

# Corporate Plan 2008-13

## Mission

**The University of Reading exists in order to educate talented people well, to conduct outstanding research, and to promote the responsible application of new knowledge.**

## Strategy

**The University pursues its mission by committing the maximum possible resources to support areas of established academic strength, of emerging excellence, and of comparative advantage. It seeks to provide staff and students with whatever they need in order to attain the highest standards of scholarship.**

## Operating Plan

### **From Year 2007-08 baseline:**

- Increase the general entry qualifications of our undergraduate entrants over the period with the aim of being amongst the top 25 HE institutions in the UK in terms of entry standards
- Increase the number of full fee paying international student numbers to 1900 by 2012
- Be in the top 20 Universities for graduate employability by 2013
- Remain in the top five institutions in the 1994 Group in terms of our mainstream QR income, per academic staff FTE, after RAE 2008, and be in the top three by 2010-11
- Increase our external grant income so that we are in the top five institutions in the 1994 Group in terms of external research and contract income per annum per academic staff FTE
- Increase our number of Home and EU postgraduate research students per annum so as to have an above average number, per academic staff FTE, compared to other institutions in the 1994 Group
- Increase enterprise income by 50% over the planning period
- Increase the number of new licence agreements year on year over the planning period
- Create 3 spin out companies during the planning period
- Raise the University endowment to £125m (at current money levels) by 2013-14, at equal annual increases
- Increase development funding to £2m per annum by 2009-10 and maintain it at that level for the remainder of the planning period
- Maintain an operating surplus reaching at least 1.75% of income by 2013-14 after a budgeted contingency of 1%
- Eliminate all currently identified overdue business critical maintenance by 2013
- Achieve at least 55% of the non-residential building stock in RICS condition categories A and B by 2012
- Ensure that by the end of the planning period the merger with Henley Management College is successful and comprehensive