





## II. Our mission

Our mission is to improve health and health equity in the UK and worldwide; working in partnership to achieve

## III. Vision 2032 & values



## V. Our goal

rough excellent research and education, we will work together at the forefront of tackling the UK and the world’s major challenges and opportunities in human health.

is will include a focus on health inequities, impact of climate and environmental change on health, pandemic preparedness, harnessing the potential of data science, and strengthening capacity.

## VI. Guiding principles

To ensure a sustainable future for the LSHTM community and all who we work with, we will:

- Focus our effort and resources on areas of identified strength, new opportunities and ability to add value.
- Expand our education provision to improve health worldwide through a responsive and evidence-informed approach; with a sharp focus on demand and need around the world, quality, and recognised research and pedagogical expertise. In doing so, we will widen access and advance student success, and engage our global alumni community.
- Strive to realise an inclusive research, education and working environment reflected through a community that everyone feels a part of, which is safe, respectful, supportive and enables all to reach their full potential. Aim for equity and belonging for all minoritised and marginalised groups and intersectional identities, including: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation, socioeconomic status, gender, neurodiversity, transgender identity, caring responsibilities and being a care leaver.
- Ensure that we live by our values, and that these and our expected behaviours are understood and enacted in all our interactions at all levels.
- Ensure close and supportive relationships with our strategic partners around the world and enable equitable partnerships for mutual benefit.
- Urgently address our carbon emissions, work tirelessly towards our goal to achieve carbon neutral by 2030, and deliver progress with climate change issues through our research, education and internal operations.
- Drive financial sustainability through creating sufficient surplus to invest strategically in achieving our priorities and to enable us to respond to unexpected events. We will aim to secure a resilient funding base through: concentrating on areas of strength and excellence; improved cost recovery; working with funders, donors and philanthropists; knowledge exchange and innovation activities that contribute to our mission; increased education provision; operational efficiency; and strategic disinvestment.

# VII. Our strategic priorities

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## Research, innovation & impact for health equity

**Over the next five years our priorities will be to**

**Sustain and promote excellent human health research**

- Concentrate our efforts on the highest quality and most impactful research that addresses the key health challenges facing the world and impacts on human health, shaped by health need, the UN Sustainable Development Goals, embracing innovation and impact, our recognised expertise and availability of funding.
- Grow our influencing and convening power, advocating and demonstrating the critical role of human health research for economy and society, playing a greater role in shaping the direction and priorities of external funding streams.
- Ensure we are well-placed and prepared to secure longer-term programmatic funding, including through refreshing our strategic partnerships and internal planning.
- Improve synergies across our academic expertise and selection and supervision of doctoral candidates.

**Maximise the impact of our research mission through knowledge exchange and innovation**

- Root our knowledge exchange activities in our scientific expertise and research excellence, and disseminate our knowledge and research outputs to drive health improvements and influence policy decisions.
- Extend the reach of our mission in the economy and society by continuing to work with a range of external partners including governments, health care providers, third sector institutions, industry and business, civil society and other global institutions.
- Support our academic community across faculties and MRC units to understand and engage in areas of knowledge exchange that are entwined with their scientific endeavour, through heightened visibility and recognition of activities and achievements, increased awareness of commercial opportunities, and improved capture of data across the range of LSHTM's knowledge exchange portfolio.

**Strive for equitable and sustainable research and research partnerships**

- Address colonial legacies in research through a system-wide approach, developing clear objectives for more equitable partnerships, reforming relevant LSHTM systems and processes, and providing guidance and training.
- Strive for equity and inclusion of all minoritised and marginalised groups in our research, including equitable participation among individuals, groups and communities.
- Embed environmental sustainability into how we work with research partners and

**Over the next five years our priorities will be**

**Research rooted, stimulating and responsible education**

- Build on LSHTM's education strengths and develop our specialist Master's and short course provision to meet society's evolving health needs through original, cutting-edge and stimulating education for future health leaders, researchers and practitioners. We will refresh and streamline our education portfolio with design principles that achieve a balance between research-informed

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**Examples of early actions of how we will do this**

Roll out a programme of initiatives, activities

Foster synergies and create opportunities for collaboration with staff across our faculties and MRC units.

# Appendix definitions

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