



# News&views

November 2006

## Strategic Plan 2006-11: planning for the future

This *News&Views* special sets out key features of the School's Strategic Plan for the next five years. The full text of the plan can be viewed online at [www.lse.ac.uk/collections/PIMU](http://www.lse.ac.uk/collections/PIMU)

The Planning Unit will be sending a copy to every staff member this month. Once distributed, further copies will be available on request from Dan Bennett, ext 5272, email: [d.bennett@lse.ac.uk](mailto:d.bennett@lse.ac.uk)

### Statement of purpose

The School's primary objective over the next five years is to continue to enhance its position as the leading academic centre of international excellence in the study and application of the social sciences.

The fundamental purpose of the London School of Economics and Political Science is to increase understanding of a complex and ever-changing world through excellent teaching and research in the social sciences and promoting its work to policy makers and practitioners in the public, private and voluntary sectors.

### Institutional values

These are the core ethos of the School, that is, core values that will always make the School unique, providing the ideological framework within which we will all work to achieve the School's strategic priorities during the planning period.

The values are timeless. Our values are:

**integrity, intellectual freedom, respect for the environment, engagement, diversity, participation and student commitment.**

As mentioned in this special, the School is committed to ensuring that there is full consultation with staff at all levels and will be taking several actions in the coming years to further strengthen its communication to reflect its institutional values.

## The Strategic Plan identifies five strategic priorities:

### PRIORITY ONE

#### Maintain excellence in teaching with high quality student support services

Students are our *raison d'être* and it is essential that we provide the best experience we can for them. This goes beyond the teacher/student interface and includes the following:

- the academic/teaching experience
- academic support services
- administrative services
- the social experience



activities, including:

- a diverse student body
- academic staff advising policy makers in governments and businesses around the world
- the LSE's alumni community across the globe helping spread the LSE ethos to the wider community
- offering to London our public lecture programme addressing contemporary issues.



### PRIORITY TWO

#### Produce research of the highest quality

We are committed to improving research facilities for the full range of types of research and the provision of time and resources for research is crucial.

### PRIORITY THREE

#### Engage with the wider community

The School seeks to engage the wider community through a wide range of

### PRIORITY FOUR

#### Formulate and implement a planned programme of expansion to enable the School to maintain its competitive position and facilitate intellectual innovation

This concerns how the School plans to grow to 9,000 full time students by 2012, an opportunity provided by the acquisition of the New Academic Building at 24 Kingsway.

Growth will focus on intellectual reappraisal and improvement.

### PRIORITY FIVE

#### Focus resources to deliver priorities

The School needs to ensure it has adequate resources to deliver its priorities.

There is a need for a critical analysis of what we do, and how changes to the way we do things centrally release resources to address the other strategic priorities.

We also need to develop alternative revenue streams to generate funds.



# How we know we are getting there

## Monitoring the plan using strategic performance indicators

We will know whether we are making progress towards the measures of achievement defined for each priority over the five year planning period through the evidence of performance indicators. A definitive list of performance indicators is in the 2006-11 Strategic Plan.

### PRIORITY ONE

#### HOW WILL WE MEASURE ACHIEVEMENT?

Through student questionnaires and the Staff Satisfaction Survey for the staff experience. Some of the performance indicators include:

- increasing the level of student satisfaction with their overall experience as recorded in student questionnaire(s) and other forms of feedback
- increasing alumni involvement with the School.



**Neil Mclean**, Teaching and Learning Centre, runs the Postgraduate Certificate of Higher Education course. He said: 'our students are really enthusiastic about this course and have greatly benefitted from it.'

Student participants on the course said: 'My outlook on both small class teaching and

lecturing has advanced considerably....and I am able to approach these situations with a far greater degree of confidence and understanding of the learning process.'

'One of the most useful things about the PG-CertHE programme has been the promotion of a community of teachers across different departments.'

'Alumni are a natural extension of the student community.'

**Matthew Horton**, Alumni Relations



'My job helps to contribute to the high quality overall experience of student life at the School.'

**Lesley Causley**, Brunch Bowl, Catering Service

### PRIORITY TWO

#### HOW WILL WE MEASURE ACHIEVEMENT?

By how well the School does in the 2008 Research Assessment Exercise (RAE), through increasing high quality peer-reviewed research and improving the period of completion for PhD students. Some of the performance indicators include:

- assessed as being on target at departmental level in preparation for the 2008 RAE
- increasing levels of funding for top quality peer reviewed research
- ensuring at least the maintenance of the existing high levels of satisfaction with Library and IT services among academic staff.



'Research excellence is a core part of the School's global reputation. Harnessing funds from the business community to support this excellence can be a

challenging activity but always a stimulating and rewarding one.'

**Rocky McKnight**, Corporate Relations

'The Centre for the Study of Human Rights offers scholarly analysis, practical research, excellent teaching and public outreach on this most important of 21st century themes.'

**Zoe Gillard**, Centre for the Study of Human Rights



'As senior library manager, I am responsible for developing LSE Research Online and making it into a showcase on the web of School research output.'

**Sarah W Rosenblum**, Library

### PRIORITY THREE

#### HOW WILL WE MEASURE ACHIEVEMENT?

By increasing the percentage of UK undergraduate students from under-represented socio-economic backgrounds and from state schools, through achieving the conditions of the Access Agreement with the Office for Fair Access and enhancing externally facing activities from local through to international level using alumni where possible.

Some of the performance indicators include:

- increasing the percentage of UK undergraduate students from under represented socio-economic backgrounds
- increasing appropriately qualified students from state school backgrounds, enabling the School to progress towards the relevant benchmarks
- extending the influence of LSE's academic staff on public policy through involvement in major policy groups and media appearances.



'Part of my job is seeking to raise the ambitions and intellectual horizons of pupils in inner London schools.'

**Niaomi Collett**, Student Recruitment Office

'My cartography work on academic publications is one example of where I assist academic staff in communicating information to the wider community which in turn helps improve the School's reputation.'

**Mina Moshkeri-Upton**, Design Unit



'The Conference and Events Office manages the School's growing Public Lecture programme and we see this as contributing toward the School's strategic priority of engaging with the wider community as public lectures are open to all. Last year over 36,000 people attended LSE's public lectures and concerts.'

**Rachel Ward**, Conferences and Events



## PRIORITY FOUR

### HOW WILL WE MEASURE ACHIEVEMENT?

By various measures including completion of the New Academic Building for occupation by October 2008, evaluating departmental development plans and finalising proposals, improving the process for embedding formal relationships with overseas institutions, implementing a financial strategy that underpins the 9,000 student case, and negotiating facilities for any revision of borrowing requirements.

Some of the performance indicators include:

- achieving successful project and budgetary progress on the New Academic Building, as reported to the Estates Strategy Committee
- ensuring that all teaching space is classified as being very good or excellent by the start of 2008-09
- achieving the commitments to environmental sustainability set down in the School's Environmental Policy.

'Priority four on the strategic expansion of LSE offers many opportunities to integrate sustainability into the everyday operations of the School. Climate change is now acknowledged as the greatest challenge facing

humanity and by minimising our impact on the environment, LSE not only provides a high quality learning environment but also acts as a role model to students, staff and visitors.'

**Victoria Hands**, environmental and sustainability co-ordinator

Victoria, pictured with Ian Spencer, head of residential operations (left), and Students' Union treasurer Joel Kenrick (right), have been shortlisted for the *Times Higher Educational Supplement's* Outstanding Contribution to Sustainable Development award for the School's re-cycling project. The project redistributes or sells unwanted items – from textbooks to duvets.



Winners are due to be announced on Wednesday 15 November.

## PRIORITY FIVE

### HOW WILL WE MEASURE ACHIEVEMENT?

By various measures including delivering an annual target surplus of three to four per cent of turnover on balance over the planning period, developing additional revenue streams in order to bring in additional net income for the School, achieving a reduction of administrative and infrastructure costs as a percentage of total expenditure and delivering a better value-for-money service in order to ensure appropriate administrative services for enhanced volumes.

Some of the performance indicators include:

- generating the value of academic fees in line with agreed targets
- delivering a net additional income from alternative revenue streams in line with agreed targets
- delivering agreed levels of philanthropic giving at an income:cost ratio of at least 5:1 during the planning period.



'I am involved in ensuring that management information enables the School to measure how well it is doing in meeting its priorities.'

**Margaret Newson**, Finance Division

'I am involved in helping the School reach its Campaign target of raising £100m during the 2008-09 academic session. I am also proud to be personally supporting the Campaign financially to help achieve this goal – I know my support, although modest, will go towards enhancing the School's position as a world-class institution.'

**Viet Anh To**, Office of Development and Alumni Relations



The measures of achievement and actions to be undertaken in a given year to help achieve the strategic priorities are included in the annual operational plan.

The Planning Unit will be seeking progress updates throughout the year from those with operational

responsibility in order to report progress to the Director's Management Team and the Council.

Latest versions of Strategic Performance Indicators will be updated periodically on the web for the Director's Management Team and the Council.





# Your involvement / the Planning Cycle

Your contribution/involvement with the plan is in the connection between the strategic plan, departmental development plans or administrative operational plans, divisional plans, and then to your own individual plan via the annual performance and development review process (PDR), which ensures that we all maintain our part in the process.

The School is committed to involving staff in the annual planning cycle and will be seeking your suggestions in the Lent term, via various communication channels, for updates to the current Strategic Plan. Comments and suggestions on the strategic planning process are always welcome.

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