they have the confidence and creativity and the skills to do that.”

Pro-Vice-Chancellor for Learning and Teaching  
Professor Vivien Jones

| Measure                                                                                                                                                         | Target by 2015                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Students’ perception of whether their course is intellectually stimulating <sup>8</sup>                                                                         | Top quartile of our Russell and 1994 Group <sup>9</sup> peers |
| Quality of assessment and feedback <sup>8</sup>                                                                                                                 | Top quartile based on all institutions                        |
| Student satisfaction <sup>8</sup>                                                                                                                               | Top quartile of our Russell and 1994 Group peers              |
| Postgraduate research student completion rate (% completing in seven years)                                                                                     | Top quartile of the Russell Group                             |
| Average overall UCAS tariff score                                                                                                                               | Top half of the Russell Group                                 |
| %UK/European Union graduates employed in graduate level jobs after six months                                                                                   | 75%                                                           |
| Difference from HESA <sup>10</sup> performance indicator benchmark of full-time undergraduates from lower socio-economic groups studying for their first degree | To be in line with HESA benchmark                             |

Our students will graduate as confident, articulate individuals, ready to make a difference to society by using their skills and ability to learn in any context. We are proud of our distinctive ability to integrate research with education and we continue to invest in our teaching, student support and facilities to ensure that everyone with the potential to succeed can take full advantage of their time at Leeds.

The refreshed strategic plan stresses the **delivery of an exceptional student experience centred on inspirational learning and teaching**. Building on the excellent progress against objectives from our 2006 strategy, this emphasises our commitment to helping our students make the most of every aspect of their Leeds experience.

Our strong strategic focus on learning and teaching has engaged staff across the University in improving the student experience and its importance is reflected in the new promotion criteria which will reward excellence in teaching, as well as research, at every academic grade. The benefits of improvement are being felt by our students, reflected in our significantly improved National Student Survey results, and a very positive response from the International Student Barometer as well as our internal surveys. We achieved the best possible rating from the Quality Assurance Agency, who commended our strategic commitment to translate research excellence into excellence in learning and teaching as well as the action plans, published for every school, through which we respond to student feedback.



At the strategy’s heart is **translating excellence in research and scholarship into learning opportunities for students**. We want our students to benefit from the outstanding research taking place here by involving them in the excitement of creating new knowledge from the very beginning of their time with us. Much progress has been made on this, with undergraduate and postgraduate courses continually updated as a result of new research activities and students working with academics at the cutting edge of their subjects in a variety of innovative ways. The confidence and skills they acquire as a result – creative thinking, problem solving, critical inquiry, flexibility – are precisely those required by graduate employers.

We are committed to our students not just during their time here but throughout their future life and careers, a commitment realised through our sector-leading ‘Leeds for Life’ initiative. Our innovative website ([leedsforlife.leeds.ac.uk](http://leedsforlife.leeds.ac.uk)) supports students’ individual development through the personal tutoring system and provides them with information about all the opportunities available at Leeds, from undergraduate research scholarships and internships to volunteering in the local community.

Through Leeds for Life, we help students recognise the value of their unique experience here and identify the vital life skills they are gaining from their academic and co-curricular activities. The Leeds for Life Foundation, supported by our alumni, is funding projects which enable our students to use their skills not just for their own benefit but for the benefit of others.

These improvements are supported by investment in new facilities, including the student services centre which opened in 2009, our virtual learning environment which is being used by 91% of students, and improved sports facilities, including a new swimming pool.

Our postgraduate students play a crucial role in our future as a leading research institution and we must nurture these future researchers. In recognition of this we have added to our strategy the new explicit aim **to deliver a postgraduate research experience that attracts the world’s best students**.

We will continue to invest time, effort and resources to create even greater opportunities for Leeds students. Future plans include bringing a stronger international dimension to a streamlined curriculum which combines disciplinary excellence with opportunities for students to pursue wider

interests; further improvements in student support; and investment in a major refurbishment of the Edward Boyle Library.

Giving all those who can benefit a chance to study at Leeds is a priority and we are committed to **recruiting and supporting high-quality students from all backgrounds**. We recognise the importance of giving students the right support throughout their association with Leeds, from our work with schools to help people from a range of backgrounds understand the benefits of going to a world-class university through to peer mentoring of students once they are here. We are developing a smarter applications process which takes a wider view of an applicant’s background, helping us identify those who could benefit from our nationally-acclaimed Access to Leeds scheme; and we reach out to mature and part-time students through our Lifelong Learning Centre. Building on this experience, we are working with 12 other universities to develop and pilot a single, national compact scheme for admissions – ‘Realising Opportunities’ – which considers a young person’s background and potential.

<sup>8</sup> National Student Survey – % satisfaction  
<sup>9</sup> The 1994 Group represents other UK research-intensive universities, [www.1994group.ac.uk](http://www.1994group.ac.uk)  
<sup>10</sup> Higher Education Statistics Agency

# Increase our impact on a local to global scale



We are committed to using the results of our outstanding research, across the full range of academic disciplines, to benefit society. This is reflected in a large and diverse range of enterprise and knowledge transfer activities locally, nationally and internationally. These activities range from applied research and consultancy through to our innovative student company start-up programme.

The University has a strong reputation and well-developed capability for enabling enterprise and knowledge transfer activity; with recent investment in an Enterprise and Innovation Office achieving Customer First Accreditation for customer relationship management, market and staff development. The ongoing importance of this agenda is reflected in our objective to **innovate to create impact from academic excellence**. Central to this objective is the development of a dynamic entrepreneurial culture with high levels of academic engagement. In 2007-08 our academic staff were involved in applied research and consultancy contracts with a value of around £39m. Our academics support 28 Knowledge Transfer Partnerships helping businesses use technology and skills to improve competitiveness and productivity. Our work on building a vibrant entrepreneurial culture is integral to the student experience at Leeds; we have embedded aspects of enterprise into the curriculum in many subjects and are proud of our sector-leading undergraduate enterprise scholarship scheme and student company start-up programme.

We will **work with business, public and third-sector partners to create social and economic benefit**. Our ambitious proposal for Innovation City Leeds brings together several major local organisations, including Yorkshire Forward, Leeds City Council, Leeds Metropolitan University, Leeds Teaching Hospitals Trust and others to foster new collaborations between business, academics and entrepreneurs. This will develop a stronger innovation culture yielding a range of new partnerships and income. We have one of the most successful commercialisation pipelines in the UK and will build on this platform of success by focusing upon areas of academic strength. We lead the ground-breaking White Rose Health Innovation Partnership, pioneering methods of open innovation to enable rapid development of new healthcare services. This partnership has received international recognition, including a USA Thomas Edison award for innovation in 2008.

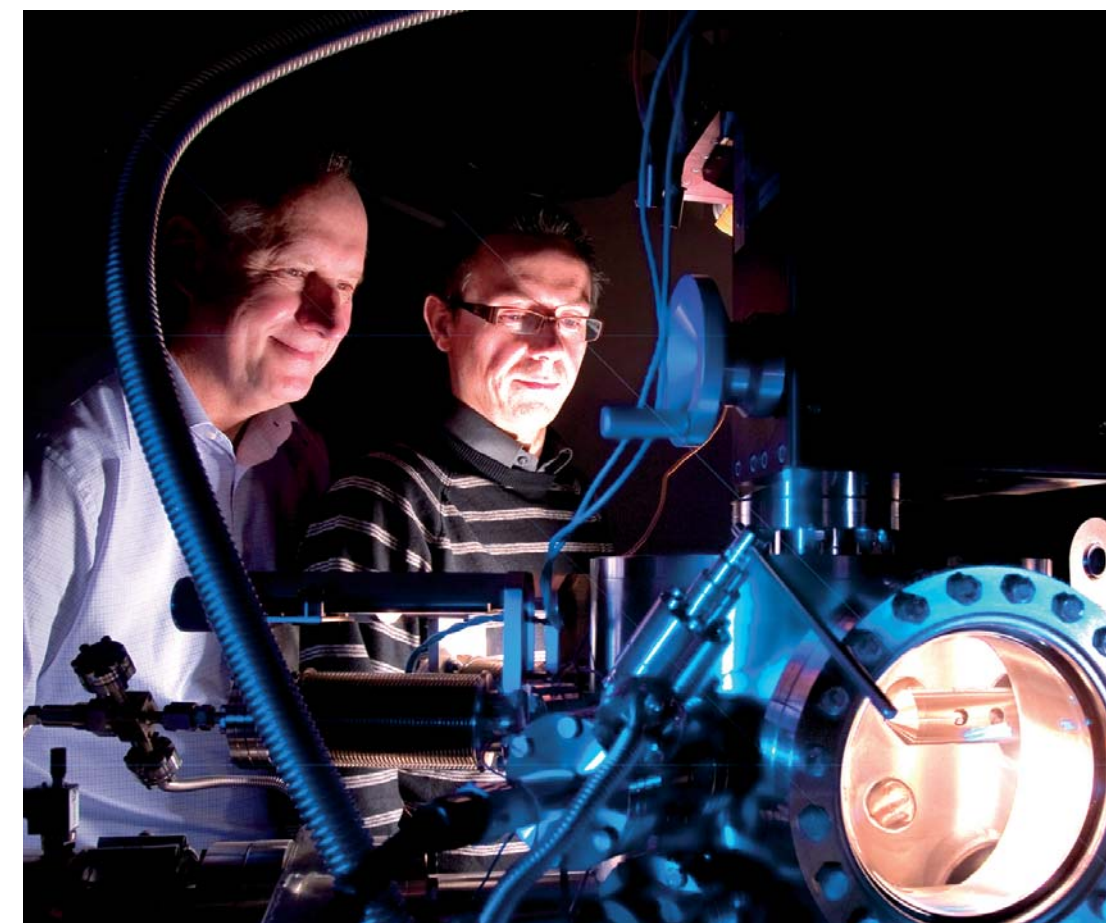
“The University continuously demonstrates that it is a very creative and responsive community that has far-reaching impact. There is growing sense of awareness of the increasing role and contribution all disciplines can make to major issues and challenges facing society.”

Pro-Vice-Chancellor for Enterprise, Knowledge Transfer and International Strategy  
Professor Richard Williams

| Measure                                                                                                                                                                          | Target by 2015 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Total income per academic FTE from Enterprise and Knowledge Transfer activity including applied research, consultancy, commercialisation and continuing professional development | £51.1k         |
| Staff engagement – defined as having undertaken applied research or consultancy during the year.                                                                                 | 39%            |

World-leading research at Leeds makes a distinctive contribution to addressing social and global challenges. Going forward we will identify key areas of societal impact in which we **influence society, public policy and culture**. This will strengthen our profile and help us build a stronger proposition for potential partners. It will also help us focus our resources on supporting sustainable areas of academic strength. Further research will help us improve our understanding of how we can make an effective contribution to these issues. Together these exercises will generate a more strategic and market-led approach to Leeds’ knowledge transfer activity and enhance the alignment between research and knowledge translation.

The refreshed objectives provide clarity about how and where we will translate our excellence in research to create societal impact and benefit, which is of increasing importance for our research sponsors.





# A sustainable, effective and efficient organisation



“In an increasingly demanding environment we must take action to ensure the University can continue to invest in our academic priorities and in effective and sustainable support services.”

Deputy-Vice-Chancellor  
Professor John Fisher

| Measure                                                                    | Target by 2015    |
|----------------------------------------------------------------------------|-------------------|
| Academic staff as a percentage of total staff                              | 43.5%             |
| Student:Staff Ratio                                                        | 15:1              |
| Annual number of serious reportable incidents per 1000 employees           | <3                |
| Annual philanthropic commitments                                           | £8m <sup>11</sup> |
| % of estate graded 1 and 2 in fitness for purpose in non-residential space | 92%               |

Efficient operational practices are essential to our success. They must support and assist our academic mission and maximise our effectiveness.

Our refreshed strategy has four key priorities within this theme which will help us protect and control the long-term development of the University.

The development of a **sustainable environment with first-class facilities** is on-track. By 2015 we will have completed a £300m capital investment programme to provide the University with the first-class facilities appropriate for a world-class institution. Exciting changes can be seen all around us on campus with several major new buildings in use and more in progress. They include investment in state-of-the-art academic facilities alongside further investments in facilities that will enhance the student experience at Leeds.

Mindful of financial pressures, our new estate strategy sets out a sustainable plan for building refurbishment, backlog maintenance, space utilisation and equipment. The future level of capital investment will be determined by the level of Higher Education Funding Council for England capital funding. An equipment sustainability plan has been developed in each faculty.



Our strong track record in environmental management is evidenced by the many national awards we have won. Our Sustainable Development Strategy will ensure that we continue to have regard for our environmental impact which will in turn pay dividends in lower energy costs.

Improving our approach to health and safety was identified as a key priority in January 2008 – reflected in the new objective to **secure a safe and healthy workplace and promote organisational wellbeing**. A substantial revitalisation programme is bringing about significant improvements in the culture and performance of health and safety. A pioneering partnership between managers and unions aimed to achieve the highest possible standards in health and safety across the campus. These achievements were recognised by an Occupational Safety and Health (IOSH) award in 2008.

The wellbeing of our staff is critical to their effective performance and a new co-ordinated approach to wellbeing will create a positive and supportive environment for our staff and students.

We are continuing to improve our effectiveness and efficiency with a renewed focus on the **delivery of effective, efficient and standardised processes**. Students are already benefiting from the new student services centre which opened in 2009. Further investments will follow to ensure our key processes, such as research support, are as effective and efficient as possible.

Improved administrative effectiveness will enable us to concentrate resources on our core academic activities. A new transformational initiative will focus on creating cultural change, unifying the University and bringing consistency to processes. This ‘One University’ approach will create integrated and standardised processes across faculties, schools and central services. Alongside this initiative we continue to improve the efficiency of core processes across the campus.

Our fourth objective in this area is to **deliver strategic academic development**. This identifies the need for clear faculty and school strategies to ensure they are academically and financially sustainable so that effort can be concentrated on key strategic academic activities. These priorities are reflected in individual staff development objectives and plans.

We will continue to invest in leadership development and ensure robust governance mechanisms are in place to support this objective.

Selected local school and faculty plans are also linked to the University’s fund raising campaign. Subject to the campaign being approved in spring 2010, it will focus on raising funding for academic areas which are identified as priorities for growth.

This objective is closely linked with the work being spearheaded by our **financial sustainability** and **valuing and developing all our staff** themes to ensure the **alignment of academic and financial sustainability in all faculties and schools** and **build and maintain world-class performance, engaging all our staff in our strategy and values**.

<sup>11</sup> This figure will be revised in spring 2010 (subject to campaign approval)

# Financial sustainability



“The realisation of our world-class ambitions is reliant on sound management of our financial resources in order to enable continued investment behind our academic priorities. Our financial sustainability will be built on the execution of sound academic strategies.”

Finance Director  
Jane Madeley

| Measure                                           | Target by 2015                         |
|---------------------------------------------------|----------------------------------------|
| Total income per total staff FTE                  | Mean of comparator group <sup>12</sup> |
| Total income per square metre                     | Mean of comparator group               |
| HEFCE funding as a % of total income              | Mean of comparator group               |
| Staff costs as a % of total income                | Mean of comparator group               |
| Number of faculties/schools in a surplus position | 100%                                   |

Our strategy is underpinned and enabled by a sustainable strategic approach to the management of our financial resources, where academic and financial sustainability are closely aligned. The financial strategy will ensure that we can continue to invest in the development of academic excellence, whilst maintaining a sound financial position in an increasingly challenging financial climate.



It is clear that our vision and level of ambition will require the University to **grow and diversify sources of profitable income to invest in our future**. It is a key priority for us to be able to achieve our vision with a reduction in our dependency on HEFCE funding. We will achieve this by rebalancing and diversifying income across all of our activities. Income growth will be achieved through continuing our success in growing research income and improving recovery rates; increasing numbers of international, postgraduate and non-HEFCE funded students; increasing our commercial income from consultancy, industrial contracts, licensing, spin-out and enterprise activity; and increasing philanthropic funding. The increase in income from new markets will be supported by a greater focus on marketing, pricing and knowledge transfer activities in our faculties and schools.

Alongside ambitious plans to grow and diversify our income, it is essential that we manage our cost-base. This is reflected in our objective to **manage risk, costs and resources to deliver our strategic priorities**.

We will focus on delivering an efficient cost base across the University by bringing consistency to processes, improving services, and working with schools and faculties to help them run support processes more efficiently. The identification and control of risk must become an element of day-to-day management.

The alignment of sustainable academic and financial plans in every part of the University is a key element of our strategy. We have put in place a robust integrated planning process that ensures we **align academic and financial sustainability in all faculties and schools**. This process ensures all schools and faculties are capable of creating surplus funds to support their academic vision. We are continuing to invest in the development of our academic leadership capability to ensure this objective is consistently achieved in an ever more challenging and volatile context.

<sup>12</sup>The comparator group is large civic UK universities with medical schools

# Valuing and developing all our staff



“Our aim is to make Leeds an employer of choice – by continuously striving for high quality, consistency and innovation through our people management priorities.”

Director of Human Resources  
Matthew Knight

| Measure                                                                                                                     | Target by 2015 |
|-----------------------------------------------------------------------------------------------------------------------------|----------------|
| Number of schools and services operating in accordance with Investors in People standards                                   | 100%           |
| Staff rating of quality of leadership and change management (1–5 scale)                                                     | 3.8            |
| % of individual members of staff whose staff review and development scheme objectives are aligned with school/service plans | 100%           |

The achievement of our vision will be built on the commitment, creativity and energy of all our staff. Creating a supportive environment where people reach their full potential is a cornerstone of our strategy. As a world-class university, we embrace the importance of developing a supportive high performance culture – characterised by the confidence, optimism, pride and enthusiasm of our workforce.

We are making substantive progress towards this vision and there is a real sense of renewal and change across the University. We have invested in strengthening our academic leadership capacity and supporting staff in these roles. Our community of leaders and managers play a crucial role in the University’s strategic development, setting the tone and driving the pace of change through value-based leadership.

**Enhancing our leadership and management capability** remains a priority as we continue to build distributed leadership capacity and skills. Our new leadership and management standard and staff review and development scheme are having a visible impact. We have a range of high-quality leadership development programmes in place, including our innovative Tomorrow’s Leaders initiative.

Awareness of the strategy is high amongst staff; maintaining this remains a focus in our revised objective of **building and maintaining world-class performance, engaging all our staff in our strategy and values**. Two significant initiatives underpin this; the staff review and development scheme and our framework for employment standards.



Now fully embedded after its first two years of operation, the staff review process will be a key way to engage all staff in our strategy. Considerable investment has been put into its implementation to ensure consistency and quality of application. We are focusing on ensuring that staff reviews are aligned with local strategies. We are also developing a consistent approach to the academic CV and reviewing how we evaluate academic contributions.

Our employment framework ensures we have consistently high standards in recruitment and in our management of staff across Leeds. Implementing it is a priority and will take us towards our target of achieving Investors in People status in 2012. Standards for leadership and management are part of the framework and will help us build and sustain our leadership capacity.

Within this overall broad framework, several specific priorities have been identified over the lifetime of the plan. These include modernising our employment statutes and implementing new processes and procedures for fixed-term contracted staff. Improved management of performance is another key focus, with actions already identified to improve our effectiveness, helping us create an environment where all staff can reach their full potential.

The final objective under this theme concentrates upon **proactively attracting, retaining and developing high-quality staff**. Raising the standard of leadership, embedding our values, communicating more effectively and investing in staff wellbeing have significantly improved our recruitment and retention rates. We want to ensure the exceptional people we recruit can achieve their potential and progress at Leeds. New promotions criteria and procedures, based on the principles of equal pay for work of equal value, will also recognise contributions to integrate world-class research, scholarship and education.

Our staff theme is supported by our commitment to staff engagement and wellbeing outlined in the **sustainable, effective and efficient organisation** theme. Innovations, including our mediation service, make us a sector leader and our approach is driven by a need to build a sustainable and resilient organisation.

# Our values



The values are represented as a group, depicting their equal importance and interdependency. Our values of community, integrity, inclusiveness and professionalism surround and support the core value of academic excellence, which is at the heart of everything we do at the University.

Our University values are an integral part of our strategy – setting out the principles of how we work together. They are enduring and defined as:

#### **Academic Excellence**

knowledge, academic freedom, critical independence, creativity, innovation, world-class performance.

#### **Community**

public service and citizenship; collegiality, teamwork and mutual respect.

#### **Integrity**

openness, transparency and honesty.

#### **Inclusiveness**

diversity, equal opportunity and access.

#### **Professionalism**

provision of effective and efficient customer-focused services in all aspects of our work (internally and externally).

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