



UNIVERSITY OF
LIVERPOOL



STRATEGIC PLAN 2009 – 2014



Foreword

from the Vice-Chancellor

Our strategic plan is ambitious. It defines how we will be successful within a challenging and changing higher education environment. The plan has been devised to enrich the experience of our staff, students, and stakeholders, and has been developed with their involvement and support through an extensive consultation programme that has also engaged with alumni and external partners and influencers.

The University has exciting aspirations as it moves into a new era of development. This plan, which will guide the University's work over the next few years, captures five key priorities that will enhance our reputation and position the institution on a global platform. We will be Liverpool-centric but globally connected, and the experience of the Liverpool graduate will be distinctive.

Our aims and objectives sit within a structure that integrates strategies in research, learning and teaching, in advancing still further our acclaimed widening participation strategy, and in increasing collaboration with industry to positively impact the economies of the world by driving innovation and boosting business competitiveness.

A handwritten signature in black ink, reading "Howard Newby". The signature is written in a cursive style with a horizontal line underneath.

Professor Sir Howard Newby

Statement of purpose

The University of Liverpool is a globally-focused institution whose activities are rooted in world-leading research excellence and reflect the dynamics of the knowledge economy. The University offers an environment in which staff and student talent is nurtured and celebrated.

Our vision

As a distinguished 21st century university, we will have global reach and influence that reflects our academic heritage as a civic institution.

A strong infrastructure will support academic endeavour and teaching prowess, while research excellence, focused on the advancement of human knowledge, will underpin all our activities. Our culture of support and collaboration will benefit the communities in which we operate, both at home and overseas. Our

staff and students will be given the best intellectual, social and physical environment to research, teach, and learn in, at the cutting edge of their disciplines and with world-class facilities. The Liverpool graduate will be a global citizen, benefiting from an international curriculum and experience, and empowered to address global challenges. We will strive to ensure our students form a relationship with the University that they will want to continue throughout their lives.

Key priorities

As a research-intensive Russell Group university with a tradition and reputation for excellence, we will continue to focus on existing and emerging strengths while planning to achieve growth in quality and scale across five key priorities:

- Improving our research performance
- Positioning ourselves as a global university
- Driving knowledge exchange and innovation
- Enhancing the student experience
- Extending widening participation.

The strategic planning process

Through a staged inclusive process we have collectively agreed our key priorities, our objectives and a set of project streams designed to deliver our vision. We have also identified the strategic enablers that will underpin the key priorities and support an institutional environment that is guided by the following principles:

- Business excellence
- Commitment to equality and diversity
- Transparency, robustness and efficiency of decision making processes
- Ensuring institutional sustainability
- Commitment to consultation with staff, students and alumni.

This document is only the start of the strategic planning process. Throughout the next few months, we will engage staff

and students from across the University to specify the detail of the project work that will deliver our vision and feed into an operating plan. We will ensure that we have appropriate supporting strategies for each of our priorities. The next stage will be to agree milestones at institutional and school level through the planning and budgetary process and ensure that we continue to focus on performance against our plans throughout the five year period.

We will ensure that our priorities are appropriately resourced through robust business planning involving assessment of investment against benefits and enhancement of our reputation. This will need to be within the constraints imposed on us by the financial pressures we are all facing.

We will review our plan on an annual basis to ensure that we respond appropriately to external and internal drivers.

Improving our research performance

As a Russell Group institution, research is at the core of everything we do and is fundamental to our future success. Our performance is on an upward trajectory and we have invested in both current and future research leaders to ensure our improvement continues. We want to position ourselves as one of the leading global research universities in a fiercely competitive environment, so we must improve at a faster rate than other successful institutions.

Strategic research positioning

We will develop a focused institutional research strategy that is attuned to external markets and plays to our strengths. We will agree criteria by which to identify our established and emerging internationally excellent research so we can learn from success and target resource to strengthen and grow those areas. The results from RAE2008 provide a valuable tool for assessing our recent performance as we look to the future.

We want to do more to address the grand challenges we face as a global community. Our strategy will assess external need and map our strengths to interdisciplinary themes such as climate change, energy and ageing. Through internal and external collaborations, we will also focus on translational research for the benefit of private, public and third sector organisations.

By focusing our activities and transferring expertise from our best researchers, we will engender a shift in our research culture so that research is the priority across the institution and our researchers are empowered to fulfil their full potential.

Supporting research excellence

To underpin our priorities, we will focus on developing the right structures, policies and processes to maximise the effectiveness of our research activities. We have excellent practices in research management in our institution and will embed these in all of our Schools. We see research leadership and mentoring as crucial for driving success in all of our research activities. One of our key objectives will be to respond positively to the new Research Concordat – a sector agreement that sets out the expectations and responsibilities of researchers, their managers, employers and funders – so that researchers are provided with the best support to develop their careers.

We will provide world-class facilities including space for productive interaction and flexible funding to support research initiatives.

To match the focus in our research strategy, we will review our teaching and administration activities so that our best researchers can spend more time on their high quality research. Much of this will be achieved by linked project streams involving our strategic enablers and complementing the objectives of other key priorities.

The planned outcomes

Key ambition: We will see an improvement in research performance to ensure we sit in the top half of the Russell Group in terms of total research income (quality-related grant plus external grants and contracts) per staff full-time equivalent.

Key ambition: Through focusing on interdisciplinary research, partnerships and research impact, we will double the number of large, long-term collaborative research and knowledge exchange projects valued at more than £1 million.

Delivery of our plans will help us to achieve our ambitions through a combination of the following:

- Clarity about our research priorities and leadership
- A vibrant and supportive research environment and culture
- Increased number and proportion of staff holding research grants
- Increased number and proportion of staff supervising increased numbers of research students
- Increased impact of pure and translational research
- Improved contribution from research funders and philanthropists.

We are operating in a global higher education environment where there is tough competition for the best talent.

In the last five years, we have established Xi'an Jiaotong-Liverpool University in partnership with Xi'an Jiaotong University in China, offering Liverpool degrees and forging new research relationships. Through our partnership with Laureate Online Education, we were the first UK institution to offer a programme delivered wholly online. Using these as models for further growth and building on our experiences, we are excited about the potential to position ourselves as a global university offering a distinctive international experience for staff and students and with key strategic relationships reflecting our research strengths.

Developing an internationalisation strategy

To agree how to achieve scale while focusing on quality of our provision, we will develop an internationalisation strategy for expanding our global presence and internationalising our activities. This will encompass:

- Agreeing how we will establish the partnerships to help us achieve our strategic aims
- Exploring how we will fulfil our corporate social responsibility in a global context
- Responding to opportunities to increase student mobility through several routes including the Bologna Process which aims to create a European Higher Education Area (EHEA) by 2010
- Exploring the use of international benchmarks and standards for our activities

- Defining our strategy for growth in international student numbers from the open market and through networks and partnerships
- Developing the content and delivery of our curricula to create an international experience for all our students
- Offering a variety of international exchanges for staff and students.

Expanding our online presence

We will expand further our e-learning provision in response to market need and to support our strategic priorities. We will use a dual approach of expansion with our partnership with Laureate Online Education and through our own e-learning initiatives. Our reputation for high quality provision is important to us and we will maintain our high standards in expanding Masters provision and developing new programmes, whether they are undergraduate courses, professional doctorates or Continuing Professional Development (CPD) courses. We will also consider how to use our expanded e-learning to benefit our campus-based students through blended learning.

Global citizenship

As a global university, we will provide staff and students with a unique opportunity to equip them for global citizenship, giving them advantages in borderless employment markets and the ability to respond to the challenges facing society today. We also have an opportunity to extend our commitment to widening participation and will explore how we can give access to under-represented groups from international communities.

The planned outcomes

Key ambition: To reflect our ambition to be a global university, we will increase the number of overseas students, resulting in the proportion of overseas students reaching 25% of our student body within five years.

Key ambition: As a result of the creation of a global network of institutions, the number of students studying for a University of Liverpool degree overseas will increase to more than 25,000 students within the period. In addition, the number of University of Liverpool staff and students on overseas exchanges and placements will be doubled.

We should see:

- An increase in the number and diversity of international staff and students
- Higher intake from schools offering the International Baccalaureate and higher demand for our internationalised programmes amongst traditional UK students
- An increased number of online programmes at undergraduate and postgraduate levels
- Liverpool graduates competing successfully for employment in the global market
- An international feel to our campus in Liverpool
- Increased physical presence overseas
- More strategic research partnerships with overseas organisations.
- Increased levels of philanthropy from overseas.

Positioning ourselves as a global university



Driving knowledge exchange and innovation

Knowledge exchange rooted in research excellence and supporting lifelong learning is a fundamental part of our mission. We have important relationships with a range of external partners which deliver a significant impact to the economy in its broadest sense. We want to increase our contribution still further by learning from existing areas of excellence and targeting the most appropriate markets. We will also expand our offering in continuing professional development to match our vision for our other key priorities.

Developing a market-responsive business offer

We will prioritise our knowledge exchange activities following a detailed review of the external markets alongside our areas of research excellence and distinctiveness. We will then make clear to external partners what we can offer by developing a prospectus of activity, and implement a key account approach to client management to establish a coordinated relationship with our knowledge exchange clients. Examples of our priorities are to increase our CPD provision to meet the needs of our alumni and the broader workforce, and to build mutually beneficial knowledge exchange relationships with partners with cognate interests from all sectors.

Engaging the academic community in knowledge exchange

We are ambitious about growing our knowledge exchange activities. To do this, we recognise the need to clarify the benefits to academic staff in order to increase engagement. We think we can learn a great deal from our success stories such as:

- Health is Wealth, a multi-partner Commission investigating the links between health and sustainable productivity to reduce the current health inequalities in the Liverpool region, and better align the NHS and local authority public health agenda with the goals of the business sector
- The Centre for the Study of International Slavery, a partnership with National Museums Liverpool that works together with other universities and organisations to develop scholarly and public activities related to slavery in its historical and contemporary manifestations
- Continuing Professional Development in the Faculty of Veterinary Science and the Centre for Materials Discovery, described in more detail in the case study section of this document.

Through combining expertise in related areas, we can also empower our researchers to have a substantial impact in key areas such as acting as thought leaders in public policy developments. We want to introduce a shift so that knowledge exchange is part of the overall business expectation and is a natural part of the research process.

We will utilise the enterprise and innovation expertise we have within our Management School to ensure that we use the best approaches for managing our activities. We will focus on providing the right structures and processes to deliver a better service more efficiently, speed up decision-making and ensure the right support mechanisms are available when our academics need them. We also recognise the opportunity to involve our students in knowledge exchange activities for our mutual benefit and the value of our relationship with alumni working in all sectors.

The planned outcomes

Key ambition: As we engage our staff in our priority to drive knowledge exchange and innovation, we will see an increase in proportion of academic staff engaged in knowledge exchange activities. Measurable engagement, as defined by HEFCE, will increase to 50%.

Key ambition: As a particular focus to establish a lifelong relationship with our students and meet our knowledge exchange ambitions, we will treble our income and net contribution from Continuing Professional Development activities.

At the end of the strategic plan period, we should be able to reflect on:

- Higher numbers of staff, students and alumni involved in knowledge exchange activities reflecting our strengths
- Demonstrable impact on economic growth, improved public policy and improved quality of life
- Continued strong performance in research with external collaborators
- Improved performance in intellectual property indicators and income from Continuing Professional Development
- A strong relationship with the city and wider public through lectures and other events.

Enhancing the student experience

As part of our vision to be a global university with an excellent research profile, we have an opportunity to provide our students with a high quality experience that is distinctive in the higher education sector. We will undertake market research with our students in the context of our internal priorities and the external environment, and take a holistic view when enhancing the student experience. In doing this, we will recognise the needs of different student groups and the concept of the 'student journey' from first contact to alumni relations.

Intellectual environment

Our commitment to our students is to provide an intellectual environment where learning and teaching takes place at the cutting edge of disciplines and is driven by research excellence. We will review the content of programmes to:

- Concentrate on our research strengths
- Reflect our vision as a global university
- Enhance employability by developing skills associated with the Liverpool graduate
- Be innovative in our approach to assessing student achievement.

We will seek the right balance between personal contact with tutors and innovative e-resources across a spectrum of blended learning options, support a framework to encourage and assist in

the sharing of best practice in learning, teaching and assessment, and build on the excellent library services we provide. We will also support our aims through the development of external partnerships providing valuable input in terms of taught provision content and delivery, and the provision of placements, applied project opportunities and knowledge exchange.

Social and physical environment

We will focus our existing ambitious capital programme to meet the needs of our student groups and be attractive to new applicants. We will also develop our relationship with the Liverpool Guild of Students to create a vibrant and supportive student community that will involve alumni as well as current students. We will assess how we can enhance our relationships within the city for the benefit of students.

Excellence in service delivery

We are serious about providing a service to meet the needs of our students and will collaborate with them in decision making processes around service delivery. We will review our business processes focusing on key points of contact with applicants, students and alumni, provide clear statements of service standards and respond in a coordinated way to feedback. We will also ensure the quality and appropriateness of feedback to students in the academic areas.

The planned outcomes

Key ambition: To reflect our priorities in research and the student experience, we will increase the number of taught and research postgraduate students, resulting in the proportion of postgraduate students reaching 20% of our student body within five years.

Key ambition: To demonstrate our commitment to enhancing the student experience, we will see an improvement in overall student satisfaction to 90%, as measured by such devices as the National Student Survey.

Key ambition: The attractiveness of our student experience will be reflected in an increase in undergraduate applications by 18% and an increase the conversion rate from 22% to 28%. We will also expand our market share of applications from 1.3% to 1.6%.

Through delivery of our plans in this key priority, we also expect to:

- Increase the number of alumni engaged with the University
- Have facilities and services that our students, alumni and staff are proud of
- Create more opportunities for exchanges and placements to enhance the experience of students during their study and enhance their employability.

We have a strong commitment to providing opportunities for talented students from all backgrounds and this is reflected in our excellent reputation for widening participation. We want to extend this commitment to new areas and reinforce our existing strengths. We will strive to become the acknowledged world leader and innovator of the widening participation agenda as part of our reinvention of the role of a civic university in the global context.

Our objective is to embed widening participation policy and practice by achieving a shared vision of Liverpool's unique commitment in this area. This high level of engagement will support our other strategic objectives for widening participation and indeed our other key priorities by providing access to global talent.

Fair access is already one of our core values. Over the next five years, we want to build upon existing good practice to extend our widening participation activities to new areas, linked to our other strategic objectives. The identification and promotion of good practice, transparency about our policies and active communication of these to staff, students and external organisations will underpin all our widening participation activities.

International research and knowledge exchange in widening participation

We will assess the potential for establishing a multidisciplinary academic international centre of excellence by

reviewing external markets and funding opportunities and mapping our research expertise against these. This centre would undertake research, lead widening participation policy at a regional, national and international level, offer CPD opportunities for staff from national and international organisations, and generate opportunities for research students and external income to support delivery. All activity would be evidence-based and grounded in excellent practice, encompassing research from related areas of strength across the institution.

Increasing the proportion of under-represented groups

Our entry routes, provision, mode of delivery and student support will be kept under review to ensure that they enable both increased participation by under-represented groups in undergraduate and postgraduate courses and successful progression of students throughout their degree and on to further study or employment. Identification of these under-represented groups of students will be an active process, supported by market intelligence and by a range of outreach activities.

As a global university, we will introduce the benefits of international experience at the pre-entry stage to help raise aspirations in under-represented groups. We will also support a flow of talented students from under-represented groups overseas, including the provision of opportunities for postgraduates to benefit from our research environment.

The planned outcomes

Key ambition: We will exceed all HEFCE benchmarks for widening participation, including measures of progression through the non-continuation benchmark. We will also focus on achieving higher levels of progression to our postgraduate programmes to reflect raised aspirations throughout the academic lifecycle.

Our ambitions should create an environment where all our Schools embrace widening participation activities through recognition of its benefits. We aim to extend our activities to:

- Establish new income streams to support our developments, particularly research income
- Create new paths of entry from new areas including overseas markets
- Ensure we have appropriate provision leading to increased numbers of entrants to undergraduate and postgraduate programmes
- Improve progression and destinations for our under-represented groups.

Extending widening participation

Case studies

As our strategic plan is translated into an operating plan, we will be considering how all of our activities fit our five key priorities and how they can be developed further to realise our objectives. This section includes some case studies that illustrate how our strategy will work in practice.



The Liverpool Engineer

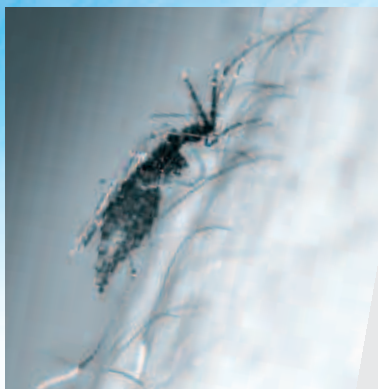
Engineering plays a crucial part in the UK's economy. We are taking a lead in addressing the modern demands of industry by producing the next generation of high-calibre graduate engineer with an ambitious and innovative programme: The Liverpool Engineer.

The Liverpool Engineer will be a person who is highly adaptable, infinitely resourceful, a good communicator, someone who can work comfortably within a team, and someone who has the perfect blend of theoretical knowledge and practical skills to meet the stiffest challenge.

'Active learning' is central to the development of the Liverpool Engineer. We want to embed the academic and technical elements of engineering programmes in our students and get them to understand it better by associating it with a real project. One of the active methods is to completely clear the timetable for whole weeks to allow students to actually build something

from the planning stage through to final construction. The Active Learning Laboratory has a total floor space of almost 1,000 square metres and is able to accommodate an entire year's intake of students simultaneously. A total of 250 students can work in parallel in an infinitely adaptable space that can be configured as a design studio complete with computer workstations, a manufacturing facility with workbenches and machine tools, or a completely open space where teams of students can run the robots or cars that they have conceived, designed and built themselves.

The Liverpool graduate project will extend the work of the Liverpool Engineer to the whole University, matching our new strategic vision. Whatever their programme of study, Liverpool students will be distinguished by entrepreneurial and ethical awareness of a range of issues of critical relevance to the 21st century, including global citizenship and global markets; environmental sustainability; high tech communication; and intellectual property rights.



The Wellcome Trust Tropical Centre

The Wellcome Trust Tropical Centre is a partnership between the University's Faculty of Medicine and the Liverpool School of Tropical Medicine that realises the added value of their different strengths in clinical tropical medicine, and has a common team and research strategy. It has a major role in recruiting early career researchers to fellowship positions and has successfully retained many of these to continue to build on the successes of the Centre. Since its establishment, the Centre has won 24 fellowships and more than £25 million in research grants from the Wellcome Trust.

The Centre has a Wellcome Major Overseas Programme in partnership with the University of Malawi College of Medicine (COM). The equitable partnership of over 10 years has helped to strengthen the research capacity in Malawi and to improve diagnosis and treatment of serious diseases in the country. The Centre has been the advocate of a joint Malawi-Liverpool Doctorate which will be pivotal for ongoing capacity development in COM. The scientific relationships between the Centre in Malawi and University of Oxford Centres in Kenya and South East Asia are close and it is anticipated that collaborations and exchanges will grow over the period of the plan. We also have a growing relationship with the University of Malaysia at Sarawak in the area of arboviruses.

Having also won a Wellcome Trust Clinical PhD Programme and a National Institute for Health Research Biomedical Research Centre for Liverpool, this team is a key element of our strength in infectious diseases research and is an excellent example of the way we can both focus on high impact excellent research with international collaborators and also reinvent our civic responsibility in the global context.

The Centre for Materials Discovery

The Centre for Materials Discovery (CMD) opened in January 2007 through a combination of £9.6 million funding from the University, Northwest Regional Development Agency (NWDA), EU Objective 1 and industry. The focus of the CMD is to use state-of-the-art robotics and automation technology for the accelerated discovery of new functional materials in applications such as energy, health, and home and personal care. Since its establishment, the CMD has created 35 jobs, filed 33 patents, assisted 72 businesses and brought £9 million net value to the North West region. It contributes in various ways to all of our key priorities.

A suite of automated facilities has provided major leverage for our research both on academic levels and also in terms of research and economic exploitation. The Centre has pioneered new modes of interaction and working-level integration with industry; it functions as the major research base and working environment for 10 Unilever staff co-located on the site. This presence of industry staff has offered opportunities for research students to gain an insight into industrial best practice. The facility has also been used as an exemplar for schools outreach – for example, robotics demonstrations to encourage local students to consider a career in chemistry.



The CMD was recently invited to become an affiliate of an international Polymer Institute directly as a result of the CMD activity: it will explore the strong potential for staff/expertise exchange over the period of the plan to expand the centre's global presence and enhance its impact. Other objectives will be to extend the very successful model to new industrial partners. Integration in terms of business development with new initiatives, such as the NWDA-funded Knowledge Centre in Materials Chemistry, will allow much greater leverage and the formation of strategic partnerships with other UK institutions. An increased focus will also be placed on intellectual property exploitation – for example, to build commercial opportunities based on science developed in CMD via the EPSRC Portfolio Partnership in Complex Materials Discovery.



The Confucius Institute

The new Confucius Institute, developed in partnership with Xi'an Jiaotong University, will provide a focus for the study of contemporary China within the wider world. The University's commitment to develop the Institute supports its global vision, building on extensive links in China.

The Confucius Institute, based in the University of Liverpool Management School, will act as a central hub for the

Liverpool city-region's many and growing relationships with China, allowing good practice to be exchanged and learning and teaching experiences to be shared. Operating at the heart of the University's existing network of partners in the education, business and third sectors, the Confucius Institute will be a focus for promoting greater appreciation and understanding of Chinese culture and in supporting the increasing economic interaction between Liverpool and China.

Working closely with local schools and the business community, the Confucius Institute will support the business leaders of today and tomorrow, and equip them with the language skills and cultural understanding that they need to build successful commercial relationships in China. Research into contemporary China will be focussed within the Institute and this will allow us to build upon the many joint research collaborations existing between the University and numerous institutions in China.



Continuing Professional Development

The Veterinary Faculty is a national, and increasingly international, provider of CPD in a fierce commercial environment. Its dedicated CPD Unit is housed in bespoke facilities and its activities are funded through a business plan based on external income. Much of the provision builds on the Faculty's international clinical reputation but it is increasingly broadening its provision and audience to match our additional research strengths. In addition to traditional short courses for veterinary specialities (equine lameness, canine orthopaedics, etc), the Faculty runs CPD programmes for medical, veterinary and environmental health professionals on zoonoses (diseases people get from animals), for DEFRA officials on epidemiology and disease control, for veterinary para-professionals on vaccination against foot and mouth disease, and for statisticians working in the health services on microbiology. Contracts with the Royal College of Veterinary Surgeons have been signed to examine a range of subjects leading to RCVS certificates and diplomas, and the Faculty is currently developing the programmes that will help practitioners

to pass those examinations, in particular through new e-learning routes (the development of which also feeds into our core teaching). Through an agreement with Tesco, the Faculty's dairy farm is now a national CPD centre for dairy farmers and we are increasingly the venue for national and international conferences, recent examples including the first international conference on animal MRSA, and the annual conference of the British Equine Veterinary Association, one of the largest equine events in the world.

The strategy is to continue to develop a market-responsive programme of events, while increasing the integration of CPD with taught provision. Further joint-programmes will be developed, for example with and for government bodies, with regional specialist organisations such as Chester Zoo, and with commercial CPD/training providers through EU funding. CPD is also increasingly being used as a mechanism for supporting alumni in collaboration with veterinary professional bodies and, at the other end of the spectrum, using CPD facilities as part of a widening participation effort, for example through developing school visits to the Faculty's farm facilities, backed by commercial sponsorship.

The Centre for the Study of International Slavery

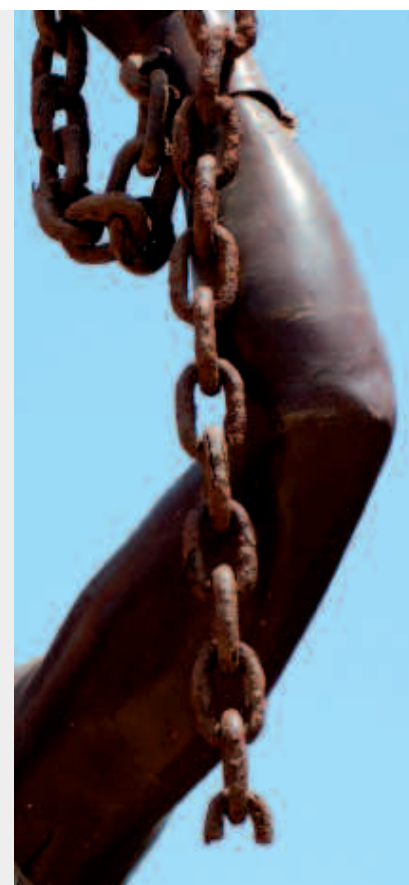
The Centre for the Study of International Slavery (CSIS) is an equal partnership between the University and National Museums Liverpool (NML), with a co-director from each institution. The aims of the Centre are to promote an international, comparative and interdisciplinary approach to examine the global cultural and social effects of slave trade, slavery and resistance, on all those involved. In the past, Liverpool was a major slaving port and its ships and merchants dominated the transatlantic slave trade in the second half of the 18th century. Today, Liverpool's history serves as a starting point for different forms of engagement with slavery and abolition across time and space.

CSIS's primary focus is scholarly research, reflected in its monograph series with Liverpool University Press and the organisation of interdisciplinary conferences and workshops. It also has a strong focus on knowledge exchange including public lectures and events in addition to contributions to NML's exhibitions and outreach programmes.

It has growing links with other slavery research centres in the UK, the Netherlands, France, the USA and Canada. With Liverpool Hope University and the Gilder Lehrman Centre at Yale, CSIS is developing an International Teachers' Institute on teaching slavery and the slave trade that includes holding two-week Summer institutes for the next three years.

Over the period of the plan, CSIS will focus on increasing externally funded collaborative research and securing funding for a programme of visiting fellowships. It will also develop further its international relationships, including possible new links with scholars and centres in Ghana, Nigeria, Jamaica, St Kitts, Guyana, Surinam and Brazil.

The existing MA in Atlantic History will be enhanced to become an interdisciplinary MA in International Slavery Studies, with the close involvement of NML's International Slavery Museum, and CSIS aims to host increased numbers of postgraduate research students that can benefit from the vibrant research environment in the Centre.



Strategic enablers

We have identified cross-cutting strategic enablers that are essential for delivering our plan and will be developed in a linked way alongside key priority project streams:

- People and organisational development
- Planning and budgeting
- Information systems
- Estate management and sustainability
- Communications and marketing.

As we work towards our ambitions within this strategy, we will take the opportunity to review our business processes in all areas to maximise efficiency and effectiveness. We will ensure that the processes are in place to support our key priorities and that efficiencies gained will allow us to maximise the resources available to pursue our objectives. We will create the financial headroom to develop and support excellence. The enablers will work in an integrated way to provide support for institutional priorities. The themes that we will address are detailed in this section.

The planned outcomes

Key ambition: To ensure our growth is matched by financial sustainability for the institution, we will achieve a recurrent surplus amounting to 3–5% of a total income and generate a positive cash flow from operations.

Key ambition: To demonstrate our new vision, we will be positioned in the top 75 of a recognised international league table.

People and organisational development

Our people are our key resource. The people and organisational development agenda will focus on creating a positive environment, comparable to the highest international standards, that will motivate and engage with staff fully as active partners in the success of the University.

We will develop a business excellence model built around our key institutional tools, Professional Development and Review and the Portfolio of Activity. This model will serve as the principal route for staff engagement, the measurement of performance against expressed standards linked to our strategic objectives, and the tool for informing the business agenda.

We recognise the importance of leadership to deliver our key priorities and will focus on developing further the leadership capacity and capability at all levels of the organisation. This work will be closely linked to our work to develop broader organisational structures that will be responsive to academic objectives and are congruent with business needs. This development work will deliver appropriate structures for decision making and control, and capacity for executive action and accountability.

To support all developments, we will build a workforce position that will provide business data on our staff and their skills, and will allow us to plan effectively to support our priorities and respond appropriately to external drivers.

Planning and budgeting

We will empower the University community to enable greater use of executive action to implement institutional objectives. We will develop an environment for planning and budgeting where responsibility and accountability can be devolved to the most appropriate level, thereby supporting greater efficiency and effectiveness across our key priorities. Our planning and budgeting processes will be designed to target resource for activities that address our strategic objectives.

We will coordinate the development of supporting strategies for key areas that will deliver our ambitions in this plan. We will also develop a single integrated planning and budgetary process that will involve production of quantified departmental planning statements linked clearly to the objectives of the strategic plan and supported by appropriate incentives. Plans and budgets will be regularly monitored using performance measurement processes and systems, supported by the people development, information systems and communication and marketing enablers. Our key performance indicators will cascade from institutional to departmental and individual level.

Information systems

All of our key priorities require enhanced information enablers giving users access to up-to-date information to support market analysis, decision making and monitoring of progress against plans. System enhancements include business intelligence and customer relations management systems, document management systems and support for business processes, including automated processes and modelling systems.

We will explore opportunities to enhance the tools for research and learning so that we provide networking facilities that support collaborative working and benefit our global communities. These tools include our successful virtual learning environment already in use and tools to support e-recruitment and a virtual research environment.

We will focus on providing reliable and innovative information systems that will enhance the working experience of our staff and learning experience of our students. We will provide the infrastructure to meet the demands of our key priorities, including the capacity, resilience and support required by our users, and the availability of appropriate electronic resources required by those accessing our services from off-site. We are committed to providing international standards for service delivery to match our global ambitions.

Estate management and sustainability

This enabler will focus on creating and sustaining an estate that is attractive to a global community of students, staff, alumni, partners, philanthropists and investors, supports quality recruitment and retention, and contributes to an excellent overall University of Liverpool experience. Our estate will embrace an ethic of live, work, socialise and have fun. Our Estate Strategy, with its themes of quality, efficiency, functional suitability and sustainability, will be focused to respond to the needs of the key priorities. We will ensure the development of a sustainable environment through the wise use of all resources and adoption of a framework by which environmental, social and economic factors can be considered.

Campus life will provide an attractive environment with a good mix of facilities serving the needs of different groups, including the central facilities within the Liverpool Guild of Students. Through capital projects we will enhance catering, sports facilities and public realm. We will work with local organisations to create a range of options for travel to and from campus.

To support research, innovation and knowledge exchange, we will focus on making our estate a place to expand and exchange knowledge, exploring for example the provision of multifunctional flexible spaces. It will also be a place to learn and develop, providing appropriately equipped spaces for the variety of modes of delivery within blended learning, including general and specialist rooms, library and IT provision, resource spaces, and group work and networking spaces.

For students, visiting staff and conference delegates, we will review our residential facilities so that they meet the expectations of all groups who experience the estate as a place to live or stay and support our key priority ambitions.

Communications and marketing

We will help drive the University's success by creating points of differentiation for the institution within the higher education sector and the wider community. We will be market responsive and devise support strategies to help grow trust in the institution and enhance its reputation which has been built on a platform of world-class academic strengths and rich institutional heritage. To ensure that our strategic developments exploit internal strengths within the context of external opportunities, our market analysis, intelligence and customer relationship systems will be enhanced and embedded in the work we do.

Effective communications is a bridge between institutional strategy and its successful execution. We will develop internal communication mechanisms to support and engage with staff as we collectively contribute to the University's future success and cultural change.

Our overarching brand strategy will reflect the ambitions set out in the five strategic priorities. It will create a point of differentiation and will unite University departments under a single identity and brand promise designed to help position the institution for growth. We will support our civic mission to engage in sustained stakeholder engagement supporting Liverpool and the city region's economic, social and cultural development. For our external stakeholders – wherever they are in our expanding global community – this will signal a vital and focused University, well positioned for the future with a clear sense of purpose and direction, ready to use its brand to build its competitive position.

Our key ambitions

Through considering our overall vision and the main objectives for each key priority, we have agreed a set of targets that reflect our ambition. These have been established from a 2007/08 baseline and will be reached by the end of the planning period. They will be supported by a set of milestones over the five year period and other indicators that will help us plan how we will achieve our targets.

- 1 We will see an improvement in research performance to ensure we sit in the top half of the Russell Group in terms of total research income (quality-related grant plus external grants and contracts) per staff full-time equivalent.
- 2 Through focusing on interdisciplinary research, partnerships and research impact, we will double the number of large, long-term collaborative research and knowledge exchange projects valued at more than £1 million.
- 3 To reflect our priorities in research and the student experience, we will increase the number of taught and research postgraduate students, resulting in the proportion of postgraduate students reaching 20% of our student body within five years.
- 4 To reflect our ambition to be a global university, we will increase the number of overseas students, resulting in the proportion of overseas students reaching 25% of our student body within five years.
- 5 As a result of the creation of a global network of institutions, the number of students studying for a Liverpool degree overseas will increase to more than 25,000 students within the period. In addition, the number of Liverpool staff and students on overseas exchanges and placements will be doubled.
- 6 To demonstrate our commitment to enhancing the student experience, we will see an improvement in overall student satisfaction to 90%, as measured by such devices as the National Student Survey.
- 7 The attractiveness of our student experience will be reflected in an increase in undergraduate applications by 18% and an increase the conversion rate from 22% to 28%. We will also expand our market share of applications from 1.3% to 1.6%.
- 8 As we engage our staff in our priority to drive knowledge exchange and innovation, we will see an increase in proportion of academic staff engaged in knowledge exchange activities. Measurable engagement, as defined by HEFCE, will increase to 50%.
- 9 As a particular focus to establish a lifelong relationship with our students and meet our knowledge exchange ambitions, we will treble our income and net contribution from Continuing Professional Development activities.
- 10 We will exceed all HEFCE benchmarks for widening participation, including measures of progression through the non-continuation benchmark. We will also focus on achieving higher levels of progression to our postgraduate programmes to reflect raised aspirations throughout the academic lifecycle.
- 11 To ensure our growth is matched by financial sustainability for the institution, we will achieve a recurrent surplus amounting to 3–5% of total income and create a positive cash flow from operations.
- 12 To demonstrate our new vision, we will be positioned in the top 75 of a recognised international league table.



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