



Senate

Paper Title	Vice-Principals' reports
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)

SCHOOL OF MEDICINE AND DENTISTRY – REPORT TO SENATE OCTOBER 2019

Undergraduate and postgraduate recruitment

The admissions position for Autumn 2019 entry currently registers an increase in year-on-year applications for PGT, with an accelerated rate of enrolments in the first week of October. The recruitment position is currently changing on a daily basis. Both the MBBS programme and the BDS programme have recruited to target.

MBBS Malta

45 students are currently onsite at our Malta campus, representing 15 additional students above target. The completion of the main teaching building is now scheduled for November with handover during the Christmas period in preparation for teaching in January 2020.

Research Awards

In the 2018/19, the SMD had a record year with respect to research income, having been awarded £102m in grants, an increase from £85m in 2017/18. PGR recruitment has been very successful this year, with 523 students enrolled, up 23% on 2016. We have been successful in the awarding of a £5.3m Wellcome Doctoral Partnership for health data, which is a major advance and contribution to the University's digital health agenda. Since August, we have had the following major grants awarded (£12.3m to date):

- Identifying molecular pathway responses to immune-mediated inflammatory diseases, £1.8m funded by Horizon 2020 (Pitzalis)
- Drug resistance in acute myeloid leukaemia, £1.6m funded by Cancer Research UK (Gribben)
- Recognition, Diagnosis and Treatment of True Pathological Short Stature (TPSS) in Children, £1.8m funded by NIHR (Storr)

We are particularly pleased that collaborative efforts in GCRF funding are paying dividends with the award of £193k to Professor Timothy Brown (Geography) and co-investigators Professor Andy Prendergast (SMD) and Professor Kavita Datta (Geography). This is an excellent model for interdisciplinary and inter-faculty collaboration, and we look forward to further working across faculties on combining expertise in University research priority areas.

Faculty Institute of Population Health Sciences

Following approval from The Senior Executive Team in May 2019, a consultation was launched with staff in July to which a response has been submitted. The new institute will go live and autonomous on 1st December 2019.

Staff Awards

Congratulations to Professor Federica Marelli-Berg who was awarded the BHF Heart Hero Award for Science Communication

Congratulations to Professor Maralyn Druce whose outstanding contribution to teaching has been recognised through her being appointed as a National Teaching Fellow.

Congratulations to Professor Sir Mark Caulfield who was awarded a knighthood in the Queen's Birthday Honours list for his pioneering work in genomics.

VP Report to Senate – Faculty of Humanities and Social Sciences

October 2019

BAME Studentships

It was reported in June that in 2019-20 the Faculty are offering two fully funded (fee waiver and stipend) studentships at PGT level to Home BAME (black, Asian and minority ethnic) students, who have previously studied at QMUL. I am now pleased to confirm that we have awarded these studentships to Leah Colborne and Mohamed Omar-Ejjbair. Leah will be undertaking an MA in Contemporary Writing and Mohamed will be studying for an MA in Comparative Literature.

Research

The value of our research grant awards has increased by 23% between 2017/18 and 2018/19 to £9.1M. The value of research applications has also increased over the same period by 35% to £63.2M

This academic year we have four new Leverhulme Early Career Researchers and four British Academy Post-Doctoral Fellows joining the Faculty and Early Career Researchers Network. Moreover, the Faculty has been very successful in obtaining two of the 20 nationally awarded prestigious Global Professorship Awards from the British Academy: Professor Nicola Piper, School of Law, is working on “Unpacking the Global Governance of Migration: the Role of Global Processes and Institutions in the Realisation of Decent Work for Migrants” and Professor Michael Gamer is joining the School of English and Drama, and will be working on the project “Romantic Melodrama: Feeling in Search of Form”.

Queen Mary Lectureships in the Humanities and Social Sciences

In the previous report to Senate, it was noted that the Faculty were recruiting to permanent Lectureships across the disciplines in the Humanities and Social Sciences. I am pleased to confirm that these 16 new Strategic Lecturers started in September 2019 and will support the interdisciplinary initiatives of the Institute of Humanities and Social Sciences (IHSS) and their host Schools.

Faculty Leadership Roles

The Faculty has now fully recruited to all leadership positions. The new Dean for Education, Christina Perry, will be joined by two deputies: Elizabeth Gillow will be taking on the role of Deputy Dean for Education – Teaching Innovation, alongside Chris Phillips as the Deputy

Dean for Education – Teaching Excellence Framework and Student Experience. Adrian Armstrong has been appointed to the post of Deputy Dean for Research: PGR and Simon Reid-Henry has been appointed as the Director of the Institute for the Humanities and Social Sciences. Ioannis Kokkoris also now begins his formal term as Dean for Global Engagement.

Senate Report

Professor Wen Wang: Faculty of Science & Engineering

October 2019

In recent months the Faculty has been heavily involved in the recruitment of new students to our programmes. We were delighted to reach our overall Faculty recruitment targets whilst still maintaining a BBC acceptance threshold – this is a clear reflection of the higher calibre of applicant the Faculty is now attracting. More importantly, this will support our objective to improve NETP by ensuring students have the pre-requisite skills to thrive on our programmes. We will continue to offer our foundation pathway for those who are unable to meet the required standard at A-level. The only area where our recruitment did not meet targets was in overseas undergraduate – we will work with our colleagues in the Global Engagement Office to address this and ensure we achieve target in all areas in September 2020.

In addition to the 1,900+ students we have welcomed to our Foundation and Year 1 programmes in the UK, we have also successfully recruited an additional 1,146 to our three TNE programmes in China.

Since my last report we have made a number of strong appointments to support our research strengths within the Faculty. Professor Malcolm Perry (previously of Cambridge and Princeton) has joined SPA as *Professor of Theoretical Physics*. His work has been at the very forefront of our understanding of quantum gravity and black holes. His work with Stephen Hawking and Andy Strominger (Harvard) is the most significant step to solving the long standing *information paradox* for blackholes.

In EECS, we are delighted to welcome Professor Tony Brown, an internationally recognised expert in antenna design by both academia and industry. His research interests cover the areas of radio-astronomy instrumentation, radar, communications, antennas and propagation and he has more than 110 publications in these areas. He is a Fellow of the IET and the IMA, a Senior Member of the IEEE and a Member of the IOD.

Members of the Faculty have continued to be successful in bidding for substantive grants from UKRI, the EU and other sources. Most notably Dr Iwan Jones from SBCS, has led a successful consortium bid for EU Interreg Project funding on 'Preventing Plastic Pollution'. Over £12m of funds have been granted over 5 years and Queen Mary will receive approximately £2.4m of this sum.

We are also delighted that Dr Jan Mol in SPA has been identified as one of the UK's future leaders at the cutting-edge of research and has subsequently been selected by UK Research and Innovation (UKRI) to receive a Future Leaders Fellowship. His research focuses on overcoming the world's energy challenges by molecular scale heat engines and refrigerators.

Finally, the School of Mathematics was able to reoccupy the Mathematics Building before the start of the new academic year. The building has seen an £18m transformation and provides a range of high-quality teaching, learning, working and social spaces for staff and students.





Senate

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 2019/20: 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, We have set up a programme of work to ensure our submission is the best it can be. We are also introducing training programmes for the Head of Schools through the newly formed Queen Mary Academy.
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	Prof Stephanie Marshall, Vice-Principal (Education)
Sponsor	Professor Stephanie Marshall, Vice-Principal (Education)

Vice-Principal (Education) Update, October 2019

2019/20 student admissions

Recruitment and Clearing: Admissions position for September 2019 entry

The Admissions team is still working through the final stages of processing applications and confirmations for programmes starting in September 2019. A near final report is possible:

Undergraduate To date we have accepted over 1100 new students through Clearing, although a new service provided by UCAS has resulted in over 400 students previously placed at Queen Mary releasing themselves into Clearing. New Confirmation and Clearing dashboards developed by the Strategic Planning Office and Admissions have supported better-informed operational planning and decision-making. These included a new 'Unconditional Firm Aim', i.e. the number of students we need to recruit allowing for attrition during Confirmation and Clearing, as well as non-enrolments, in order to hit our 1st December student intake target.

We currently have 4288 home UG enrolments against the target of 4197 and 831 UG against the target of 984 for overseas students, with 116 still eligible to enrol.

A task and finish group has been working on improving the support students receive from Schools and Institutes, as well as central services, during the period of transition from results day to enrolment, and we look forward to seeing a lower attrition rate as a result of various initiatives that are underway.

Taught Postgraduate We continued to take applications from overseas students until 2 September and Home and EU students until 9 September, with some Distance Learning programmes open to new applicants until 16 September. The Admissions team continues to confirm places until the end of the enrolment period and so the final admissions position will not be known until early October. The PGT overseas numbers are currently 2817 against the target of 2722. PGT home are 1838 against a targets of 1903.

Student Survey Results

Our NSS 2019 results were somewhat disappointing in that our Overall Satisfaction score (Question 22) dropped by 0.5. Nevertheless, we saw overall improvement in the following areas: the Student Voice (up 1.7), Assessment and Feedback (up 1.1), The Teaching on My Course (0.4), Learning Resources (0.8). These were key objectives of the Going for Gold (GfG) programme and should provide encouragement to all that when we focus on particular areas, and work collectively to support our students, we can better satisfy their needs.

Teaching Excellence Framework

Our preparations for TEF5 continue. In June 2019 we received detailed feedback from a panel of external experts led by Professor Helen Higson (Provost, Aston University and a TEF Panel Chair) on the draft subject submissions. I held 21 individual meetings with each subject and faculty to discuss with them their detailed feedback and each school has submitted a list of what they will be doing to address the issues raised from their submission. Subjects have also submitted a short action plan on their NSS results.

We held meetings with subjects in September to go through the analysis of cores, splits and contextual data to ensure that it is fully understood by all before the second draft subject submission in November. Subjects are to be sent a draft template for their submission and focused workshops will be held in October and November on topics such as how to use our research

strengths, how to embed the student voice. When the TEF5 metrics are received (expected October/November) a rigorous statistical analysis will be undertaken to see if positions have changed.

Subjects will submit their second draft subject narrative by 7 November, and these will be considered by myself, the Deputy VPs Education and Deans of Education, chaired by Professor Higson, and constructive written feedback will be given to subjects by 22 November. The final subject submissions will be submitted by 6 January 2020.

Education Enabling Plan

The Education Enabling Plan follows on from the GfG project plan, and will continue in the GfG Project format. This is to be discussed at the next Education Strategy away day (28th October), which comprises DVPs, Deans, Deputy Deans and Directors of Education.

GfG

A review of the GfG has been undertaken by an external consultancy who have interviewed 23 leading stakeholders, and they will be publishing a report later this month.

Education Excellence Awards and President and Principal's Prizes

Following the success of the 2018/19 Education Excellence Awards and President and Principal's Prizes. I am delighted to confirm that these are once again being offered for 2019/20. The awards criteria emphasise that individuals and teams will be recognised for identifying an issue or area for improvement or innovation which aligns with the Going for Gold/2030 strategy and highlights work to address it through an evaluative and evidence-informed approach.

The deadline for submissions is Monday 11 November 2019 and the Presentations will be made on Tuesday 10 December 2019. More information can be found [here](#).

Education Leadership for 2019/20

Following the appointments of Professor Anthony Michael as Deputy VP (Education: Strategic Projects) and Professor Jo Brown as Deputy VP (Education: Education Programmes); we have agreed that their focus for 2019/20 will be as follows:

- Professor Anthony Michael: Going for Gold, Academic Advising
- Professor Jo Brown: Portfolio and Curriculum Review, Programme Approval processes

My focus for 2019/20 will be leading on the TEF5 Submission, leading on the formation of the QM Academy and academic oversight of Estates matters. Over the summer I devised the format and content for the QM Academy HoS Leadership Development Programme in September. Colin Bailey introduced the 2 day induction and it was warmly received by the participants. This programme will run until March 2020 with, 7 full day session and 15 group sessions. The Directors of Education programme, commenced last year, will recommence in November. We have recently developed a Programme Directors programme, which will be offered as a pilot in HSS, in January 2020 (to be facilitated by Prof Stefan Krumaker, SBM).

Vice-Principal (International)
Report to Senate – 17 October 2019

International Strategy, Policy and Partnerships

Queen Mary University of London ranking

1. Queen Mary has achieved a substantial rise in the 2020 edition of the Times Higher Education World University Rankings, leaping from 130th position to 110th globally. The university also improved its ranking for 'international outlook' (proportion of international staff and students; number of internationally co-authored publications): now 19th globally, and second in the UK.

New UK 'Graduate' post-study work visa to launch for 2020-21 international student intake

2. Following years of campaigning by UK universities and sector organisations, particularly UUK International, the UK Government has announced that a two-year post-study work visa will be (re)introduced for international students studying in the UK from 2020/21 entrants onwards.
3. This policy change brings the UK into line with the post-study work opportunities offered by other major study destinations such as Australia, Canada, and the USA. It will be attractive to all international students, but may have particular benefit in countries such as India where there had been particularly sensitivity to the removal of UK post-study work opportunities since 2011.

From the official announcement earlier this month:

The new 'Graduate' route will be open to all international students who have valid UK immigration status as a student and have successfully completed a course of study in any subject at undergraduate level or above at an approved UK Higher Education Provider. The visa will allow eligible students to work, or look for work, in any career or position of their choice, for two years after completing their studies. [...]. After the two years, they will be able to switch onto the skilled work visa if they find a job which meets the skill requirement [...].

Queen Mary meetings with new UK Ambassadors

4. The University's programme of engagement with new UK Ambassadors, designed to build Queen Mary's influence and reputation internationally, continues. Forthcoming meetings will include the UK Ambassadors and High Commissioners to Dhaka, Islamabad, Moscow, and Washington.

Distance Learning – 'Queen Mary Online'

5. To support the Vision 2030 strategic objective to massively expand distance learning (DL) provision, with a headline target of 10,000 distance learning students by 2030, a small delegation of senior Queen Mary staff undertook a rapid scoping visit to Arizona State University, the number one university offering DL programmes in the United States. While ASU's values and strategic motivations for DL differ from Queen Mary's, the QM delegation learnt a huge amount from ASU's decade of experience, and very large investment (400 dedicated staff, 55,000 enrolled students) in the success of its DL operations. The scoping visit will substantially and positively influence the approach to design, development, promotion and delivery of future DL at Queen Mary.

Partnerships update

6. In June 2019, the University signed a new 5 year agreement with the China Scholarship Council (CSC), offering 60 PhD fee waivers per year to CSC award holders.
7. In September 2019, the Vice Principal (International) attended the Sino-British Symposium for Materials Research at Sichuan University, to further develop a proposal to establish a fourth Joint Programme in China, in line with Queen Mary's 2030 strategy. He met with the President of Sichuan University, Party Secretary, and local government officials.
8. New study abroad partnerships have been agreed with a range of prestigious US universities including Georgetown, Dartmouth and Cornell.
9. Relationships with China's elite 'C9' group of universities are under construction, beginning with Summer School recruitment, with a view to expand to other areas of collaboration in the future.

Recruitment update

10. Student numbers for the 2019-20 enrolment cycle are still to be confirmed. The forecast suggests a mixed overseas recruitment picture, with significant growth expected for on-campus postgraduate taught programmes offset by shortfalls against target for Distance Learning programmes and undergraduate students. As expected with the external political climate, a slightly reduced intake is anticipated for European students relative to the position in 2018. The recent, welcome announcement of the restoration of a (two year) post-study work visa for international students who have studied at a UK university, scheduled to be introduced for the 2020-21 intake onwards, should support growth in overseas applications for 2020 entry, particularly at the postgraduate level.

Staffing

Inaugural Director of the Queen Mary Global Policy Institute

11. Dr Catherine Fieschi joined Queen Mary on 2 September 2019 as inaugural Director of the Queen Mary Global Policy Institute. Dr Fieschi established and was Director of 'Counterpoint', a research and advisory group focused on understanding trends shaping citizen and consumer behaviour to improve decision-making. Her previous roles include that of Director, Research at the British Council and Director of the think tank Demos.
12. Additional new appointments which will support the success of the university's international strategy and impact agenda include Mr Pete Biggs, who has joined Queen Mary as International Communications Manager, and Mr Philip Gill, who has joined as Strategy Support Officer in the School of Medicine and Dentistry. A Global Projects and Policy Manager is to be recruited to support international strategy, partnerships, and development of the QM Global Policy Institute.

Recent international engagements

Vice Principal (International) mission to China, Malaysia, Singapore

13. During September 2019 Professor Colin Grant, Vice Principal (International) led meetings in China, Singapore and Malaysia to advance opportunities for new joint programmes with Sichuan University; to secure consultancy and training agreements in healthcare and cyber security (Government of Malaysia); and explore options for collaboration with Singapore's Civil Service College. A new joint programme in

Computational Sciences with Sichuan University, with an initial intake of 240 students, is expected to operate from 2020.

Largest ever delegation of universities from Taiwan to the UK visits Queen Mary

14. Also in September 2019, Queen Mary hosted the largest ever delegation of universities from Taiwan to the UK (36 representatives) as part of a wider programme of meetings organised by UUK International. Medicine and Engineering were the main areas of interest for collaboration. The group were hosted by Professor Colin Bailey, Professor Irene Leigh (Dean for Global Engagement, School of Medicine and Dentistry), Professor Mauro Perretti (Dean for Research, School of Medicine and Dentistry), and Professor Yang Hao (Dean for Research, Faculty of Science and Engineering).

REDISUR network of Peruvian universities

15. In addition, Queen Mary hosted a small delegation representing the Peruvian RESIDUR network (Peru's Southern Universities) and the Universidad Andina del Cusco. Through mining royalties, Peru's southern universities have access to significant state resources for research and innovation activity but lack the capacity and expertise to make effective use of it; Queen Mary is looking at options to support the REDISUR network in improving research quality and impact.

Forthcoming international engagements

16. Queen Mary will host senior officials of the Bahrain Ministry of Health on 28 October 2019; the group wish to learn from QM's world-leading expertise in Genomics and will be hosted at Whitechapel.

17. Together with the Oswaldo Cruz Foundation, Latin America's preeminent scientific institution in health and biological sciences, Queen Mary academics will organise a major workshop in November 2019 focusing on themes such as infectious diseases, urbanisation and mobility, and sanitation.

18. The third round of meetings under the flagship Resilient Futures India Initiative (RFII), which brings together Queen Mary researchers and colleagues at leading Indian partner institutions to tackle complex themes such as environmental resilience, mental health, and domestic violence, will take place in Mumbai from 16-18 December 2019. The goal at this edition is to secure commitments from supporting organisations, philanthropic donors and business to achieve longer-term sustainability.

19. The Vice Principal (International), with other senior Queen Mary representatives, will lead a delegation to the United States and Canada in early 2020 to support the growth of high quality partnerships with leading US and Canadian institutions.

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

I am continuing to meet Queen Mary colleagues and get to know them and the University more broadly, as well as engaging with business and other stakeholders to understand their priorities and what they are looking for from us, in terms of recruitment, skills, problem solving or policy issues. As an example, BP, like other companies, are very interested in growing their pool of data science talent. Working with careers, we have very quickly set up and run a very successful pilot data science internship programme with BP, who were delighted with the calibre of our students. They are now considering how they might develop this further, and have asked us also to work with them on a pilot programme of legal internships where we need to connect up with CCLS, who already have links with BP. Prospective partners are also interested in CPD and Executive Education and I am working with others to help us develop a more agile position here.

Brief reports from groups I chair

The **EDI Steering Group** met on 7 June, 15th July and 27th September, with the next meeting scheduled for the end of October. Key issues discussed were key EDI challenges for the institution, policy development, training, events and impact assessments. We are looking to drive more consistent good practice across the institution through the implementation of locally developed practices at an institutional level. For example, the September EDISG agreed to the implementation of **menopause** and **fertility** policy statements.

More broadly, we are developing an approach to **embedding inclusion** more systematically **across the employment lifecycle**. How we do this is being developed by HR and being discussed with Faculties as part of firming up the proposition. The approach will involve ensuring that each stage of employment, from recruitment, induction, appraisal, reward and promotion right through to exit are clearly aligned with our mission and values. Work is already in progress to review our induction and leadership and management provisions and to introduce a behavioural framework.

The **REF Equality and Diversity Group** put our REF Code of Practice to an extraordinary meeting of Senate on 14 May for approval. It was approved with a couple of minor amendments and submitted to the UKRI REF team by 7th June for their consideration. In addition, we have emailed all REF-eligible staff to let them know the process for declaring individual staff circumstances for REF2021. Finally, as a result of the Equality Impact assessment of the results of the 2018 REF dry run, several actions were identified in respect of training, guidance and monitoring of REF decision-making groups.

A new **Honorary Degrees and Fellowships working group** has been set up and met for the first time on 3 September. The purpose of the group is to establish a more strategic, joined-up approach to Honorary Degrees and Fellowships, take an overarching view of the whole process from the nomination stage to post award engagement with Honorary graduands and Fellows, and identify areas for improvement. Membership of the working group includes the deans for global engagement, the head of the Principal's Office, and senior officers from Communications and Development and Alumni Engagement Directorates. The group agreed a revised nomination form and guidance which have now been circulated for this year's round of nominations. The next meeting of the group is on 28 October.

Throughout the summer, the **Institute of Technology steering group** to oversee the implementation of the proposal to set up a new Institute of Technology on Albert Island has

met regularly, and will continue to do so. We are working closely with the Department for Education, the Greater London Authority and Newham College as we work carefully through planning issues (it is a new build), and develop further our business case, legal terms, curriculum proposition, a range of engaged employers, staffing needs and forecast student numbers. It is the most complex of the Institutes of Technology announced by Government.

The first meeting of the **Reputation working group** took place on 17 September with the next meeting scheduled for 11 December. This Group will monitor progress against the KPI set in the University Strategy around improving reputation, and will own the reputation risk register. The Group will develop and agree a strategy for improving Queen Mary's reputation, with milestones, and then monitor progress and be held accountable against it. The Group will monitor a variety of indicators around reputation, including the brand tracker, scores in reputation surveys and other indicators as needed. The Group will monitor and update the reputation risk register at each of its meetings.

Two meetings of the **Industry Forum** have taken place: one on 3 July and the other on 16 September. At each meeting we share news on engagement with businesses, progress with trialling a common database to share intelligence and information on our partners so that we are more knowledgeable and agile in our engagement, as well as specific presentations on key data, and on a part of Queen Mary (most latterly) QMI so that we start to understand better what each other are doing and where the Queen Mary offer and infrastructure need developing and improving.

Other external engagements

I am a trustee of the Medical College of St Bartholomew's Hospital Trust, and have attended two meetings (on 12 June and 18 September), and a strategy event on 9 July.

I represent the University on the Tower Hamlets Partnership Group (meetings 26 June and 9 September, and attended the Tower Hamlets Partnership Business Summit in Canary Wharf on 24 June, where I participated in a panel session and facilitated discussions with business participants on the vexed issue of space and planning in the borough.

I have had meetings with a range of external stakeholders, including:

the Department for Education to discuss: the Augar review, likely direction on research and higher education with Boris Johnson as PM, and apprenticeship policy;

the Office for Students to discuss widening participation;

the GLA as part of building our relationship with them on the IoT and skills more broadly;

London Higher AGM 20 June;

Briefing meeting on London First offer to us 30 September;

Represented QM and spoke at JP Morgan sponsored QConsult event 19 July;

Morning of 10 July with Sutton Trust met selection of our degree apprentices at Goldman Sachs and Global Radio; the students were all impressive;

Interview with Guardian journalist on 18 September to promote our degree apprenticeship in social change working with charity employers, and very successful launch event on 25th September organised by Jamie Hilder (degree apprenticeship lead) and the School of

Business and Management. Much interest generated by the event and the article, with QM now asked to present the degree apprenticeship to a further 40 leading charities;

Meeting with Lendlease (Stratford), London Legacy Development Corporation, Infosys, Sky, and other business contacts made and being followed up at eg the Business Summit.

Visit to University of Warwick on 11 September to see their work on student preparation and employability with Emily Huns, head of Careers and Enterprise, and Tony Michael.

Specific alumni follow up meetings with David Russell (Morgan Stanley) on 5 July, and Sam Amrani (Tamoco), a tech entrepreneur on 6 September. Both are keen to work more closely with us on student preparation for life after university, with SBM working with David Russell in the first instance. I am working with the careers team to follow up my initial meeting with Sam.

Represented QM at the Russell Group DVC meeting in Sheffield on 19, 20 September, where issues discussed were pensions, sustainability, where next with the TEF (a presentation from Professor Chris Husbands, chair of the TEF panel and VC of Sheffield Hallam), a forward look on admissions and future strategy from the Chief Executive of UCAS, and a tour of the much-lauded University of Sheffield Advanced Manufacturing Centre.