

2022 – 2027  
Strategic Plan consultation

Discussion Paper Four  
Publication date: 10 January 2022

# Academic opportunities for targeted investment

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1. Overcoming existing organisational barriers through academic leadership:
 

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2. Mechanisms for coordinated investment:
 

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UCL is a world-leading university with a rich history of academic excellence and innovation. We are committed to providing our students with the best possible education and to being a leading force in research and scholarship. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

Our strategic plan is based on three pillars: academic excellence, research excellence, and societal impact. We will continue to invest in our academic staff and students, and we will seek to expand our research and scholarship. We will also continue to work with our partners to address the challenges of the world and to make a positive impact on society.

1. Demonstrable potential for transformation:

UCL has a strong track record of academic excellence and innovation. We have a long history of producing world-class research and scholarship, and we are committed to continuing this tradition. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

2. Internal capability and leadership commanding broad support:

UCL has a strong internal capability and leadership that is well-supported by our staff and students. We have a long history of producing world-class research and scholarship, and we are committed to continuing this tradition. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

3. Available time-sensitive external opportunity:

UCL is well-placed to take advantage of a range of time-sensitive external opportunities. We have a long history of producing world-class research and scholarship, and we are committed to continuing this tradition. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

4. Links to our cross-disciplinary priorities:

UCL has a strong tradition of cross-disciplinary research and scholarship. We are committed to continuing this tradition and to expanding our research and scholarship. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

5. Responding to our London location:

UCL is a leading university in London, and we are committed to being a leading force in research and scholarship. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

6. Improving external perceptions of UCL:

UCL is a world-leading university with a rich history of academic excellence and innovation. We are committed to providing our students with the best possible education and to being a leading force in research and scholarship. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

7. Affordability and value for money:

UCL is committed to providing our students with the best possible education and to being a leading force in research and scholarship. Our strategic plan for 2022-2027 sets out our vision for the future and the actions we will take to achieve it. We are seeking your views on our proposals for targeted investment in academic opportunities.

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# Trade-offs, learning and updating our plans

The University of Exeter is a leading research institution, with a strong reputation for academic excellence. Our strategic plan for 2022-2027 is designed to build on our strengths and address the challenges of the future. However, we recognise that the plan is not a static document and that we will need to learn from experience and update our plans as necessary.

We will continue to invest in our research and teaching, and we will seek to expand our international presence. We will also continue to work with our stakeholders to ensure that we are meeting the needs of our students and the wider community.

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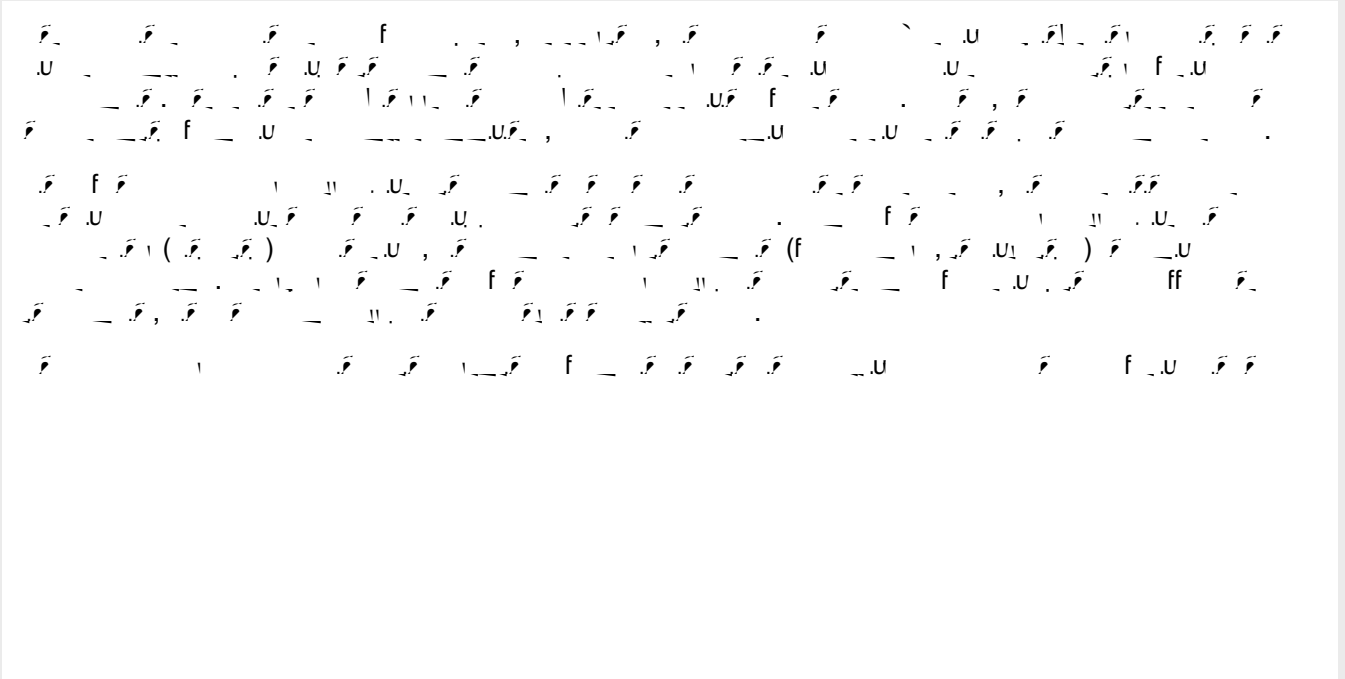
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# Summary

Summary of the discussion paper. The text is extremely faint and illegible, appearing to be a series of lines of text with some recognizable words like 'f\_u', 'U', and 'f'. It is likely a placeholder or a very low-quality scan of the document's content.

# Appendix 1:

## Candidate areas for targeted investment



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UCL is a leading international research university with a reputation for excellence in teaching and research. The university is committed to providing a world-class education and research environment for its students and staff. The university is currently undergoing a major restructuring, which will involve the merger of several colleges and the creation of new academic units. This restructuring is expected to be completed by the end of 2021.

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#### 4: Gower Place teaching facility

Transformative opportunity: The Gower Place teaching facility is a key priority for the university. The facility is currently under construction and is expected to be completed by the end of 2021. The facility will provide a world-class teaching environment for the university's students and staff. The facility is expected to cost £240 million to build and £10 million to fit out. The university is currently seeking funding for the facility and is expected to complete the funding process by the end of 2021.

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#### 5: UCL Computer Science & Kings Cross Knowledge Quarter

Transformative opportunity: The UCL Computer Science & Kings Cross Knowledge Quarter is a key priority for the university. The quarter is currently under construction and is expected to be completed by the end of 2021. The quarter will provide a world-class research environment for the university's students and staff. The quarter is expected to cost £8.1 million to build and £1.1 million to fit out. The university is currently seeking funding for the quarter and is expected to complete the funding process by the end of 2021.

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## 9: UCL Infection Centre

### Transformative opportunity:

The UCL Infection Centre is a world-leading centre for the study of infectious diseases. It is a multi-disciplinary centre that brings together experts in microbiology, immunology, epidemiology, and clinical medicine. The centre has been instrumental in the development of new vaccines and treatments for a range of infectious diseases, including COVID-19. The centre is also a major centre for research into the mechanisms of infectious diseases and the development of new diagnostic tools. The centre is a key part of UCL's commitment to excellence in research and education in the field of infectious diseases.

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UCL is a leading research institution, and we are committed to providing our students with the best possible education. We are currently reviewing our strategic plan for the period 2022-2027, and we would like to hear from you about your views on the opportunities for targeted investment that we are considering. We are particularly interested in your views on the following areas:

1. The quality of our teaching and learning experience.
2. The quality of our research and innovation.
3. The quality of our student support services.
4. The quality of our staff and their development.
5. The quality of our facilities and infrastructure.
6. The quality of our financial resources.
7. The quality of our external relationships.
8. The quality of our governance and management.
9. The quality of our environmental and social performance.
10. The quality of our digital technology.

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## 11. UCL China

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10. The quality of our digital technology.

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# Appendix 2:

## Additional candidate ideas at an earlier stage of conceptualisation

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1. Rare Dementia Support Centre
2. Institute for Women's Health
3. Student Centre II
4. UCL Obesity
5. Global Centre of Excellence for Brain Injury Recovery

2022-2027

