



Senate

Paper Title	QM's New Strategy – Progress Report to Senate
Outcome requested	Senate is asked to note the Paper.
Points for Senate members to note and further information	Senate should note: <ul style="list-style-type: none">• The development process that has been followed to date.• The outline structure of the draft Strategy.• The steps that will be taken over coming months to finalise the Strategy. <p>The Principal will provide further detail on these points at the meeting.</p>
Questions for Senate to consider	Following the Principal's verbal report, Senate should consider if it has any questions regarding the development process or the outline of the Strategy.
Regulatory/statutory reference points	n/a
Strategy and risk	The Strategy will establish the new framework for the institutional Risk Register.
Reporting/consideration route for the paper	Senate to note
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Sponsor	Professor Simon Gaskell, Principal

QM's New Strategy – Progress Report to Senate

This Paper briefly sets out progress to date on the development of a new Strategy for QM and outlines the timetable for the finalisation of the document over the coming months.

Development of a New Strategy

In January of this year it was agreed, subsequent to discussions at QMSE and Council, that a new Strategy should be developed for QM. In large part this reflected the considerable fluctuations that had occurred in the external environment since the current Strategic Plan was drawn up in 2009, which, it was felt, necessitated a review of QM's strategic direction ahead of the anticipated timetable (the current Plan does not expire until the end of the 14/15 Academic Year).

The first element of the development process was the organisation of an initial period of staff consultation. This took place in May and June and was centred on a number of events that were open to all-staff and that asked for comments and opinions on some quite fundamental and philosophical issues facing the institution (for example, 'what values are important to QM' and 'what is our appetite for growth over the coming period'). Staff views were collated and summarised, and were circulated to staff for information and also provided to QMSE to provide a key input to the process of producing a draft Strategy document over the summer.

After a number of discussions and meetings focused specifically on the Strategy, QMSE presented a draft document to Council for consideration at its annual Planning Conference on 12 and 13 September. There were a set of useful discussions at this event and Council were broadly in agreement with the strategic direction that was indicated in the document.

Strategy Outline

The draft Strategy consists of the following sections:

- Queen Mary Purpose – emphasising QM's commitment to the public good, to international standards and to transforming lives.
- Introduction – including links to sections on QM's values and history.
- Aims and Objectives – outlining what QM will continue to focus on, as well as highlighting those elements in the Strategy that reflect how QM will change to adapt to a new environment.
- Strategic Aim 1: Developing People – encompassing students, alumni and staff.
- Strategic Aim 2: Highest Standards in Research – including a multi-disciplinary approach to pressing research problems, supporting the development of researchers and providing appropriate infrastructure.
- Strategic Aim 3: Providing an Educational Experience of the Highest Quality – includes embracing new technologies and improving the physical infrastructure for on-campus teaching.
- Strategic Aim 4: Embedding an International Outlook – encompasses increased recruitment of international students to London and onto QM programmes delivered overseas, as well as increasing research activity that is undertaken with international partners.
- Strategic Aim 5: Achieving Maximum Impact from QM's Academic Work – includes enhancing impact through public engagement and commercialisation.
- Strategic Aim 6: Financial Sustainability – includes increasing QM's operating surplus to enable enhanced investment in infrastructure and resources.

Next Steps

Senate is asked to note the planned next steps in the development of the Strategy:

- September and October - refinement of the draft Strategy following the Planning Conference and the completion of detail regarding 'Indicators of Progress' for each Strategic Aim.
- October and November – second stage of staff consultation, involving a presentation of the draft Strategy at two all-staff events, followed by discussions within Schools, Institutes and Departments.
- December and January - preparation of the final version of Strategy, following staff discussions.
- February – final version considered by Council.
- March – anticipated publication of the new Strategy.

The Principal will expand on the outline provided by this Paper at the meeting of Senate.

Kevin Kumar, Executive Officer to the Principal
23 September 2013