



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	
Authors	Professor Steve Thornton, Vice-Principal (Health) Professor Matthew Hilton, Vice-Principal (Humanities & Social Sciences) Professor Wen Wang, Vice Principal (Science & Engineering) Professor Stephanie Marshall, Interim Vice-Principal (Education) Professor Colin Grant, Vice-Principal (International) Dr Philippa Lloyd, Vice-Principal (Policy and Strategic Partnerships) Dr Sharon Ellis, Director of Research Services

SCHOOL OF MEDICINE AND DENTISTRY – REPORT TO SENATE JUNE 2019

1. Undergraduate and postgraduate recruitment

The admissions position for September 2019 entry remains strong, with the following to note:

- Overseas postgraduate applications across all institutes have seen a 33% increase on the previous year, with an attendant increase in offer making. Acceptances are currently registering as being down on the previous year, although a confirmed picture of acceptances will be clear in July/August.
- Distance Learning applications have also seen a marked increase of 43% on the previous year, with an increase in offers and acceptances. In particular, Blizard, BCI, and Wolfson have seen significant increases in applications for DL programmes. Masters programmes in Aesthetic Medicine, Emergency and Resuscitation Medicine, Clinical Dermatology, and Cancer and Clinical Oncology have all seen notable increases in applications this year.
- Applications to the Malta MBBS programme have also seen a marked increase, with 264 applications compared to 136 in the previous year. 91 offers have been made to date with a target recruitment of 30.

2. Research Awards

In March, two applications were submitted to the Wellcome Trust for non-clinical DTPs in Genomic Medicine and Health Data (led by Profs. Carol Dezateux and Sandra Eldridge), the latter of which has been taken forward by Wellcome to the next stage of the competition.

In April, the Unit for Social and Community Psychiatry were awarded two MRC grants: the first is a programme grant, as part of the GCRF Global Mental Health strand, for a large study on how young people in Latin American cities overcome episodes of anxiety and depression; the second in response to a MRC/DFID/NIHR/ESRC Call for Research to Improve Adolescent Health in LMIC Settings to support a study that will focus on adapting and testing DIALOG+ for adolescents in Colombia with anxiety and depression.

3. Faculty Institute of Population Health Sciences

The Senior Executive Team formally approved the implementation of a Faculty Institute of Population Health Sciences within the School of Medicine and Dentistry. A staff consultation will be launched in June/July 2019.

4. Staff Awards

Professor Deborah Swinglehurst from the Centre for Primary Care and Public Health at the Blizard Institute, has received the John Fry Award for promoting the discipline of general practice through research and publishing. The John Fry Award is an award by nomination presented each year by the Royal College of General Practitioners (RCGP), in consultation with the Society of Academic Primary Care (SAPC).

Professor Parveen Kumar has received the 2019 British Medical Journal Award for Outstanding Contribution to Health in recognition of her dedication to medical practice, education, and leadership.

5. Athena Swan

The Faculty has been awarded an Athena Swan Silver mark for Dentistry, meaning the Faculty now holds two such awards. An appointment for a replacement Chair for the Faculty Self-Assessment Team has been made, and an announcement will be issued shortly.

VP Report to Senate – Faculty of Humanities and Social Sciences

June 2019

BAME PGT Scholarships

The Faculty will be offering two fully funded (fee waiver and stipend) studentships at PGT level to Home postgraduate BAME (black, Asian and minority ethnic) students, who have previously studied at QMUL. The purpose of this award is to support prospective BAME students with pursuing a Master's degree in Humanities at QMUL. It is felt that the absence of funding for Master's programmes has acted as a substantial disincentive to prospective students and that this problem is particularly acute in the humanities. All prospective applicants and recent Alumni will be made aware of this award, which will be implemented from September 2019.

Recruitment Activity in HSS

Recruitment activity across the Faculty has increased significantly over the course of the academic year, with more HSS Schools than ever hosting 'Subject Taster' sessions. Whilst evaluations of these sessions are ongoing, 68% of post-session survey respondents indicated that they were more likely to apply to QMUL, or were already applying and attendance at a session had strengthened their desire to do so. More sessions are being planned for the next academic year.

Faculty Leadership Roles

From September 2019, Christina Perry will be taking on the role of Faculty Dean for Education, alongside Ioannis Kokkoris as Dean for Global Engagement. Interviews are still underway for the following positions:

Deputy Dean for Education – Teaching Innovation

Deputy Dean for Education – Teaching Excellence Framework and Student Experience

Deputy Dean for Research (Early Career Researchers) and Director of the Institute for the Humanities and Social Sciences.

Senate Report

Professor Wen Wang: Faculty of Science & Engineering

May 2019

The Faculty has made a number of senior appointments since my last report including:

Professor Peter Hobson will be joining us from Brunel, where he is currently Head of the School of Electronic and Computer Engineering, on 1st August as the new Head of School in Physics & Astronomy.

Professors Liz Tanner and Alan Drew have accepted the roles of Director of the Institute of Bioengineering and Materials Research Institute respectively.

There have also been a number of promising developments in our objective to diversify our education provision:

In collaboration with Newham College, we have successfully bid for a £28m award to become one of the twelve Institutes of Technology created by the government with the objective of establishing a high-quality route to gain skills and technical qualifications, comparable to going to university. This activity originated in SEMS but there is potential for the remit to be broadened to cover other disciplines in the future.

The Institute of Coding, which is led by EECS, continues to be successful in tendering for new partnerships with employers providing degree apprenticeship pathways. Both Tata and British Airways have already confirmed between 20-30 places on these pathways for September 2020. Discussions are ongoing with the BBC and other employers to increase recruitment to these new pathways.

As the start of the new academic year looms, the Faculty is monitoring applications to both UG and PGT programmes. The exponential growth in interest in Computer Science programmes, particularly Big Data and AI, is welcome in supporting the growth of our PGT portfolio. However, we are keenly aware of the resource implications for the school and we are working closely with the Head of School and his senior management team to ensure appropriate resources are in place to support recruitment of a larger cohort while still providing an excellent student experience.

In research, we are delighted to report that we have received a 25% increase in the funding allocation to our DTP in 2020/21. The provisional two-year allocation is £1,851k compared to £1,477k in the previous funding round.

Finally a team led by Dr Guang Li in SEMS has successfully bid for one of two awards from Wave Energy Scotland (WES) to develop an adaptive hierarchical model predictive control framework for wave energy converters (WECs). This award of nearly £0.5m supports our research excellence in energy conversion efficiency and potentially paves the way for commercialisation of a technology which manages the efficiency and safety of wave energy converters.

Professor Stephanie Marshall, Vice-Principal Education

Update Report for Senate, June 2019

1. VP Education and Deputy VP Education Roles

The post of VP Education was advertised but not filled. I am delighted to have been asked to continue in the role for a further year and to be able to continue to build on the initiatives I have started to improve us in the TEF and deliver an outstanding experience for our students.

To help me in the delivery of successful discipline TEF results in January 2020 (being supported by the Going for Gold approach) and segueing into the aims and objectives of the 2030 Strategy, we recently advertised for two fixed-term academic leadership roles of Deputy Vice Principal Education: one for Executive Strategic Projects and the other for Education Programmes. The names of the appointees will be announced shortly.

2. Strategy and Enabling Plan

The newly approved and launched QMUL Strategy 2019 – 2030, with its vision “to open the doors of opportunity”, is based on our two main core areas of activity: firstly, education and the student experience and secondly, research and innovation. I hope readers will recognise the vision for the education and student experience: “We will deliver an outstanding, inclusive, world-class experience, co-created with our diverse student body, enhanced by our world-leading research and latest technological developments” as many of you were involved in its co-creation!

The 2030 strategy will be supported through the Education and Student Experience Enabling Plan, which includes clear progress measures to support Key Performance Indicators (KPIs) such as reducing schools’ Not Eligible to progress (NETP) metrics, increasing schools’ NSS results, closing the BAME attainment gap in each and every school. There are five strategic objectives. Four of these have been carried forward from the “Going for Gold” (GfG) project, ie Excellence in: Education; Student Engagement; Employability and the Learning Environment. The fifth strategic objective is Recruitment and Access. We aim to be the most inclusive and diverse Russell Group University, ensuring that anyone can flourish irrespective of background, and to raise the profile of QMUL so that any student who wishes to apply is fully aware of our strengths and unique offering.

The GfG Steering Group will continue to monitor and drive forward the four pillars of the GfG project, to realise the quarterly targets as worked up with the Operating Group. This approach will inform the governance arrangements for delivery of the 2030 Education and Student Experience enabling plan.

Portfolio Review and Graduate Attributes

In line with our Enabling Plan, the first three years will focus on a Portfolio Review (Programmes, modules, curriculum and pedagogy), led at the Faculty and School level, to ensure that all our programmes demonstrate clear coherence and progression for students and are aligned with the overarching QMUL Graduate Attributes. The process for this is being considered with the Deans (Education), being mindful of competing priorities, and will be discussed in more detail at the Faculty and School level in due course.

Work is underway to refresh the QMUL Graduate Attributes framework, which is crucial to effective roll out of this portfolio review, to ensure that each and every programme is aligned to the deliver what employers can expect from a Queen Mary graduate.

3. Education Away Day

The first of our two annual Education Away Days provided the opportunity to for the new 'Education Strategy Group' to come together, consider the Education Enabling Plan (built out from GfG), and hear from the Faculty Deans (Education) about key priorities. This strategy group comprises Deans and Directors of Education, SU Executive Officers and Student Experience Managers. Cross-faculty group discussions focussed on the main issues highlighted in schools' Student Experience Action Plans (SEAPS), a session on Transforming the Experience of Students through Assessment (TESTA) and discussions some broad guidelines to inform our approach to Academic Advising. Feedback from attendees was very positive. Both the Academic Advising and Assessment frameworks are being worked up in a consultative fashion, to include recommendations regarding appropriate training and support, by Professor Anthony Michael and Dr Henri Huijberts respectively. A further Away Day is planned for the autumn term with the date to be announced shortly, where further updates and considered views will be taken into account.

4. Student Surveys

The NSS closed on 30 April with the university achieving a response rate of 71%, up from 68% last session. Results will be received in early July. PTES closes on 31 May. UKES closed on 29 March with a participation rate of 9%, the same response rate as last session. A report will be prepared in August once all the results are in.

5. BAME Attainment.

As part of its work to reduce the BAME attainment gap, one of the desired outcomes of the GfG 2.4 workstrand working on developing an Inclusive Curriculum, led by Redwan Shahid (SU VP Education), will be rolled out further in 2019-2020. To support our thinking, QMUL has been selected to take part in a European Project exploring effective curriculum designs. This project includes the aim of supporting the enhancement of sector-wide understanding of what embedding EDI in the curriculum looks like. It will explore the obstacles and opportunities available for embedding EDI in the curriculum, at the same time as exploring frameworks, good practice, and ensuring 'fit for purpose'. The first meeting is to be held in Brussels next week, with the subsequent session being hosted by Queen Mary.

Vice-Principal (International) Report to Senate

International Strategy, Policy and Partnerships

- The university's overarching 2030 Strategy has set ambitious goals to increase overseas student numbers, both in absolute terms and as a proportion of the wider Queen Mary University of London student community. On the basis of these targets, overseas student recruitment and international activities will account for over 40% of the university's total revenue by 2030.
- An inaugural joint meeting of the Queen Mary Global Policy Institute's (QM GPI) external Advisory Board and internal Steering Group took place in May 2019 to refine the vision for the Institute's future development, and to consider the qualities which will set the QM GPI apart from other, comparable institutes. The QM GPI will aim to lead by example in its emphasis on stakeholder-led, inclusive and participatory policy-making; commitment to inter-disciplinary approaches; and the use of strategic partnerships to enhance impact. This broad vision will be developed and refined by the inaugural QM GPI Director (further details below).
- With brokerage from a former UK Ambassador to South Korea and the UN (now acting as an Adviser to Queen Mary), the university has continued its programme of engagement with UK Ambassadors Designate - briefing incoming new Ambassadors on Queen Mary's excellent teaching, research, innovation, and inclusive agenda prior to them taking up their posts overseas. Since the previous Senate report, pre-departure meetings have been held with Her Majesty's Ambassadors and High Commissioners Designate to Belgium, Indonesia, Sri Lanka and Cambodia.
- Colleagues from Universiti Sains Malaysia will visit Queen Mary in June 2019 to continue discussions around Queen Mary's role in supporting the Ministry of Health in Malaysia with the development of postgraduate online training, financing of healthcare systems, and national policy frameworks.

Staffing

- Recalling the above stated importance of overseas recruitment and international activities to the fulfilment of the university's 2030 Strategy targets, staffing levels within the Queen Mary Global Engagement Office team will be increased through a number of new appointments to be made during academic year 2019-20. The function of these will be to better support overseas student recruitment, outward mobility for Queen Mary students, alumni engagement, and capacity to build and actively maintain high quality partnerships with overseas universities, business and industry. It is expected that a new overseas office focusing on the ASEAN region will open in Malaysia.
- The selection process for the inaugural Director of the Queen Mary Global Institute has concluded. The successful candidate has a superb track record in translating complex multi-disciplinary research into real-world policy impact. A full announcement will be made in due course. The new Director is expected to take up the role, based at the Mile End campus, in early September 2019. They will be supported in their work by a new Administrator role.
- Sean O'Connor joined Queen Mary in April as Head of Global Projects and Policy. Sean was previously Head of International Engagement for Universities UK International, where he managed a team covering Asia, Australasia, the Americas, the Middle East and North Africa. He

has extensive experience of high level policy engagement with UK and overseas government, and an extensive network of contacts across UK and overseas higher education systems.

Overseas engagement

- With brokerage from Professor Alastair Buchan, Head of Brexit Strategy at the University of Oxford, Queen Mary University of London has been invited to explore a role in the Oxford-Berlin Research Partnership. The Partnership comprises Oxford and the four leading Berlin research-intensive universities (the Humboldt University, Free University, Technical University, and Charité university hospital – one of the largest and most highly regarded in Europe). Exploratory meetings were held with senior leaders of these institutions in Berlin during May 2019.
- The VP (International) and Head of Global Projects and Policy represented Queen Mary University of London at the British Council's flagship Going Global conference in Berlin. High value relationships were established or refreshed with, inter alios: the Chairman of Pakistan's Higher Education Commission; the International Education Association of South Africa; Director General level contacts at the Ministries of Education of Malaysia, Thailand, and Vietnam; and the Director General of the University Grants Commission of India.
- Following a cross-disciplinary delegation of academics to KU Leuven in January 2019, led by the Dean for Europe, the strategic partnership between KU and Queen Mary continues to develop in a range of discipline areas. A delegation of Queen Mary academics will present at meetings hosted by the KU Leuven Rega Institute (with renowned expertise in immunology, inflammation and infection) in July 2019.
- A successful delegation of Queen Mary staff, led by the VP (International), visited leading universities in Japan and Korea in March 2019 to initiate new strategic partnerships. The programme of meetings encompassed visits to Yonsei and Seoul National universities in Korea, and Waseda, Nagoya and Kyoto universities in Japan.
- The VP (International) will travel to Brazil in June 2019 for meetings relating to the government of Brazil's national programme to support the internationalisation of Brazilian universities ('PRInt'), and for wider discussions with the Federal University of Rio Grande do Sul. A workshop will be held in October 2019 in partnership with Brazil's Oswaldo Cruz Foundation ('Fiocruz'), a world leading institution based in Rio de Janeiro, specialising in areas including public health, climate change, genetics, and disease control.
- The Queen Mary Principal will lead Graduation Ceremonies at Chinese partner institutions with which Queen Mary delivers joint programmes during the week commencing 22 July 2019.

Inbound visits

- The Resilient Futures India Initiative (RFII) was launched in early February 2019 in Delhi with engagement from almost 20 partner universities, NGOs and private sector organisations. The second phase of RFII activity will take place in London on 3-4 July 2019, with the backing of the Commonwealth Secretary General, the Rt Hon Patricia Scotland QC. The meetings are designed to develop projects on health systems, mental health and domestic violence in India.
- Following the success of the 2018 Erasmus+ supported staff training week for staff at European partner institutions, Queen Mary will again host European colleagues from 25 European universities for an intensive programme of meetings the week commencing 17 June.

- During the same period (week commencing 17 June, the Global Engagement Office will host its Biennial Agent Conference, bringing colleagues from 45 of our overseas representatives to London to learn more about the university, new programmes for 2020 and the 2030 Strategy.
- For two weeks, from week commencing 17 June, Queen Mary's School of Law, in partnership with the Queen Mary Global Policy Institute, will provide a training programme for 35 representatives of the Thai Judiciary on Consumer Protection Law. This is the second such visit to Queen Mary for the Thai Judiciary in 2018/19, following the training programme on Employment Law delivered in September 2018.
- Queen Mary's relationships in Malaysia continue to go from strength to strength. The University of Malaya will visit on 14 June to discuss study abroad programmes, alumni engagement, institutional management, and data management systems. In addition, Universiti Teknologi Petronas (UTP) will send a vice-chancellor led delegation in July 2019 to discuss collaborations (focusing on science and engineering), including student exchange, research collaborations and joint workshops, visiting Professors, and joint projects.
- Queen Mary will host the prestigious international conference of the Chinese Academy of Sciences, drawing a range of high profile contributors, in July 2019.
- Queen Mary will host a delegation from the University of Macau in June 2019, led by the Rector.

Senate update from VP, Policy and Strategic Partnerships: May 2019

Context

I joined Queen Mary on 2 January 2019, after 26 years in the Civil Service, most recently as Director General for Higher and Further Education in the Department for Education. The aim of my role, working with other members of the senior team and colleagues across the institution, is to help Queen Mary raise its profile, be more strategic and joined up, and have more impact, more reach and more influence, for the benefit of staff and students. In my first few months, I have been meeting colleagues from across the institution to understand the issues, challenges and opportunities for Queen Mary, and how best I can support and help drive things forward in the context of the new Strategy 2030.

In addition to meeting Queen Mary colleagues and getting to know the University, I have also maintained my contacts with the Department for Education, BEIS and the Office for Students, and got in touch with former colleagues overseas – . I (and Sharon Ellis) have engaged with the GLA – Sharon in particular on the industrial strategy - and as result of our successful bid to develop an Institute of Technology, we have been invited to join the GLA's High Level Skills Advisory Board, and been invited to do some work with them on research impact and evidence in support of their policy making. With Steve Thornton, VP (Health), Sharon Ellis and Joanne Jones, I am a member of the joint QM/Barts strategy group to support development and delivery of our life sciences ambitions at Whitechapel.

Institutional Strategy

Work on updating the enabling plans to underpin the new institutional strategy has been ongoing. I see my role as supporting key parts of the delivery of the research, education and global engagement enabling plans, and am agreeing with colleagues where my focus should be. The areas that I am looking at are: careers - employability and placements; alumni relations and fundraising; CPD and Executive Education; partnerships; and public engagement. Examples of current activity include: working with the School of Business and Management on employability; the School of Economics and Finance on competing to be the apprenticeship training provider for the Government Economic Service fast stream masters; and working on data science opportunities with EECS and Sharon Ellis for students with BP and the Office of National Statistics (with thanks to Adrian Bevan for the introduction to the ONS).

Industry Forum

I am also working to help better coordinate our engagement with industry across the University. To that end, I have set up an industry forum with the following aims:

1. To discuss, share and leverage the full range of industry contacts that various functions within the University hold

2. Increase collaboration between the different professional service functions and academic schools as a whole
3. To identify and investigate any current challenges regarding QMUL's engagement with industry and provide solutions or present options for consideration by the Senior Executive Team or PSLT.

Membership consists of a core group of Faculty and Professional Services staff as follows:

- Vice Principal for Policy and Strategic Partnerships (Chair)
- Deputy VP Enterprise
- EA to VP Policy and Strategic Partnerships (Secretary)
- Degree Apprenticeship Manager
- CPD Manager
- Director of Global Policy Institute o/a
- Head of Public Engagement
- Head of Careers and Enterprise
- Development and Alumni Manager
- QMSU Chief Executive
- Director of Queen Mary Innovation
- Director of Research Services
- Head of Business Development
- The Deans for Taught Programmes (S&E, HSS, SMD) – Deans to co-ordinate responses from School Industry Advisory Boards, year in Industry programme coordinators and other school related teaching activity.

The Industry Forum has met twice so far with a third meeting scheduled for early July.

Institute of Technology (IoT) successful outcome

The Department for Education announced in 2017 a new £170m capital fund to develop a network of IoTs across the country. Queen Mary and Newham College of Further Education have led a partnership of employers and education providers to develop an Institute of Technology to open at Albert Island in the Royal Docks (London's only Enterprise Zone) in 2021/22. We bid for £28m joint capital grant (DfE £18m and GLA £10m from the Skills for Londoners Capital fund). From over 100 initial expressions of interest and 35 bids shortlisted at Stage 1, we were successful in our bids to both the DfE and the GLA, with many thanks to David Lee, Jamie Hilder and James Busfield of SEMS and other partners for all their work on this.

One area of focus for the Institute of Technology will be on transport. There are significant skills shortages in the transport sector. The emergence of new technologies leading to for example smart roads and digital rail means that the country needs new skills and capabilities to operate and maintain a more technologically advanced and data rich transport infrastructure. With the existing workforce, over half will have retired in the next ten years, and the remainder will need new skills; at the same time, more people need to be

encouraged to be trained for jobs and careers in transport and logistics. We, working with Newham College and employers, will work to design the IoT to help play a significant part in tackling the capacity and capability challenges across the 4 Rs – rail, road, river and runway. The IoT will be located next to London's first new Shipyard to be built in 300 years, and focus on delivery of:

- T levels
- Higher and Degree apprenticeships
- Specialist transport engineering degrees
- Industry-linked PhDs and research; and
- Commercial Professional Development.

We now need to complete due diligence before entering finalised financial and legal agreements with the Department for Education, Greater London Authority and others after the summer. I am the VP sponsor for this programme of work, and we have set up a QM steering group with a mix of Faculty and Professional Service Staff to oversee the development and delivery of this IoT from a Queen Mary perspective, reporting to the Senior Executive Team and Council as appropriate.

Other Responsibilities

I am the chair of the REF Equality and Diversity Group, the Wellbeing Champion for Queen Mary, and the interim chair of the Equality, Diversity and Inclusion Steering Group. I am a member of Council and am the Queen Mary representative on the Board of the Medical College of St Bartholomew's Hospital Trust. I have also been invited by the Royal Society to join the Strategic Committee established through the Council for the Mathematical Sciences (CMS) to take forward the findings of an independent review of Knowledge Exchange in the mathematical sciences entitled "The Era of Mathematics", undertaken by Professor Philip Bond.

Senate Research Update – May 2019

1. Institute of Technology

The Queen Mary-led application to establish a London Institute for Transport Technology at Albert Island in the Royal Docks has been successful. The IoT collaboration with Newham College and Anchor (plus other employers) will support approx. 1600 learners at levels 3-8. Funding bids to both the DfE (£18M) and GLA (£10M) to establish the IoT were successful, as announced in early April.

2. University Enterprise Zone bid

A £1.5M bid for a UEZ was submitted to Research England to expand QMB Life Sciences incubation space at Whitechapel. There has been strong support for the bid from external stakeholders, including GLA, Tower Hamlets, Capital Enterprise, Alan Turing Institute, Digital Catapult. The result will be announced in June.

3. EU funding successes

Queen Mary has performed very well in the latest rounds of European Commission funding calls. We have been awarded:

- €4.6m in ERC funding – including three fellowship grants and two Proof of Concept awards
- 13 MSCA IF fellowships are to be hosted at QM - total value €2.8m
- A further €3.5m across six other H2020 and Erasmus+ grants

4. GCRF Strategy refresh

Work is underway to update the institutional GCRF QR strategy. New funding opportunities will be announced for 2019/20 to support the development of ODA-compliant research in strategically important regions.

5. Research Excellence Framework preparations

REF Equality and Diversity Group: the new group, chaired by Philippa Lloyd, held its first two meetings in March and April.

REF Equality and Diversity Training: the first REF2021-specific EDI session was held on 9 April for those involved in institutional REF preparations. The training will be repeated to ensure full coverage across the university.

Institutional environment statement: a first draft has been produced and is being consulted on and revised in light of the recent publication of institutional environment guidance.

2019 Dry Run: UoA meetings are underway across the three Faculties, working to a staggered timetable to try to ease the central management of the process. Research environment panel meetings are being held to establish scoring for modelling purposes of REF5b environment statements for the UoA Dry Run meetings and to provide feedback on the narrative statement drafts. Work continues on impact case studies and Faculty panels will establish scoring and feedback on drafts of case studies for Dry Run modelling purposes.

Staff circumstances and research independence: work has started with HR on developing processes to allow REF eligible staff to declare individual circumstances and for 'research only' staff to make a case that they are independent researchers.

Staffing update: Andrew Loveland has started in the new role of Planning Manager (Academic Performance) and will act as the Professional Services lead for REF. Recruitment for a Grade 4 analyst to support Andrew has been completed and successful candidate will be starting in June. An Impact Officer for Science and Engineering has been appointed and will be joining the team on a full-time basis in July.

Impact training: recent and forthcoming training events include the HSS, Pathways to Impact, (April 2019) and The Parliamentary Office for Science and Technology (POST) workshop (June 2019) on "Parliament for Researchers". This training has been delivered alongside one to one support for development of pathways to impact.