



Senate

Paper Title	Vice-Principals' reports to Senate
Outcome requested	Senate is asked to note the reports from each Vice-Principal.
Points for Senate members to note and further information	
Questions for Senate to consider	
Regulatory/statutory reference points	
Strategy and risk	
Reporting/consideration route for the paper	
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SCHOOL OF MEDICINE AND DENTISTRY – REPORT TO SENATE OCTOBER 2018

1. Undergraduate and postgraduate recruitment

SMD maintained a strong position in both undergraduate and postgraduate recruitment. The Faculty achieved 100% enrolment to target in home undergraduate and 90% in home postgraduate taught (PGT) programmes. Despite the political and competitive environment for international students, overseas recruitment has remained steady, with 90% recruitment to target in undergraduate and 90% recruitment to target in overseas PGT. 30 new students have been enrolled for the second cohort of the Malta MBBS programme, below the target recruitment headcount of 60. This has largely been a result of pronounced delays to the delivery of the teaching facility, which is now due for completion in Spring 2019, with the Anatomy Centre scheduled for delivery later this month. An increase in available medical school places in the UK for home and international students will also have impacted on recruitment to this programme.

2. Research

2.1 CRUK Major Centre Status

In August, the Barts Cancer Institute received confirmation that, together with London partners, it had been successful in securing major centre status as part of the Cancer Research UK City of London Centre. As part of CRUK's Centre network, the new Centre is a powerful collaborative effort that brings together leading cancer researchers from across QMUL, UCL, KCL and The Francis Crick Institute, to form a centre of excellence in cancer biotherapeutics. By uniting multidisciplinary academic and clinical expertise across the partnership, it will not only significantly impact on the development of biotherapeutics for the treatment of cancer, but it will also revolutionise the way cancer research is conducted in London.

2.2 QS Rankings

The most recent analysis of the QS Rankings data has shown that Barts and The London School of Medicine and Dentistry is 4th in the world for citations in Medicine, a remarkable achievement and a testimony to the exceptional and highly impactful research taking place across the Faculty.

2.3 ELGH Wellcome Funding

The ELGH programme has been awarded a £4.1m Wellcome Collaborative Award in Science to expand the programme from 30,000 volunteers to 100,000 between 2018 and 2023, and to allow for research into multiple aspects of human knockout science

2.4 Research Funding

The Faculty has had significant success over the last academic year in securing external research funding, with total new awards of over £76m.

2.5 NIHR Funding in Shared Decision Making

NIHR PGfAHR has awarded the Critical Care and Perioperative Medicine Research Group, led by Professor Rupert Pearse, a six year programme grant of £2.4m to study shared decision making before surgery and to develop a software application to promote better decisions for high-risk patients (including the frail and elderly). The study is predominantly led by QMUL academics including computer science, psychology, economics and PCTU, as well as the Critical Care team.

3. Staff Achievements

For a consecutive year, 4 SMD researchers have been ranked in the global top 1%: Professor Mark Caulfield (WHRI), Professor Patricia Munroe (WHRI), Professor Panos Deloukas (WHRI), and Professor Jack Cuzick (Wolfson).

Professor Morris Brown received the International Society of Hypertension Robert Tigerstedt Lifetime Achievement Award in recognition of his outstanding research in the field of hypertension. Professor Caulfield was also presented with the Franz Volhard Award and Lectureship for Outstanding Research in recognition of leading the discovery of more than 1,000 gene regions that influence blood pressure, and making substantial contributions to the discovery of other genes related to cardiovascular health

4. NSS

For a consecutive year, Medicine has been ranked first in London in the NSS for overall satisfaction at 93%, 12% above sector average. Key headlines from this year's results:

- Overall Satisfaction 93.1% up by 1% on 2017
- Ranked 14th across 32 UK medical schools in 2018 – up 2 places from 2017

Plans are in place to address the issues associated with relatively poor performance in NSS for Dentistry, which has seen overall satisfaction drop to 73.8% and its ranking drop to 16/17.

5. Barts Institute for Population Health Studies

In August 2018, the Faculty established a virtual Institute for Population Health Studies, which will focus our research in this particular area, and will provide the means to catalyse on extensive governmental funding in this field. It is anticipated that this institute will become fully autonomous from the Blizard Institute in August 2019, and will be led by a Director and Chair of Population Health.

6. Dean and Director of Institute of Dentistry

In January 2019, Professor Paul Coulthard will be taking up the position of Dean of Dentistry and Director of the Institute of Dentistry, taking over from the interim Director Professor Irene Leigh. Professor Coulthard will be joining Queen Mary from the University of Manchester where he has been Head of the School of Medical Sciences, Dean of the Dental School and Professor of Oral and Maxillofacial Surgery. He is also Consultant in Oral Surgery at Manchester University Hospitals NHS Foundation Trust where he undertakes day-case and in-patient operating.

VP Report to Senate – Faculty of Humanities and Social Sciences

November 2018

New Appointees Event

An event was held in September 2018 to formally welcome new appointees to the Faculty for the upcoming academic year.

British Academy Visit

On the 1st of October, the Faculty hosted a delegation from British Academy. The strategic round-table discussion with the Senior University Leadership Team enabled identification of how HSS could best position research aims with some of the emerging priorities for the Academy and their increased funding portfolio. The discussions were followed up by an open presentation to HSS staff to more widely illustrate the Academy's priorities and funding schemes.

Faculty Equality and Diversity Lead

Professor Rainbow Murray from the School of Politics and International Relations has been appointed as the HSS Faculty Lead for Equality, Diversity and Inclusion (EDI).

Rainbow will work across all Schools in the Faculty to support EDI initiatives and will work closely with the University's Senior Academic Lead for Equality and Diversity, Professor Kate Malleson. She will also chair the HSS Faculty EDI committee, which will be fed into by all Schools, to ensure accountability and progress on actions and initiatives.

Faculty Learning Lunches

The Faculty has launched a series of learning lunches aimed at encouraging colleagues to share their experiences and examples of best practise in order to develop our teaching and student experience provision. The first event was held in September and focussed on using QMPlus to add to the teaching tool box. The second event is scheduled to run on 26th October and will look at mechanisms for engaging the Student Voice with speakers from HSS and central Professional Services.

Senate Report

Professor Wen Wang: Faculty of Science & Engineering

October 2018

I am delighted to report that Professor Yang Hao has been appointed as the new Dean for Research in the faculty. In this capacity, he will further shape and lead our faculty research strategy working closely with myself, the Faculty Executive, Heads of School and Directors of Research. Yang will provide academic leadership across the Faculty in support of research activity, with a particular focus on external grant capture including doctoral training bids, professional advancement of researchers, research institutes, REF submissions and development of impact activity.

We are currently at varying stages of the recruitment cycle for the following roles: Deputy Dean for Education; Head of the School of Physics and Astronomy; Dean for Global Engagement and Director of the Joint Programme with the BUPT.

Inevitably the summer period was dominated by confirmation and clearing and I would like to take this opportunity to thank all of my colleagues in the faculty and beyond who worked so hard to support this activity. Latest enrolment reports suggest we have welcomed over 1900 students onto our domestic undergraduate programmes, nearly 500 onto our postgraduate programmes, 150 onto PhDs and over 1150 onto our joint programmes in China. We have been able to meet our undergraduate intake targets whilst simultaneously maintaining a minimum tariff requirement set in confirmation and clearing across our portfolio.

There have been a number of ongoing estates projects across the faculty during the past year and many have yet to be completed. However, we were delighted that the new Chemistry Lab in the Priestley Building was ready to showcase to visitors on the University Open Day on 6th October. We are confident that this new facility will have a significant, positive influence on the student experience for our students. We look forward to students in other disciplines across the faculty sharing this positive experience as projects across the faculty are completed during the coming academic year.

Since our last report to Senate, work has started developing the Organ-on-a-chip UK network; this is part of UKRIs major new funding venture, Technology Touching Life, which aims to foster interdisciplinary research into innovative technology in the health and life sciences. The network, led by Professors Hazel Screen and Martin Knight from the School of Engineering and Materials Science, focuses on bringing the UK research community together to tackle the major technological questions associated with developing and building new organ-on-a-chip devices. The network also includes a number of industrial research leaders providing opportunities for significant collaboration with industrial partners.

Senate:
Paper Code:



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Paper Title	Vice-Principal (Education) - update
Outcome requested	Senate is asked to note the report
Points for Senate members to note and further information	This report provides an update on activities relating to key priorities for 2018/19: enhancing student experience, embedding student co-creation ensuring students have a fantastic learning experience with us, which they co-create, focusing on four pillars of excellence: education; student engagement; student employability; and learning environment. We are putting into place a number of initiatives that will help schools, institutes and directorates ensure that excellence is recognized, shared and built upon, and assists us to reverse the recent downward trajectory in our rankings. Our primary focus is ensuring we are prepared for our next TEF submission, which will incorporate results from the next NSS. We have set up a programme of work to ensure our submission is the best it can be.
Questions for Senate to consider	N/A
Regulatory/statutory reference points	N/A
Strategy and risk	Relates to all aspects of QMUL strategy and all sections of the Risk Register.
Reporting/consideration route for the paper	For Senate only
Authors	Dr Simon Booy, Executive Officer (Education)
Sponsor	Professor Stephanie Marshall, Vice-Principal (Education)

Vice-Principal (Education) Update, October 2018

2018/19 student admissions

Undergraduate recruitment is just over our December census target of 6626. We do, however, need to continue to focus on retention. There is a risk of attrition this term and measures are in place to monitor engagement. The Student Recruitment and Admissions Group placed particular emphasis on increasing the quality of intake at Confirmation and Clearing, and we expect to see an improvement in our entry tariff, alongside retention, as a consequence. Nearly 1,000 students were admitted through Confirmation and Clearing.

Postgraduate taught programmes: we are currently over target of 3922, albeit with higher numbers of overseas students offsetting a dip in home/EU admissions.

Student Survey Results

Student survey results, published over the summer, are cause for concern. Satisfaction levels dropped in both the National Student Survey (NSS) and Postgraduate Taught Experience Survey. 2017/18 also saw the first run of the UK Engagement Survey (UKES). Satisfaction levels for UKES were at 77.6%, compared to a sector average of 81.3%.

More detailed reports on the results have been circulated to staff. Results and reports can also be found at <https://qmplus.qmul.ac.uk/course/view.php?id=6804>.

Teaching Excellence Framework

The Going for Gold (GfG) strategy, the vision of which is to co-create with our students an inclusive education that is intellectually stimulating and enables students to become successful global citizens, is taking shape. There are four pillars to this strategy:

1. Excellence in education
2. Excellence in student engagement
3. Excellence in student employability
4. Excellence in learning environment

Each pillar has four work streams, designed to build solid foundations for longer-term improvements in student experience and learning outcomes, which will result in Queen Mary performing better in league tables.

The GfG project is being overseen by a Strategy Group, with an Operations Group monitoring sixteen work strands, all aimed at assisting Schools and Directorates in driving up the various metrics which will impact on our TEF Award. Katherine Bevan, Assistant Academic Registrar (Academic Model, Programmes & Modules) is the Project Manager.

Queen Mary Education Excellence Awards and President and Principal's Prizes

Full details of the awards, criteria and how to apply can be found at <http://connected.qmul.ac.uk/governance/the-queen-mary-education-excellence-awards-and-president-and-principals-prizes/>

[Updates on the digital and degree apprenticeships](#)

We have been building a suite of online postgraduate programmes with the Cambridge Education Group: **Queen Mary Digital** (<http://online.qmul.ac.uk/>). This project is led by Professor Colin Grant (VP International).

Work to expand our offering of **Degree Apprenticeships** continues apace, with a new Chartered Manager Degree Apprenticeship (Social Change) commencing September 2019 entry. Meanwhile we have doubled employers and students on our digital degree apprenticeship, run in partnership with ARUP, Bloomberg, Broadridge, Experian, Global, Goji Investments, KPMG, Memiah and ECCS.

Senate Update November 2018: VP Research

Reporting

An annual Research Report to the Queen Mary Finance and Investment Committee and to October Council was met with a positive reception. Highlights included a rise in research grant income from £97.6m in 2016/17 to £107.7m in 2017/18 (figures exclude Genomics England grants) alongside a rise over the last two years in our market share of all available grant income, despite increased dominance by the largest universities. Our income per FTE is now the 10th in the Russell Group.

REF

Autumn REF Dry Run meetings are being held with eight Schools/Institutes in order to review progress between the annual spring Dry Runs; these will focus on new assessments of outputs and case studies. In coordination with this and led by Kavita Datta Deputy VP Research (Impact), a series of Faculty and other impact meetings are being held to maintain a close overview of our progress in identifying and developing the best impact case studies for submission to the REF.

After consultation across the university, Queen Mary submitted a response to the REF consultation on the draft Guidance and Panel Criteria, launched by the UK REF Team in July this year. The final rules for the REF are expected to be announced early next year. In the meantime, an interim Queen Mary REF Code of Practice has been drafted and circulated for feedback; the Code will be submitted to Senate in December. Once the final REF rules are known, the Code will be amended and approved as needed for submission to the national REF team by July 2019.

KEF

Consultations on Knowledge Exchange Framework (KEF) metrics and a KEF concordat are expected soon; we have been providing input to planning meetings that have fed into this.

International

The first meeting of a new Queen Mary Global Challenges Research Fund (GCRF) Steering Group was held in October, to monitor and coordinate our response to the many opportunities arising from this fund, and to oversee the implementation of our GCRF strategy. This includes the recent launch of two new funding schemes to help QMUL researchers apply their expertise to development-related challenges: networking grants and a visiting policy-makers scheme.

The new Dean for Europe, Valsamis Mitsilegas, has convened a group to oversee preparations for Brexit and our support for non-UK EU nationals over the coming period. The new QM Global Policy Institute steering group will also meet for the first time shortly.

Life Sciences

The purchase by the Department of Health and Social Care (DHSC) of the sites adjacent to the Royal London Hospital for land development at Whitechapel has provided an impetus for building on the work we have done on Life Sciences with Barts Health Trust over the past few years. A new joint governance structure has been agreed that can take forward the planning and development process in liaison with the DHSC.

Doctoral College

A PhD admissions working group has been meeting over the past few months to assess our systems for the promotion of PhD opportunities and recruitment of students. A range of improvements to systems and practices have been identified and put into practice and a final report is due shortly.

Queen Mary has been successful as a member of a new NERC DTP award just announced; this will bring at least 13 students per year into the network, which also includes UCL, King's and other partners across London.

Open research data

Queen Mary hosted a *Harnessing FAIR Data* conference in September, in conjunction with the Science and Engineering South consortium that we are a member of alongside Oxford, Cambridge, UCL, King's, Imperial and Southampton. Speakers from the academic, business and funder communities covered a range of initiatives designed to improve access to, and the use of research data.

Infrastructure

The implementation of the second phase of the new Research Grant Management System, covering post-award processes and information, has progressed well and this will be launched in November. RGMS2 will provide rapid access to grant information and reporting tools to all researchers and will be a major advance on our current system.

A new Queen Mary strategic equipment call is planned to be announced shortly, which will enable significant investment into our research equipment.

Vice-Principal (International) Report to Senate

- A new Global Engagement Strategy for the University was approved by QMSE in July 2018. Focusing on six 'Commitments to Excellence' the strategy sets out our vision for international including strong, diversified recruitment of world-class talent (students and staff); mobility of students, alumni engagement, international policy impact through strategic engagement with policy-makers; research collaboration with strategic overseas partners at scale; and international industry engagement. Subject to discussion at the QMSE away day, key performance indicators will be developed in parallel with those of the University Strategy. The Strategy will be officially launched during the International Festival in November 2018.
- New governance structures in support of the new Global Engagement Strategy are now in place including a new University Global Engagement Executive, replacing Vice Principal International Advisory Group, Regional Network Groups, and a Global Policy Institute Steering Group. In line with these changes and to reflect the breadth of its work, the International Office has been renamed the Global Engagement Office under the leadership of Lee Wildman, Director of Global Engagement.
- The first meeting of the Global Engagement Executive took place on Monday 15th October. Discussion focused around terms of reference, membership and the proposed business cycle. Bimonthly meetings are scheduled to take place for the remainder of the academic year. The GEE will provide strategic leadership in the area of international and report to Senate via the VP (International) and to QMSE.
- At the time of writing the latest student enrolment report for 2018/19 is not yet available. Early data suggests that it has been a mixed year for overseas recruitment with strong growth forecast at UG level (10-15%) and an anticipated decline at PGT of approximately 5% (despite a very strong recruitment performance in HSS (+16%)). European student enrolments at UG have remained relatively stable however we anticipate a drop in PGT enrolments of 15%. Further investigation as to what has impacted International and EU PGT conversion from a relatively strong application position is currently being undertaken, with findings reported to the Global Engagement Executive in due course.
- Since the last reporting period, the International Partnerships team have hosted visits from the National University of Sciences and Technology (Pakistan), Sichuan University (China), Kyoto University (Japan), the Indonesian Ministry of Administrative Reform and a delegation of Colombian University Presidents led by UUKi.
- Professor Valsamis Mitsilegas has been appointed as Deputy Dean for Global Engagement (Europe) following a competitive recruitment process. The role reports directly to the VP International and will provide a co-ordinating point for our European activities during this challenging and uncertain transitional period for the UK and Europe.
- An internal recruitment process for new Faculty Deans for Global Engagement is now underway with announcements expected before Christmas.
- The post of Global Policy Institute Director was approved in August 2018 to support the policy-impact strand of the new Global Engagement Strategy. Three executive search firms were invited to tender in October and discussions with key stakeholders across the University are expected to commence in support of the recruitment process following the outcome of that tender process.
- A series of activities across the University are now working in support of the emergent GPI, including the Resilient Futures India Initiative led by Philippa Williams, a Visiting Policy Fellows Programme and bespoke training and CPD opportunities discussions are ongoing with the Malaysian Ministry of Health. Two recent projects led by the

Department of Law (training for 35 members of the Thai judiciary) and CCLS (DFID funded project with the Ukraine IP Court) are evidence that we are already well-placed to deliver more in this space.

- Leadership of the QM Digital project has moved from the VP (Education) brief to the VP (International). Academic representation has now been added to the Project Board across the three faculties to improve engagement and drive growth longer-term.
- The VP (International) will now lead on developing a University league tables strategy in conjunction with the Director of Strategic Planning. He will Chair the newly formed League Table and Returns Group.
- Work continues at pace to further cement those relationships previously reported on in the ASEAN (NUS, NTU and A*STAR). NTU are particularly interested to host QM students as part of their ASPIRE programme and a proposed policy partnership with their Institute for Science and Technology for Humanity (NISTH) looks likely to be finalised over the AY 2018/19.
- During the reporting period, an Alumni event was held in Beijing corresponding with the graduation ceremonies of BUPT and NCU and attended by key members of QMSE. A key component of the new Global Engagement Strategy will seek to build on this type of activity and address the potential of doing more to leverage the connections we have globally through the ambassadorial influence of our large alumni community.
- Key engagements for the VP (International) during the reporting period have included meetings with the Director General of the China Scholarship Council with the Chief Executive of the Russell Group, Head of BBC Partnerships, UK High Commissioner to India, Director of the FCO Diplomatic Academy, and the Ambassadors of Indonesia, Colombia and Chile. October also saw a key speaking engagement on behalf of the Association of Commonwealth Universities at the Times Higher Education World Universities Summit in Singapore and attendance at the Global Federation of Competitiveness Council's annual conference in Buenos Aires by the VP (Research) on behalf of the VP (International).
- Upcoming overseas engagements for the VP (International) will include visits to Brazil, Germany and India (Winter 2018) and Japan, South Korea and the USA in Spring 2019.

Senate Update: Public Engagement and Student Enterprise

Public Engagement

The Centre for Public Engagement (CPE) continues to act as an internationally recognised centre of excellence in public engagement support. This is evidenced by visits from international delegations and colleagues from other Russell Group universities, and requests for CPE staff to provide their expertise to other universities and institutions, including CPE staff involvement in REF discussions around public engagement as Impact.

The team is four dedicated staff, plus dedicated academic leadership which was highlighted in our Gold Award Engage Watermark feedback from the National Coordinating Centre for Public Engagement (NCCPE) as a core part of our success to date and evidence of our commitment to this agenda. We remain the only UK institution to hold an Institutional Gold Award Watermark.

The CPE provides funding, training, advice and support for QMUL staff and students in public engagement, and has seen a 50% increase in the number of QMUL staff and students attending our advice surgeries over the past two years. We are also touring departmental and team meetings in 2018/19 to raise awareness of the support we offer.

In addition to our core activities the CPE supports the Music programme at QMUL, works closely with Centre of the Cell and Barts Pathology Museum, the Arts and Culture Strategy and Impact teams, and the Students Union, and has hosted the annual London SciComm Symposium for the past two years. Our work supports developments across QMUL in teaching, research, and International activities. Our community engagement work includes developing and maintaining links with Tower Hamlets Council and the Tower Hamlets Partnership.

Community Engagement Awards - We received 24 applications for our community engagement awards, with the awards ceremony scheduled for November 2018.

Festival of Communities – The fourth annual Festival of Communities is provisionally booked for 15th and 16th June 2019. Last year's event was the largest to date, with more than 3,500 local residents attending the two-day event.

Being Human – QMUL has been awarded “Hub” status for the upcoming Being Human Festival (led by the School of Advanced Study, University of London in partnership with the Arts & Humanities Research Council and the British Academy), with a range of activities scheduled to take place in November 2018. Many activities are oversubscribed already.

Large Grants – In October 2018 the CPE awarded £64,198.42 of HEIF money to eight projects through our Large Grants scheme. This year saw more applications, and higher quality applications than previous years.

Paul Heritage	HSS	The Challenge of the Xingu: engaging new audiences for indigenous cultures in the museum of the future
Annie Cushing	SMD	Patient Health Mentors: Partners in Educating Medical Students
Kate Heppel	HSS	'ChessWatch: A water observatory for the River Chess'
David Mills	SMD	Imaging the Brienne letters

Simon Colton	S&E	Educational Game Jams for Secondary School Children with the Wevva app
Olivia Sheringham	HSS	Global Story Cafés: Community conversations about migration and home
Christophe Eizeguirre	S&E	ATLANTIS – or when bio-logging meets virtual reality to swim with turtles.
Debra Chow	SMD	Barts Community Smiles

Engage 2018 – The Centre for Public Engagement will represent QMUL at the upcoming NCCPE Engage conference on 29th and 30th November 2018. We will be launching the Evaluation Toolkit created in collaboration with Professor Mark Reed from Fast Track Impact, and delivering a session on: “Exhibiting research: Is it really engagement?” looking at collaborations between research and museums.

Student Enterprise

In **June**, Qenterprise hosted **3-Day Start-up**, a weekend venture development programme where 50 students across a range of subjects and years, developed business ideas into fledgling businesses in just three days. Our speakers and mentors came from a range organisations including Mohammad Syed from KPMG UK (business modelling), Michael Wilson from Santander (revenue modelling) and Miguel Alvarez (QMUL alumnus and entrepreneur). Our judges included Ali Ryez from Capital Factory and Akinyi Ochieng from World Remit.

In **July**, student start-up team Hexad Brewing reached the semi-finals of the Santander Universities Entrepreneurship Awards London Region where they delivered a brilliant performance but were unsuccessful in reaching the final.

In **September 2018**, we are launching **QIncubator Cohort 1**. The programme replaces the current InQUBEate programme, which has run for 4 years and successfully launched over 60 start-up and social enterprise teams. QIncubator has been re-designed based on insight gained from InQUBEate, as well as our wider activity supporting over 500 student entrepreneurs each year over the last four years.

Q Enterprise are leading a London Universities team in delivering **GradVenture 2018/19**, including running a series of events and a boot camp in lead up to a grand-finale event in February 2019.

We are producing an online toolkit of useful enterprise resources and designing a curriculum of workshops that we can deliver either as stand-alone sessions or a linked curriculum.