



**Senate**

<b>Paper Title</b>	<b>Vice-Principals' reports.</b>
<b>Outcome requested</b>	Senate is asked to <b>note</b> the Vice-Principal's reports.
<b>Points for Senate members to note and further information</b>	N/A
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	N/A
<b>Strategy and risk</b>	N/A
<b>Reporting/consideration route for the paper</b>	N/A
<b>Authors</b>	Professor Irene Leigh, Interim Vice-Principal (Health) Professor Matthew Hilton, Vice-Principal (Humanities & Social Sciences) Professor Wen Wang, Vice Principal (Science & Engineering) Professor Stephanie Marshall, Vice-Principal (Education) Dr Philippa Lloyd, Vice-Principal (Policy and Strategic Partnerships) Professor Andrew Livingston (Research and Innovation) Sheila Gupta MBE (People, Culture and Inclusion) Professor Colin Grant, Vice-Principal (International)
<b>Sponsor</b>	N/A



## **SCHOOL OF MEDICINE AND DENTISTRY – REPORT TO SENATE OCTOBER 2021**

### **Undergraduate and postgraduate recruitment**

The Faculty has seen significant over-recruitment across its MBBS and BDS programmes. The MBBS has had 485 firm accepts against a target of 357, with 26 students officially over the cap. The BDS programme has seen 117 firm accepts against a target of 71, although additional recruitment has been assimilated within an amended cap approved through HEE. This has inevitably had a major impact on the estates and resource planning, and a working group was established in August to ensure that the risk to the student experience was managed and that high levels of face to face teaching could be maintained as planned. This work has resulted in the moving of professional services staff to Department W whilst retaining student facing services within the Garrod, which is currently also being refurbished to accommodate additional teaching space. To ensure that at least 50% of all MBBS teaching is delivered face-to-face, in-person PBLs have been reintroduced, whilst some lectures are delivered twice within the Perrin Lecture theatre to accommodate all students (there is no lecture theatre on QM campuses with the capacity to accommodate a cohort of this size). All other UG programmes within SMD have recruited to or above target.

There has been strong performance across the SMD onsite PGT programmes, with the MSc in Mental Health (Psychological Therapies), MSc in Global Public Health and Policy, and the MSc in Clinical Drug Development examples of robust recruitment in the wake of the pandemic, which has elicited a strong interest in areas where skills shortages were illuminated within the health and pharmaceutical sectors. However, the Faculty has experienced under-recruitment in Distance Learning postgraduate programmes, particularly for clinical programmes such as dermatology, aesthetics, and primary care. Work is ongoing to understand the underlying reasons, but this is in part likely to be a result of continuing deferrals for CPD for clinical staff due to immediate service pressures. The Faculty is continuing to explore CPD delivery through Coursera and EdEx (including Business Strategies for Digital Health and Social Isolation and Health).

### **Research Awards**

The Faculty's research award income for 2020/21 was just over £99.6m. In August 2021, the Faculty was awarded 3 Wellcome Doctoral Training Partnerships: "Health Advanced in Underrepresented Populations (HARP)" (Korbonits, Alazawi, O'Toole); Primary Care Clinicians (Taylor); and Global Health (Prendergast). This adds to 5 existing non-clinical DTPs and a BBSRC CTP with Science and Engineering in partnership with Exscientia, Heptares, and Merck in Drug Discovery and AI.

New research awards to date total £21m with the following major awards:

- Dr Cleo Bishop, Blizard: BBSRC, £112k
- Professor Hemant Kocher, BCI: Pancreatic Cancer Research Fund, £200k
- Professor Claude Chelala, BCI: EU Horizon 2020, £327k
- Professor Cos Pitzalis, WHRI: GSK, £250k
- Professor Aine McKnight, Blizard: NIHR, £127k
- Professor David van Heel, Blizard: Chan Zuckerberg Initiative, £203k

## **Leadership**

Since July 2021, Professor Irene Leigh has been overseeing the Faculty as Interim VP Health, with Professor Steve Thornton having been seconded to UCL Partners as Managing Director. An international search is ongoing for the substantive appointment to the VP Health role to be taken up next year. The Faculty is currently recruiting to two new senior positions within the Faculty: the Deputy Vice Principal Health and the Dean/Director of Digital Education, both critical roles for ensuring the Faculty can meet its strategic objectives. As of 4<sup>th</sup> October, Professor Anthony Warrens has stepped down as Institute Director of the IHSE but will remain as a pivotal member of the Faculty Executive Team as Dean for Education, taking forward an ambitious education portfolio for the Faculty.

## **SMD Governance**

In September 2021, the Faculty approved a new governance structure that will ensure more inclusive decision-making at senior management level, balancing strategic decision-making with operational implementation around the core areas of business and strategic priorities. This new Governance Model has made progressive steps in ensuring that the principles of EDI are embedded across all strategic and operational areas within the Faculty, with EDI representation on all SMD boards, and terms of reference for all committees now incorporating a commitment to redressing structural and procedural inequities. Furthermore, this new model will generate greater interconnectivity between the various business areas of the Faculty, whilst providing an opportunity for deputies and academic leads to make a more significant contribution to the design and implementation of the Faculty's strategy, representing an important step in succession planning. Following the disbanding of the Tier 3 panel, the Faculty has taken the opportunity to redesign its recruitment and approval processes with the introduction of a Strategic Recruitment Board that will address long-term workforce and capacity planning, in addition to ensuring that the Faculty's performance review, appraisal, promotions, and recruitment processes are robust and equitable.

## **Humanities and Social Sciences VP report to Senate October 2021**

### **Recruitment update**

Across the Faculty we have seen an increase in new student enrolments against targets, in both the undergraduate and postgraduate cohorts. Our 2021 target for UG is 2,804, and so far 3,073 students have enrolled with a further 224 potential enrolments. 3,452 PGT students have enrolled against a target of 3,335, with 236 potential enrolments. The Faculty is also pleased to see a healthy recovery in Associate student numbers.

### **Education news**

#### **HSS Interdisciplinary Programme Coordinator**

We are pleased to have recruited Catherine Mills to the role of Interdisciplinary Programme Coordinator. Catherine will be looking at the mapping of the joint honours programmes and scoping for further possible options for interdisciplinary programmes. She will oversee the launch of the Liberal Arts and Global Development programmes in the next few weeks.

### **NSS results**

We saw some encouraging NSS success in the Faculty this year with improved results in English and Drama, Geography, Languages, Linguistics and Film and continued high scores in History. We were fully engaged in the consultancy work as part of the wider university NSS Task Force group and were able to review this process fully within the Faculty. The Dean for Education and Faculty Education Manager have met with all Schools in partnership with the QM Academy and Strategic Planning Office. This has helped Schools to understand their data, and to prepare plans for the next year with full support from the Faculty and the wider university.

### **Student Voice**

We have been running a student voice project over the summer, working with current undergraduates to better understand their experience of studying in the Faculty. The report will be published shortly and will provide information on where we can focus our attention around initiatives to connect with the student voice and experience. We have been able to consult HSS students on important changes such as Learner Engagement Analytics and module evaluation questions allowing co-creation to feed directly into policy changes.

### **Mentoring Black and Global Majority students**

After successfully piloting a specialist mentoring programme in 2020-2021 (UMO, University Mentoring Organisation) the project will continue across the university this year. The Education team presented the outcome of the pilot at the AMOSSHE (Association of Managers of Student Services in Higher Education) conference and we received positive student feedback on the intervention. 52 students signed up from HSS (89.5% female and 10.5% male, evenly split across levels 4,5 and 6).

“This is certainly the most important non-academic opportunity I have encountered this year, so thank you so much for this! I am incredibly hopeful at the prospect that real change may actually be happening, and I am entirely committed to participating within and supporting this mentoring programme.” (UG student, Queen Mary).

### **Research news**

Recent successes have included two British Academy Postdoctoral Fellowship awards: Alexis Alvarez (Law), and Rebecca Menmuir (School of English and Drama). We are pleased to have been awarded one of five Independent Social Research Foundation Fellowships which are awarded across Europe: Greg Constantine will be joining Law.

### **Research Recovery**

A strategy is being developed, in consultation with Schools, to re-energise research after the challenges of the past 18 months. This is likely to take the form of a menu of initiatives available at different levels (Department/School/Faculty): some will be funded, others will be 'bootstrapping' activities that can be adopted at minimal or no cost. Research areas will be able to adopt these initiatives selectively, and in conjunction with other areas if appropriate.

### **Undergraduate research project bursary scheme**

This pilot scheme designed to support research was taken up by 31 HSS academics in summer 2021. The scheme is currently being evaluated within the Faculty; preliminary indications are that feedback from academics and Schools is strongly positive, though there may be scope to make the scheme more streamlined and flexible in 2021/22.

### **HSS in the news**

Professor Colin Jones' book *The Fall of Robespierre: 24 Hours in Revolutionary Paris*, which explores crowd action in Paris on July 27, 1794, received widespread coverage notably in the *Daily Express*, the *Daily Mail* and *The Times*. The *Daily Express* ran a longer form piece authored by Professor Jones, and it was also selected as the *Irish Daily Mail's* 'Book of the Week.'

Academics from the Faculty of Humanities and Social Sciences have also penned numerous opinion pieces receiving national media coverage. Professor Tim Bale has written for *The Guardian*, covering the appointment of Sajid Javid as the new health secretary. Professor David Duff has written for the *Daily Mail* about how failing enrolments on English A-level and degree programmes are partly a result of government policy.

The Law Department's International State Crime Initiative (ISCI) delivered strong coverage in *The Guardian*. A people's tribunal - of actors, human rights experts, witnesses and citizen judges – is staging a play created about the Afghanistan conflict. The play's creators worked closely with academics from ISCI.

Professor Matthew Hilton



**Senate**

<b>Paper Title</b>	<b>Vice Principal Science &amp; Engineering - update</b>
<b>Outcome requested</b>	Senate is asked to <b>note</b> the report
<b>Points for Senate members to note and further information</b>	This report provides an update on activities relating to key priorities between June 2021 – September 2021, detailing developments in Education, Research and Transnational programmes
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	N/A
<b>Strategy and risk</b>	Relates to all aspects of QMUL strategy and all sections of the Risk Register.
<b>Reporting/consideration route for the paper</b>	For Senate only
<b>Authors</b>	Deans for Education, Research, International, Faculty Office Managers.
<b>Sponsor</b>	Professor Wen Wang, Vice Principal for Science & Engineering

## **Summary**

Since my last report, Science and Engineering has been working hard to develop MME for the 2021/22 Academic Year to ensure that students have at least 50% of teaching delivered on campus and face to face. During this period there have been significant developments in our international agenda, including planning for a new Joint Education Institute with contribution from multiple schools. We continue to strengthen our research base with a number of prestigious research grants and fellowship awards. The Faculty have successfully recruited a new DeepMind Black Academic Fellow in Computer Science/AI.

## **Education**

During this period, the Faculty has been working hard with the five S&E Schools to ensure that education will be delivered in accordance with the QMUL Education Principles. This challenge has been exacerbated by the significant over recruitment to UG programmes in Confirmation and Clearing; as a Faculty, we have admitted 740 UG students beyond the September targets. We aim to ensure that as far as practically possible, all students will have at least 50% of teaching delivered on campus and face to face. The needs of those international students unable to travel to London will continue to be supported and engaged online via MME.

As we shift focus back from the acute needs that arose to educate and assess students in the pandemic to more strategic initiatives, we are working closely with Schools to support delivery against those elements of the Faculty Enabling Plan, with particular attention on those elements that relate to Education and the Student Experience. The Faculty is currently working on preparations for this year's Planning Round, and for Education we will be looking at School initiatives to improve the Student Experience as well as the Size and Shape and ambitions for each School.

I am pleased to announce that plans to launch the IoT next year on London City Island, in a collaboration with Newham FE College, are progressing well. New proposals for two degree apprenticeships are in development: a BSc Data Sciences programme (to be run from the new School of SPCS) and a new MSc in Systems Engineering (led by SEMS). Employer engagement is underway for both programmes which should be considered by at the November and December meetings of Taught Programmes Board (TPB).

During this period the Faculty has been developing a pilot distance-learning MSc in Applied Data Analytics with Coursera. This programme is now in Part 2 development and will be launching next summer.

I am delighted to report that the innovative approach to remote learning by our Chemistry Team (led by Dr Lesley Howell – our new Director of Education for SPCS) was recognised by the publishing company Pearsons at their inaugural HE Innovate Awards. This award recognises how innovative colleagues in S&E have been in rising to the challenges posed by the pandemic and the need to provide world-class education to students unable to join us on campus.

## Research

The Faculty continues to be successful in receiving substantial research grants. This includes BBSRC grants in SBBS, EPSRC grants in EECS, SEMS and SMS totalling more than £6M, along with MRC, STFC and a joint Innovate UK KTP grant. There are also three new fellowship grants: EPSRC Stephen Hawking fellowship, STFC Ernest Rutherford Fellowship in SPCS and a RAEng UK Intelligence Community (IC) Postdoctoral Research Fellowship in EECS. We have also been successful in receiving new industry funding and have received over £1.4M in grant transfers associated with new staff.

Professor Sir Colin Humphreys (SEMS) and Professor Michael Green (SPCS) have been awarded the prestigious Royal Medals. Further details can be found here:

[Queen Mary University of London professors awarded prestigious medals by the Royal Society - Queen Mary University of London \(qmul.ac.uk\)](https://www.qmul.ac.uk/news/2022/09/01/queen-mary-university-of-london-professors-awarded-prestigious-medals-by-the-royal-society)

Dr Chris Chen (SPCS) was awarded the American Geophysical Union's James B Macelwane Medal for his significant contributions to the geophysical sciences as an early career scientist. Further details can be found here:

[Dr Christopher Chen awarded medal for outstanding contributions to space science - School of Physical and Chemical Sciences \(qmul.ac.uk\)](https://www.qmul.ac.uk/news/2022/09/01/dr-christopher-chen-awarded-medal-for-outstanding-contributions-to-space-science)

We are delighted to see Professor Christophe Eizaguirre (SBBS) on the BBC 2's Animals with Cameras II. It features his work with collaborators at Project Biodiversity to understand the behaviour of loggerhead sea turtles in developing one of the largest conservation programmes for marine megafauna in the World.

## International

This September saw over 1,160 new students enrol on the TNE programmes in Beijing, Nanchang and Xi'an. Lectures have predominantly been delivered online, with some Chinese nationals on the teams are flying for long term stays in China, so that Queen Mary does have a presence on the ground.

Planning for a new Joint Education Institute in the southern province of Hainan is underway. The new JEI would be in collaboration with our existing partner BUPT, however, it would be located in a new, purpose-built "Education Zone" near Sanya. Faculty Deans are exploring a cross-School approach that would involve programmes from EECS, SBBS, SEMS, SMS and SPCS. The proposed JEI would contribute to Strategy 2030 targets on transnational education.

In Mexico, two MRes programmes in Materials have started with a total of 30 students enrolled in UABC and CIMAV. The Faculty is working on two further MRes programmes in Condensed Matter Physics and in Chemical Sciences with UABC and IPN.



### **Equality Diversity and Inclusion**

I reported previously that the School of EECS had been awarded a fully funded Academic Fellowship in Computer Science/AI by DeepMind and recruitment would start shortly. The Faculty have been successful in recruiting an excellent candidate for this prestigious role. DeepMind were particularly keen to encourage applications from individuals who identified as Black, as this group is significantly under-represented in the fields of Machine Learning and AI. As part of our advertising strategy, we utilised the new Equal Merit provisions, which were recently approved by Queen Mary but had not previously been used. We also advertised widely, tapping into various networks to ensure the advert reached as wide an audience as possible.

My thanks go to all involved in the recruitment process, in particular Sheila Gupta, our Vice Principal for People, Culture and Inclusion and colleagues in HR. The appointed candidate will start in early 2022 and we very much look forward to welcoming them to the University.



### Senate

<b>Paper Title</b>	<b>Vice-Principal (Education) – Update</b>
<b>Outcome requested</b>	Senate is asked to <b>note</b> the report
<b>Points for Senate members to note and further information</b>	This paper provides an update on: <ul style="list-style-type: none"><li>• Education Leadership</li><li>• Teaching, learning and assessment</li><li>• The National Student Survey</li><li>• Student Surveys</li><li>• The Queen Mary Academy</li><li>• Office for Students and regulatory matters</li><li>• Student engagement</li></ul>
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	N/A
<b>Strategy and risk</b>	Relates to the Education and Student Experience aspects of Strategy 2030, and associated risks
<b>Reporting/ consideration route for the paper</b>	For Senate only
<b>Authors</b>	Robert Cashman, Executive Officer (Education)
<b>Sponsor</b>	Professor Stephanie Marshall, Vice-Principal (Education)

## Vice-Principal (Education) Update – October 2021

### Education Leadership

1. The first Programme Director and Director of Education fora meetings for the 2021/22 academic year took place in September. These sessions covered the support in place for students to achieve their full academic potential. This included updates on Learner Engagement Analytics and QEngage, the Get Ahead transition support programme and online writing support, training and support for Advisors, and an update from the Queen Mary Academy.
2. There have been a number of changes in Directors of Education between the end of the last academic year and the beginning of 2021/22. Senate is invited to record its thanks to all who have undertaken these important and challenging roles over the past year. Senate is also asked to note the recent appointment of two Deputy Deans (Education) in the Faculty of Science and Engineering: Dr Chris Bray and Dr Eranjan Padumadasa. They will serve alongside Professor Henri Huijberts who is continuing as a Deputy Dean (Education) in the Faculty and with a new portfolio focussing on programmes and portfolio.
3. The Queen Mary Education Approach has been developed over the summer, which sets out the five pillars that form the educational experience and their alignment to the University's Strategy and Values. Work is currently underway on developing a final format which can be shared with students, staff and other stakeholders. The current version is included as Appendix A.
4. Members of Senate are invited to note that since the last meeting the Vice-Principal (Education):
  - a. Presented at the Centre for Distance Education's 2021 [Research in Distance Education \(RIDE\) Conference](#), on the topic of 'Education 4.0 - what have we learned from the pivot to on-line?' A case study of QMUL'. The RIDE Conference also featured a presentation from Simon Jarvis, Head of Student Wellbeing, on the topic of 'Online exams and inclusivity: the dream and the reality'.
  - b. Was a panellist for a discussion session at the [World Universities Summit](#), hosted by the International Institute for Higher Education Research and Capacity Building (IIHED) of O.P. Jindal Global University, India
  - c. Wrote a [blog article](#) for the Higher Education Policy Institute (HEPI) titled 'Universities' role in meeting Sustainable Development Goals during a crisis'
  - d. Participated in a [Wonkhe podcast](#) on Building back the student experience
  - e. Participated in a panel discussion on 'Teaching Excellence – What Do We Do And Ought To Do. Towards A European Certificate Of TE?' at the [UACES 51st Annual Conference](#)
  - f. Was a panellist on the Higher Edtech Stage at the [Digital Transformation Expo](#)
5. The [Education Excellence Awards and President and Principal's Prizes](#) are now open for nominations. The deadline for receipt of nominations is 5 November, and the Awards and Prizes will be presented at a ceremony on 14 December.
6. The [2022 Festival of Education](#) will take place from 8-10 March 2022. The call for contributions is now open, and contributions are invited on the themes of 'Engagement for success', 'Engagement in the community', and 'Engagement in the curriculum'. The [Drapers' Lecture](#) will take place on 8 March 2022.
7. The revamped Heads of School and Institute Directors programme will commence later this

month, with a series of sessions to take place across the 2021/22 academic year. The programme is led by the Vice-Principal (Education) and Deputy Vice-Principal (Education – Strategic Projects).

8. A task and finish group, chaired by the Director of Planning, met on a number of occasions over the summer to review the current approach to module evaluation at Queen Mary. It reported to EQSB at its September meeting.

### Teaching, learning and assessment

9. Significant work has been underway since the last meeting of EQSB to prepare for the delivery of Mixed Mode Education. Upgrades to the audio-visual equipment in more than 100 rooms will have been completed for the start of Semester A. The Queen Mary Academy has delivered both general and School/Institute-specific sessions to train staff across the University.
10. The [‘Get Ahead’](#) programme was launched to incoming students in August. This has involved creating a new set of webpages, providing students with access to Pearson transition modules, developing Faculty-specific QMplus pages and running book clubs to support cohort building. The programme is also aligned to the Russell Group and OpenLearn [Jumpstart University](#) initiative.

### National Student Survey

11. This year’s NSS results were published on 15 July 2021. As in previous years, the results were disseminated to Schools/Institutes via the Faculties on the day. Overall satisfaction declined from 80.4% to 75.4%. However, relative position increased significantly (from 99<sup>th</sup> to 54<sup>th</sup> in the sector, 20<sup>th</sup> to 11<sup>th</sup> in the Russell Group, and 10<sup>th</sup> to 8<sup>th</sup> in London). The results for each question category are shown below:

Question Category	2020 Result	2021 Result	Annual Change	2021 Difference to Benchmark
<b>Overall Satisfaction</b>	80.4	75.4	-5.0	0
<b>Teaching on my course</b>	80.6	79.9	-0.7	0
<b>Learning opportunities</b>	76.5	76.6	+0.1	-1
<b>Assessment and feedback</b>	61.5	61.3	-0.2	-4
<b>Academic support</b>	72.7	70.5	-2.2	-2
<b>Organisation and Management</b>	71.8	72.6	+0.8	+3
<b>Learning resources</b>	81.3	69.7	-11.6	-4
<b>Learning community</b>	69.8	64.2	-5.6	-2
<b>Student voice</b>	68.8	65.7	-3.1	-1

12. Building on the approach adopted by the NSS Taskforce, a meeting is taking place with each School/Institute’s NSS Team, involving the respective Faculty Education team, Planning Office and Queen Mary Academy, in order to discuss the results and support action planning.

## Student Surveys

13. Reports on the PTES and UKES results for 2021 were presented to the September meeting of EQSB. PTES had a response rate of 20%, and 72% overall satisfaction. UKES had a response rate of 5.6%, and 66% overall satisfaction.
14. EQSB also endorsed the establishment of a Student Voice Taskforce, in succession to the NSS Taskforce, and which will provide an important coordinating role across surveys and other student voice mechanisms.

## Queen Mary Academy

15. Shoshi Ish-Horowicz has now started as Head of Innovation and Learning, and Graeme Hathaway and Danielle Thibodeau as Innovation and Learning Managers. These roles have been introduced to support staff in delivering sector-leading practice, and to build capacity in learning design and the use of innovative pedagogic approaches as part of the 2030 Strategy.
16. 27 applications were received for funding from the [Westfield Fund](#). Funding decisions were made by a panel, which included QMSU representatives, in early October. Details of the funded projects will be announced shortly.
17. The [Student Enhanced Engagement and Development \(SEED\) Award](#) was recently promoted to students via Queen Mary Student. This included profiles of students who had recently been awarded the SEED. This edition also covered the Higher Education Achievement Report (HEAR).
18. An online training course for staff co-chairs of Student-Staff Liaison Committees (SSLCs) has now launched and is available via QMplus. It is open for registration during September.
19. An online [course](#) for External Examiners will be available between 6 to 30 September. It has been developed in conjunction with ARCS, and provides information on responsibilities, expectations and key dates for those who serve as External Examiners on Queen Mary programmes.
20. A suite of new [training courses](#) on Advising are available, namely: Effective Advising; Managing Bold and Challenging Conversations with Students; and Annual Senior Tutor Training workshops. The latter took place on 7 and 8 September 2021.
21. 75 staff will commence the Certificate in Learning and Teaching (CILT) and 21 the Postgraduate Certificate in Academic Practice (PGCAP) from September. A further 69 staff will start these programmes in January 2022.
22. Work is continuing on the Graduate Attributes, inclusive curriculum, and assessment and feedback workstreams. Webpages are being developed to disseminate the key outputs from these workstreams.

## Office for Students and regulatory matters

23. The OfS announced earlier this summer that changes to capital and recurrent grant funding would be introduced. These include the removal of London weighting and the introduction of a bidding process in place of the formula allocations for capital funding. A bid has recently been submitted.

24. A response was recently submitted to the OfS consultation on Conditions B1, B2, B4 and B5 in the regulatory framework (relating to the student experience, resources and support for students, assessment, and standards). A further consultation will be launched in November on Condition B3 (relating to student outcomes)
25. An update on the development of the TEF was published in July. This set out an expectation to open the submission window for the next TEF by summer 2022, with outcomes to be announced in early 2023. Current TEF awards have been extended. A consultation on a new framework is expected at the same time as the Condition B3 consultation.

### **Student engagement**

26. An Orientation event for the 2021/22 QMSU Executive Officers took place on 8 September. Facilitated by the Queen Mary Academy, the Orientation provided an opportunity to discuss shared priorities and to review the 'ways of working' which were developed in conjunction with the 2020/21 QMSU Executive Officers.

**This document sets out a narrative and provides some key terminology to outline how the Queen Mary Education Approach is aligned with the 2030 Strategy and the University's Mission and Values. It seeks to provide support in articulating what is distinctive about the Queen Mary Education Approach, how the commitment to a world-class education is being translated through five core pillars, and the language to use to be consistent in how this is described.**

### Queen Mary Education Approach

Queen Mary's Education Approach is firmly rooted in our 2030 Strategy, where we set out our ambition to deliver 'an outstanding, inclusive, world-class education and student experience, co-created with our diverse student body, enhanced by our world-leading research and latest technological developments'. It sets out the core elements - based on our Mission to 'open the doors of opportunity' and Values - which make up and underpin programmes at Queen Mary.

The five pillars of the Education Approach – independent learning activities, large group activities, 'learning by doing' sessions, small student-directed study groups, and extra-curricular activities – provide a rich learning experience which allows students to thrive. The balance between the pillars will reflect the design of the programme. They are underpinned by the following principles:

- Our ambition to be the most inclusive university of its kind, anywhere. By using the latest technology and pedagogy, we can support students to learn in ways which work for them. Advisors and specialist learning support are central to supporting students as individuals. Peer-led and peer-supported practice – whether organised or spontaneous – allows students to learn from and support each other. Peer-to-peer practice builds our community and prepares each and every student for the world of work.
- Supporting our students and staff to develop an Education Approach they can be proud of. Championing co-creation, to allow students to shape their experience, as well as recognising excellence and innovative practice.
- Supporting students to progress their careers and to be ambitious. Discipline-specific 'learning by doing', coupled with team-based learning and extracurricular activities, allows students to develop their specialist and transferable skills both through the curriculum and in the wider student experience. For some students, professional work experience will be an important aspect of 'learning by doing' and a means of enhancing their employability.
- Creating a collegiate and vibrant learning environment, both physically on our campuses and virtually where students are learning together online, which is underpinned by an engaging pedagogy which offers opportunities for students to contribute and interact. The use of mixed mode education (MME) technology and pedagogy means that students are able to participate fully in group sessions whether they are physically in the room or joining remotely. Collaborative learning is one way in which we will achieve diversity of thought: through sharing different perspectives on topics and developing a core skill for high-performing careers.
- Developing an Education Approach which is ethical. By designing authentic assessments, we will be able to recognise students' learning. Equally, we respect and cherish different backgrounds and opinions. Not only is this core to our learning ethos, it also makes for a richer learning experience.

### Describing the Queen Mary Education Approach

It is important to be consistent in the use of language to describe education at Queen Mary. The following terminology is recommended to make sure it is clear to students and others what is being described:

<b>Use</b>	<b>To describe</b>
Education/Educating	The range of activities to achieve learning outcomes
Educators	People (staff and/or students) delivering or facilitating education
Employability skills	The range of transferable skills – e.g. team working, critical thinking, independent working, research skills – which equip learners for graduate careers and/or further study
Learners	Students
Learning	The process and outcome of education
Learning on campus	Learning which takes place in person
Learning online	Learning which takes place remotely
Learning through independent studies	Independent learning / self-organised learning
Learning together	Collaborative learning
Mixed Mode Education	Combination of learning on campus and learning online
Online classroom solution/remote meeting platform	Tools such as Blackboard Collaborate/Teams/Zoom
Virtual Learning Environment	Tools such as QMplus

Terminology which can be interpreted in multiple ways (such as Blended Learning/Education or Hybrid Learning/Education) or which is technical (such as Synchronous or Asynchronous Learning) should be avoided.



## Queen Mary Education Approach

Each programme will have clear learning outcomes. Each week a series of learning activities will help progress your attainment of these outcomes. Components include:

<b>The foundation of your education will consist of:</b>			<b>Small study groups – student directed</b>	<b>Extra-curricular activity</b>
<b>Taught sessions</b>		<b>Facilitated sessions</b>		
<b>Independent learning activities</b>	<b>Large group activities</b>	<b>‘Learning by doing’</b>		
<ul style="list-style-type: none"> <li>• no fixed time or place – you can follow these at your time/pace preferences</li> <li>• building blocks which will underpin the various facilitated sessions you’ll subsequently be engaging with</li> </ul>	<ul style="list-style-type: none"> <li>• build on independent learning activities</li> <li>• interactive</li> <li>• Mixed Mode (MME), or may be online subject to numbers</li> <li>• an opportunity to test, progress, and stretch your understanding</li> </ul>	<p>dependent on discipline, and can include:</p> <ul style="list-style-type: none"> <li>• tutorials</li> <li>• lab work</li> <li>• Problem-Based Learning (PBL)</li> <li>• seminar debates</li> <li>• employability skills training</li> <li>• clinical training and patient treatment</li> </ul>	<p>will provide an opportunity to both build up a small community of practice, and a supportive network with whom to share approaches</p>	<p>a chance to meet students from across disciplines, through:</p> <ul style="list-style-type: none"> <li>• sports,</li> <li>• volunteering,</li> <li>• internships,</li> <li>• activities which support the development of transferable/employability skills,</li> </ul> <p>much of which can be captured in your Higher Education Achievement Report (HEAR).</p>
<b>These activities are underpinned by:</b>				
Advising				
Learning Support: writing support, Get Ahead transition programme, targeted learning surgeries, mentoring, coaching				
Feedback on learning progression: testing knowledge, discussions with programme directors and module organisers				
Development of key study and transferable skills				

## Senate update: VP, Policy and Strategic Partnerships: July – September 2021

### Institute of Technology (IoT)

A high-level design for the fit-out of the proposed building at London City Island has now been completed and the Change of Use application for the building was approved by London Borough of Tower Hamlets in July. The project team are now in the final stages of agreeing the funding and licence agreements with both the DfE and GLA. Once agreed, the fitout programme will begin with completion in time to start operations in September 2022. In readiness for this, outline agreements have been reached with Siemens Mobility, CBRE Global Investors and the Port of London Authority to support the IoT and further develop our Degree Apprenticeship offering as “anchor employers”.

We are also:

- liaising with our IoT partner, Newham College, on the joint marketing and PR events for the launch of the IOT;
- liaising with Ocado on the Robotics Automation level 7 Trailblazer group with Cranfield University and the Institute for Apprenticeships and Technical Education
- collating and centralising the QMUL employer database in readiness to undertake bespoke target marketing campaigns;
- working on designing the degree apprenticeship learner journey flow chart.
- Assessing the systems and infrastructure requirements to secure growth for the IoT.

### Executive Education/CPD/Enterprise Activities

The suite of enterprise policies and associated HR/Financial framework that were approved by SET in April 2021 to support the development of more diverse income streams and cover short courses, consultancy, summer schools and degree apprenticeships have now been in circulation for around six months, with a review meeting scheduled for early November.

- A joint Task and Finish Group with QMOnline has been established to work through the blockers and barriers to growth and development that have been identified. We have engaged with internal stakeholders in several areas (Finance, Marketing, IT etc.) to outline practical solutions for short- and long-term success.
- A suite of open short courses for [Queen Mary University Enterprise Zone](#) have been launched, targeting entrepreneurs, industry professionals and companies. The first of these courses, Global Business Strategy in a post-Brexit world (delivered in partnership with University of Adelaide) began in mid-September, with further courses planned for the rest of the academic year. [QMEZ Training Course list.](#)
- We are embarking on several bespoke training courses for international organisations.
  - Taking advantage of our presence in Malta, we will be delivering an anatomy and osteopathy course for the International College of Medicine, which will run December 21 – April 22.
  - We have had very promising discussions with the Global Health Academy in India to deliver online training for their network of hospitals as well as the Hong Kong University School of Professional and Continuing Education (HKUSPACE) to deliver blended training in Law, Business and Cyber Security.

### Degree Apprenticeships

- The new, central apprenticeships team is now in post. The team has engaged with several

internal stakeholders including Finance, Marketing and IT to outline practical solutions for short- and long-term expansion plans.

- There are 327 degree apprenticeships on programme, with a further 210 new enrolments to be included in the next ILR (individualised learner record). In August, the team has conducted a quick gap analysis of the provision and is reviewing the documentation needed for audit and compliance.
- EFSA audit and compliance systems have been set up to start to prepare for an official audit, along with audit and compliance training for all of the relevant staff.
- Ofsted preparation has begun and a series of training workshops are being rolled out, along with all of the relevant programme templates for our self-assessment report and quality improvement plans.
- Employer engagement and satisfaction is fundamental to this programme. Employer engagement panels are being set up and an employer survey is being designed to seek the views of our key stakeholders.
- Capacity and capability building activities have begun and there is a review of the lines of responsibility for key degree apprenticeship staff.

### **Public engagement and civic responsibility**

The outcome of Queen Mary's NCCPE Engage Watermark assessment will be announced in December, at the Engage Conference, and the Centre for Public Engagement will time this with the launch of a new roadmap for public engagement at Queen Mary – underpinned by the NCCPE's recommendations, internal interviews, and the guidance of the Public Engagement Leadership Forum.

Key activities from the Centre for Public Engagement over the past three months include:

- Hosting the 2021 (virtual) Engagement & Impact Awards – please find a [write-up of the evening](#) and [information about the winners](#) (including their videos) online.
- Coordinating Queen Mary's participation in Open House in September, with visitors able to join tours of Centre of the Cell, Barts Pathology Museum and the wider Mile End campus and Mile End Hospital through historical tours with Professor Nadia Valman. Places were immediately booked up when announced, and we look forward to expanding our Open House offer in future years.
- Producing a [video](#) highlighting the 'hidden gems' not usually open to the public on Queen Mary's campuses, including the St Benet's Chaplaincy artworks and the Whitechapel tunnel murals.
- Launching the 2021/22 public engagement [training schedule](#) for all staff and students.
- Sharing good practice guidance in public engagement with the wider higher education community via [Times Higher Education Campus](#).
- Supporting the Natural Environmental Research Council by joining their public engagement funding panel (Public Engagement Officer).
- Commissioning an expert agency to host policy engagement and public profile training for 35 Queen Mary academic staff.

The [Centre of the Cell](#) have restarted hosting face-to-face events for local schools and families, with ~50 shows and £7,000 of income booked in for the remainder of 2021. The Barts and Queen Mary Virtual Science Festival was held in mid-June, and [the programme and activities can be found online](#).

The Festival of Communities will go ahead in 2022, with the dates set for 11-12<sup>th</sup> June.

Development of Queen Mary's Civic University Agreement continues. Prioritisation workshops have been held with staff, students and external stakeholders (including local community members) and subsequent 1:1 interviews with key internal staff. The Institute of Community Studies has produced a report and series of recommendations for Queen Mary, which are being shared with [key east London partners in October](#) and with our Senior Executive Team in early November.

We are working with the University of East London and London Metropolitan University to present a joint-university offer of collaboration to the London Borough of Tower Hamlets. This involves representatives of all three universities sitting on the council's Silver Economy group, and collating information about each university's offer around three key priorities: skills and learning for young people, supporting business and enterprise within the borough, and community/cultural engagement.

### **Sustainability**

We have continued to actively implement initiatives that support the delivery of our environmental objectives and our strategic commitment to embed good environmental practices across all areas of our operations. Examples include:

- We achieved EcoCampus Environmental Management System (EMS) Gold Certification award on 8 July 2021 after an external environmental audit. This certification is aligned to our commitment to attain ISO 14001:2015 EMS certification by July 2022.
- The Students' Union ReUse scheme was successfully held during Freshers' Week. This scheme is aimed at reducing waste and encouraging responsible consumption.
- Between May 2020 and July 2021, 454 students registered to participate in our CPD certified course on sustainable development (optional module offered to all Queen Mary Students)
- As part of our commitment to embed good environmental practices across all areas of our operations, we have continued to offer all Professional Services and Academic staff a 7-hour CPD certified course on Environmental Sustainability Skills for the Workforce (ESSW). As at the end of August 2021, 123 colleagues across 26 departments have successfully completed this course.
- We recently commissioned and have continued to support an Environmental Sustainability Champions Group (all of whom have completed the ESSW). These champions are actively promoting the benefits of good environmental practices across their respective departments
- We are working with the Queen Mary Academy to explore the most effective way to integrate the principles and application of sustainable development in our curricula.
- We are part of the UK COP26 University network as well as the Russell Group Sustainability Network.
- We were recently awarded a £124,399 grant from BEIS to invest in developing a heat decarbonisation plan. This plan will serve as the framework on which we will deliver our net zero and energy efficiency objectives
- We hosted Urban Harvest for children from our Westfield Nursery on 27 September 2021

### **Development of specific external relationships**

In August 2021, we agreed to extend into a second round a mentoring programme with the non-profit [remake.org](#) for 10-20 students to support ex-offenders who seek to be entrepreneurs or self-employed. This is an extension of a pilot launched digitally in 2021.

Over the summer, we established new relationships with The Felix Project <https://thefelixproject.org>, London's largest zero waste food charity working to alleviate hunger. Last year, students worked on a consultancy project via SCP to advise a local food charity, Compassion Now, on appropriate menus for vulnerable people in East London, many of whom are Muslim. The director of this social enterprise was appointed director of The Felix Project's latest warehouse and kitchen operations - based in

Poplar — and will now work with students as volunteers.

A new relationship was also established with Riverside Studios <https://riversidestudios.co.uk> in west London to provide free tickets and events access to students and faculty of our Film School along with a new consultancy programme (through SCP) for a cross-disciplinary group of Queen Mary students to help this arts organisation with outreach to 16-25 year olds in East London.

The University's partnership with Donmar Warehouse theatre in central London continues to grow. Under discussion is the use of the Great Hall for theatrical performances for East London/Tower Hamlets school children and students, including Queen Mary's. There is opportunity here for the University to boost its profile as an events space, engage more fully with Tower Hamlets Council and local community, and to generate revenue from using the People's Palace for live events. Also in development is a body of work with Donmar Warehouse on the theatre's carbon footprint.

Among new connections for Queen Mary made recently is one with a charity called Creative Land Trust, which seeks to find sustainable spaces for artists to work in London. We are in the early stages of exploring this relationship. <https://creativelandtrust.org>.

Paul Edlin, Director of Music, has successfully signed two new service level agreements with the UK China Music Festival and Contemporary Music for All – the income of which will be used to support Queen Mary's music scholarships for students.

### **Mexico initiatives**

Working with Professor Teresa Alonso and Dr Sharon Ellis, a number of initiatives are under development with the National Polytechnic Institute (IPN) and The Autonomous University of Baja California, with the potential to develop similar programmes with institutions in Colombia.



**Senate**

<b>Paper Title</b>	<b>Vice-Principal (Research and Innovation) – Update</b>
<b>Outcome requested</b>	Senate is requested to <b>note</b> this report.
<b>Executive Summary</b>	<p>This report covers progress and activity since the last report to Senate in June 2021. Updates are included against four main areas:</p> <ul style="list-style-type: none"> <li>• Progress towards Strategy 2030: update on research KPIs and the PGR Review</li> <li>• Funding and investment: Research Capital Investment Fund Allocations, Impact Acceleration Account Bid submission, and EU Grant Funding Applications</li> <li>• Raising the voice of research and innovation at Queen Mary: the Entrepreneurs Club and the Researchers Forum</li> <li>• Resourcing: recruitment of new Deputy Vice Principal roles and specialist posts in the JRMO</li> </ul> <p>VPRAG will report its ToR and updated membership to Senate in December 2021.</p>
<b>Alignment with:</b> <ul style="list-style-type: none"> <li>• QMUL Strategy</li> <li>• Internal Policies/Regulation</li> <li>• External Statutory Requirements</li> </ul>	Delivery of R&I enabling plan supporting Strategy 2030
<b>Consideration of Strategic Risks</b>	N/A
<b>Subject to Prior and Onward Consideration by</b>	N/A
<b>Confidentiality and Distribution:</b>	
<b>Equality Impact Assessment:</b>	N/A
<b>Author(s):</b>	Hannah Bentley, Executive Officer (Research and Innovation)
<b>Date:</b>	8 October 2021
<b>SET Sponsor(s):</b>	Andrew Livingston, VP Research and Innovation
<b>Appendices:</b>	<i>Appendix 1 - Deputy Vice Principals for Impact and Deputy Vice Principal for Strategic Research SET cover paper</i>

	<p><i>Appendix 2 – Job description - Deputy Vice-Principal (Impact – Culture, Civic and Community)</i></p> <p><i>Appendix 3 – Job description - Deputy Vice-Principal Impact (Enterprise and Commercial Innovation)</i></p> <p><i>Appendix 4 - Deputy Vice-Principal - Strategic Research</i></p>
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## **VP Report to Senate – Research and Innovation October 2021**

This report covers progress and activity since the last report to Senate in June 2021. Updates are included against four main areas:

- Progress towards Strategy 2030: update on research KPIs and the PGR Review
- Funding and investment: Research Capital Investment Fund Allocations, Impact Acceleration Account Bid submission, and EU Grant Funding Applications
- Raising the voice of research and innovation at Queen Mary: The Entrepreneurs Club and the Researchers Forum
- Resourcing: recruitment of new Deputy Vice Principal roles and specialist posts in the JRMO

### **Progress towards Strategy 2030**

#### **Research KPI Update**

There are two KPIs for Research: QM KPI 9: Research Income and QM KPI 10: Research Quality. We reported an update to SET against both KPIs in September. This report summarises progress and the direction of travel against each.

- Research Income: Queen Mary's research income has grown moderately over the past year. Total value of research contract income was £115m in 20/21, compared with £109m in 19/20. As context, Strategy 2030 sets out an ambition for Queen Mary to treble our research income over the strategy's lifetime – to achieve this will require us to grow research income more rapidly, starting from now, to avoid creating an unbridgeable gap. The paper also identifies two new risks:
  - Rising student numbers, particularly the over recruitment of undergraduate students, pose an associated risk to achieving our ambitions for growth in research volume.
  - Lack of researcher appetite to lead large and complex bids, pose an associated risk to our ability to take advantage of emerging opportunities and partnerships.

This is a challenging KPI and achieving it will require a significant collective effort from across the university. The PGR review (see below) is an important pillar in this effort. Working with VPRAG, we will put proposals to SET this autumn for new measures which can help us to achieve a step change in this area, including the introduction of new targets for research income set at the level of schools and institutes.

- Research Quality: Research Quality is measured through Field Weighted Citation Index (FWCI). This has increased from 2.59 in 18/19 to 2.70 in 19/20. Based on the SciVal version of the index, this places us second in the Russell Group in 2019. Of course, our REF results in April 2022 will be the real litmus test of progress here. New activities in this area include a review of how we manage research misconduct to strengthen and improve our approach. This will include a review of policies and processes, and the appointment of a Research Integrity Officer (see below).

#### **PGR review**

The PGR review is one of four strategic projects within the Research and Innovation Enabling Plan. Queen Mary aims to grow PGR numbers over the duration of strategy 2030. This review aims to ensure that we have the right administrative, governance and financial arrangements in place to ensure this growth is sustainable and provides PGR students with an excellent experience.

The review builds on the findings of the SUMS Consulting 'Research Support Review: Queen Mary University of London' November 2019 and has been informed by interviews with Directors of



Graduate Studies (DGS) and Deputy Deans of PGR across the university. It makes a number of recommendations:

- Create two new roles in the Doctoral College: A Doctoral College Research manager to support funding bids, deliver horizon scanning, and manage data collection and reporting and a Web and Communications Officer to collate and organise all comms to PGRs across the university.
- Maintain a hub and spoke operating model between the Doctoral College and other QM providers of PGR support, with the Doctoral College responsible for strategy development, associated policies and decision making.
- Standardise job descriptions for Deputy Deans for PGR and DGS, including defining reporting lines, role scope, expectations of admin support, and consistent KPIs.
- Create a tasks and finish group to conduct a deeper analysis of the size and shape of our PGR community and consequential financial position, including how we use Queen Mary funds strategically to support our research goals (e.g. providing match funding for blue-chip projects such as UKRI CDTs), and to make recommendations for how we create a sustainable PGR environment.

The PGR review was discussed at VPRAG and the recommendations have been approved by SET. We look forward to working with Senate and colleagues in your Schools/Institutes to take this forward, to ensure the next steps reflect the differing contexts in and within Faculties. We will keep Senate updated on progress.

## **Funding and Investment**

### **Research Capital Investment Fund**

In September, VPRAG considered this year's applications to the Research Capital Investment Fund (RCIF). The calibre of bids was very high, and I would like to record my thanks to everyone who was involved in putting together an application.

The following projects were funded:

Dilution refrigeration for quantum technology research	S&E	SPCS	£449,000
Optic-fibre-based Terahertz time-domain spectrometer	S&E	EECS	£224,575
Protolaser Etching	S&E	EECS	£228,000
Tissue Culture Infrastructure	SMD	Blizard Institute Dentistry	£1,631,960
Radiation Research Infrastructure	SMD	BCI	£489,000
Cell Dive Imager *matched funding to support Wellcome bid*	SMD	Blizard Institute	£100,000
<b>Total</b>			<b>£3,122,535</b>

In assessing these applications, VPRAG was keen to understand how the investment could contribute to Queen Mary's wider research goals, including our aims to increase our research income and quality, improve our reputation, and deliver key elements of our strategy, notably University Research Institutes. The group looked for opportunities to maximise the value of these awards by funding equipment / infrastructure that could be used by researchers from more than one School/Institute.

We anticipate running this call in a similar format next year. Please do encourage researchers from your School/Institute to apply and to start considering their applications early.

### **Impact Acceleration Account Bid submission**

In October, Queen Mary submitted its application for Impact Acceleration Account (IAA) funding from UKRI. IAA funding is used to help universities and institutions increase the impact of their research. UKRI have adopted a new approach to how this funding is managed, introducing a single application and centralised reporting and monitoring process that aims to improve strategic planning and reduce bureaucracy.

QM has applied for funding from all five participating UKRI councils: MRC, EPSRC, STFC, BBSRC and AHRC, the latter of which is offering IAA funding for the first time. The application process has brought colleagues together from across the university for rich discussions on how impact can be achieved across disciplinary distinctions and funding council boundaries, which we will be looking to continue as we await news of our application in early 2022. Thank you to everyone who contributed to our application.

### **EU Grant Funding update**

I am delighted to report that this autumn has been particularly busy for bids submitted for Horizon Europe Funding. By the end of October, we anticipate that 92 bids will have been submitted, worth over £55m in value.

Of particular note is a bid by EECS, where Queen Mary is participating in a consortia led by the University of Malta for funding for a Centre of Excellence in AI (value £2.6m). The figure also includes c. 50 bids for Marie Skłodowska-Curie individual (post doc) fellowships (value £8.6m). Queen Mary has a strong track record of achieving funding through Horizon Europe and I hope that this recent round of applications will continue this success.

### **Raising the Voice of Research at Queen Mary**

#### **Researchers Forum**

This autumn will see the first meeting of the Researcher's Forum, a cross university group bringing together 100 of our leading researchers along with VPRAG and a number of PS staff. The Forum will create a space for discussions on how we improve research at Queen Mary in broad terms: covering issues from reducing bureaucracy to the achievement of strategic aims such as how we identify research areas to lead to University Research Institutes and growing our research income.

The Forum will meet three times a year, and researchers are invited to join for a year. The membership will be revisited in Summer 2022, when an updated group of researchers will be invited to join taking account of changes in relative research success in the interim.

#### **Entrepreneurs Club**

The Entrepreneurs Club, run in partnership with Queen Mary Innovation, aims to promote and celebrate entrepreneurship at Queen Mary. Two meetings have taken place to date: the first on different funding models and the second, hosted by an Innovate UK assessor, on writing a successful application for Innovate UK funding. The club has 180 members, with around 50 at each meeting.

Membership is open to researchers from all faculties and at all levels of experience. The next meeting will take place on Wednesday 8 December.

## **Resourcing**

### **Deputy Vice Principals**

Following discussions at VPRAG, SET has approved the recruitment of three new Deputy Vice Principal roles:

- Deputy Vice Principal for Impact (Culture, Community and Civic)
- Deputy Vice Principal for Impact (Enterprise and Commercial Innovation)
- Deputy Vice Principal for Strategic Research

These roles will replace the existing Deputy Vice Principals for Research (Enterprise, Impact and Research Excellence). Job descriptions and the SET cover paper explaining the rationale for this change are included in the appendices to this report for Senate's reference. Recruitment will take place this autumn.

We are keen to run an inclusive recruitment process and have been working with the EDI team to ensure our approach adopts best practice. One of the best ways to generate applications from a diverse group of people is for senior colleagues to proactively suggest to them they might apply. If Senate are aware of strong candidates from within their Schools/Institutes, we would be grateful if they could bring these roles to their attention and encourage them to consider an application.

### **New specialist posts in the JRMO**

In response to emerging legislation and government guidance, and to the changing expectations of funders, we have agreed to recruit two new specialist posts to the JRMO to support researchers to understand best practice and to adopt it in their work:

- **Research Integrity Officer:** Responsible for understanding funder requirements and ensuring Queen Mary policies and processes to meet them. The role will play a key role in promoting research integrity across the university and in supporting the research misconduct process. Interviews will take place in late October.
- **International Risk and Export Control Manager:** Responsible for building strategy, formulating policy and process to underpin Queen Mary's compliance with export legislation and collaborations within the global context, and undertaking a cross university review to ensure key areas have been identified and that appropriate measures or processes are in place to mitigate any risks identified. This role is being advertised now ([advert here](#)).

## Recruitment of new Deputy Vice Principals

### Deputy Vice Principals for Impact and Deputy Vice Principal for Strategic Research SET cover paper

#### Background

Queen Mary is an ambitious, socially inclusive university driven to make positive change. Our Strategy 2030 mission states that we are: “[d]edicated to the public good, we will generate new knowledge, challenge existing knowledge, and engage locally, nationally and internationally to create a better world.” This mission is underpinned by a bold plan to “be recognised for our distinctive, world-leading, curiosity-driven and applied research, [where we] will continually build our research capacity for social, cultural and economic impact.”

Queen Mary’s commitment to high quality engagement – particularly public & community engagement, and research partnerships – was highlighted in the [Knowledge Exchange Framework](#) (KEF) results (published March 2021). Additionally, Queen Mary’s submission to 2021 REF demonstrates the significant growth in research volume at the university over the past seven years. We are hopeful that, when the results of the exercise are published in April 2022, it will recognise the progress that our research has made over this time.

However, Queen Mary’s ambitions exist in a fast changing and increasingly challenging environment. The KEF and related KE Concordat are two examples of how universities are increasingly expected to demonstrate reach and impact beyond traditional education and research, with the potential to impact on both our reputation and income. The levelling-up agenda poses particular challenges for London-based universities, with cuts to London-weighting for teaching grants already announced. While the government remains committed to spending 2.4% of GDP on research, this will not benefit Queen Mary unless we are able to grow our share of the funding pot.

There are also several major opportunities ahead. The growing presence of arts and culture in east London (e.g. UCL East, V&A East, Sadler’s Wells East) and the development of QM Life Sciences and the London City Institute of Technology bring new opportunities for partnerships and innovation. Queen Mary’s strong connections to east London are also well aligned to the current national policy focus on ‘place’. The KE Concordat self-assessment has highlighted several areas where colleagues working in engagement, impact or enterprise – across the portfolios of the VPs for both Policy & Strategic Partnerships and Research & Innovation – can work together.

If we are to achieve the step change in our research and impact profile we aspire to, take advantage of these opportunities and thereby increase our share of funding, we need to continue to invest in senior academic roles who can lead the delivery of our plans, supporting our talented community of researchers to achieve their full potential. This paper sets out a case for evolving the existing Deputy Vice Principal (DVP) for Research roles to enable the university to meet this challenge.

#### Existing roles

There are currently three DVP roles, all reporting directly to the DVP for Research and Innovation. These posts are largely designed to meet the specific requirements of the 2021 REF exercise:

- Deputy Vice Principal Research Excellence
- Deputy Vice Principal Impact
- Deputy Vice Principal Enterprise

Each post-holder has made significant progress against their portfolio. The intention of these changes is to create a structure which allows the university to continue to benefit from this work

while broadening the remit of the roles to respond to new priorities (notably KEF) and additional areas of the strategy (e.g. reputation). The proposal maintains the existing DVP headcount and does not represent growth in the number of senior posts. This allows the flexibility to maintain a focus on the emerging requirements of the next REF exercise.

### **Proposed new roles**

Three new role descriptions have been drafted. They have been amended to reflect SET's feedback and are presented again for approval. All three roles will be externally facing. The post holders will be expected to lead work to raise Queen Mary's reputation, engaging with external partners and participating in PR opportunities.

### **DVPs for Impact**

Being able to demonstrate the impact of our research, teaching and engagement will only grow in importance for Queen Mary, underpinning efforts to generate funds, engage with the right audiences and raise our profile. These two roles will provide strategic leadership of this work across all areas of impact, ensuring we are gathering the case studies and evidence that demonstrate the difference that our research, teaching and engagement is making and using them to develop strategic partnerships with public and private sector organisations that can support us to achieve our goals.

The two DVPs for Impact will work closely together, ensuring that work is closely aligned and mutually supportive.

- DVP for Impact – Culture, Civic and Community: reports to the VP for Policy and Strategic Partnerships, with a dotted line to the VP for Research and Partnerships.
- The DVP for Impact – Enterprise and Commercial Innovation: reports to the VP for Research and Innovation, with a dotted line to the VP for Policy and Strategic Partnerships.

The perspectives of the Knowledge Exchange Framework are split across the portfolios of the VP for Research and Innovation and the VP for Policy and Strategic Partnerships. This new reporting structure is designed to reflect this, allowing each VP high-level academic support to deliver the work in their area and enable productive collaborations across their respective teams. A new Engagement, Impact and Enterprise Steering Group, co-chaired by the VP for Research and Innovation and the VP for Policy and Strategic Partnerships, has been convened to ensure this work is joined up and mutually reinforcing.

### **DVP for Strategic Research**

The DVP for Strategic Research builds on the existing post, DVP for Research Excellence. The post holder will have four key areas of responsibility, all of which we believe will contribute to the strengthening of research at Queen Mary:

- Preparing for the next REF – as the requirements of the next REF exercise become known, this post will ensure that Queen Mary has a considered and coordinated programme of work in place to enable continued progress towards the submission.
- Research infrastructure – considering both the maintenance of existing facilities and investment in new facilities across all faculties, to provide a world-class research environment at Queen Mary built around distinctive programmes of activity.
- Supporting world-leading multi-disciplinary collaboration – facilitating and nurturing new connections between researchers across the university to create distinctive and high-impact research collaborations. Where appropriate, developing these out into University Research Institutes, which will focus research power on answering globally important questions.

- Developing strategic partnerships with research organisations – supporting the development of new and existing collaborations with partners nationally and internationally, e.g. the Alan Turing Institute.

# Job Profile

## Job Description



Job Details		
<b>Job Title:</b>	<b>Deputy Vice-Principal (Impact – Culture, Civic and Community)</b>	
<b>School/Dept/Institute &amp; Centre:</b>	Office of the Principal	
<b>Reports to:</b>	Vice-Principals (Policy & Strategic Partnerships; Research)	
<b>Grade:</b>	Academic and Education (current grade)	<b>Part Time 0.5 FTE</b>
<b>Appointment period:</b>	3 years	
<b>Current Location:</b>	Mile End	

### Job Context

Queen Mary University of London (Queen Mary) is a member of the Russell Group, one of the UK's leading research-focused higher education institutions and one of the three largest members of the University of London. Queen Mary's staff deliver world-class research and degree programmes across a wide range of subjects. Queen Mary is committed to the highest quality of research and the best possible educational, cultural and social experience for its students. While the university is rooted in its local community, it also has deep and active engagement internationally.

Given the increasing importance of the knowledge exchange framework, partnerships and external engagement in a research and innovation funding environment driven by the UK funding and political landscape and the wider impact agenda, two complementary part-time Deputy Vice-Principal (DVP) roles have been created:

- DVP Impact – Culture, Civic and Community (*reporting to the VP Policy and Strategic Partnerships with a dotted line to VP Research & Innovation*);
- DVP Impact – Enterprise and Commercial Innovation (*reporting to the VP Research with a dotted line to VP Policy and Strategic Partnerships*)

These thematic DVP roles will provide leadership focused on key areas of the University's engagement, impact and enterprise activity. As such, the Deputies must have a high level of competence and experience across a number of HEI dimensions and be willing to engage widely both internally and externally to promote Queen Mary.

The *DVP Impact – Culture, Civic and Community* role is available as a partial secondment from established academic positions at QMUL. The ideal candidate will hold a senior academic post at the university and a keen interest to work across all Faculties and some familiarity and/or direct experience with relevant external engagement.

### Job Purpose

The new *DVP Impact – Culture, Civic and Community* is a senior academic leadership post that will play a key role in delivering the Research and Innovation Enabling plan and the External and International Engagement Enabling Plan, key parts of Strategy 2030. This will include developing a strategy for high quality cultural, civic and community engagement as a route to impact across Queen Mary. The DVP will input to the decisions around the Impact Fund, including how funds are allocated and how this is captured and measured through impact case studies.

Reporting to the Vice-Principal (Policy and Strategic Partnerships), the DVP will work closely with the VP and the Centre for Public Engagement to ensure recognition of Queen Mary's economic and social role within London – in particular, via the launch and implementation of the university's Civic University Agreement; the maintenance and development of relationships with other east London anchor institutions (e.g. Councils); and the cross-London and national representative role of Queen Mary as part of the Civic University Network.

### Job Context

The role will lead the university's approaches to supporting civic, cultural and community engagement (and its intended impact) as part of the Engagement, Impact & Enterprise Strategy Group, working closely with Heads of Schools and Institutes, Faculty Executives, and Professional Services teams (e.g. the Centre for Public Engagement, Impact, Marketing & Communications, Arts & Culture, the Students Union).

The DVP will also work with the DVP Impact – Enterprise and Commercial Innovation to ensure that preparations for KEF are consistent with the university's strategy towards enterprise and engagement, and that KEF reporting accurately represents the university's knowledge exchange. Based on learnings from the 2021 KE Concordat self-assessment process, the DVPs for Impact will collaborate on developing strategies to drive continued improvement against these metrics.

The role will entail the identification and confirmation of key strategic partners, together with an appropriate strategy for the development of long-term relationships of mutual benefit that can take advantage of the opportunities provided by external funding streams.

The post will be externally facing, contributing to work to raise Queen Mary's reputation for distinctive, world-leading, curiosity-driven and applied research and engagement that has cultural, civic and community impact. This will include representing Queen Mary externally, in media and at events. The post-holder will also oversee a programme of internal communications which celebrate and recognise our impact and share examples of best practice.

### Main Duties & Responsibilities

To provide cross-institutional leadership for activities assigned by the Vice Principals of Policy & Strategic Partnerships and Research, in particular responsibilities for this role include:

- Playing a leading role in the delivery of the Research and Innovation Enabling Plan and the External and International Engagement Enabling Plan as key parts of Strategy 2030
- The development of an overarching strategic plan for this area to ensure high quality cultural, civic and community engagement is a route to impact across Queen Mary. This will draw together existing strategic work, ensure activity is coordinated and placing Queen Mary in a strong position to meet existing and new opportunities.
- To actively initiate around 4 REF style impact case studies, working with colleagues from across the university to ensure we are creating and capturing opportunities, robustly tracking their development and publicising the results of this work, including with funders, policy makers and other key partners.
- Identification of key strategic partners and the development and implementation of a strategy for building relationships with them.
- Playing a leading role in the implementation and monitoring of the Civic University Agreement now in development
- Building relationships with key individuals in government and other bodies, and actively networking to grow our organisational contacts.
- Help to support QM's research to effectively influence public policy, aligning with existing QM initiatives such as the Mile End Institute and the Global Policy Institute where necessary to ensure activities are coordinated and mutually beneficial.
- Leading on and assisting in the preparation of submissions to relevant consultations and inquiries.
- Working with business development and Faculty Research Managers, to maintain awareness of government and other funder policies and schemes and identify and prepare resources in a timely fashion to take advantage of these.
- Working with the university Research Office as needed to support the development and submission of major grant bids with cultural and community partners.
- Monitoring and review of HE-BCI data and preparation of reports with recommendations on actions to improve the university's performance on these metrics.



### Job Context

- In liaison with the VP Research and other senior staff, to assess and advise on HEIF strategy and investment.
- Maintaining awareness of national developments with regard to impact (including REF), knowledge exchange (including KEF and the KE Concordat), and civic responsibilities/engagement more broadly.
- Working with the DVP Impact – Enterprise and Commercial Innovation to co-ordinate and quality assure KEF and KE Concordat submissions
- Identifying essential resources required to deliver impact case studies and advise on the deployment of impact funding (alongside the DVP Impact – Enterprise and Commercial Innovation).
- Collaborating with the DVP Impact – Enterprise and Commercial Innovation to prepare an annual showcase of impact across the institution
- Leading on the quality of impact and engagement work for promotions exercises.
- Liaison with the VP International and VP Education to ensure the coordination of relationships with partners where these cross other areas of work.
- Working with the Marketing and Communications team to support work to raise Queen Mary's reputation, supporting a pipeline of impact news stories and taking part in externally facing communications and engagement.
- Attending external meetings on behalf of the VP Policy & Strategic Partnerships as requested.

**The above list of responsibilities is not exhaustive, and the jobholder may be required to undertake other duties commensurate with the level of the role, as reasonably requested by the Vice-Principal.**

**This job description sets out the duties of the post at the time it was drawn up. Such duties may vary from time to time without changing the general character of the duties or level of the responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the post.**

# Job Profile

## Person Specification

This table lists the essential and desirable requirements needed in order to perform the job effectively. Candidates will be shortlisted based on the extent to which they meet these requirements.

	Requirements	Essential / Desirable
<b>Qualifications</b>	Established member of senior academic staff in QMUL	E
	A respected international research and/or innovation profile.	E
<b>Knowledge, Skills and Experience</b>	Experience of working closely with significant external non-university partners, linking university research with innovation.	E
	Evidence of leadership and mentoring of other academic staff, with the ability to influence and command respect of their peers without direct line management responsibilities.	E
	Evidence of an ability to contribute significantly to the development and implementation of a strategic approach to a broad and complex area of work.	E
	Experience of building excellent working relationships with key individuals in leadership positions in external organisations.	E
	Proven ability to work effectively across disciplinary boundaries.	E
	A clear understanding of the current funding environment regarding innovation, such as the Industrial Strategy challenge Fund and HEIF, the role of relevant organisations such as Innovate UK and the NCUB, the metrics used to assess performance such as the HE-BCI survey, and the potential impact of changes such as UKRI and the proposed KEF.	D
	An understanding of the REF and how Enterprise is relevant to this.	D
	The ability to work effectively with colleagues at all levels, presenting clear arguments and understanding the background for differing views.	E

### Essential/Desirable:

E = Essential: Requirements without which the job could not be done.

D = Desirable: Requirements that would enable the candidate to perform the job well.

# Job Profile

## Job Description



Job Details		
<b>Job Title:</b>	<b>Deputy Vice-Principal Impact (Enterprise and Commercial Innovation)</b>	
<b>School/Dept/Institute &amp; Centre:</b>	Office of the Principal	
<b>Reports to:</b>	<i>Vice-Principal (Research)</i>	
<b>Grade:</b>	Academic and Education (current grade)	<b>Part Time 0.5 FTE</b>
<b>Appointment period:</b>	3 years	
<b>Current Location:</b>	Mile End	

### Job Context

Queen Mary University of London (Queen Mary) is a member of the Russell Group, one of the UK's leading research-focused higher education institutions and one of the three largest members of the University of London. Queen Mary's staff deliver world-class research and degree programmes across a wide range of subjects. Queen Mary is committed to the highest quality of research and the best possible educational, cultural and social experience for its students. While the university is rooted in its local community, it also has deep and active engagement internationally.

Given the increasing importance of the knowledge exchange framework, partnerships and external engagement in a research and innovation funding environment driven by the UK funding and political landscape and the wider impact agenda, two complementary part-time Deputy Vice-Principal (DVP) roles have been created:

- DVP Impact – Culture, Civic and Community (reporting to the VP Policy and Strategic Partnerships with a dotted line to the VP Research and Innovation)
- DVP Impact - Enterprise and Commercial Innovation (reporting to the VP Research and Innovation with a dotted line to the VP Policy and Strategic Partnerships)

These thematic DVP roles will provide leadership focused on key areas of the University's engagement, impact and enterprise activity. As such, the Deputies must have a high level of competence and experience across a number of HEI dimensions and be willing to engage widely both internally and externally to promote Queen Mary.

The DVP Impact - Enterprise and Commercial Innovation role is available as a partial secondment from established academic positions at QMUL. The ideal candidate will hold a senior academic post at the university and a keen interest to work across all Faculties and have some familiarity and/or direct experience with relevant external engagement.

### Job Purpose

The new DVP Impact – Enterprise and Commercial Innovation is a senior academic leadership post that will play a key role in delivering the Research and Innovation Enabling plan and the External and International Engagement Enabling Plan, key parts of Strategy 2030. This will involve developing and implementing an enterprise strategy for the university, in order to take advantage of the current rapidly increasing national emphasis on the industrial strategy, engagement with business across a range of sectors, innovation, and the variety of major funding streams associated to this.

Reporting to the Vice-Principal (Research and Innovation), the Deputy will work closely with Academic colleagues to increase understanding and awareness of the importance of enterprise and engagement. They will also work closely with Professional Services staff supporting business development, fundraising, commercialisation and impact, and with Faculty and School/Institute level leads responsible for major partnerships with relevant external organisations.

The postholder will also provide academic leadership for Queen Mary's skills provision, including apprenticeships, and support the development of student enterprise. This area of the role will be managed by the VP PSP.

### Job Context

The DVP will also work with the DVP Impact – Civic, Cultural and community to ensure that preparations for KEF are consistent with the university's strategy towards enterprise and engagement, and that KEF reporting accurately represents the university's knowledge exchange. Based on learnings from the 2021 KE Concordat self-assessment process, the DVPs for Impact will collaborate on developing strategies to drive continued improvement against these metrics.

The role will entail the identification and confirmation of key strategic partners, together with an appropriate strategy for the development of long-term relationships of mutual benefit that can take advantage of the opportunities provided by external funding streams.

The post will be externally facing, contributing to work to raise Queen Mary's reputation for distinctive, world-leading, curiosity-driven and applied research and engagement that leads to enterprise and commercial innovation. This will include representing Queen Mary externally, in media and at events. The post-holder will also oversee a programme of internal communications which celebrate and recognise our impact and share examples of best practice.

### Main Duties & Responsibilities

To provide cross-institutional leadership for activities assigned by the Vice Principal, in particular:

- Playing a leading role in the delivery of the Research and Innovation Enabling Plan and the External and International Engagement Enabling Plan as key parts of Strategy 2030
- The development of an overall strategy for Enterprise at the university.
- Assessment of country, industry sectors, opportunities and priorities for the university.
- To actively initiate around 4 REF style impact case studies each year, working with colleagues from across the university to ensure we are creating and capturing opportunities, robustly tracking their development and publicising the results of this work, including with funders, policy makers and other key partners.
- Identification of key strategic partners and the development and implementation of a strategy for building relationships with them.
- Working with the VP P&SP to support the development of QM's skills provision, including apprenticeships, and student enterprise and linkages with other related areas of work across the university.
- Working with business development and Faculty Research Managers, to maintain awareness of government and other funder policies and schemes and identify and prepare resources in a timely fashion to take advantage of these.
- Building relationships with key individuals in government and other bodies, and actively networking to grow our organisational contacts
- Leading on and assisting in the preparation of submissions to relevant consultations and inquiries.
- Working with the university Research Office as needed to support the development and submission of major grant bids with industry partners.
- Maintaining awareness of national developments with regard to impact (including REF), knowledge exchange (including KEF and the KE Concordat), and civic responsibilities/engagement more broadly; and participating in relevant external events.
- Working with the DVP Impact – Culture, Civic and Community to co-ordinate and quality assure KEF and KE Concordat submissions.
- Monitoring the international landscape for risks to research and making strategic recommendations to the VP R&I for how these can be managed effectively.
- Assisting colleagues to understand how the UK's strategic export controls apply to their research and ensuring that Queen Mary has appropriate risk control measures in place.
- Monitoring and review of HE-BCI data and preparation of reports with recommendations on actions to improve the university's performance on these metrics.
- In liaison with the VP Research and other senior staff, to assess and advise on HEIF strategy and investment.

### Main Duties & Responsibilities

- Working closely with Queen Mary Innovation to assess and review spinout, licensing and other activity levels and prospects.
- Collaborating with the DVP Impact – Civic, Culture and Community Innovation to prepare an annual showcase of impact across the institution.
- Working with the Marketing and Communications team to support work to raise Queen Mary's reputation, supporting a pipeline of impact news stories and taking part in externally facing communications and engagement.
- Liaison with the VP International and VP Education to ensure the coordination of relationships with partners where these cross other areas of work.

**The above list of responsibilities is not exhaustive, and the jobholder may be required to undertake other duties commensurate with the level of the role, as reasonably requested by the Vice-Principal.**

**This job description sets out the duties of the post at the time it was drawn up. Such duties may vary from time to time without changing the general character of the duties or level of the responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the post.**

# Job Profile

## Person Specification

This table lists the essential and desirable requirements needed in order to perform the job effectively. Candidates will be shortlisted based on the extent to which they meet these requirements.

	Requirements	Essential / Desirable
<b>Qualifications</b>	Established member of senior academic staff in QMUL	E
	A respected international research and/or innovation profile.	E
<b>Knowledge, Skills and Experience</b>	Experience of working closely with significant external non-university partners, linking university research with innovation.	E
	Evidence of leadership and mentoring of other academic staff, with the ability to influence and command respect of their peers without direct line management responsibilities.	E
	Evidence of an ability to contribute significantly to the development and implementation of a strategic approach to a broad and complex area of work.	E
	Experience of building excellent working relationships with key individuals in leadership positions in external organisations.	E
	Proven ability to work effectively across disciplinary boundaries.	E
	An understanding of the skills agenda and how it affects Queen Mary.	E
	A clear understanding of the current funding environment regarding innovation, such as the Industrial Strategy challenge Fund and HEIF, the role of relevant organisations such as Innovate UK and the NCUB, the metrics used to assess performance such as the HE-BCI survey, and the potential impact of changes such as UKRI and the proposed KEF.	D
	An understanding of the REF and how Enterprise is relevant to this.	D
	The ability to work effectively with colleagues at all levels, presenting clear arguments and understanding the background for differing views.	E
	Proven ability to effectively chair meetings	D
	Excellent written communication skills.	E

### Essential/Desirable:

E = Essential: Requirements without which the job could not be done.

D = Desirable: Requirements that would enable the candidate to perform the job well.

# Job Profile

## Job Description



Job Details		
<b>Job Title:</b>	<b>Deputy Vice-Principal - Strategic Research</b>	
<b>School/Dept/Institute &amp; Centre:</b>	Office of the Principal	
<b>Reports to:</b>	<i>Vice-Principal (Research and Innovation)</i>	
<b>Grade:</b>	Academic and Education (current grade)	<b>Part Time 0.5 FTE</b>
<b>Appointment period:</b>	3 years	
<b>Current Location:</b>	Mile End	

### Job Context

Queen Mary University of London (Queen Mary) is a member of the Russell Group, one of the UK's leading research-focused higher education institutions and one of the three largest members of the University of London. Queen Mary's staff deliver world-class research and degree programmes across a wide range of subjects. Queen Mary is committed to the highest quality of research and the best possible educational, cultural and social experience for its students. While the university is rooted in its local community, it also has deep and active engagement internationally.

We have ambitious plans to build our capacity for distinctive, world-leading, curiosity driven and applied research, articulated in Strategy 2030. Our ability to provide a world-class virtual and physical research infrastructure is an important enabler to this: benefitting existing researchers, supporting the recruitment of new talent, and enabling Queen Mary to play a strategic role as a leading member of the national research community.

The newly created post of Deputy Vice-Principal (DVP) – Strategic Research will provide strategic leadership and direction to the development of Queen Mary's research strategy. The post will report to the Vice-Principal for Research and Innovation and work closely with colleagues in the Faculties and with professional services staff, for example in EAF IT and Strategic Planning.

The role is available as a partial secondment for established academic positions at Queen Mary. The ideal candidate will hold a senior academic post at the university and a keen interest to work across all Faculties, with experience working across disciplines and with relevant external bodies, such as research councils.

### Job Purpose

The new DVP - Strategic Research is a senior academic leadership post that will play a key role in delivering the Research and Innovation Enabling Plan, a key part of the University's Strategy 2030. As part of this, the DVP will work closely with the VP for Research and Innovation to connect Queen Mary's research strengths with the national and international research landscape, ensuring our research is distinctive and high-impact, and that the university is well placed to take advantage of emerging opportunities. It will build on the progress of the 2021 REF exercise, taking forward a programme of continuous improvement that prepares the university for the next exercise.

### Job Context

The post holder will have four key areas of focus:

#### 1. Preparing for the next REF exercise

We anticipate the shape of the next REF exercise will be announced as soon as 2022, and key aspects of it are likely to mirror the most recent exercise. Once it is known, Queen Mary will want to begin preparations immediately – developing a plan which enables coordinated and concerted progress over the next seven years, building on and refining the structures already in place. Working closely with the VP R&I, this role will lead this work, ensuring Queen Mary is continually improving its REF capability. This will include working with the Director of Research Enterprise and Business Development and Director of Planning to define the PS support needed for the REF exercise.

#### 2. Research Infrastructure

Infrastructure is a key enabler of research success. The DVP-Strategic research will consider how we maintain and upgrade our existing facilities, and plan investments in new equipment and/or infrastructure to enable the university to further its research impact and to differentiate its provision. Infrastructure is understood to include virtual and physical assets, ensuring join-up and alignment across the entire research estate to benefit all faculties.

The role will oversee the delivery of the Research Capital Investment Fund (RCIF) and the World Class Labs (WCL) allocation, ensuring these funds are spent efficiently to maximise benefit to research at Queen Mary, and that this is reported on as appropriate to VPRAG and other committees. The DVP – Strategic Research will also lead significant, cross-institutional, applications for external funding for infrastructure investment, being mindful of national priorities and local need.

#### 3. Facilitating world-leading interdisciplinary research

Creating new communities of diverse scholars is at the heart of our research ambitions, as set out in Strategy 2030. The DVP – Strategic Research will work closely with academic colleagues across the university to identify opportunities for researchers to create new collaborations which cross academic boundaries and expand the frontiers of research and to create an environment which supports this.

This will include planning for new University Research Institutes, a flagship initiative of Strategy 2030, which build opportunities for scholars from different disciplines to work together to address the major challenges facing society, supported by significant investment in unique infrastructure.

#### 4. Development of strategic collaborations

The DVP – Strategic Research will support the development of new and existing collaborations with partners at the national and international level, enabling Queen Mary to advance its reputation based on its unique and differentiated research strengths and infrastructure. Example institutions here include but are not limited to the Henry Royce Institute, the Alan Turing Institute and the London Centre for Nanotechnology.

This will entail horizon scanning for opportunities and working with colleagues at the university to ensure Queen Mary is prepared to take advantage of them, for example through strategic investment in infrastructure and personnel which supports the realization of this organizational ambition.



### Job Context

The post holder will make a significant contribution to work to raise Queen Mary's research reputation, working with PS staff and with researchers, and taking part and initiative externally facing media and communications opportunities. This will include connecting the Marketing and Communications team to researchers and teams delivering distinctive and world-leading multidisciplinary research and ensuring that we are recognised for our contribution to strategic collaborations and partnerships.

The post-holder will be an adept relationship builder, experienced in building connections with academic and professional services colleagues from across the university. This role will work closely with VPRAG, researchers in all faculties, and with Professional Services staff, including in EAF, IT and Planning, and with Faculty and School/Institute level leads responsible for research infrastructure in their areas.

### Main Duties & Responsibilities

To provide cross-institutional leadership for activities assigned by the Vice Principal, in particular:

- Playing a leading role in the delivery of the Research and Innovation Enabling Plan as a key plank of Strategy 2030
- The development of an overall strategy for Research Infrastructure at the university.
- Working with Faculty Research Deans and researchers to identify opportunities for the creation of University Research Institutes, underpinned by unique and world-class infrastructure.
- Assessment of opportunities and priorities for the university to support investment in new infrastructure or equipment.
- Identification of key strategic partners and the development and implementation of a strategy for building relationships with them, working with the DVPs for Impact and other colleagues where necessary, to ensure this is coordinated across the university.
- Working with business development and Faculty Research Managers, to maintain awareness of government and other funder policies and schemes and identify and prepare resources in a timely fashion to take advantage of these.
- Working with the Fundraising Team to generate philanthropic support for research infrastructure at Queen Mary.
- Building relationships with key individuals in government and other bodies, and actively networking to grow our organisational contacts
- Leading on and assisting in the preparation of submissions to relevant consultations and inquiries.
- Working with the university Research Office as needed to support the development and submission of major grant bids for infrastructure funding.
- Maintaining awareness of national developments with regard to research infrastructure and environment, including REF.
- Monitoring and review of data on how our research infrastructure is utilised and preparing reports and recommendations on how to improve our performance on these metrics.
- Work with the Director of Research, Enterprise and Business Development and the Director of Planning on the PS support required for the next REF exercise.
- Lead evaluation of the outcome/results of the 2021 REF and incorporate these into a strategic plan to guide the university's preparations for the next REF exercise.
- In liaison with the VP R&I and other senior staff, to lead on the distribution of RCIF and WCL funding.
- Liaison with the VP Education to ensure that investments in infrastructure, where possible, also benefit Queen Mary students.
- Working with the Marketing and Communications team to support efforts to raise Queen Mary's research reputation.
- Taking part in media and communications work, where relevant, and encouraging other researchers to do so.

# Job Profile

## Job Description

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The above list of responsibilities is not exhaustive, and the jobholder may be required to undertake other duties commensurate with the level of the role, as reasonably requested by the Vice-Principal.

This job description sets out the duties of the post at the time it was drawn up. Such duties may vary from time to time without changing the general character of the duties or level of the responsibility entailed. Such variations are a common occurrence and cannot in themselves justify a reconsideration of the grading of the post.

# Job Profile

## Person Specification

This table lists the essential and desirable requirements needed in order to perform the job effectively. Candidates will be shortlisted based on the extent to which they meet these requirements.

	Requirements	Essential / Desirable
<b>Qualifications</b>	Established member of senior academic staff in QMUL	E
	A respected international research and/or innovation profile.	E
<b>Knowledge, Skills and Experience</b>	Experience of working closely with significant external non-university partners, linking university research with innovation.	E
	Evidence of leadership and mentoring of other academic staff, with the ability to influence and command respect of their peers without direct line management responsibilities.	E
	Evidence of an ability to contribute significantly to the development and implementation of a strategic approach to a broad and complex area of work.	E
	Experience of building excellent working relationships with key individuals in leadership positions in external organisations.	E
	Proven ability to work effectively across disciplinary boundaries.	E
	An understanding of the REF, in particular the institutional environment statement.	D
	The ability to work effectively with colleagues at all levels, presenting clear arguments and understanding the background for differing views.	E
	Proven ability to effectively chair meetings	D
	Excellent written communication skills.	E

**Essential/Desirable:**

E = Essential: Requirements without which the job could not be done.

D = Desirable: Requirements that would enable the candidate to perform the job well.

## Vice-Principal (People, Culture and Inclusion) – October 2021

### Introduction

This report reflects on the closing months of the academic year 2020/2021 for People, Culture & Inclusion since my last report in June 2021. It has been a busy and fruitful period for the EDI Steering Group (EDISG), EDISG subcommittees, and our staff networks, to progress the People, Culture and Inclusion (PCI) Enabling Plan. It has also been a real pleasure to work with colleagues in the Queen Mary Academy, Researcher Development Team and the Doctoral College to align our work across the range of EDI activities that we are all advancing. Our work over the summer period puts PCI, and the University, in an even stronger position to deliver our important work and pursue our objective: to be the most inclusive university of our kind, anywhere.

### People, Culture & Inclusion Plan

#### Progress update – our KPIs

In my June 2021 report, I reflected on progress towards our institutional KPIs for gender and ethnic representation, particularly at a senior level (aiming for 50:50:50 female representation across junior, middle and senior grades, and 40:40:40 for ethnic diversity). We are currently developing measures and targets to help inform our future actions between now and 2030. Once finalised, we will be sharing these more detailed measures with Faculties, Schools, Institutes and PS Directorates, to better inform local planning and to design more targeted actions.

#### Embedding Our Values

Since my last report, the Equality, Diversity and Inclusion (EDI) and Organisation and Professional Development (OPD) Teams, presented our business case and project plans for '*Embedding Our Values*' to the University's Strategic Programme Board; this case and project sets out our roadmap to ensure that Equality, Diversity and Inclusion (EDI) are a visible, celebrated and an integral part of staff and student life at Queen Mary.

Through our engagement with Strategic Programme Board, we are pleased to report that we have received additional investment, representing staff and non-staff resource, over a four-year period. This budget will:

- i) Enable the University's existing EDI Team to grow in the size, depth and breadth of their expertise to support our ambitions under Strategy 2030, e.g. with additional resource to support our work on disability.
- ii) Enable the OPD Team to procure a new Staff Engagement Survey Tool and increase our understanding of and insight into staff experience at Queen Mary at institutional and local levels.
- iii) Invest in the creation and development of a modular, university-wide EDI programme to support and meet the diverse learning and development needs of our staff around inclusive practice.
- iv) Strengthen and improve our existing offer to Staff Networks, so that staff voice and engagement is richer, and more diverse; and grow our Professional Networks to enhance career development support for staff across the University.

I will continue to update Senate on developments as we continue to progress the project and meet key milestones and objectives.

## **Governance Updates**

### **Equality, Diversity & Inclusion Steering Group**

Equality, Diversity & Inclusion Steering Group (EDISG) have enjoyed excellent presentations from several Schools, Institutes and PS Directorates across the academic year 2020/21.

- In March, we hosted presentations from: The School of Biological and Chemical Sciences; The Office of the Principal; and The School of Business & Management;
- In June, we hosted presentations from: The Institute of Dentistry; The School of Physics and Astronomy; and IT Services;
- In July, we hosted presentations from The School of Geography; The Institute of Health Sciences Education; and Estates and Facilities.

This concludes our first academic year of local presentations to EDISG. Many members of EDISG, and our presenters, remarked on how constructive, supportive and reflective a process it had been. The quality of presentation, and work, demonstrates our values in action across the University. We distribute the presentations (*with the agreement of each area*), with EDISG members to share good practice across the University. These presentations are intended to provide a rich resource of ideas for other areas to draw from.

As Chair of EDISG, I would like to thank all presenters for their hard work progressing EDI in their respective areas over the last year. I look forward to hearing from colleagues across the University in our new academic year. I have included these dates as **Appendix 1**.

### **Equality, Diversity & Inclusion Action Plans**

Each academic School, Institute and PS Directorate has now created an Equality, Diversity & Inclusion Action Plan, based on the outcomes of the 2019 staff survey and also aligned to Strategy 2030, to advance their local EDI priorities. These plans are informed by our KPIs, as discussed above, and seek to foster an inclusive culture, free from bullying and harassment.

Throughout July, Heads of School and Institutes, PD Directors and EDI Leads formally shared their plans with me and the EDI Team; as a University, we can now say, for the first time, *every* area of our organisation has a local plan and dedicated leadership for progressing EDI goals and initiatives.

These plans will feed into Queen Mary's Equality, Diversity & Inclusion Annual Report (due for publication at the end of the calendar year) and allow us to bring to life the breadth and depth of activity underway to make our university the most inclusive of its kind, anywhere.

An updated process will be undertaken in June 2022, aligned with the Strategic Planning Office, to keep the plans alive and relevant.

I would like to personally thank all who contributed to the creation of these plans and their ongoing delivery.

### **Updates from The Equality, Diversity & Inclusion Team**

#### **Gender Equality at Queen Mary**

In June 2021 Gender Equality Self-Assessment Team (GESAT) was renamed the Gender Equality Action Group (GEAG) to better reflect the work of the group and more closely align it with other EDI related Action

Groups. The focus of GEAG has been on finalising our Institutional Silver Athena Swan application due in November 2021, with the June meeting taking a deep dive into key findings of professional services data and action planning.

Following on from the results of the Parents and Carers survey (April) and the Athena Swan survey (May), semantic analysis of the qualitative data was commissioned to support the quality of gendered analysis and development of actions. The reports highlighted areas where further information would be valuable, and we therefore organised four focus groups in September 2021.

Throughout summer 2021 draft versions of the Athena Swan Institutional Silver application were reviewed by HR colleagues and experienced Athena Swan representatives from across all three Faculties ahead of submission to an Advance HE Athena Swan associate for a pre-submission review.

### **Celebrating Black History Month at Queen Mary**

Black History Month (October) celebrates and recognises the contributions of Black communities; at Queen Mary, we will be celebrating contributions across our University, academic disciplines and community. The EDI Team have been working closely across the University, and with the Students' Union, to coordinate a comprehensive programme of events. We were particularly pleased to launch our Black History Month speaker series, including the following guest speakers:

Dr Fiona Bartels-Ellis OBE, who is Head of Equal Opportunity and Diversity at the British Council, where she sets and drives the strategic direction of the organisation's work across its offices in 110 countries in support of its cultural relations activities.

Leslie Gaston-Bird (AMPS, MPSE), who is a Dante Level-3 Certified Audio Engineer specializing in 5.1 re-recording mixing (dubbing) and sound editing. She is a former Governor-at-Large for the Audio Engineering Society, and author of the book Women in Audio.

Patrick Vernon, who was awarded an OBE in 2012 for his work on tackling health inequalities and ethnic minority communities. Since 2010 he has been leading the campaign for national Windrush Day and in 2018 kick-started the campaign for an amnesty for the Windrush Generation as part of the Windrush Scandal.

### **External Presentations**

#### **Vitae Annual Conference 2021**

1. I am pleased to report that I was invited to deliver the closing presentation at the Vitae Annual Conference. The topic of my presentation was 'A Values-Led Approach to Researcher Development'. The Conference was opened by the Minister for Science, Research Innovation, Amanda Solloway, who presented the newly launched BEIS Research and Development: People and Culture Strategy (P&CS). Earlier this year, I was very pleased to be invited to contribute to a Round Table meeting with the Minister, as part of the consultation process to shape and inform the P&C Strategy. Thus, in my presentation, I was able to talk about the alignment between the R&D P&C Strategy and Queen Mary's Strategy 2030, and offer examples of work that we are advancing that supports both our own academic ambitions and those of the Government's R&D road map.
2. Invitation to Present at the Centre for Studies of Home (CSH)

I was also extremely pleased to receive an invitation from Professor Alison Blunt, to deliver a presentation at the Strategy Day of the Centre for Studies of Home, where Alison is the Co-Director. It was a privilege to be able to discuss the work we are progressing on embedding our values, policies and frameworks, as well as have the opportunity to engage with the academic life of the University.

**Sheila Gupta**  
**October 2021**

## **Appendix 1: EDISG Action Plan Presentation Dates Academic Year 21/22**

### **EDISG 29th September 2021**

PS Human Resources  
SMD William Harvey Institute

### **EDISG 22nd November 2021**

S & E School of Mathematical Sciences  
SMD SMD Faculty Executive  
HSS School of Languages, Linguistics and Film

### **EDISG 24th January 2022**

SMD Wolfson Institute of Preventative Medicine  
S & E School of Electronic Engineering & Computer Science  
PS Academic Registry and Council Secretariat

### **EDISG 25th March 2022**

HSS School of Law  
S & E School of Engineering & Materials Science  
HSS HSS Faculty Exec

### **EDISG 23rd May 2022**

HSS School of Politics and International Relations  
PS Finance, Planning and the Strategic Delivery Office  
SMD Barts Cancer Institute

### **EDISG 18th July 2022**

PS Marketing and Communications  
PS S&E Faculty Exec  
SMD Institute of Population Health Sciences



## **Vice-Principal (International) Report to Senate**

### **External Risk**

There remains a number of external risks which we are factoring into the activities we are undertaking, both locally and across our regional offices to achieve our global objectives, some of which are summarised below:

#### *Geopolitical issues*

There are many, well-documented geopolitical fault lines with sector-wide impacts on recruitment. Although these have been compounded by the pandemic, disruption is set to continue. That said, the diversity of our intake, very senior diplomatic engagement through the Queen Mary Global Policy Institute, and work to ensure that we do not become overly exposed to a single recruitment market, are our mitigations against these risks.

One of the current indicators of geopolitics impacting the mobility of students to the UK to undertake study is in the number of **ATAS**<sup>1</sup> (Academic Technology Approval Scheme) refusals we have seen for our PhD offer holders from China for autumn '21 entry. We are working with Russell Group colleagues to report refusals and lobby on the escalation which has seen over fifteen refusals to date. In a normal year we would expect to see no more than five ATAS refusals.

The Global Engagement Office is liaising with colleagues across Research Services and the Doctoral College to develop a PGR strategy that broadens out our recruitment and attracts a higher number of fully funded students, as well as those sponsored/co-sponsored by overseas funding bodies and Queen Mary.

#### *Covid 19*

The first recruitment cycle (2019/20) of the University Strategy was significantly impacted by the Covid-19 pandemic and this will continue to shape both recruitment practices and potential across a number of countries for several years, as freedom of movement returns at different rates in different regions, the economic impact of the virus is felt more acutely in developing countries, and the vaccine rollout continues to move more slowly in the global South. However, recruitment has bounced back strongly in 2021/22 and as reported below we are on track to exceed all previous intakes, with new OS enrolments expected to top 5,000 students across the September and January intakes.

### **Student Recruitment**

#### *Overview*

International students have been arriving in London throughout September and it's been superb to see the campuses busy again and students attending in-person welcome activities. Enrolment for September 2021/22 entry does not conclude until the 15<sup>th</sup> October, but our current position looks very strong and should lead to our largest ever international intake.

#### *Overseas UG*

Undergraduate enrolments (Overseas) currently stand at 1,256 (83 over our September target). Our current UG position represents a 29% growth on the final number of UG enrolments in 2020/21. There will likely be some attrition before 1<sup>st</sup> December but it will be a strong intake nonetheless.

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<sup>1</sup> The Academic Technology Approval Scheme (ATAS) applies to all international students and researchers (apart from exempt nationalities) who are subject to UK immigration control and are intending to study or research at postgraduate level in certain sensitive subjects

EU enrolments also look strong despite a 65% drop in applications during the main cycle and currently stand at 199. This is exactly on target although this was significantly reduced for 2021/22 due to this intake being the first where many EU students will be subject to overseas fee status.

At School level, SEF, EECS, Law and History look like they will enrol noticeably higher numbers than their targets and most Schools and Institutes will see year on year growth in their international student numbers.

#### *Overseas PGT*

At the time of writing there have been 3,404 PGT enrolments (Overseas) against a target of 3,072. These are extremely encouraging numbers and represent a 68% increase on autumn 2020 PGT enrolments and a 20% increase on 2019/20.

EU enrolments currently stand at 152 (66 below target) though this shortfall has been mitigated by growth from both the Home and OS market against target. As with UG there will be some attrition to 1<sup>st</sup> December but given the external context this represents a very positive PGT intake

Most academic Schools have seen significant year on year growth. SBM and EECS have had particularly strong years and are already considerably over their targets. CCLS and SEF currently have 572 and 902 Overseas enrolments and should have achieved their targets by the end of the enrolment period.

Some of Queen Mary's most popular masters programmes are being offered in January 2022. Early application data is very encouraging and shows year on year growth for the two programmes being offered in SBM, a slight increase in applications for MSc Banking & Finance (the only SEF programme offered in January 2022) and around 250 applications for the new Artificial Intelligence and Big Data programmes with Machine Learning which have been launched by EECS. CCLS have several LLM specialisms running January. Applications for these programmes are slightly down in comparison to last year but we are confident that there is a market, particularly in South Asia, amongst students who were unable to join us in September.

#### **International Partnerships**

At the end of September Queen Mary signed a partnership agreement with the Wuhan-based **Huazhong University of Science and Technology (HUST)** in a move that will create opportunities for collaboration and open doors to students, researchers and staff.

Queen Mary's President and Principal Professor Colin Bailey and Professor Yuanyuan LI, President of HUST signed the Memorandum of Understanding at an official ceremony in London and Wuhan, where the event was also attended by Martin Walley, Deputy Consul General at the British Consulate-General. By further affirming this international partnership, Queen Mary will be able to share its world-leading expertise while strengthening its commitment to excellence in teaching, research, and innovation.

The partnership aims to establish joint teaching and degree programmes, staff and student exchanges, summer schools and joint research institutes, among other ventures. Based initially on studies and research in the fields of medicine, engineering, economics and management, the agreement also provides the potential for expansion into other areas and disciplines.

Over recent months we have also joined the **Global Gateway Programme (GGP)** in China, managed and administered by our partners Sannam S4. The GGP will see Queen Mary develop articulations with several well established Chinese institutions which will enable students to articulate into Queen Mary degrees via 2+2, 4+1 and 1+1 programme routes.

In February 2020 we signed a partnership with Kaplan to develop a Queen Mary Pathway at their International College in London Bridge (KICL). The partnership has ambitions to grow to an intake of 250 students by year 5 with over 80 enrolling in year one (2020/21: target 40) and c.150 forecast for year 2 (2021/22: target: 80) we have had a very successful first 18 months. Successful students from the KICL foundation and pre-masters programmes progress on to UG and a limited number of PGT programmes at Queen Mary with 67 (from the 80 recruited) expected to enrol in September '21.

## **Student Mobility**

### *Inbound mobility*

Study abroad and exchange programme participation is resuming post Covid with the Global Opportunities team once again welcoming fee paying US study abroad students to Queen Mary. This is the first intake of fee paying study abroad students since Spring 2020, the team did however continue to host exchange students. It is anticipated that there will be a total enrolment of 374 students (firm accepts) for the autumn 2021 semester & full year, (184 fee paying Associates & 18 part time, along with 172 no-fee exchange). Numbers are lower than we would typically expect due to many partners extending travel bans into the autumn 2021 semester. Applications for spring 2022 are currently being processed with the peak application period typically in September. An update on numbers for spring 2022 will be circulated in mid-October.

### *Outbound mobility*

258 Queen Mary students are currently abroad or due to go abroad on study exchanges during 2021/22. Many students have had to withdraw or defer their exchange places due to ongoing travel disruption and partner cancellations.

### *Turing Scheme Funding*

In April 2021 the Queen Mary Global Opportunities team submitted a bid of £913,912 for funding through the UK Government's new Turing Scheme. The Turing application will support the 2030 Strategy in the area of inclusivity and meet Global Opportunities team objectives around increasing outgoing student mobility. Funding will support students from widening participation backgrounds (as defined by the Turing Programme) who hold offers to go abroad during the 2021/22 academic year. Queen Mary was awarded £680,545 (circa 75%) of the funding bid for.

When we submitted the funding bid, we included funding for 177 students – these students were eligible at the time and also had submitted an application for funding in spring 2021 by the deadline.

Due to the pandemic student withdrawals are higher than usual. Currently the team expects to support 99 eligible students with funding through Turing.

### *Partnerships*

New Student Exchange Agreements are being signed with 73 European partners to enable the exchange of students outside of Erasmus+. These new agreements will start from 2022/23.

New student exchange agreements have been signed with the Lahore University of Management Sciences, Pakistan and the University of British Columbia, Canada. Both are HSS only.

## **Queen Mary Global Policy Institute**

The Queen Mary Global Policy Institute (QMGPI) serves to support research translation, impact and engagement with international policymakers, and contributes to institution-wide efforts to affect a step change in the visibility, profile and reputation of Queen Mary globally.

### *QMGPI Projects*

A range of new QMGPI projects launched in 2021, supported with funding from the Research England QR Strategic Priorities Fund (with a particular focus on policy relevance). QMGPI projects bring outstanding Queen Mary research to the attention of global policymakers and civil society organisations, and most have now completed their work.

Since the June 2021 update to Senate, activity has included:

- Good Practices in Sovereign Debt Borrowing (Law; SEF) published its first report "[The Debt Burden: How to Create a Better Debt Management Framework](#)".
- Digital Justice and the Rule of Law in the Age of Covid-19 (Law) ran a launch event in partnership with CEPS "[Criminal Justice, Fundamental Rights, and the Rule of law in the Digital Age](#)".
- Migration, Pandemic and Responses from the Third Sector: Brazil & India (SLLF) published the report "[Migration, Pandemic and Responses from the Third Sector: Lessons from Brazil and India](#)" in Hindi alongside English, Spanish and Portuguese language versions of the report.

### *QMGPI Events*

Examples of recent QMGPI events include:

- 8<sup>th</sup> June 2021 Criminal Justice, Fundamental Rights, and the Rule of law in the Digital Age
- 30<sup>th</sup> June 2021 Building Resilience for the future-a global seminar. 100 registrations
- 15<sup>th</sup> September 2021 AI Ethics & Regulations - a joint event between Queen Mary Global Policy Institute, the Society for Computers and Law and The World Bank. 530 registrations.

### *QMGPI Associates*

Between January-April 2021, QMGPI hosted five current Queen Mary postgraduate students for an internship as Policy Associates. The programme was an overwhelming success, bringing substantial benefits to both the individual participants and the QMGPI.

All former QMGPI Associates have been appointed Fellows of the Institute (see *QMGPI Fellows*).

We are also very pleased that former QMGPI Associate (now Fellow) Angela Mutsotso is once again working with the Institute as she covers Global Projects and Policy Manager Mark Coddington's Shared Parental Leave from September 2021 to February 2022.

### *QMGPI Leadership Team*

It gives us great pleasure to confirm that Dr Stella Ladi will be joining the leadership team with specific responsibility for the use of evidence in informing global policy. Dr Ladi will develop transversal work on evidence-based policy across the disciplines. Her research interests are very well-aligned with our work: Crisis management: the Eurozone crisis, the Covid-19 crisis/the role of experts in public policy/Public policy and public administration reforms/Europeanization,

globalization, transnational administration and global public policy. She has acted as advisor to several international organisations.

#### *QMGPI Fellows*

Professor Farida Fortune (Professor of Medicine in relation to Oral Health in the Centre for Clinical and Diagnostic Oral Sciences, Institute of Dentistry) and Professor Mario Raviglione (Professor of Global Health at the University of Milan) have been appointed Senior Policy Fellows.

The following former QMGPI Associates have been appointed Fellows of the Institute:

- Maria Barraco
- Suyash Barve
- Angela Khanali Mutsotso
- Nina Prusac
- Terence Mark Arthur Ferrer.

#### *Africa Research Universities Alliance (ARUA)*

On 23 September 2021, QM was officially approved as a partner within ARUA following a meeting with the joint Deputy Vice Chancellors (DVCs). This was the result of continued engagement with ARUA and is in line with the decision to create an Africa Strategy that will ensure structured and sustained collaboration on the continent. Currently, QMGPI is working to formalize the partnership with ARUA and begin collaboration on projects focused on Migration, Mobility and Good Governance in the near future.

#### *Africa Network Launch*

On the back of our membership of ARUA the following week Queen Mary Africa Network was launched during a meeting that brought together 25 participants, including academics from Queen Mary and universities in South Africa, Zimbabwe and the UK. Presentations were made on previous projects covering science and engineering, health and environment.

Queen Mary staff noted the steady growth in recruitment and engagement in Africa and a desire to accelerate both over the course of the 2030 Strategy. Africa Network meetings will be held regularly and academics will work towards running joint programs with African institutions. Professor Grant (VP International) will work with colleagues from the School of Geography to explore programs and projects to be run by QM within the Africa Network in the coming months.

#### **Engagement with FCDO Ambassadors**

Queen Mary's ongoing programme of engagement with newly appointed FCDO Ambassadors continues as part of institution-wide efforts to boost the university's profile and global reputation. Recent engagements include:

Jon Benjamin, British Ambassador to Mexico.

Peter Wilson, British Ambassador for Brazil

#### **Global Alumni Engagement**

##### *Alumni Regional Profiles*

DDAE regularly produces regional alumni profiles in advance of international meetings such as those with FCO ambassadors. The latest profile produced looked at Africa in advance of the Africa Network

meeting. In summary, Queen Mary has 2,224 alumni in Africa, and the top three countries are Nigeria (798), Egypt (218) and Kenya (172). Almost 60% have studied at Postgraduate level, and the top two schools they attended are CCLS and SPIR. Over thirty alumni are considered 'notable' and/or fundraising prospects, and many are leaders within the fields of politics, education and law. Previous regional profiles include USA, India, Brazil, Singapore, Hong Kong, Thailand, Pakistan and many others.

## **Staffing**

### *Queen Mary – US Office*

Our fifth overseas Regional Office opened in July 2021 with two staff members in post. Both Karmen Mallow and Jenn Rau will be working to double our full-time and associate student recruitment from North America over the coming years, as well as develop additional partnerships with US and Canadian institutions for Queen Mary students seeking exchange programmes.

Sean O'Connor, Head of Global Projects and Policy, left Queen Mary in August with his replacement, Rachel Miles starting on 1<sup>st</sup> November in a repurposed Executive Officer position.

Mark Coddington, Global Projects and Policy Manager will take Shared Parental Leave from September 2021 to February 2022. Mark has been replaced by one of our graduating LLM students, Angela Mutsotso, who will be in post until February.

Due to the increasing activities of the Queen Mary Global Policy Institute, we extended the contracts of Stewart Lee (International Communications Officer) and Tenjiwe Madzima (International Events Officer). We intend to create permanent full-time posts for these roles over the coming weeks.

Claire Canning has joined the International Partnerships Team in July from University of Cambridge as our International Partnerships Manager. One of her first tasks is to organise the autumn virtual tour of our Chinese partner institutions.

Charlotte Murphy has joined as the new Global Engagement Office Administrator and, amongst other things, is managing the 50% refund to all international students who are arriving from red list countries and having to quarantine for ten days.

Fionn Brennan, International Pathways Recruitment Manager, left the Global Engagement Office in September to undertake a Master's programme and we expect to have his replacement in post by the start of 2022.