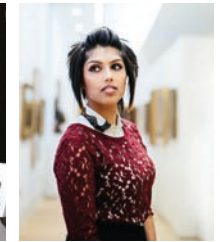




UNIVERSITY OF LEEDS

STRATEGIC PLAN 2015 - 2020



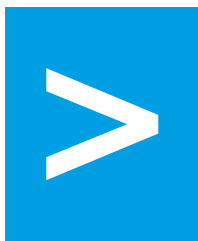
**INVESTING IN
KNOWLEDGE
AND
OPPORTUNITY**

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The creation, dissemination and application of knowledge will remain at the heart of all that we do and builds on the University's history and traditions

Increasing knowledge and opportunity in powerful combination is, and will continue to be, the defining feature of life at Leeds, distinguishing us from other universities and enabling us to address the challenges of education and research across a broad range of disciplines with energy and confidence.

This means that every member of staff at the University will continue to have an absolute focus on meeting the needs and aspirations of students, present and future. We will provide outstanding education that will attract, excite and retain high-quality students from diverse backgrounds, equipping them to succeed in a competitive global employment market and to make a difference.

We will also make a step change in the quality, volume and impact of world-leading research carried out at Leeds, building on existing research strengths and our commitment to interdisciplinary working. This plan commits us to building a vibrant PhD and postdoctoral community, new technology platforms and seven interdisciplinary research themes important to society and the economy.

Our focus remains firmly on academic excellence and our agreed values of integrity, inclusiveness, community and professionalism.

We will therefore promote a high-trust, academically-led working environment committed to continuous improvement; maintain the highest standards of equality and inclusion, and health and

safety; work in partnership with industry, public bodies and third sector organisations; and seek to attract and retain the very best people to develop their academic and professional careers in Leeds.

The University will also extend its international reach, ensuring that the impact of our education, research and alumni community is globally relevant and that it keeps pace with best practice, nationally and internationally.

This plan invests in the expertise and professionalism of our staff and the energy, enthusiasm and talent of our students. We have already committed £500m to a transformative campus development programme over the next five years and more than £100m to an unprecedented investment in our academic community with a 15% increase in PhD studentships and 250 early career academic fellows.

Finally, the actions set out here are the beginning of a process to secure the long-term success of the University. The University Council is already considering a series of further steps – including substantial investment in digital learning – to increase academic quality and power. Our future plans will continue to respond to new challenges and opportunities and develop in line with the needs and aspirations of our students and staff.

Sir Alan Langlands
Vice-Chancellor



1

To provide an outstanding education which will attract, excite and retain high-quality students from diverse backgrounds, and equip them to succeed in a competitive global employment market and to make a difference

WHAT WE WILL DO

- Engage students, through the Partnership, in all aspects of their education.
- Build on the foundations of the Leeds Curriculum and LeedsforLife to give students outstanding academic and co-curricular opportunities.
- Develop a distinctive, flexible programme portfolio which is attractive to potential students and responsive to the needs of employers.
- Continue to recruit and retain high-quality students from diverse backgrounds, providing affordable access for all who can benefit.
- Maintain our commitment to flexible provision for adult, part-time and foundation learners through the Lifelong Learning Centre.
- Promote teaching excellence.
- Invest in our facilities and in improving our services.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Complete the implementation of the Leeds Curriculum and the Student Education Service.
2. Accelerate the development of new and existing programmes, reflecting the quality and breadth of our academic expertise and focusing on the demands of current and potential students.
3. Define and implement integrated employability support in partnership with alumni and employers.
4. Confirm and promote our commitment to student education by establishing a Leeds Institute for Teaching Excellence and Innovation.
5. Define and implement sustainable support for digital learning.
6. Agree the actions required to promote an international experience for all students.

STUDENTS



Student: Ella Jakubowska
BA English Language and Literature.

Ella won a national competition to find the Female Undergraduate of the Year. The prize was a summer placement with Rolls-Royce in China.

"Leeds helped me understand how an arts degree could set me up with transferable skills relevant to all kinds of careers. I've learnt how to work independently as well as part of a team, to think critically and to be analytical, not to take things for granted."

"My focus at University was on the academic and linguistic experience but I also did lots of sports, joined societies and volunteered through the Students' Union."

"My confidence has been built during my time at Leeds – I'm not afraid to speak up if I have an opinion. The opportunities provided to me have really helped me, not just for this professional experience but for all walks of life."

2

To be an outstanding research university, securely placed in the UK's top ten and achieving significant increases in research quality, income and impact

WHAT WE WILL DO

- Ensure that all the research we undertake supports delivery of the highest-quality outputs.
- Promote a vibrant PhD and postdoctoral community.
- Exploit the distinctive research potential of Leeds to address major global challenges.
- Utilise externally-focused interdisciplinary research networks with the expertise, range and reputation to address funding and impact priorities.
- Develop and support our existing academic staff and appoint new world-class researchers to deliver research priorities and aspirations.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Invest in our disciplinary strengths to increase the volume, quality and impact of our research.
2. Secure new funding sources for PhD students and make outstanding appointments to our 110 Leeds Anniversary Research Scholarships.
3. Appoint the next round of 250 outstanding academic fellows to increase our academic capacity and sustain our academic future.
4. Generate new opportunities for world-leading research through our sector-facing interdisciplinary networks in Health, Water, Food, Energy, Culture, Cities and High Value Engineering. Proposals for a new international centre for climate change will also be developed.
5. Implement our 5-year capital programme to build new research facilities and technology platforms.
6. Build on effective working relationships with funders, industry partners, public and third-sector partners.
7. Maximise growth in research funding by re-aligning and integrating research and innovation support services throughout the institution.

RESEARCH & INNOVATION

Leeds Institute for Data Analytics (LIDA)

The Leeds Institute for Data Analytics (LIDA) is the home of two major programmes for data-intensive research – the MRC Centre for Medical Bioinformatics and the ESRC Consumer Data Research Centre. LIDA is bringing together applied research groups alongside data scientists in mathematics and computer science to open up unparalleled opportunities to understand health and human behaviour which will have clear patient benefits, high social and economic impact and real international reach.

LIDA has been established over the past twelve months and is growing with investments from the UK Research Councils and the University itself, and with strong support from a diverse network of partners.

Professor Mark Birkin of the School of Geography, who is leading the ESRC project, said: *“The University of Leeds has embraced the data analytics agenda very actively, based on very specific and distinctive local strengths. We have made remarkable progress in a relatively short period of time. The investments from the MRC and ESRC provide an excellent platform for the future.”*



3

To create and enhance strategic partnerships and collaborations in education, research and innovation – regionally, nationally and internationally

WHAT WE WILL DO

- Grow our knowledge exchange activity and income by achieving greater collaboration with key industry partners and innovative companies with high growth potential.
- Continue to build effective working relationships with the City of Leeds and the Local Enterprise Partnership for Leeds city region.
- Extend our collaborations with the Leeds Teaching Hospitals NHS Trust, Leeds Community Healthcare NHS Trust, the Leeds and York Partnership NHS Foundation Trust and other NHS bodies to turn leading-edge research and innovation into health and healthcare improvements that matter to the wider population and create wealth for local and UK economies.
- Engage with our alumni community across the world to shape the curriculum and provide industrial research opportunities for students.
- Build on our track record of successful collaboration with Opera North and the Leeds International Piano Competition to develop sustainable cultural partnerships to enhance the student experience and open up new opportunities for scholarship and research.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Develop our strategic alignment with major corporate partners to increase the volume, impact and sustainability of our research, and to create new opportunities for our students.
2. Exploit the significant investment in the physical and IT infrastructure developed for the Leeds Institute for Data Analytics, utilising our interdisciplinary expertise to realise its potential as a platform to support research excellence, civic engagement and business growth in the North of England and beyond.
3. Establish an Academic Health Partnership with the City Council, the NHS bodies in Leeds and the city's other universities. This will focus on improving health and social care outcomes, reducing inequalities, preparing the future workforce and driving economic growth.
4. Engage proactively with partner universities in N8, White Rose, and the Worldwide Universities Network to develop new opportunities in research, student education and innovation, exploiting complementary expertise, facilities and networks.
5. Create a new cultural institute with a single portal for collaborations of international excellence in student education and research, connecting the finest creative and most curious minds in arts, culture and the creative industries across the region.

PARTNERSHIP



Student: Chloe Allan
BA Graphic and Communication Design

Chloe presented her design for food packaging to M&S and was chosen to do a year in industry with them in London.

"The University links with industry are very good; the partnership with M&S has certainly benefited me. And having the M&S Company Archive on campus is great. It is really interesting to be able to come and look at the displays and use them for research – I find it inspiring."

4

To provide an integrated approach to enterprise which promotes creativity, innovation, enterprise and impact in the University and across the city region

WHAT WE WILL DO

- Provide access to knowledge, skills, capability and facilities to nurture new ideas and deliver social and economic impact.
- Provide exceptional enterprise education and support for students to enable them to have social and economic impact.
- Provide integrated support for innovation, enterprise and business development for students, graduates and industry partners.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Implement plans for a University Innovation and Enterprise Centre (UIEC), providing a high-profile gateway to our world-class research and innovation, driving innovation in existing companies and the public sector, and stimulating the start up of new high-growth companies.
2. Play a leading role in developing unified support for innovation in regional SMEs, drawing on our national top-ten position for impact and working in collaboration with other universities and the Local Enterprise Partnership in the Leeds city region.
3. Increase the reach of our student enterprise programme and the impact within the City of our newly created graduate start-up incubator.
4. Promote key research strengths that align with external funding opportunities and support partnership with companies and other organisations that will lead to innovation and impact.
5. Increase the impact of our research through developing more integrated and agile business development support for academics.

ENTERPRISE



Students: Rob Conway and Andy Green
MSc Enterprise and owners of TourOutdoors

While studying on the MSc Enterprise programme through the Leeds Enterprise Centre, Robert Conway and Andrew Green put their skills in to action by setting up a business called TourOutdoor. The student tour company runs guided excursions to cultural and historical locations across Yorkshire and the UK.

"The TourOutdoor was opportunity-driven; we didn't have a particular ambition to go into the tourist industry, we just saw an opportunity and went for it."

The help from the University has been fantastic. If you have a good idea and show passion and interest, there is so much support out there for you.

SPARK [the University's innovative business start-up initiative] has been great as they've given us scholarship money and training; they sent us on the boot camp. We picked the Enterprise programme to get experience – not just the degree, but the skills to enable us to set up other businesses in the future."

5

To increase the University's international reach, ensuring that the impact of our education, research and alumni community is globally relevant

WHAT WE WILL DO

- Articulate 'International Leeds', strengthening our international profile, reputation and impact.
- Continue to increase the range and flexibility of international opportunities for UK students through an enhanced range of options for study abroad, work placement and international mobility.
- Provide all undergraduate and postgraduate international students at Leeds with an outstanding educational experience.
- Increase engagement with our extensive overseas alumni community to support international recruitment and increased international employment opportunities.
- Embed innovative and creative programme development that responds to international market opportunities, providing more flexible models of provision and award accreditation.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Appoint a new Pro-Vice-Chancellor (International) with the necessary resources to work effectively across education, research and professional services.
2. Continue to develop the University's first overseas joint school, in China.
3. Increase opportunities for students to study additional languages.
4. Develop a market-responsive model for the delivery of pathway programmes to support high-quality international student recruitment to Leeds.
5. Enhance integrated support to faculties and schools for internationalisation activities including support for partnership development and student recruitment.
6. Work with White Rose and other partners to strengthen the University's position in Europe.

INTERNATIONAL

Student: Saad Ali
MEng, BEng Mechanical Engineering

Each year 3 students are recruited to complete an 8-week summer placement at Toyota-Boshoku in Japan which is fully funded by alumnus Dr Shoichiro Toyoda.

"Working for a multinational company and immersing myself in new and very unique Japanese culture was a hugely profound life experience."

"During the week, I was helping my team develop a cutting edge technology to make the production of car door interiors more environmentally friendly and cost effective. The next day, I was out with my colleagues by the bank of a river watching the dark blue sky filled with fifteen thousand fireworks."

"Securing this placement also enabled me to obtain invaluable training including Kaizen (Continuous Improvement), Genchi Genbutsu (Problem Solving) and Hoshin Kanri (Policy Management). It is one of my greatest achievements and an incredible learning experience"



6

To attract, retain and develop the very best people in a high-trust, academically-led working environment

WHAT WE WILL DO

- Attract and retain high-quality academic and professional staff.
- Support high-quality teaching, improved research performance, focused career development and enhanced organisational performance through progressive education, training and development programmes for staff.
- Enhance our leadership capacity and capability, encouraging a responsive approach and a capacity for renewal.
- Reward and recognise our staff, focusing on excellence in leadership, research, student education, quality and professional service.
- Improve staff engagement through excellent communications and a commitment to wellbeing.
- Provide clear expectations of all staff, aligned to our values, and reflect them in the way staff are managed.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Build on the formation of the new University Executive Group to embed an academically-led approach to leadership.
2. Encourage high levels of performance by attracting and retaining the very best people to work at the University, achieving a healthy balance between internal development and external recruitment.
3. Review our leadership development provision and our approaches to staff engagement and handling change.
4. Introduce a simple, timely and effective means to reward individual and team excellence.
5. Recognise achievement through clear and aligned promotions criteria.
6. Drive forward our commitment to equality and inclusion.
7. Reduce bureaucracy by the alignment and simplification of key systems and processes.

PEOPLE

Professor Helen Gleeson OBE - Cavendish Chair of Physics and Head Elect of Physics and Astronomy

Professor Gleeson, who received an OBE for services to science, has recently moved from the University of Manchester. She believes that the announcement of the '250 Great Minds' campaign, a new initiative set to recruit 250 early career academics in the next three years, will accelerate the University's research ambitions.

"The move of my research group to Leeds, together with the new capital plans and the investment in early career researchers, offers a real opportunity to grow a centre of excellence in soft matter physics at Leeds," says Professor Gleeson.

"I look forward to being closely involved in career development activities for early career researchers and in the University's equality and diversity initiatives. Both are areas that I have championed over the last few years."





To ensure that our campus offers an exceptional student experience, providing leading-edge facilities for education, research and working with partners

WHAT WE WILL DO

- Finalise the University's masterplan and bring it to life through a £500m capital programme in the period 2015 to 2020.
- Provide high-quality space for education and research, well maintained and fit for purpose.
- Deliver an excellent student experience through integrated, efficient and effective facilities management and commercial services.
- Maintain a high quality residential portfolio, continuing to develop excellent cultural spaces and state of the art sports facilities.
- Make the best use of our green space, extending it where possible, developing a campus which is easily accessible and welcoming to all.

OUR KEY PRIORITIES FOR THE NEXT YEAR

1. Complete and open the new Laidlaw Library, the Geography relocation and the refurbishment of the School of Mathematics.
2. Carry out major refurbishment projects in Engineering, Medicine & Health, the Edward Boyle Library, and the Leeds University Union building.
3. Work with faculties and schools to facilitate planned growth in research income through the development of new research platforms. These will include new world-leading facilities for electron microscopy and nuclear magnetic resonance in the Astbury Centre and cutting-edge developments in medical imaging.
4. Establish a single sports-delivery team in partnership with Leeds University Union (LUU).
5. Finalise plans for the new University Innovation and Enterprise Centre and for the integration of Engineering and Physical Sciences in the north east quarter of the campus, including development of the new Bragg Centre.

CAMPUS



Student: Bhavisha Kukadia
Cultural and Media Studies

"I'd already been on about seven open days but when I came to Leeds, it blew me away - the campus, the people, the enthusiasm of staff - I knew I wanted to come here!"

My favourite places on campus are the little places that maybe people don't find, like the Old Mining Building which is where all the art students have their exhibitions up, so it's like a bit of a rotating gallery. I also really like the Stanley and Audrey Burton Gallery - it is great to have that on campus!

As a Cultural Studies student, I've really immersed myself in the cultural side of Leeds - there are so many galleries and museums and little projects going round like you could have something to do every night of the week for a full year and still not get round everything that's going on."

