

# **LONDON SCHOOL OF HYGIENE & TROPICAL MEDICINE**

## **TEN YEAR VISION: 2009-10 to 2018-19**

### **Introduction**

The London School of Hygiene & Tropical Medicine is one of the world's leading centres for postgraduate teaching and research in public health and tropical medicine. The School provides a national and international focus of collaboration in teaching and research which integrates laboratory, clinical, population and social sciences to address the broad issues of health. The range and depth of the School's expertise is unique in Europe, and it is this critical mass and multidisciplinary strength which makes it a world leading centre in its field. The quality and relevance of its work are demonstrated by the impact of its research publications and its contribution to policy and practice across the world, including the UK.

### **The Mission Statement**

The mission of the School is to contribute to the improvement of health worldwide through the pursuit of excellence in research, postgraduate teaching and advanced training in national and international public health and tropical medicine, and through informing policy and practice in these areas.

### **Achievements since 2004**

The previous School Plan, covering the period from 2004, provided the strategic foundation for significant achievements, notably:

- outstanding performance in the 2008 Research Assessment Exercise in which the School was ranked 3rd in the Times Higher Education's 'table of excellence' of all UK HEIs;
- substantial growth in research income, including from highly competitive national and international sources, demonstrating the quality and relevance of work to inform policy and practice. Notable funders included the Gates Foundation, the Wellcome Trust and MRC;
- major policy relevant research findings across a range of diseases and topics, including malaria, leishmaniasis, TB, HIV, cancer, mental health, vaccines, maternal and child health, and health systems;
- provision of advice on critical public health issues to government bodies in the UK and overseas, and international agencies, including membership of a range of bodies, for example the Department of Health, Medical Research Council and the World Health Organisation;
- involvement in capacity building initiatives funded by the Wellcome Trust, including participating in four consortia providing support for research capacity strengthening initiatives at a number of African institutions, and also coordination of a consortium of UK

HEIs working with the Public Health Foundation of India to support the creation of new Indian institutes of public health to train new public health professionals;

- initiation and participation in the London International Development Centre (LIDC) which brings together expertise from across the six Bloomsbury Colleges – Birkbeck, Institute of Education, London School of Hygiene & Tropical Medicine, Royal Veterinary College, School of Oriental and African Studies, and The School of Pharmacy – in order to undertake original interdisciplinary research and training to tackle complex problems in international development;
- substantial growth and development of the distance learning programme, in particular enabling students from low income countries and working professionals to access School teaching provision;
- obtaining degree awarding powers for taught and research degrees;
- QAA audit confirming confidence in the quality and standards of the School's educational provision;
- substantial investment in, and development of, the School's estate including the North and South Courtyard buildings, laboratories (including BSL 3 facilities) and the acquisition of a further building at 15-17 Tavistock Place, and
- receiving the 2009 Annual Gates Global Health Award in recognition of the School's outstanding contribution to improving global health, especially in resource-poor settings (the School was the first academic institution and the first British institution to receive the award).

## **Presentation of the Vision**

The Vision for the next 10 years focuses on three areas: research, learning and teaching, and engagement. A section on each follows, including a Vision Statement, strategic objectives and key performance indicators. The further action that will be needed to support the School's objectives in each area is set out in a separate Operational Plan, which is reviewed annually.

The fourth section of this Vision document addresses the enabling activities which support the effective operation and development of the School, and so underpin all of our objectives across research, learning and teaching and engagement. Specific actions are again set out in the Operational Plan.

## **Values**

The Vision is underpinned by the School's key values. These are:

- i. dedication to reducing inequalities in health and global disease burdens through research and education;

- ii. excellence in research, education, and stakeholder engagement, which will be achieved by attracting and retaining high calibre, committed and diverse staff and students;
- iii engagement in the translation of knowledge into health-related policy and practice;
- iv strong relationships with partners and other stakeholders, which are based on mutual respect, honesty and openness;
- v sharing expertise to support the development of capacity in other research and public health institutions, particularly those in lower income countries;
- vi equal opportunities with respect to gender, race, sexuality, age, disability, religion, political affiliation, marital or parental status, and socio-economic background within and through all activities; and
- vii commitment to environmental sustainability.

## **Research**

### ***Vision***

The School will continue to enhance its position as a global leader in research, focussing on work of the highest, internationally-competitive standard. Our research will be methodologically rigorous, conceptually innovative, focussed on important scientific questions, responsive to existing and emerging health priorities, influential in the development and implementation of policy and practice, and financially sustainable.

### ***Objectives***

- R1 To maintain the School's commitment to research of the highest international standards, where we can make a distinctive impact on public health needs and the advancement of science;
- R2 To build on the School's extensive national and international research collaborations, including those which enhance the impact of our research, to assist in building public health and research capacity in low and middle income countries and facilitate knowledge translation;
- R3 To promote appropriate interaction with the private sector and industry to advance scientific knowledge and to ensure that the School capitalises on our intellectual property whilst securing benefits for the health of populations;
- R4 To consider mechanisms for further capitalising on the School's methodological knowledge, including through consultancy or the establishment of contract research organisations;
- R5 To ensure that the School's excellence in research is reflected in our submission to the Research Excellence Framework or other assessments of research quality, and
- R6 To ensure that our research portfolio is financially sustainable.

### ***Key Strategic Risks***

In addition to overall organisational risks, the strategic risks in this area which the operational plan seeks to respond to, include:

- Changes to research funding arrangements

- Failure to recruit, retain and develop high quality staff
- Failure to maintain and improve research quality
- Failure to identify and respond appropriately to new research trends
- Failure to develop and exploit knowledge translational opportunities
- Failure to integrate capacity building into the School's research strategy

### ***Key Performance Indicators***

- REF quality profile
- Successful recruitment of academic staff to specific investment priorities
- Retention of key staff and research groups
- Trends in publication data
- Quality and volume of research income and applications
- TRAC outcomes with respect to Research

### ***Actions***

Specific actions to support the delivery of our Research objectives are detailed in the School's annual Operational Plan. The initial priority will be to complete a review of the School's research strategy, and to enhance its existing arrangements for research governance and management. During the period covered by the Vision, investment will be targeted to support implementation of the research strategy. Enhancing all types of relationships which underpin the School's research success will remain a priority.

## **Learning and teaching**

### ***Vision***

The School's teaching programme of postgraduate taught courses and research degrees will provide education and training of the highest quality for future leaders, practitioners, and researchers in public health and tropical medicine within London, the UK and internationally. Recognising the changing needs of learners, the programme will offer considerable flexibility in study opportunities facilitated by strategic partnerships and the use of appropriate technology.

### ***Objectives***

- T1 To provide high quality postgraduate taught and research degree programmes that contribute to improvement in the health of individuals and populations within the UK and internationally, and will advance medical and health sciences;
- T2 To provide flexible learning opportunities for students that are: grounded in strong educational principles and practices, supported by appropriate use of technology, are informed by cutting-edge research; create a stimulating and challenging interdisciplinary learning environment; and facilitate networking and peer exchange which capitalise on the diverse range of experiences and cultural backgrounds of our staff and students;
- T3 To work with partner organisations with a global health remit to enhance capacity in low and middle income countries through appropriate education and training;

- T4 To enhance the accessibility of the teaching programme, including to those who would not otherwise be able to undertake such study due to cost or other limiting factors;
- T5 To be recognised as a 'market leader' in our area of education and training provision;
- T6 To ensure that our teaching programme portfolio is financially sustainable.

### ***Key Strategic Risks***

In addition to overall organisational risks, the strategic risks in this area which the operational plan seeks to respond to, include:

- Changes to HEFCE funding of Teaching
- Failure to recruit, retain and develop high quality staff
- Failure to recruit high quality students to targets
- Failure to identify and respond appropriately to new teaching trends
- Failure to maintain and improve teaching quality
- Failure to integrate capacity building into the School's learning and teaching strategy

### ***Key Performance Indicators***

- Trends in application and admissions data
- Achievement of HEFCE or School recruitment targets
- Degree completion rates
- Destination of students and career progression
- TRAC outcomes with respect to Teaching

### ***Actions***

Specific actions to support the delivery of our Learning and Teaching objectives are detailed in the School's Operational Plan. The main focus will be on continued development of taught courses and research degrees, including the scope and method of delivery, to ensure that they continue to reflect the School's strengths and the needs of our stakeholders. This will include the continued development of the Distance Learning (DL) programme, including its associated management and support. The development of the School's credit framework and continued review of research training options will provide the basis to deliver more flexible programmes.

## **Engagement**

### ***Vision***

The School will seek to maximise its impact on scientific knowledge and to inform policy and practice in countries at all levels of development. This will be achieved through engagement with research users throughout the research process, maintaining strategic relationships with key stakeholders, and enhancing the School's communications capacity.

## **Objectives**

- E1 To raise awareness of significant public health issues and promote the wider understanding of, and engagement with, science;
- E2 To raise the national and international profile of the School, and our contribution to public health and the advancement of science
- E3 To continue building effective relationships with governments, funders, implementation agencies, public health professionals, the scientific community and our alumni which enable the school to maximise our impact on scientific knowledge and policy and practice;
- E4 To develop strategic relationships with policy and practice-related organisations (including, for example, the Health Protection Agency, National Institute for Health and Clinical Excellence, UK Royal Colleges, and the World Health Organisation) which have the potential to increase the impact of the School's contribution to policy and practice and to secure the funding to support these;
- E5 To encourage and support staff in engaging with research users throughout the research cycle, so that impact on scientific knowledge and policy and practice is maximised;
- E6 To study the relationship between research, policy, practitioners and the public, and draw on this knowledge to provide the evidence base for engagement strategies and to inform the collection of evidence on impact for the REF.

## **Key Strategic Risks**

In addition to overall organisational risks, the strategic risks in this area which the operational plan seeks to respond to, include:

- Failure to enhance national and international profile
- Failure to engage with research users
- Failure to properly engage with alumni
- Failure to integrate capacity building into the School's engagement strategy

## **Key Performance Indicators**

- Impact quality profile in REF
- External usage of the School's web-site
- Trend in coverage of LSHTM in the UK and international media
- Attendance of alumni events

## **Actions**

Specific actions to support the delivery of our Engagement objectives are detailed in the School's Operational Plan. The main focus will be on enhancing engagement through co-ordination and prioritisation of existing extensive activities and information, supporting staff in developing engagement skills and approaches, and provision of an effective communications service.

## **Enabling Activities**

The previous sections of the Vision set out our objectives for research, learning and teaching and engagement, and the annual Operational Plan details the specific actions that will be taken in each of these areas. But other activities underpin all of our work, and are fundamental to the effective operation and development of the School. Relevant strategies are already in place covering many of these enabling activities including, for example, human resources, finance, estates, information services, and environmental sustainability. These will need to be refined and further developed over the period covered by the Vision, but key objectives across academic departments and the School's central services are set out below. Specific action points relating to enabling activities are again detailed in the Operational Plan.

### ***Objectives***

- A1 To ensure that the School's governance and management structures are robust, effective and efficient, and enable the School to respond appropriately to opportunities or changes in the external environment;
- A2 To ensure that the School continues to attract, retain and develop the highest calibre staff, and that all staff are able to fulfil their potential in contributing to the School's Vision;
- A3 To provide effective student services, that continue to reflect the development of the School's teaching programme and the changing needs of both students and our academic and support staff;
- A4 To manage the School's financial risks effectively, and operate in a way that is financially sustainable to generate the investment funds needed to support our academic objectives;
- A5 To ensure that the School's information services continue to support its core academic activities, enhance efficiency, and provide accurate and timely information to support decision-making;
- A6 To provide a safe, sustainable, high quality estate and facilities, which support the School's academic objectives and meet the changing needs of its students and staff;
- A7 To reduce the environmental impact of the School's activities and make a contribution to addressing the health implications of climate change;
- A8 To address the most significant risks to the continuity of the School's essential activities and services and ensure that it is able to deal effectively with potential interruptions to normal operations.

### ***Key Strategic Risks***

In addition to overall organisational risks, the strategic risks in this area which the operational plan seeks to respond to, include:

- Changes in Government, HEFCE and research funding arrangements
- Failure of governance, or compliance with regulatory or legislative requirements
- Failure to adjust the School's management arrangements to changing circumstances
- Failure to develop effective, efficient and modern management information systems
- Failure to address infrastructural problems of the estate and facilities
- Failure to implement an effective financial strategy
- Failure of business continuity planning

### ***Key Performance Indicators***

- Successful implementation of School objectives for research, learning and teaching, and engagement
- Areas of good practice and recommendations for improvement identified by the internal audit programme
- User assessments
- Performance against available national benchmarks (including TRAC data and HEFCE Estates Management Statistics)
- Financial performance against budget
- Availability of investment funding, space and other resources to meet strategic priorities

18.11.09  
revised, as at 13.01.10