

## OUR STRATEGY

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*A global strategy for advancement  
of learning and ennoblement of life*

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1881

*“For advancement of learning  
and ennoblement of life the  
Victoria Building was raised  
by men of Liverpool”*

Plaque on the University of Liverpool Victoria Building

2026

**B**y 2026, 145 years after its inception, the University of Liverpool will be a truly global institution – in its outlook, influence, impact, student body, networks and activity. We will be at the forefront of research, scholarship and knowledge leadership and will be among the top 20 UK universities in the world rankings. Working in partnership locally and globally, we will address the UN Sustainable Development Goals, harnessing our strengths in research and education to drive forward the solutions and cultural change needed to move to a zero carbon future.

Over the period of the strategy we will have built upon our strengths to become world leaders in research and impact activities, with more highly

ranked research disciplines and leaders than ever before carrying out research that genuinely changes lives for the better.

Our students will come from diverse backgrounds and will be highly employable global citizens. We will encourage all students to take up the exceptional opportunities for study and work-based and placement learning that Liverpool offers, and the University will rank in the top 20 in the UK for International Outlook.

Liverpool will be recognised as being an exceptionally well-run University, and will sit within the upper quartile overall in the UK in terms of Research Performance, Student Satisfaction and Graduate Prospects.

*This is an inspiring vision of our future. Now, how can we get there?*

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# OUR VISION

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“Our vision is to be a connected, global University at the forefront of knowledge leadership.

“Our strategy places our global reach as central to our distinctive vision for the future.

“Our plan will lead to transformation as we seek to build on our existing strengths and those aspects of our University that are truly unique.”

University of Liverpool Vice-Chancellor, Professor Dame Janet Beer, introduces Our Strategy 2026.



**T**he University of Liverpool has, since 1881, worked for the advancement of learning and ennoblement of life. This remains our mission today and will focus our efforts in the coming years as we strive to achieve our ambitions and aspirations, tackle the grand challenges of the age and make our vision a reality. We have laid down an explicit challenge of where we want to be in 10 years' time, and now we must be just as clear on how we will get there.

We start from a position of strength. As a connected, global institution, the University of Liverpool will build on its internationally recognised research and scholarship whilst increasing collaborative and interdisciplinary working. We are proud of our Joint Venture University in Suzhou, XJTLU, and will nurture and expand shared activities in both research and teaching with this unique partner, welcoming XJTLU students to study in Liverpool and maintaining growth in the numbers of Liverpool students studying in China.

We will continue to develop a high-quality environment in which to educate well-rounded, enquiring global citizens who endeavour – through their learning, research, civic engagement and inter-cultural understanding – to address the world's most pressing problems, including climate change and environmental sustainability. We will integrate teaching and research to ensure that we derive the maximum benefit from a culture of intellectual enquiry and challenge and we will be among the world leaders in online and blended learning, educating individuals in the UK and all over the world.

The University values diversity; we are an inclusive institution, committed to the provision of opportunity for those with the capacity to benefit both as individuals and as members of a wider community dedicated to a sustainable and just society. We will be guided by strong ethical principles and ensure that our values are embedded in our plans and actions.

We will commit to a culture of continuous improvement and collaborative working, ensuring that we encourage and value the contributions of staff and students to decision-making, and foster good governance through a culture of openness and transparency. We respect difference, but will look for consistency and sharing of good practice to ensure that fairness and equality of opportunity inform our organisational structures and processes.

We will be confident and ambitious as we face future challenges, nurturing all our staff and supporting their personal and professional development in an environment of constant change. We will acknowledge and reward contributions to the achievement of the highest possible standards in every aspect of our work.

Our educational offer and world-leading research will be recognised regionally, nationally and internationally as distinctively collaborative.

We place the utmost value on partnership working and we will continue to shape a robust network of education and industry alliances, forging productive relationships locally and globally, building capacity and advancing knowledge.

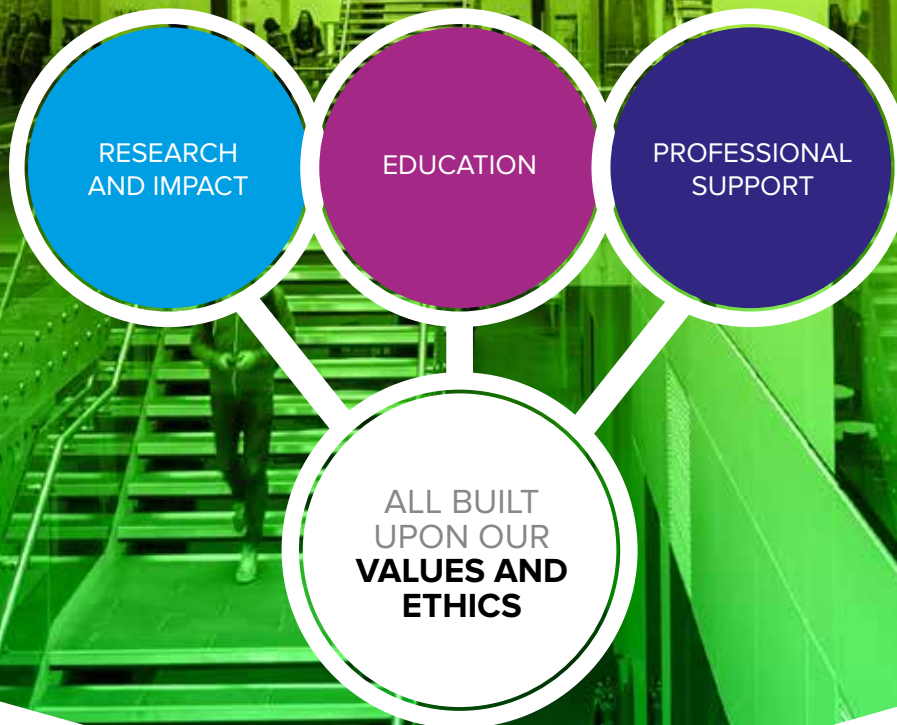
This is how we can achieve all of this.





# OUR STRATEGY 2026

encompasses three supporting strategies:



## OUR MISSION:

For advancement of learning and  
ennoblement of life since 1881

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# OUR STRATEGY 2026

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*Our Vision is to be a connected, global University at the forefront of knowledge leadership, recognised by being in the top 20 UK universities as shown in global rankings.*

**O**ur Strategy places our global activities at the centre of our distinctive vision for the future. From our Liverpool campus, we will grow our portfolio and our reach as one of the leading providers of wholly online postgraduate degrees. We will build on our existing strengths and those aspects of our University that are truly unique. To this end we aim to be world-leading in specific research areas and globally recognised in all our research and impact activities.

We will raise the profile nationally and internationally of our established knowledge leadership in Advanced Materials, Digital and Artificial Intelligence, Infectious Disease and Heritage. We will make clear the synergy between teaching and research and the benefits to our students of studying a research-connected curriculum.

By embedding internationalisation in our teaching and extracurricular activities, and creating exceptional connections to facilitate programmes of study and work abroad, we will develop our students as global citizens. We will adapt and respond quickly to the future challenges and opportunities that are presented by an ever more competitive external environment. Leadership, empowered decision-making and collegiality will be at the heart of our organisation, driving a culture of innovation as we seek to develop sector-leading services consistently across our physical and virtual campuses. All of this can be achieved by delivering on the specific aims of our three supporting strategies. ➤

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### STRENGTHS

#### WHAT SETS US APART NOW?

- Being a connected University through our expertise in online learning and through diverse local, national and international research and education partnerships
- The city of Liverpool – and our engagement with its heritage, culture and pioneering spirit
- A broad subject mix of nimble and adaptable scale, and established international research excellence across our University, with real strength in specific thematic areas
- Professionally focused academic programmes producing highly employable graduates.

#### WHAT CAN SET US APART IN THE FUTURE?

- Being the go-to place for established and aspiring research leaders and partners to carry out impact intensive work
- A determination to make a significant difference to the health, education and employment outcomes of the people of the Liverpool City Region
- A commitment to tackling the challenges of the UN Sustainable Development Goals both at home and abroad, including driving forward the transition to zero carbon
- Providing the opportunity for all our students to become active and confident global citizens, benefiting from innovative curricula and approaches to the student experience.

### GOALS

#### WHAT ARE OUR CORE PRIORITIES AND OBJECTIVES?

- **Global Knowledge Leadership:** increase the proportion of highly ranked subject areas and research teams, and increase the proportion of research which leads to tangible social and environmental benefit
- **Graduate Prospects:** support social mobility and improve the employability of our graduates, enabling them to create and leverage social and economic capital
- **Educational Experience:** promote a transformative learning and teaching agenda and be the sector leader in the provision of wholly online postgraduate programmes
- **Partnerships:** extend our global reach and performance, through national and international developments and collaborations
- **National and International Profile:** enhance the reputation and brand of our University and the city of Liverpool with key stakeholders through our international reach, increased profile and world-leading activities.





### APPROACH

#### HOW WILL WE ACHIEVE OUR OBJECTIVES?

- With a constantly shifting external environment and finite resources we will need to make wise investment choices. We will focus support on areas prioritised by current performance and potential to contribute to our strategic objectives. We will build on our existing strengths and those aspects of our University that are truly distinctive
  - The core objectives and priorities of our Strategy will be delivered through three supporting strategies:
    1. **Research and Impact:** to be world-leading in specific research areas and globally recognised in all our research and impact activities
    2. **Education:** to support our students as they become creative and culturally rich graduates, with the capacity to secure employment that will enable them to be agents for change in a connected world
    3. **Professional Support:** to advance our University, and its staff and students, through our people, place, and culture of leadership, innovation and empowerment.
- These three supporting strategies are interconnected and mutually dependent, and their successful delivery will be critical to the overall success of Our Strategy 2026.

### RESULTS

#### HOW WILL WE MEASURE PROGRESS AND KNOW WE HAVE SUCCEEDED?

We will be recognised as a world-leading institution through our global standing and the impact of our worldwide networks and partner activities.

The measure of success will be:

- **Global Standing:** Achieving a UK top 20 worldwide ranking in a recognised international league table by 2026
- **Reputation and Brand:** Monitoring and evaluating the impact of our brand and reputation
- **Globally Connected:** being a University connected across the world as measured by International Outlook (based on THE combined measure of international staff, students and research), achieving a top 20 position among UK Universities by 2026.





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# OUR VALUES AND ETHICS

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*We will be guided by strong ethical principles and ensure that our values are embedded in our plans and actions*



**PRINCIPLE 1:**

We will put ethics and integrity at the heart of our decision-making

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**PRINCIPLE 2:**

We will work in partnership with our students to ensure their interests and aspirations inform our activities

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**PRINCIPLE 3:**

We will deploy our resources creatively to maximise our positive impact locally, nationally and internationally whilst being mindful of our contribution to the realisation of the UN Sustainable Development Goals, including the drive toward a zero carbon future

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**PRINCIPLE 4:**

We will develop a staff framework that clearly sets out the employment offer, development opportunities and the University's expectations for all colleagues

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**PRINCIPLE 5:**

We will work in partnership with our collaborators to ensure their interests and aspirations inform our activities



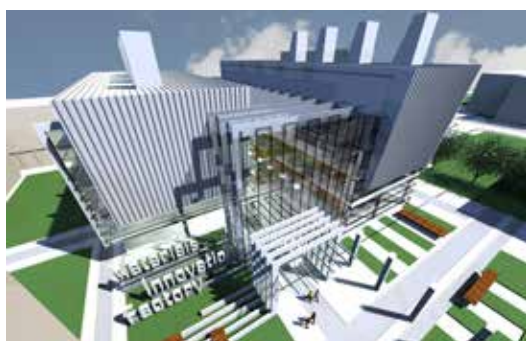
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# RESEARCH AND IMPACT STRATEGY 2016–2021

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*Our Research and Impact Vision is to be world-leading in specific research areas and globally recognised in all our research and impact activities*

**T**he Research and Impact Strategy is first and foremost about our people: creating the right environment and supporting our researchers at every career stage whilst we continue to build on our strong record of international collaborations and co-authorship.



*Opened in 2017, the Materials Innovation Factory brings together research excellence, peerless facilities and innovative approaches to partnership.*

We will partner with businesses, cultural organisations and a wide range of collaborators to carry out research with impact and public benefit. We will ensure student engagement in our research activities, to both inform and deliver our research-connected learning and teaching.

To achieve our strategic goals we will enhance opportunities through *Prosper* and *Cradle to Chair* and endorse the principles of the Concordat to Support the Career Development of Researchers, recognising that a positive and inclusive culture that fosters personal and professional development is key to success. We will prioritise support to areas with the greatest potential to become world-leading in research and impact outcomes.

We will further build the profile and recognition of research areas where we have established knowledge leadership, for example in Advanced Materials, Digital and Artificial Intelligence, Infectious Disease and Heritage, alongside other emerging, interdisciplinary research themes, which will enhance the reputation of research across the whole University. ➤

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### STRENGTHS

#### WHAT SETS US APART NOW?

- A broad subject mix of adaptable scale with established international research excellence and a track record in disciplines across all three Faculties, with particular strengths in specific thematic areas
- A distinctive track record and capability to develop the Liverpool model of being the partner of choice (business, international, academic).

#### WHAT CAN SET US APART IN THE FUTURE?

- Being the go-to place for established and aspiring research leaders through the quality of our environment and support for knowledge leaders and their teams
- Being impact-intensive and embedding impact in the research lifespan
- Attractive to a diverse community of postdoctoral researchers who are supported, under the Prosper model or Cradle to Chair.

### GOALS

#### WHAT ARE OUR CORE PRIORITIES AND OBJECTIVES?

- **Global Knowledge Leadership:** increase the proportion of highly ranked research disciplines and research leaders
- **Growth in Research Power:** more colleagues enabled to meet our expectations to contribute to world-leading research
- **Postdoctoral Researcher Development:** transform the capacity of our postdoctoral researchers to succeed across multiple career pathways
- **Partnerships and Impact:** create meaningful partnerships for impact and markedly increase the proportion of research leading to public benefit
- **National and International Profile:** develop the reputation of our University and the city of Liverpool through our international presence, and the profile and performance of our leading research areas.





### APPROACH

#### HOW WILL WE ACHIEVE OUR OBJECTIVES?

- Enhancing the environment through a number of activities:
  1. Time for innovative research and impact and for developing researchers from postgraduates through to established staff
  2. Enhancing quality through the Peer Review College, mentoring and research support
  3. Pathways to partnerships
  4. Supporting and rewarding impact
  5. Developing international partnerships for research collaboration
- Prioritising support for established and emerging disciplinary and thematic areas with the best chance of success in terms of research excellence and impact: we will invest in research leadership, thematic research development, partnerships and IP exploitation, whilst continuing to focus on distinctive strengths in all disciplines.
- Developing our profile with focused support for areas of global knowledge leadership, interdisciplinarity, increasing external representation and influence, demonstrating our civic role, addressing societal challenges and delivering public benefit.

### RESULTS

#### HOW WILL WE MEASURE PROGRESS AND KNOW WE HAVE SUCCEEDED?

We will be recognised as a leading research-intensive University, with global knowledge leadership in established and emerging strengths, strategic partnerships delivering impact and public benefit across our research disciplines, and a national and international profile for our leading research areas.

The measures of success will be:

- **Research Performance:** to achieve top quartile positions in all our units in terms of proportion of world-leading outputs by the end of the next two REF cycles
- **Partnerships:** to increase the number of next generation partnership projects in alignment with our overall Research and Impact objectives and priorities, with a view to establishing two further strategic partners, comparable with Unilever, by 2026, one in Digital/AI and one in Culture/Heritage
- **Intensity:** all academic colleagues on teaching and research contracts will be working on world-leading and internationally excellent research as evidenced by outputs, income and impact.



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# EDUCATION STRATEGY 2016–2021

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*Our Education Strategy Vision is to support our students  
as they become creative and culturally rich graduates,  
with the capacity to find employment that will enable them  
to be agents for change in a connected world*



*Management School students undertake an innovative  
and stimulating module in entrepreneurship*

**T**he Education Strategy is focused on delivering outstanding, research-connected learning and teaching and a supportive student experience. We will provide opportunities for all our students, irrespective of background, to become highly employable and well-connected global citizens.

To achieve this we will develop a truly international curriculum, with a range of exciting provision for study abroad, and offer work placements and employment contacts that are unrivalled across UK higher education. As a result, our alumni will be employed in influential and rewarding roles that continuously support our contribution and influence across the globe. ➤

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### STRENGTHS

#### WHAT SETS US APART NOW?

- A range of research-connected curricula with flexibility through our online programmes
- Award-winning facilities and student accommodation
- A peerless experience for our students which incorporates a sustained and serious commitment to their wellbeing
- A global network of partners and international study opportunities, including our unique partnership with XJTLU
- A commitment to fair access for all students who can benefit from a University of Liverpool education
- An outstanding Guild of Students offering effective representation and a wealth of social, cultural and volunteering opportunities.

#### WHAT CAN SET US APART IN THE FUTURE?

- Taking a transformative approach to learning and teaching with a commitment to the continual development of our curricula to meet the needs of our students, employers and professional bodies
- Offering courses that blend together the best study and work opportunities that our network of partnerships can offer
- A globally connected careers service with respected links to graduate employers and our alumni network
- A fully integrated approach to using technology to enhance learning and support the development of confident, digitally adept graduates.

### GOALS

#### WHAT ARE OUR CORE PRIORITIES AND OBJECTIVES?

- We will recruit a diverse student body and value the cultural and social richness this brings. Our University community will consist of the most talented students and staff from across the world
- We will revitalise our curricula to create a distinctive offer, in partnership with students, whilst introducing new and innovative undergraduate and postgraduate programmes informed by the needs of employers, particularly in our City Region
- We will deliver stimulating teaching leading to the highest possible levels of student learning and satisfaction, investing in resources to support continuous innovation
- We will create a vibrant and sustainable environment in which our staff and students can work, study and live and where their wellbeing is well supported
- We will foster respect, tolerance, curiosity and mutual understanding, developing a staff and student community in which diversity and the open exchange and debate of ideas are cherished
- We will expand the opportunities that we offer by building a global network of employer and study partnerships alongside support for entrepreneurship.





### APPROACH

#### HOW WILL WE ACHIEVE OUR OBJECTIVES?

- Extending our reach and impact nationally and internationally through the development of substantial programmes, partnerships and networks
  - Supporting new programme development, teaching, innovation and learning infrastructure that will stimulate innovation in curriculum design, teaching and exploiting the use of technology
  - Recruiting, rewarding and developing excellent educators who are able to connect their research to their teaching and to position student learning in the context of local, national and global challenges
  - Investing in our Careers Service to expand its scope and impact, ensuring positive outcomes for our students
  - Fostering a culture of student-staff partnership that drives innovation through engagement and co-creation.
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### RESULTS

#### HOW WILL WE MEASURE PROGRESS AND KNOW WE HAVE SUCCEEDED?

Our distinctive, professionally focused postgraduate and research-connected undergraduate courses will attract a well-qualified and diverse student body from across the world.

As a result of enhanced engagement our student satisfaction will be consistently in the top quartile in the sector. Our employer connections will be unrivalled across UK higher education, helping our students to secure the best graduate jobs worldwide.

The measure of success will be:

- **Student satisfaction:** increasing the satisfaction of our students as measured by NSS and PRES to a consistently upper quartile sector position by 2026
  - **Graduate prospects:** improving the number of graduates in graduate level employment in the UK or further study as measured by a top 20 position by 2026
  - **Diversity:** attracting and retaining a diverse student body across all disciplines as measured by ethnicity, UK/non-UK and Low Participation Neighbourhoods
  - **Opportunities:** increasing the proportion of taught students (UG, PGT) who undertake a work placement as part of their curriculum, internship, study abroad opportunity or volunteering experience, to the majority of our students.
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# PROFESSIONAL SERVICES STRATEGY 2016–2021

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*Our Professional Services Vision is to advance our University,  
and its staff and students, through our people, place and  
culture of leadership*

**O**ur Professional Services Strategy puts developing our staff and creating a culture of empowered decision-making at the heart of leadership and collegiality across our University.

We will provide the highest quality student support services, wherever they are located, and enhance the wellbeing of our students as part of a distinctive experience across different locations, including online. >



*We will make our staff feel valued, empowered and free to innovate in pursuit of our strategy.*

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### STRENGTHS

#### WHAT SETS US APART NOW?

- High-quality leadership and specialist expertise across all levels
- Successful partnerships between academic staff, professional support colleagues and students throughout our University
- A physical and intellectual environment that promotes innovation and success for all.

#### WHAT CAN SET US APART IN THE FUTURE?

- Our culture of teamwork with a single, flexible approach that reconfigures resources in response to agreed priorities
- Our functional operating model which delivers improved levels of speed, agility, efficiency and precision across physical and virtual campuses
- Sector-leading health and safety performance, embedded at all levels, throughout the University.

### GOALS

#### WHAT ARE OUR CORE PRIORITIES AND OBJECTIVES?

- **Students:** we will support the student journey from outreach and enquiry, through enrolment, education, co-and extra-curricular activity, to alumni engagement and beyond
  - **Staff:** we will make our staff feel valued, empowered and free to innovate in pursuit of our strategy
  - **Research:** we will support our University's excellence, reach and impact in research
  - **Financial Sustainability:** we will generate sufficient cash in order to reinvest to achieve our strategic objectives
  - **Professional Support Services and Systems:** in providing a high level of support to staff and students, we will exploit digital technologies to the full and align our work across functions
  - **Physical Environment:** we will maintain and develop a smart and sustainable estate and facilities
  - **Getting Our Message Across:** we will promote our reputation and brand through our marketing and communications.
- In all this, the health, safety and wellbeing of our staff, students and visitors are paramount.







### HOW WILL WE ACHIEVE OUR OBJECTIVES?

- We will provide the highest quality student support services, wherever they are located, and will enhance the wellbeing of our students as part of a distinctive University of Liverpool experience
- We will value and empower our staff and ensure that diversity and equality in our workforce are intrinsic to the way we operate
- We will focus Research and Impact support on our leading and emerging strengths, enhancing our research environment, our impact and our partnerships
- We will ensure that we generate sufficient investment funds to develop and support agreed strategic priorities
- The Senior Team will lead a Health and Safety Strategy, which is embedded throughout the University, to achieve high level assurance as verified by the Health and Safety Management Profile
- Digital and data informed decision-making will put ethics and integrity at the heart of governance, whilst promoting transparency and evidence-based action. This will be used to underpin cultural change to create integrated, flexible and responsive professional support
- Our Sustainable Estates and Facilities Strategy will provide a physical environment worthy of a top 20 UK University, capable of supporting the recruitment and retention of the best staff and students, and facilitating their success
- Our Marketing, Communications and External Engagement Strategy will enrich and promote the University's reputation, and facilitate partnerships that contribute to the enhancement of our global reach and influence.





### HOW WILL WE MEASURE PROGRESS AND KNOW WE HAVE SUCCEEDED?

We will be recognised for operating our University to the highest standards, measuring success through:

- **Staff Satisfaction:** improving staff satisfaction year-on-year, as measured through a formal staff survey every three years, annual surveys of targeted areas, customer satisfaction and staff engagement
- **Financial Sustainability:** generating an annual surplus of at least 4% by 2026, while maintaining a minimum holding of £60m in cash in order to reinvest to achieve our strategic objectives and meet our long term financial commitments
- **Efficiency and Effectiveness:** achieving continuous improvement in operations through benchmarking and efficiency as measured through benchmarking data
- **Student Satisfaction with Services and Support:** achieving year-on-year improvements in overall student satisfaction with services and support by 2026 as measured by student focus groups and NSS
- **Supporting the ambitions of the City Region:** through our research and improvements to our operations, we will achieve a net zero carbon campus by 2035.

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