



Senate

Paper Title	Vice-Principals' reports
Outcome requested	Senate is asked to note the Vice-Principal's reports
Points for Senate members to note and further information	N/A
Questions for Senate to consider	N/A
Regulatory/statutory reference points	N/A
Strategy and risk	N/A
Reporting/consideration route for the paper	N/A
Authors	Professor Sir Mark Caulfield, 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)
Sponsor	N/A

FACULTY OF MEDICINE AND DENTISTRY – REPORT TO SENATE MARCH 2022

Faculty Budget

On track to exceed cash generation target.

Student Recruitment

MBBS and BDS programmes in London have received a greater number of applications than at this point last year (+16%, +15% respectively), indicating both continued strong demand, and high competition for places. The MBBS programme in Malta is maintaining its strong recruitment performance (+34%), suggesting we should anticipate an Autumn 2022 enrolment that again surpasses target. Continued efforts in this area are crucial for the Faculty's pursuit of Transnational Education targets. **BSc programmes** in Pharmacology, Neuroscience and Oral Health have all received applications either broadly in line with, or **greater than at this point last year (-1%, +16%, +22% respectively)**, and are on track to meet 2022/23 enrolment targets. Currently this is equally the case for both Home and Overseas applications.

Within our **Postgraduate Taught** portfolio, BCI shows a slight reduction (-7%), in overall applications for our London-based programmes. This reduction is mostly attributed to Home students, with Overseas applications holding relatively steady at -2%. However this overall drop would need to be recovered in order to meet target. Distance Learning applications are steady across the portfolio and are on course to meet target (+30%), with a 42% increase in Overseas DL applications (66) being particularly encouraging.

Within the **Blizard**, applications to London-based programmes are in line with this point last year for both Home and Overseas students (**+3% overall**). Within the Institute's Distance Learning portfolio, applications from **Overseas students** (144) has increased **+23%**, although applications from Home students (62) has dropped -42%.

Within the Institute of **Dentistry**, Overseas applications to PGT programmes are performing well compared to this point last year (**+21%**), and Home applications are in line with last year, leading to an Institute increase of +15%. This is encouraging, and indicates the Institute is in line to achieve overall 2022/23 recruitment targets.

Within the **WHRI**, London-based programmes have received **+19%** more applications than this point last year which, if translated into enrolments, puts these programmes on course to exceed target, with particularly strong performance from Overseas applications (+23%). Applications for the Institute's Distance Learning programmes are in line with this point last year, with no significant increases nor decreases to report.

Within the **Wolfson Institute** of Population Health, applications for London-based programmes have fallen slightly (**-3%**) compared to this point last year. This is equally the case for both Home and Overseas applications. Assuming a similar conversion rate (33%), these programmes are tracking to enrol slightly below target. WIPH Distance Learning applications (71) have increased by +7% compared to this point last year, with an encouraging +49% applications from Overseas students.

Research Awards

The Faculty's research award income to date for **2021/22 is £65.5m, ahead of the same period in 2020/21.**

Indicative **major awards** include:

Rupert Pearse: £1m, NIHR (Clinical Research Facility)

Zuzana Horejsi (BCI): £1m, Wellcome Trust
Benjamin Werner (BCI): £1.3m, UKRI
Kamil Kranc (BCI): £1.2m, CRUK
Qasim Aziz (Blizard): £700k, Crohn's & Colitis Foundation (US funder)
David van Heel (Blizard): £410k, NIH (US funder)
Jonathan Grigg (Blizard): £308k, MRC
Louise Metherell (WHRI): £304k, British Heart Foundation
Sian Henson (WHRI): £210k, BBSRC
Ruth Kwong (WHRI): £200k, MRC (Fellowship)
Ken Suzuki (WHRI): £200k, British Heart Foundation
Ruth Dobson (WIPH): £275k, Horne Family Charitable Foundation

Leadership

At the time of writing, interviews have been held for the Dean for Digital Education. This appointment will be critical in driving forward the Faculty's ambitious distance learning agenda through the Faculty's Digital Academy for Health Education.

In January 2022, Professor **Arunthathi Mahendran was appointed as IHSE Director**. Currently the programme director of the MSc in Physician Associate Studies at Queen Mary University of London, Professor Mahendran was the winner of the 2021 President & Principal's Prize for excellence in education. She is an acknowledged expert in medical education whose pedagogical research centres on understanding how students learn in clinical environments and how best to innovate, refine and perfect how such education is created and delivered. A transplant surgeon by training, Professor Mahendran has carved out a distinguished medical career following a surgical fellowship at Columbia University in New York, USA, where over two years she trained and acquired highly specialized skills in liver, kidney, pancreas and small bowel transplantation. Her clinical work now focuses on living transplant surgery. Professor Mahendran will take up her position formally in May 2022.

Strategic Priorities for Quarter 2 for 2022

Joint Research and Education Initiatives with Barts Health NHS Trust

In early March, the Faculty submitted a **proposal to Barts Health to secure £3m** in funding to support joint initiatives across both research and education. Over the next three years, we will collaborate to deliver on the following strategic projects:

- **Joint Education Innovation Hub:** with the Barts Academy we will deliver a step change in educational opportunity from an upgraded Statutory Mandatory Training through to Continuing Professional Development and Professional Doctorates that contribute to a Joint People Strategy to retain and attract the best into healthcare. This hub will coalesce expertise in e-learning, development of adaptive learning, AI, three-dimensional modelling, virtual reality and the metaverse uniting a community focused on learning, and innovative modes of healthcare training. The hub will harness a faculty of learners and education staff from across the university, Barts Health NHS Trust, other healthcare partners, as well as industrial, digital technological partners, to create a leading centre for education innovation as a physical focus for activity, supported by a wider virtual community.

- **Precision Health Data Science Programme:** in partnership with Barts Life Sciences we share Barts Charity Precision Medicine grants to integrate health data within the Trust firewall. This proposal takes this to a completely different level under appropriate governance and involves co-funding with Queen Mary to create targeted health datasets for key themes that support NIHR Biomedical Research Centre renewal and other key research programmes. Alongside this proposal, a Trusted Research Environment will be created that will act as a reading library where researchers work with in a secure computing centre on deidentified data. It is designed to complement and strengthen the Barts Charity funded Precision Medicine programme.

Academic Centre for Healthy Ageing at Whipps Cross

In February 2022, the Faculty and Barts Health submitted a preliminary application to Barts Charity to establish an Academic Centre for Healthy Ageing (ACHA) at Whipps Cross. ACHA will support the development of better local health and care services to improve quality of life for older people across North East London (NEL). People in NEL are especially likely to benefit from this work, and we will listen to and work in collaboration with our local community to understand how best to support as many people as possible to live full and productive lives as they get older.

The ACHA has two key objectives:

- 1) Under the leadership of **three new Professors of Healthy Ageing**, to take forward new research which helps build better local health and care services to support people to remain as fit and active as possible as they get older;
- 2) To help educate and train a health and care workforce to deliver better services for older people and their families.

This aims to transform local health and social care from traditional reactive services designed around a medical care model responding mainly to acute physical and mental health crisis, to a proactive holistic system of health and social care services integrated across primary, secondary, mental health and social care in communities and focused on improving population health.

Recruitment Campaign

Over the next month, the Faculty will be launching a **major strategic recruitment** campaign, focusing initially on targeting **recruitment of 24 positions** aligned with growth across our research and education themes. This will be an international campaign at the heart of which is the objective to seek high potential candidates of diverse background. As part of our mission to ensure equality of opportunity, this campaign will have a “reverse shoulder-tapping” facility, which will encourage prospective researchers to submit their CVs for consideration as part of our Exceptional Appointments process.

EDI Developments within the Faculty

Over the last year, significant work has been undertaken through the leadership of Professor Chloe Orkin to encourage a greater number of women and those from minoritized ethnic backgrounds to apply for national Clinical Excellence Awards and university promotions. This work has included dedicated workshops and mentoring culminating in the following successes:

- 2021/22 was the most successful ACCEA round for women in the Faculty's history. In 2019/20 only one woman received an ACCEA award out of two applicants. In 2021/22,

following an intensive series of workshops lead by Professor Orkin, 8 women applied for awards and all candidates were successful. There remains significant work to be done with respect to increasing the ethnic diversity of those applying and receiving awards.

- In 2020/21 the Faculty saw the highest number of female applicants for promotions (21) with a 100% success rate. Of the 16 staff from BAME backgrounds, 13 were successful, including 5 at reader level, which is critically important with respect to the career pipeline. For the 21/22 round we have received 54 applications from female applicants, which is a significant increase on previous years.

Humanities and Social Sciences VP Report to Senate

Mojisola Adebayo (School of English and Drama) has won the Alfred Fagon Award for her play *Family Tree*.

Eileen Tipoe (School of Economics and Finance) was announced as the winner of the Financial Times and McKinsey's 2021 Bracken Bower Prize.

Alex Widdowson (School of Languages, Linguistics and Film) won 'Best doctoral or early career film of the year' at the AHRC Research in Film Awards.

Dr Eli Vilar and Josef Mueller's (School of Languages, Linguistics and Film) work bringing native speakers and learners together to share knowledge via the Queen Mary Language Practice Scheme won them an Education Excellence Award.

Professor Kavita Datta and Dr Tim Brown from the School of Geography will co-lead on the social science aspects of a £4.9 million grant from the National Institute for Health Research.

Dr Rebekah Vince (School of Languages, Linguistics and Film) has jointly won the 75th anniversary essay competition of the journal *French Studies*, on the theme of 'The Future of French Studies'.

The **IHSS Climate Emergency Working Group** is now up and running until February 2023; its varied programme of activity will bring together diverse expertise from across the Faculty, including Chair Professor Penny Green (School of Law), Dr Tibisay Morgandi (Centre for Commercial Law Studies), Dr Andrew Russell (School of Geography), Dr Caterina Gennaioli (School of Business and Management), Professor Nelya Koteyko (School of Languages, Linguistics and Film), Dr Alex Henshaw (School of Geography) and Professor Paul Heritage (People's Palace Projects).

A new doctoral scholarship with the Stuart Hall Foundation

The SHF-QMUL HSS Principal's Studentship will support PhD applicants (or current PhD students in their first year of study – or the first two years of a part-time programme) that are eligible to pay Home fees and that meet specific eligibility criteria.

Studentships will be awarded in March 2022 to the most outstanding candidates in the Humanities and Social Sciences applying for a full-time or part-time PhD programme starting in Autumn 2022. Awards are tenable for up to three years, and cover tuition fees and a maintenance stipend at the UKRI London rate (c. £17,609 p.a. full-time, £8,804 part-time).

Education News

Mental Health First Aid Training

In order to address the growing need for staff to be able to support students and colleagues in mental health crisis, the Faculty is training our Student Support and Engagement Officers to deliver accredited Mental Health First Aid training to all student-facing staff. Senior Tutors have requested this support but, due to the volume of need, have been subject to long wait lists. This Faculty-based support will enable our staff to feel confident in how they approach this important matter with students and colleagues.

Digital Learning Shape

After the appointment of Richard Chantler as Faculty Digital Learning Manager in autumn 2021, we conducted a gap analysis of the Faculty's digital learning environment. Richard is

recruiting additional digital learning support at School level, creating a community of practice in this area of education and providing direction on the development and further implementation of learning technologies. This allows us to move forward in meeting the needs of both students and staff

NSS promotion

Schools are working hard to promote the National Student Survey and are enjoying the opportunity to provide in-person promotion this year. The launches in each School have been supported by charity drives, food incentives and lots of energy.

Goldman Sachs Partnership

Queen Mary University of London and Goldman Sachs have launched a new Global Markets degree apprenticeship, offering students a chance to gain four years of work experience at a world-leading investment firm and a degree from a Russell Group university. Apprentices will spend 5 days a week on the trading floor at Goldman Sachs whilst also studying at Queen Mary's School of Economics and Finance via both in person and online learning.

Esmée Fairbairn Foundation

The School of Business and Management has received a £55,000 grant from the Esmée Fairbairn Foundation, which will enable future growth of the QMSVF Social Venture Fund, allowing for civic engagement and helping to remove career barriers.

Values and Behaviour World Cafe

Work has been ongoing promoting and discussing the Queen Mary Values with staff and students. We held two world café events on 25th and 26th of January. Staff were outnumbered by students showcasing that this is an important topic to our community. The padlet will now be shared with colleagues in Medicine and Dentistry and analysed to identify key themes.

HSS in the News

Colin Jones, Emeritus Professor of Cultural History at Queen Mary has had his book, *The Fall of Robespierre: 24 Hours in Revolutionary Paris* listed in the 'best books of 2021'. The Sunday Times said: "The melodramatic story of Robespierre's fall has been told many times, but never in such gloriously sensual detail. Tracking events in Paris hour by hour, Jones brings the French Revolution to life in all its colour and horror: the sweat and fear in the prisons, the exhausted paranoia of the government committees, the stench of the guillotined bodies in the death pits outside the city."

Professor Kate Spencer (School of Geography) has been chosen by the Environment Agency to join a new Defra Committee on flood and coastal management, where her expertise will shape national policies and local strategies to protect coastal communities.

Professor Jerry Brotton (School of English and Drama) recently helped to develop the British Library's new exhibition on Elizabethan England and the Islamic World.

Professor Tim Bale (School of Politics and International Relations) recently featured in the Financial Times discussing what Downing Street lockdown parties could mean for the Prime Minister and his Government.

Dr Niovi Vavoula in our Law Department explained concerns about Europol flouting data collection rules to a Guardian journalist reporting on the issue.

Professor Lee Jones, who leads our International Relations core theory course, talked to BBC News as part of their analysis of China's foreign loans to poorer countries.

Professor Ioannis Kokkoris, from the Centre for Commercial Law Studies and our Dean for International, was interviewed by Bloomberg on a recent change in the approach of the European Commission to merger enforcement and the outlook for the Illumina/Grail transaction.

Professor Brigitte Granville from our School of Business and Management wrote an article for The Conversation exploring how the Covid-19 pandemic may shape economic inflation.

Research from Dr Anna Raute in our School of Economics and Finance featured in a comment for The Times by the Director of the Institute for Fiscal Studies.

Our Deputy Head of Film, Dr Lucy Bolton, discussed the revolutionary cinema of 1960s France on BBC Radio 3.

Professor Parvati Nair, our Head of School for Linguistics, Languages and Film, wrote an excellent blog to mark International Migrants Day in her role as senior adviser for the Global Policy Institute.

Dr Costanza Russo, from our Centre for Commercial Law Studies and Deputy Dean for Research (PGR), was interviewed by the Financial Times on the Financial Conduct Authority's Transformation Project, which aims at introducing changes in the FCA governance and operational capabilities.

Professor Matthew Hilton
Vice Principal (Humanities and Social Sciences)



Senate

Paper Title	Vice Principal Science & Engineering - update
Outcome requested	Senate is asked to note the report
Points for Senate members to note and further information	This report provides an update on activities relating to key priorities between January 2022 – March 2022, detailing developments in Education, Research and Transnational programmes
Questions for Senate to consider	N/A
Regulatory/ statutory reference points	N/A
Strategy and risk	Relates to all aspects of QMUL strategy and all sections of the Risk Register.
Reporting/ consideration route for the paper	For Senate only
Authors	Deans for Education, Research and International, Faculty Office Managers.
Sponsor	Professor Wen Wang, Vice Principal for Science & Engineering

Summary

Since my last report, Science and Engineering continues to maximise opportunities for students to benefit from “in person” and “face-to-face” education on campus. We have strengthened our research base with a number of prestigious research grants and new industry collaborations. In January, colleagues from all schools in S&E participated in graduation ceremonies for the first time in more than two years at Tobacco Dock in Wapping. On 27th January, we hosted our Annual Faculty Celebration event in Octagon to celebrate exceptional contribution by staff over the past year.

Education

The Faculty continues to maximise the opportunities for students to benefit from “in person” and “face-to-face” education on campus. Following the lifting of all national COVID restrictions, Schools have been requested to ensure that all timetabled activities are available on campus, either 100% in person or delivered by mixed mode education (MME). This has not been possible for larger classes, such as the first year UG intakes for 2021/22 into EECS and SBBS. In these cases, some activities will need to continue as online only for the remainder of 2021/22 due to the availability of teaching estate, but will transition to MME from September 2022 onward. All S&E students have been strongly encouraged to attend on campus sessions wherever practically possible.

Staff eagerly await formal guidance on arrangements for summative assessment, and specifically for examinations, in 2022/23 and beyond. It has been made clear to S&E colleagues that the Faculty is fully committed to supporting the move to authentic assessment and that, in many cases, online, open book assessments are more appropriate to postgraduate employment than timed, invigilated examinations. Schools are being encouraged to review the style and format of all assessments. At the Faculty Education Strategic Away Day (Monday 07 March 2022), S&E Schools will be considering the option of moving from module-based to programme level assessment with a reduction in the overall assessment burden placed on students and staff alike.

The impact of the current industrial dispute within the Faculty has been relatively limited; relatively few educational sessions have been cancelled / disrupted. While respecting individual UCU member’s right to take industrial action, the Faculty has asked the Dean and Deputy Deans for Education to mitigate and manage the adverse impact of industrial action on education and student experience. At the time of writing, these mitigations seem to be effective.

The Faculty has worked with the Appeals, Complaints and Conduct Office to ensure that S&E have a full complement of Chairs and Appeal Chairs to help address the backlog of alleged cases of academic misconduct that accrued in 2020/21, and to manage new allegations arising in 2021/22.

The Faculty will hold a Strategic Away Day for Education on Monday 07 March 2022 (immediately prior to this year’s Festival of Education). This Away Day, which will be attended by all Directors and Deputy Directors of Education plus Teaching Service / Taught Programme Managers, will open with the relevance of the QMUL core values of IPACE in education and assessment, before focusing on two specific challenges:

- assessing students at programme (rather than individual module) level;
- preserving a high quality student experience in practical disciplines, e.g. in research laboratories and extended research projects for increased student numbers.

Research

During this period, the Faculty has continued to be successful in winning a number of grants amounting to more than £6.8m. This includes a £1.8M STFC Consolidated Grant in SPCS, 2 BBSRC grants in SBBS, 10 Royal Society enhanced funding awarded to our existing Fellowship holders in SPCS, SMS and EECS, and 9 grants from industry collaborations with Tape It Music, VITO NV, Paragraf Ltd, Huawei Technologies, Cheniere Energy Inc, Evonik Industries AG, etc.

Researchers led by Dr Tessa Baker from the Astronomy Unit in the SPCS have been admitted to the LIGO Scientific Collaboration, the global organisation leading the detection and interpretation of gravitational wave events. This will enable the group to contribute their expertise in cosmology and probing the fundamental nature of gravity with scientists from around the world in the nascent field of gravitational wave astronomy.

In January, we launched a major strategic investment in 25 new academic positions within the Faculty of Science and Engineering. These new lectureships/senior lectureships are designed to attract the very best talent in science and engineering from across the globe. This major new investment will help us to build on our existing world-leading research strengths and focus, in particular on, three key research areas, which align with our existing and planned University Research Institutes: Digital Environment, Bioscience and MedTech, Green Energy and Sustainability.

In February, we were delighted to welcome Professor Sir Harry Bhadeshia FRS, FREng to join School of Engineering and Materials Science, where he will undertake research and continue to further our profile and work in Materials Engineering. Harry is a hugely respected figure in his field globally. He notably worked with British Steel to develop a product used for rails in the Channel Tunnel, and with the Ministry of Defence.

International

In January, we took part in an interview with the Chinese Ministry of Education for a new JEI with BUPT in Hainan. If approved, we will start the JEI with the first cohort of 300 students in September 2022, reaching a steady state student number of 1200 in this new JEI within 4 years.



SET members and Faculty team in MoE interview in January 2022

Following the signing of the agreement between Queen Mary and Polytechnic Foundation in Mexico, I am delighted to report that the Polytechnic Foundation has awarded £860k to Queen Mary to fund 94 students to undertake programmes including fully funded PG studies, dual PG studies, research school and Pre-sessional English courses.

EDI

I am happy to report that we now have a new EDI Officer in the Faculty. Darren Hunwicks started in post in February and the Faculty is looking forward to working with him and to having more regular meetings of the S&E EDI committee. Finally, to celebrate LGBT History month, Professor Tony Michael presented a thought-provoking seminar on LGBTQA+ in Nature.

Faculty Celebrations

On 27 January, Faculty held its annual celebration event to showcase and to celebrate the excellent work and achievements in Science and Engineering over the past year. The event was opened with addresses from President and Principal Professor Colin Bailey, Professor Andrew Livingston, VP - Research & Innovation and Karen Kroger, the Chief Financial Officer. Prizes were awarded to individuals for excellence in the following categories: Internationalisation, Research, Student Experience and Education, and Equality, Diversity and Inclusion. Further details of the prize winners can be found at: <https://t.co/jnFNqx4Esx>



Award winners with President and Principal, Professor Colin Bailey and members of the Faculty team

In January, Queen Mary University of London was able to restart in person graduation ceremonies for the first time in more than two years at Tobacco Dock in Wapping. I would like to thank all the staff from S&E who joined in the celebration and shared time with the graduates and their families.

As part of the degree ceremonies Professor Dame Ann Dowling OM, DBE, FRS, FREng – an influential Mechanical Engineer and Professor of Mechanical Engineering at the University of Cambridge, was offered an Honorary Degree from Queen Mary.



Professor Dame Ann Dowling OM, DBE, FRS, FREng receiving her DSc from Queen Mary



Senate

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

Vice-Principal (Education) Update – March 2022

Education Leadership

1. The joint Programme Director and Director of Education Forum meeting in December 2021 discussed the highlights and challenges of 2021 as well as a look ahead to 2022. The celebration event which had been due to take place to mark the end of Semester A was postponed. The February meetings received an update on the ongoing Peer-Led Team Learning (PLTL) pilots and included discussion of the ongoing Office for Students consultations (details of which are set out below).
2. Members of Senate are invited to note that since the last meeting the Vice-Principal (Education):
 - a. Attended the Teaching Excellence Training for Academic Staff conference organised by the European Network on Teaching Excellence's (E-NOTE), and was a panellist for a discussion on 'How to evaluate and reward Teaching Excellence'.
 - b. Joined the [European Universities Association \(EUA\)'s Learning and Teaching Steering Group](#).
3. A mixed-mode [Education Excellence Awards and President and Principal's Prizes](#) ceremony took place on 14 December. 15 Education Excellence Awards and 8 President and Principal's Prizes were presented to colleagues across the University. A full list is available on [Connected](#).
4. The [2022 Festival of Education](#) took place from 8-10 March 2022. Jose Luis Alberte-Dueñas and Alberto Cruz of Florida International University gave a keynote presentation on Peer-Led Team Learning: Promoting Student Engagement and Success, and Cecilia Christersson of Malmö University gave a keynote presentation on Challenge-Based Learning - transforming adult lifelong learning in higher education.
5. The Festival also included panel discussions on Learner Engagement Analytics, social responsibility and community engagement, and embedding employability. A poster session took place on 8 March, and a series of lightening sessions took place throughout the Festival.
6. The [2022 Drapers' Lecture](#) had been due to take place on 8 March 2022, but has unfortunately had to be postponed. Details of the revised date will be shared as soon as possible.
7. The Queen Mary Education Approach, which sets out what is distinctive about education at Queen Mary via a narrative, case studies and key terminology, has now been published. It is available online at qmul.ac.uk/education-approach.
8. The Heads of School programme is continuing, with peer leadership sessions taking place between March-May 2022.
9. Nominations for the annual QMSU Education Awards closed on 11 March, with the awards to be presented at the Drapers' Hall on 6 April.

Teaching, learning and assessment

10. The Strategy Programme Board has recently approved the launch of a virtual learning

environment review. This is being led by Dr Stephen Buckingham, and is expected to report in the summer.

11. The Smarthinking online tutoring service, which provides students with support on developing their academic writing, has now been launched. Further information is available from [the Library Services website](#).
12. A project group has been established to start planning for the 2022 Get Ahead programme, which will support incoming students with the transition to higher education study.
13. A new set of [Learner Engagement Analytics \(LEA\) webpages](#) have been published, which set out the guidance and resources available to staff to support them in the use of LEA.
14. A paper on the future direction of Mixed Mode Education (MME) has been discussed at SET. The paper was informed by surveys of students and staff on their experiences of MME. The student survey received over 1,900 responses, with 65% of students rating their experience of MME as either 'excellent' or 'good'. Two-thirds felt that MME should continue beyond the pandemic. 250 staff participated in the staff survey, and of the free text comments, around 50% highlighted technical issues.
15. The Queen Mary Academy is currently developing a more diversified training provision to support MME, focussed on engagement in different educational contexts.

National Student Survey

16. The 2022 NSS launched at Queen Mary on 24 January. As part of the 2022 survey, the OfS will be piloting potential new questions for 2023. A sample of students who complete the main survey will be invited to participate in the pilot. The results of the pilot will inform a consultation on the NSS which is expected later in 2022. The pilot questions have been published on the [OfS website](#).
17. Survey promotion is primarily taking place online. As at 4 March, the response rate was 33.1% (compared to 38% at the same point last year).

Student Surveys

18. The Student Voice Taskforce met for the first time in December 2021, and discussed the arrangements for NSS and PTES in 2022, as well as an update on student voice activities during Semester A.
19. The Postgraduate Taught Experience Survey (PTES) will be open between 21 March and 11 June 2022.
20. Two student surveys took place in late 2021: one covering students' experiences of mixed-mode education, and the other covering student campus facilities.

Queen Mary Academy

21. Six Vice-Principal (Education)'s Student Research Interns have now been appointed, along with a further three interns who will support the Curriculum Enhancement Project. Three of the Vice-Principal (Education)'s Student Research Interns will be working on *Developing students' confidence*, and the other three on *Understanding students'*

perception of teaching excellence.

22. Advance HE have granted reaccreditation of the Academy's taught programmes and the teaching recognition programme. Some conditions have been set as part of this, and a response has now been sent to Advance HE to address the conditions of reaccreditation
23. The latest [Innovation and Learning Exchange](#) took place on 8 March, on the topic of co-creation and sustainability.
24. The Assessment and Feedback workstream launched a toolkit at the Festival of Education, and has also been working to develop a set of assessment principles.
25. The Inclusive Curriculum workstream has launched a [website](#), which includes a series of case studies. Faculty workshops are in the process of being scheduled.
26. The Graduate Attributes workstream has also launched a [website](#), as well as a framework for reviewing Graduate Attributes. Pilots are being scheduled, and a series of student focus groups are now underway.
27. The Academy is also working to produce an academic integrity course for students.

Office for Students and regulatory matters

28. The Office for Students consulted on a [proposed strategy for 2022-25](#) in late 2021. An institutional response was considered by SET and has been submitted.
29. In January, the OfS published three consultations, covering the future approach to the Teaching Excellence Framework (TEF), to the regulation of student outcomes, and to the data indicators which will inform these two exercises. Responses to the three consultations are being developed.
30. The TEF consultation sets out a proposed quadrennial exercise, which is to be undertaken at the institutional level (although with regard for performance at a subject level). The future TEF will involve two criteria – Student Outcomes (continuation, completion and progression to highly skilled employment or further study) and Student Experience (to be measured through the National Student Survey).
31. The TEF will continue to involve a provider submission (to be extended to 20 pages), along with a set of data indicators and a new student submission. Awards of Gold, Silver or Bronze will be made, along with the proposed introduction of a new 'requires improvement' category where performance is below the level needed for a Bronze award (but still above minimum standards).
32. The consultation on regulating student outcomes sets out the OfS' proposed approach to monitoring compliance with Condition B3 of the Regulatory Framework, i.e. that 'the provider must deliver successful outcomes for all of its students, which are recognised and valued by employers, and/or enable further study'.
33. The consultation looks to introduce absolute minimum requirements for continuation, completion, and progression to highly skilled employment or further study. This will cover undergraduate, postgraduate taught, postgraduate research, and degree apprenticeship provision. The indicators will be split by subject area, level and mode of study, and a number of student characteristics. Where performance is not at or above the minimum threshold for any of these indicators, the OfS will make a judgement about whether

positive outcomes have still been achieved. Institutions will be assessed, following a prioritisation exercise to determine which should be subject to regulatory action by the OfS.

34. At the beginning of March, the Office for Students [published](#) revised conditions of registration for quality and standards, which will take effect from 1 May 2022. These cover:
 - a. Ongoing condition B1 (high quality academic experience through up-to-date, challenging and well-delivered courses that equip students with the skills they need)
 - b. Ongoing condition B2 (ensure all students receive the resources and support they need to succeed on their courses and after graduation; effective engagement with students)
 - c. Ongoing condition B4 (effective assessment and credibility of qualifications)
 - d. Ongoing condition B5 (consistency of course standards with applicable sector-recognised standards)
35. The OfS is also introducing two new initial conditions of registration (B7 and B8: relating to credibility of proposed approach to ensuring quality, and of proposed approach to meeting standards respectively).
36. The new conditions will be considered in more detail by EQSB.
37. In February, the Department for Education launched consultations on the Lifelong Learning Entitlement (LLE) and on HE reform (in response to the Augar review). As part of this, DfE has also announced that it is no longer looking at introducing Post Qualification Admissions (PQA).
38. The response to the Augar review has included:
 - a. an announcement that regulated tuition fees will be frozen up to and including 2024/25;
 - b. £900m of new investment over the next three years (via the Strategic Priorities Grant, capital grants, a new scholarship programme, and the Lifelong Learning Entitlement);
 - c. a series of changes to the repayment system for 2023 entrants (including to interest rates, extending the repayment term to 40 years, and reducing the salary threshold at which repayment begins to £25,000);
 - d. reducing the fee cap for most foundation programmes to match that for Access to HE courses (i.e. £5,197);
 - e. minimum eligibility requirements for access to student finance (either a pass grade in GCSE English and Mathematics, or two E grades at A Level);
 - f. re-introduction of student number controls, to be based on student outcomes.
39. The Lifelong Learning Entitlement (LLE) consultation proposes providing learners with a loan entitlement which is equivalent to four years of post-18 education, which can be used for modular and full-time study at higher technical and degree level (i.e. levels 4 to 6) within HE or FE.
40. The outcomes of the [2021/22 Strategic Priorities Grant \(formerly teaching grant\) capital funding bidding competition](#) were recently announced, which included a £1.7m grant for Queen Mary.

Senate update: VP, Policy and Strategic Partnerships: January – March 2022

London City Institute of Technology (IoT)

Completion of the London City Island building by the developer is scheduled for early April and we will complete the transaction for the 150-year lease shortly afterwards. In anticipation of this, the detailed design for the interior fit out has now been completed in collaboration with our partner Newham College. Procurement for the fit-out contractor is now underway with appointment of the successful bidder expected in late March with commencement of a 12-week programme in late April.

We are also:

- Continuing work with our IoT partner, Newham College, to raise the profile of the IoT and an initial joint website is now live; this will be further developed as the year progresses;
- recruiting the academic team that will support the first-year activities of the IoT;
- developing a timetable to meet the requirements of the employers who will be enrolling apprentices in year 1;
- developing an IT strategy with Newham College to support the systems and infrastructure requirements to secure growth for the IoT.

Executive Education/CPD/Enterprise Activities

We have reflected on what worked well and not so well in 2021, and identified four priority areas of development for 2022:

- Design, Development and Delivery of Open Recruitment Courses
 - Business & Management: We will develop an equality, diversity and inclusion training offering to address the skills-gap in this area across industries.
- Design, Development and Delivery of Bespoke Training Courses
 - We will work on growing the number of bespoke training courses we deliver to companies so we can evidence our expertise and leverage our experience to grow further and deepen our industry partnerships and engagement.
- Quality Assurance and Branding of Third-Party Products and Services
 - We will work on commercialising our subject area expertise to enhance and broaden our offer.
- Internal Service Development and Improvement
 - We will work on refining the effectiveness of our internal services to create an agile, fit for purpose set of policies, processes and support services to sustainably support our short course activity.

Current overview of activity:

Open Courses:

- We have launched five new open recruitment courses:
 - Design Thinking for Growth
 - Systems Thinking for Strategy
 - Private Maritime Law Academy
 - Public Maritime Law Academy
 - Series T: Start up team raising

Bespoke Training:

- International College of Medicine: We are mid-way through delivering an Anatomy Skills course at our Malta Campus. The course has been so well received it is being repeated in 22/23 and expanded to London delivery for the Irish College of Osteopathic Medicine in Summer 2022.

Degree Apprenticeships

The central apprenticeships team are busy working with other parts of Professional Services, Schools and Faculties, and Tony Michael in his DVP for Education, to put the arrangements for and oversight of our apprenticeships on a sounder footing. We know that we will be subject at some stage to an Ofsted inspection and, separately, an audit by the Education and Skills Funding Agency, and we need to be ready for those. Activities over the past month include:

- Working on pre-inspection plans for the Schools and offering ongoing CPD inspection readiness training activities to support the Schools in preparing for Ofsted.
- Developed Degree Apprenticeship Governance and oversight proposals.
- Conducting employer contract reviews and business reviews.
- Working on developing a digital learning solution for employers and apprentices.
- Reviewing the Marketing literature for the degree apprenticeships and redesigning the course information sheets.
- Working with the Marketing team to update and redevelop the website and publicity material.
- Setting up a task and finish group to working on the degree apprenticeship processes and systems.
- Working closely with the Student administration team to resolve internal SITS issues impacting on the individualised learner return (ILR) return and fixing the ILR mismatches and data funding issues.
- Implementing an audit and compliance process aligned to the ESFA requirements.
- Working to cleanse the ILR data records to resolve legacy funding issues.
- Working with the Careers and Enterprise team to help improve information, advice and guidance to new apprentices.
- Reviewing the new programme and validation requirements for new degree apprenticeships.
- Representing QMUL at Degree Apprenticeship Trailblazer forums such as the Level 6 In Robotics with Cranfield University.
- Working with Finance to develop a more robust invoicing, billing and credit control process.

We are currently awaiting the outcome of a competition to deliver a DTS degree apprenticeship for Deloitte. We have also had recent productive meetings with Sky, who wish to work with us on placements and apprenticeships, Wipro, and Ocado.

Public engagement and civic responsibility

After receiving the first ever Platinum Engage Watermark at the national Engage Conference in December 2021, the Centre for Public Engagement has been continuing the work to develop Queen Mary's Civic University Agreement (CUA). Key activities related to the Civic University Agreement include:

- Developing plans for the governance of the CUA, including hosting the first Advisory Board meeting with internal and external stakeholders on 4 March.
- Planning for a high-profile event on 12 May, which will launch Queen Mary's Civic University Agreement and celebrate the Platinum Engage Watermark.

Other key activities from the Centre for Public Engagement over the last two months include:

- Re-launching the annual [Festival of Communities](#) following a two-year break due to the pandemic. The Festival will take place the 11th and 12th June 2022, exploring living and learning together in Tower Hamlets and is co-produced with local residents and

community organisations to showcase the breadth of QM research, teaching and opportunities for engagement, as well as local projects and initiatives.

- Supporting staff and students to apply to participate in the Festival via an [internal call](#), providing 1:1 advice, information sessions, training and a funding scheme of up to £700 per project.
- Preparing to launch the external call for activities to local organisations and groups in March 2022.
- 7 projects have been funded since re-launching the monthly [CPE Small Grants scheme](#) in November. This scheme enables seed funding for QM students and staff of all levels to pilot new methods and ideas to engage communities and different audiences outside of academia. These successful projects range from establishing new patient and people with lived experience advisory groups and opportunities to shape medical focussed research, a creative multilingual expression workshop and using Artificial Intelligence to teach conflict resolution skills.
- The CPE annual [Large Grants scheme for 2021-22](#) has funded 7 projects across the three faculties. This scheme is for students and staff to develop larger scale public engagement projects and initiatives over the academic year. More details on the projects funded can be found [here](#).
- Following the CPE co-hosting three successful sessions during the NCCPE Engage Conference in November and December, the team have formed an informal peer network of HE colleagues across the U.K. to explore sharing power and privilege in engagement. The first meeting was held in February, with another planned for late Spring.
- The Community Engagement Manager has been supporting the School of Business and Management [community consultation](#) as part of the development and planning process.
- We have been successful in reaching the second round of a joint NIHR HDRC application with the London Borough of Tower Hamlets, University of East London and London Metropolitan University, to build a research collaboration system around health determinants and inequalities.

The new [Deputy Vice-Principal for Impact \(Culture, Civic and Community\)](#), Prof. Alison Blunt, is now in post, and is leading on the drafting and launch of QM's Civic University Agreement with the CPE. The new Impact Strategy Group (co-chaired by Alison and David Lee, Deputy Vice-Principal for Impact (Enterprise and Commercial Innovation)) will hold monthly meetings from March to develop and evaluate Queen Mary's strategic priorities for impact. Alison's other key priorities are:

- to launch a new East London Research Network at Queen Mary, to develop cross-disciplinary work and collaboration with partners in East London;
- to work with colleagues to raise the profile of Knowledge Exchange and policy engagement to internal and external audiences, including via the website.

Sustainability

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

- We moved up 47 places from being ranked 83 in 2019 to 36 in the 2021 People & Planet Sustainability League table. The People & Planet League Table is the only comprehensive and independent assessment of the environmental and ethical performances of all UK Universities and Colleges.

- We are currently working towards our scheduled ISO 14001:2015 and EcoCampus Platinum environmental management system (EMS) certification audit. This audit has been rescheduled from April to May 2022 to give us more time to prepare.
- 10 of the 11 professional services staff (two of these colleagues are based at our Malta Campus) that attended the Institute of Environmental Management and Assessment (IEMA) Foundation Certificate in Environmental Management (FCEM) successfully passed the FCEM assessment and have been admitted as Associate Members of IEMA. These staff are currently actively involved in our ISO 14001:2015 EMS certification processes as well as supporting the delivery of our environmental sustainability objectives.
- As part of our commitment to support staff and student-led environmental sustainability initiative, we recently launched the GreenMary Sustainability Fund. A total of £3,000 will be available during the 2021/22 academic year to support staff and student-led environmental initiatives.
- For the first time over the last three years, we joined other UK Universities and Colleges to celebrate the Go Green Week. Our Sustainability Coordinator (based within the Students' Union) organised a whole range of activities for students across our campuses as part of our participation in the 2020 Go Green Week between Monday 14 and Friday 18 February 2022.
- As part of our commitment to embed good environmental practices across all areas of our operations, we have now integrated environmental sustainability as part of the Induction Programme for all new Estates and Facilities Staff and we have included environmental sustainability awareness as part of the induction programme for all students that reside across our Residential buildings. Over 700 students completed our environmental sustainability induction session.
- Over the last 18 months, 547 students have registered for the CPD course we run on sustainable development.

Mexico initiatives

There is a lot of enthusiasm to work with us from Mexican institutions, and from other parts of Latin America, and Professor Alonso and I are currently working with admissions to help ensure our admissions processes for admitting students from our Latin American partner institutions run as smoothly as possible. We are also working with RDPEB on the new Masters by Research (ResM) degree.

Other areas

I continue to ensure a close working relationship of Queen Mary with Tower Hamlets through attendance and presentation at their Partnership Executive Group on issues important to the borough e.g. on economic recovery, life sciences development, development of our education and skills offer. I continue to chair weekly meetings with SU, which allows operational issues e.g. around COVID, security, estates and emerging issues to be raised and actioned quickly. I also chair the Honorary Degrees and Fellowship Working Group, and will shortly be asking to come to Faculty Executive meetings to discuss the nomination process and share feedback so that we can improve how we go about developing and handling nominations with a greater shared understanding of the aims and objectives of these awards.

I am also now chairing a task and finish group on the Graduate Outcomes Survey with representation from the three Faculties, Careers, Alumni, Planning and the SU. The Graduate Outcomes Survey (GOS) is of critical strategic importance to the University, and with just 2 years of 'experimental data' released, it is essential that we remain proactive in developing initiatives and responses to enhance our graduates' prospects.

The primary function of this group is to develop a deep understanding of the GOS, the timeframes and potential implications for the University, and to report any ongoing concerns and issues to University Senior Management.

The group has met twice so far, and is focusing primarily on:

- Timely communication with graduates to raise awareness of the Graduate Outcomes Survey and thereby encourage increased participation rates.
- Development of Graduate support services and marketing such services to drive graduate engagement.
- Establishing processes and procedures for maintaining quality assured and up to date graduate contact details to support our data submissions to HESA.
- Monitoring the response rates of our graduates during the survey process to assess the impact of our engagement initiatives.
- Engaging academics and other relevant staff with GOS, both the process and the results, to encourage a higher response rate and to develop a useful metrics dashboard

Composition of the Group

This group pulls together key individuals and departments from across the University who are involved with:

- Data integrity and providing HESA with our Graduate Outcomes return.
- Communication and engagement with our finalists and with graduates following completion of their studies.
- Providing careers & enterprise support for our graduates following completion of their studies.

VP Report to Senate – Research and Innovation March 2022

This report covers the following updates:

- Deputy Vice Principals for Research and Impact: priorities and focus areas
- Research Highways
- University Research Institutes
- Overheads
- Resolving researcher pain points through the PS transformation

Deputy Vice Principal Priorities and Focus Areas

I am delighted that the Deputy Vice Principals for Research and Impact have now taken up their posts and have started to set out their immediate priorities. During the Senate meeting, you will have an opportunity to hear from them directly and to ask any questions, but I wanted to provide a brief overview here.

- **Deputy Vice Principal for Impact (Culture, Civic and Community) – Professor Alison Blunt**

Alison is working closely with the Impact Team, Centre for Public Engagement and Arts and Culture to facilitate greater integration and cohesion between these areas. She has also taken on responsibility for developing REF Impact Case Studies from HSS, working closely with Dr Martin Welton, HSS Deputy Dean for Research Impact (DDRI), to facilitate early identification of potential case studies.

Her early priorities include the Civic University Agreement (which will launch in May), the East London Research Network and the Festival of Communities (11-12 June, deadline for funding applications 31 March). Within Queen Mary, she will have a particular focus on supporting policy impact from across the university and on raising the profile of Knowledge Exchange.

- **Deputy Vice Principal for Impact (Enterprise and Commercial Innovation) – Professor David Lee**

David has three immediate priorities for this role, which are aligned to our HEIF Strategy, KE Concordat Action Plan and KE Mission Statement. The first is to improve support for Commercialisation and Impact Acceleration, building on new opportunities provided by our successful applications to UKRI for IAA funding and the forthcoming Queen Mary Enterprise Investment Fund. He will also support Queen Mary to grow our skills offer to meet the needs of industry, including the successful launch of the London City Institute of Technology from 2022 and the development of a similar approach around Health/Life Sciences-orientated courses.

Alison and David will co-chair the **Impact Strategy Group**, a new cross-university forum drawing together academic impact leads and professional services staff to develop and deliver a university-level impact strategy. Faculties are represented by their Deputy Deans for Research Impact. Other group members include leads for Arts and Culture, Business Development, Innovation, Impact, and Public Engagement. The ISG will meet for the first time on 3 March.

- **Deputy Vice Principal for Strategic Research – Professor Yang Hao**

Yang has four priorities, centered around delivering continued improvement in our institutional capacity to support individual and collective research excellence. These are leading preparations for the next REF exercise; overseeing how we invest in and develop our research infrastructure; supporting multi-disciplinary collaboration; and developing strategic partnerships with other research organizations.

In support of these aims, his initial focus has been on reviewing the research space required to deliver Strategy 2030, taking forward the development and delivery of the University Research Institutes (see separate update below) and using AI tools to model Queen Mary research performance.

We look forward to sharing progress in these areas with Senate over the coming months.

Research Highways

The Research Highways have now been launched and are on the [Queen Mary website](#). The next phase of this project will develop this resource to bring the highways to life, vividly illustrating the excellent research currently going on in each area and making it accessible and engaging for external audiences. This will include:

- **Development of the Research Highways webpages**, including a visual identity and improved navigation from the Highways through to research within Schools/Institutes.
- **Production of a video to introduce the Research Highways**. This short film will give an overview of the Highways, setting out Queen Mary's expertise and credentials.
- **Identification of case studies for each highway**. We have worked with the Research Deans to identify the strongest examples of research from each faculty, with each faculty represented under each Highway. Each case study will be communicated through multi-media assets, including a written summary, a video and professional photography.
- **Development of an Impact Heatmap**, this searchable map, filterable by Research Highway, will show all geographical reach and holistic impact of research at Queen Mary.

Each Highway will be led by a designated researcher within a University Research Institute, who will be responsible for convening academics from across the university to foster interdisciplinary collaboration and help us position ourselves for forthcoming funding opportunities.

University Research Institutes

At the start of this term, Strategy Programme Board approved a package of support for the University Research Institutes (URIs), which will enable implementation of the business model discussed at Senate in December 2021.

For the Digital Environment Research Institute (DERI), this enables recruitment of a team of Research Leads: experts in their fields who will drive forward thematic areas where we have identified significant opportunities for Queen Mary. These are: AI in Biomedicine and Healthcare, AI for the Environment and Sustainability, AI in Financial Technology and Trustworthy AI.

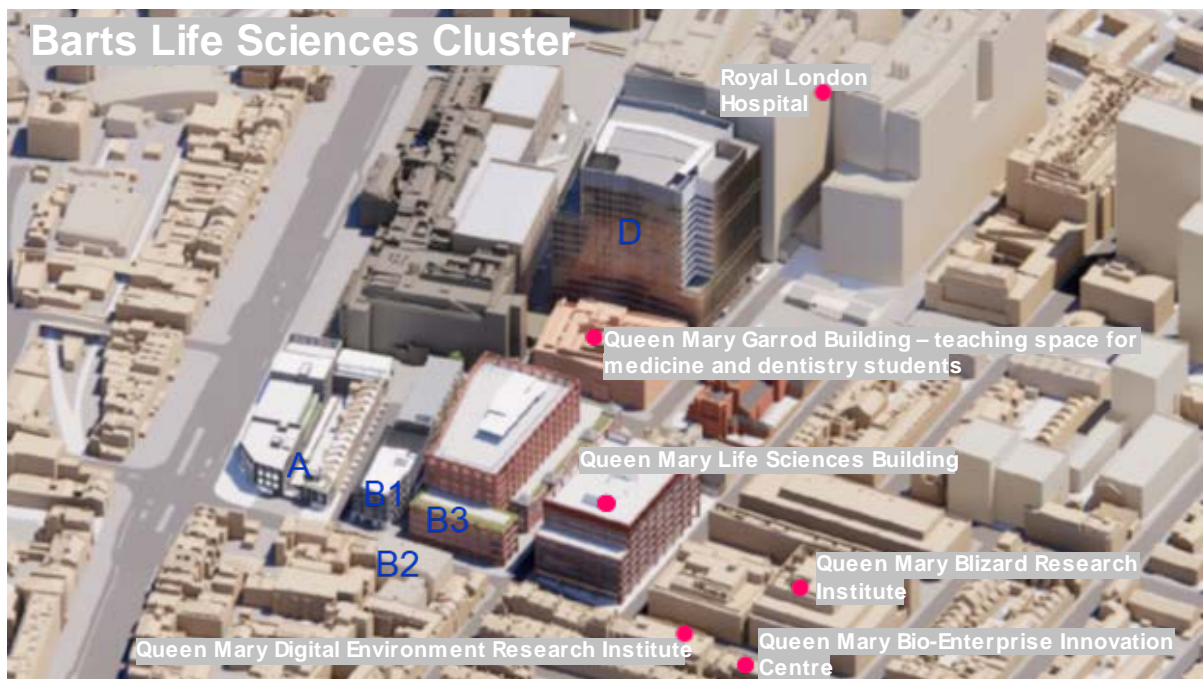
We have also identified the next two URIs: in Precision Healthcare and in Sustainable World. The Precision Healthcare URI will drive a new era of precision healthcare from east London, changing lives and addressing unmet health needs. It will integrate four world-class research centres, completing the innovation continuum and differentiating Queen Mary from research facilities available at other UK universities. The four centres will be:

- Health Data and Analytics (drawing on a unique data set of 2.5 million people from 97 nations in east London);
- Single Cell Analyses and Integrated Diagnostics;
- MedTech and Devices;
- Therapeutic Innovation.

We are about to convene working groups to develop a scientific vision for each centre, building on Queen Mary's existing strengths and successes. These groups will be challenged to define what a quantum leap in this area would look like for Queen Mary, ensuring that we are developing an internationally leading and distinct programme of research, and to set out what is needed to deliver this (considering both recruitment and infrastructure). There will be opportunities for researchers to contribute to these working groups and to defining this vision.

Recruitment for the Director for the Precision Healthcare URI will open in March, and we hope to make an appointment before the summer. The URI will initially be housed in the Blizard, before moving to the new Queen Mary Life Sciences Building in Whitechapel, where it will be at the heart of the vibrant new £600m Barts Life Sciences cluster. The cluster will draw in SMEs and industry to create a 1M ft² research and innovation cluster that delivers benefits locally and globally. For Queen Mary, this will enable a university-wide step change in our research capability and capacity.

The image below shows the location of the life sciences cluster (and the Queen Mary Life Sciences building with in it), and its proximity to the Faculty of Medicine and Dentistry, DERI, the UEZ, QMB, and the Royal London Hospital and its clinical research facilities. Together, this will create a powerful industrial eco-system directed to delivering patient benefit, fostering innovation and collaboration between academia, industry and the NHS.



The URI for Sustainable World is being led by Yang Hao (DVP for Strategic Research) and Adrian Armstrong (HSS Research Dean). Each faculty has identified a small number of leading researchers working in relevant areas who will take part in an initial scoping meeting to define the themes within the URI. Once this has taken place, there will be more opportunities for researchers to be involved in developing out an initial academic strategy for the URI. Recruitment for the Director will begin shortly thereafter.

One of the central ambitions for the URIs is that they act as beacons for talent, enabling us to recruit leading researchers to join Queen Mary. If you have suggestions for people you think could be good recruits, please do let me know.

Overheads

As Senate will be aware, UKRI have validated the Transparent Approach to Costing (TRAC) as a method for calculating the full economic costs of the research we do. (More information [available here](#)). In comparison to our Russell Group peers, however, Queen Mary ranks in the lowest quartile for costs recovered. This is a particular problem as we are a London-based university, with a high-cost base for our research. The upshot of our low-cost recovery is that Queen Mary is forced to spend a significant proportion of its own money to deliver research: this leads to increased reliance on teaching as an income generating activity and reduces our ability to invest in our research environment and infrastructure.

Over the past 18 months, we have introduced two important new initiatives to encourage researchers to apply for grants which carry significant overheads. The first of these, the **Flexible Research Fund** (FRF), acts as an incentive. FRFs return an allowance proportionate 20% of the overhead on any grant to the accounts of the researchers. These funds can be spent on anything (within university regulations) the researcher requires to support their research, giving the researcher flexibility to set their own agenda and priorities. Where there is more than one investigator on a grant, investigators will decide a proportionate split for the FRF at the time the application is submitted.

There are a number of benefits to the FRFs. By distributing money from the faculty/school to individual researchers, they remove the pressure on Heads of School/Directors of Institutes to provide support for activities based on ad hoc requests, cutting bureaucracy, increasing fairness, reducing uncertainty and freeing up time. FRFs also allow researchers to show their support for bids for internal and external funding, providing a clear sign to internal decision makers of the request's priority.

We have been working closely with colleagues in Finance and the JRMO to make the processes around FRFs clearer and more efficient, and we hope that the impact of these changes will be visible to researchers very soon. JRMO reporting shows, however, that of £1m allocated to FRFs by 1 Feb 2022, only £30k has been spent. Investigation has revealed that the reporting back to Investigators on the FRF account codes, balances and spend is not yet fully in place and we are working intensively with Finance to ensure this is rectified as soon as possible. We expect that shortly the monthly research grants emails with spend and balance of active grants, which are sent to investigators, will also include FRF account codes.

We ask Senate to strongly encourage researchers within their Schools/Institutes to seek information on their FRF funding balances, which they can estimate accurately from the Overheads on WorkTribe, and to use these funds to further their research goals and support grant proposals and bids. I am often asked to write institutional letters of support for grant proposals, and I state in these that the allocation of FRF to the Investigators reflects Institutional support through an allocation of unencumbered cash to use as the Investigators see fit to further the aims of the project.

The second initiative, a new **Overhead Policy**, describes categories of research contract and project, and the appropriate recovery level of FEC for each. Any projects not reaching the defined FEC recovery level must obtain written permission by email from all relevant Faculty Vice Principals and either the Vice Principal Research and Innovation or the Director of Research Enterprise and Partnerships.

Feedback from researchers has shown some nervousness about the overhead policy. In response to this, I would like to emphasise that funders are looking to support the best, most innovative research, not the cheapest projects. There are also many examples of industry

and other grants that do pay over overheads. We do excellent research at Queen Mary, and I believe we should be confident about asking for properly costed support for it.

Resolving researcher pain points through the PS Transformation

Feedback from the Researchers Forum has shone a light on a number of processes and systems which make it harder than it should be for people to conduct research at Queen Mary. We have fed this feedback into the Professional Services Transformation Programme, ensuring that the voice of the researcher is heard loudly and clearly in the programme's priorities and aims.

The PS Transformation is led by Dr Sharon Ellis, who has taken on the role of Programme Director alongside her work as Director of Research, Enterprise and Partnerships. It is a transformation programme focussed on people, systems and processes, with each area led by Senior Responsible Officers: respectively Louise Lester (people), Rachel Bence (systems) and Marie Gallagher (processes).

The programme emphasises:

- People: customer service standards & accountability to solve issues working across PS silos
- Processes: soon to launch service standard benchmarking and continuous improvement process and prioritisation criteria
- Systems: to automate, improve data and management information to help make the right decisions (e.g. new electronic recruitment)
- Comms & engagement: intranet site to show what issues have been captured and their roadmap (key timeframe) for being addressed; keen to ensure strong academic engagement in the programme

Our initial feedback has focussed around two main areas: HR policies and processes and Finance policies and processes. Each area now has a designated PS lead tasked with taking forward a programme of continuous improvement to address the issues our researchers have raised and to make the processes clearer, faster and more efficient.

Vice-Principal (People, Culture and Inclusion) – Senate Update March 2022

Athena Swan Institutional Silver Accreditation

At the last meeting of Senate, I reported that Queen Mary had submitted our application for reaccreditation of our Institutional level Silver Athena Swan Award. I am delighted to report that on March 8th, International Women's Day, we learned that our application has been successful, recognising our commitment to advancing gender equality and the impact made to date. We now join a select group of UK universities, including Imperial College and UCL, who have renewed this prestigious accreditation at silver level. I should like to extend my enormous thanks to colleagues across the University whose invaluable contribution on progressing our work on gender equality has led to this excellent outcome.

People, Culture and Inclusion Enabling Plan Annual Review

The annual review of Enabling Plans has been taking place as part of the Planning Round process to update all plans, review progress against KPIs, evaluate progress made during the past year, and agree priorities for the next 18 months. This paper focuses on some areas of particular importance covered in the People, Culture and Inclusion Enabling Plan that were endorsed by the review:

Leadership Development

Our values-based Leadership Framework, 'Leading Together', was launched in June 2021, clarifying the expectations of our leaders, with a focus on inclusive leadership. Since its launch, the Framework has been supported with additional resources online (a dedicated page on the Staff Support Hub) and guidance for Managers.

The Framework is part of a suite of resources that have been developed to support staff at all levels of leadership. These resources include a Self-Assessment Tool, which staff can use to design and plan the areas of leadership in which they would most welcome further development to inform their future career planning or discuss in appraisal meetings with their line manager. We have also designed and developed an independently validated 360 feedback tool based on the competencies defined in the 'Leading Together' Framework, so that staff can gain comprehensive feedback on their areas of strength and those requiring further development, to help make them effective leaders. The Framework has informed our 'Pathways to Leadership' development programmes which have been designed to support managers and leaders at all levels across the University. These programmes will enable us to progress towards our aspiration for truly inclusive distributed leadership.

There are five levels of 'Pathways to Leadership' programmes and workshops that have been successfully launched. Level 5 encompasses the Heads of Schools/Institutes successful Leadership Development Group workshops, facilitated by Professor Stephanie Marshall, which will be in train until the end of the academic year. A Professional Services Strategic Leaders programme aligned to the Professional Services (PS) Enabling Plan, will be launched later this year, with a particular focus on creating and sustaining a high-performance culture. In addition, management and leadership programmes will be designed for those in middle management PS roles to support them to deliver the culture change and transformation envisioned in the PS Enabling Plan. Strategy Programme Board (SPB), have agreed measures of success for the Level 4 and 5 programmes to evaluate effectiveness and impact on an annual basis. The feedback from these evaluations will be used to

improve and enhance the content of the programmes to ensure that they continue to meet the leadership needs of the University to deliver Strategy 2030.

In terms of feedback, our new Emerging Leaders programme for Established Managers, including faculty up to Professorial level, received very positive feedback as evidenced by these quotes:

“It’s a fantastic investment in your career, with a great group of colleagues that you may not have otherwise have met at Queen Mary. It’s a good opportunity to self-reflect and learn about you and how you manage/lead others and grow professionally”.

“Just do it! You owe it to yourself to invest this time. You will benefit from it personally and it will improve the way you approach your role. The content is excellent and the opportunity to reflect on your own approach and learn from others is invaluable”.

Coaching

The University is also keen to embed a coaching culture. We have incorporated coaching skills into our ‘Pathways to Leadership’ suite of programmes; the content is levelled appropriately to support Leaders and Managers in their development to adopt a coaching and enabling approach with their team members, thus building their own coaching confidence whilst also facilitating problem-solving skills within the team.

We have a network of thirty-six qualified coaches who support a University-wide approach to talent management by empowering individual members of staff to plan their own career paths. Coaching opportunities will also support staff in their roles in achieving the successful realisation of Strategy 2030 through their work, leading to a greater sense of fulfilment.

In terms of enhancing our coaching capacity, we have delivered a stand-alone workshop around ‘Coaching for Leaders and Managers’, which has been completed by 60 participants. We currently have 10 further staff who are pursuing the ILM Level 5 Coaching Qualification. We are also leading the London and the South East HE Coaching Network, which is a network of nine universities within this geographical area. From this network, we can enable a number of individuals to receive coaching support from qualified coaches from the partner universities.

Data Management and Analytics

We have placed particular importance on enhancing the quality and range of data across the University. There is strong recognition of the value of having clear internal metrics and KPIs to measure year on year progress at local and institutional level, thereby highlighting areas that require greater work and promoting success stories where positive advancement has been achieved and sustained.

Colleagues in HR have been working closely with the Strategic Planning Team, in collaboration with the Queen Mary Information Provision Group, which oversees the prioritisation of dashboards and reporting. The appointment of a new role in the Strategic Planning Team of a Planning Manager (Data Transformation), with scope to carry out data-related and process improvement projects across the University, has provided the capacity to review the HR organisation structure data within our systems, as one important project, which will enhance our reporting capabilities. The HR Analytics Team are undertaking work to develop staff profile and turnover dashboards, with a sickness absence dashboard to follow soon. This access to new information at both local and institutional level will contribute to us having greater oversight of our employee workforce data.

The expansion of reports, dashboards and datasets will enable data-driven decision-making across the institution and has already driven activity across the University, as evidenced through the presentations at EDISG and the very positive feedback received. The use of improved data has also been pivotal in informing the review of the Academic Promotions process. Local Athena Swan Committees have found the quality of the data very helpful in preparing their successful School submissions. Our most recent successes include the Schools of Law, History and Electronic Engineering and Computer Science. Forthcoming submissions for reaccreditation from the Schools of Geography and Mathematical Sciences will also be enhanced by improved data quality.

Wellbeing and Mental Health

A Wellbeing and Mental Health Steering Group has been established with student and staff representation across both academic and professional services. The Steering Group has agreed to adopt the University Mental Health Charter as the Framework that will be applied at Queen Mary to ensure alignment with the sector. The adoption of the Mental Health Charter is a recognised kitemark and will also enable the University to benchmark itself against the sector. We are conducting a gap analysis of our wellbeing offering using the Mental Health Charter Framework. This represents a comprehensive piece of work that will provide a complete overview of all staff and student provision across the University, providing an important evidence base that will inform the development of an action plan, with clear timelines, metrics and targets for delivery. There will be a particular focus on disability which will form an integral element of our work.

Creating new routes into doctoral training to promote inclusion

Queen Mary is committed to creating new routes into doctoral training and one innovative model is the Queen Mary EPSRC Centre for Doctoral Training in Data-Centric Engineering. I am pleased to have been invited to be the Chair of the Centre's Advisory and Evaluation Board by Professor Eram Rizvi, Turing Fellow and Director of Data-Centric Engineering Centre for Doctoral Training. Its aims are to expand doctoral skills in applied research; address barriers to doctoral training; diversify talent to make research more inclusive; and increase industry investment in research. It offers an Engineering Doctorate (EngD), which is a four-year research programme. There are two routes to study for those who have been outside academia for three plus years: the opportunity to remain in full time employment, with the salary paid by the employer who then sponsors the research; and the tuition fees paid by Queen Mary; or entry into full time study with a tax-free stipend of up to £20,500, with tuition fees paid by Queen Mary and offering research placements in industry. We have a growing number of industry partners including IBM, BT and DePuySynthes, to name three. Our industry partners offer collaborative research projects, industry training, and applications via our Professional Doctoral Scholars route.

EDI Training

The EDI Team are creating a bespoke Equality, Diversity & Inclusion Learning & Development Staff offer; building on our success with Introducing Inclusion and Active Bystander Training, we will create new learning and development programmes to increase the expertise and confidence of our staff in discussing, navigating and leading on issues of EDI. The Organisation and Professional Development Team are currently leading a Learning Needs Audit, creating an evidence base with which to design and inform the content of this programme. Further information about these programmes will be shared with Senate as they are developed.

New Appointments

I am pleased to report that a number of new staff will be joining the EDI Team to support delivery of the PCI Enabling Plan. Two of the roles are new and were approved by SPB, the others are existing vacancies. The roles were advertised together to promote the wide range of EDI work underway across the University and attract a strong field of candidates. We received an excellent response to the campaign and had high calibre candidates for all roles. The two new Faculty EDI Officers, Katharina Smith-Muller and Darren Hunwicks joined us this month and our other new colleagues will be taking up their roles between March and early May.

The new colleagues are:

- HSS EDI Officer – Katharina Smith-Muller
- S&E EDI Officer - Darren Hunwicks
- EDI Race Manager – Afua Acheampong
- EDI Gender Manager – Liz Grand
- PCI Engagement Manager - Michael Jannetta

Race Equality Toolkit

The Race Equality Action Group have overseen the design and development of a soon to be launched Race Equality Toolkit to support staff engaging in activities and promoting practices that contribute to our objective to be the most inclusive university of our kind by 2030. The Toolkit comprises a collection of ideas and good practice used by the University, Faculties, Schools and Professional Service Directorates for advancing race equality. It includes guidance, briefings and case studies to support its purpose to disseminate and promote good practice across the University. The Equality, Diversity and Inclusion team can provide advice and support on the implementation of any of the ideas and examples within the Toolkit.

Vice-Principal (International) Report to Senate

External Risk

Ukraine

Three QM students on exchange in Russia have safely left the country and SLLF maintains contact with one of its academics currently based there. Fortunately, we have no students in Ukraine at this time and are not aware of any academics stationed there. Queen Mary is home to 245 students from Russia or Ukraine and 13 nationals of other countries who lived in either country. We have established a support fund for those students who are facing financial difficulties because of the crisis.

We are liaising with colleagues across the sector via the Russell Group and UUK, to lobby the government to introduce further visa concessions for all Ukrainian students/staff, seek guidance on potential cyber security threats as the conflict deepens and to understand and counter other further risks to our activities. Queen Mary holds no investments in Russian or Belorussian companies.

The University has not pursued strategic partnerships with Russian institutions. We have a single educational partnership in Russia with the Higher School of Economics which will remain under review and are looking into existing research collaborations with Russian counterparts.

Student Recruitment

January 2022

The January 2022 intake has supplemented a very strong overall performance in Overseas Student Recruitment in 2021/22. January saw a total of 493 PGT enrolments (Home, EU & O/S) and helped CCLS and SEF to exceed their OS targets while adding to already large intakes in SBM and EECS as outlined in the table below

PGT January 2022 enrolments*			
School	January 22' (O/S & EU)	(PGT O/S & EU) Sept & Jan Total	Against target
SBM	198	1,003	+300
SEF	107	1,033	+109
CCLS	96	726	+19
EECS	46	531	+195
Total	493	3,293	+596

*Data taken from Power BI on 24/02/22 and includes temporary enrolled students

Foundation enrolments in January increased YoY and resulted in our largest foundation intake in three years.

PMP January numbers increased slightly in comparison to January 2021 despite concerns that a large September intake and the impact of omicron but have a detrimental effect on enrolments from China.

The table below shows a total of 55 pathway enrolments in January and a total of 207 enrolments in 2021/22.

Pathway January 2022 enrolments		
Programme	January 22' (O/S & EU)	Pathway O/S & EU) Sept & Jan Total
IFY	19	112
PMP**	36	95
Total	55	207

**Includes PMP with Integrated MSc in Management

Overseas & EU UG (September 2022)

We are currently in a strong position at UG level with application growth from most major OS markets. Applications are up by 13% overall (22% excluding the EU) in comparison to this stage in 2021 and we continue to see a strong return on investment from our Regional Offices in China (1,115 apps) India (1,131), Pakistan (604) Malaysia (335) and the US (389).

Academic Schools with large OS populations have substantially increased their applications. There has been noticeable growth for SBBS (+24%), SBM (+15%) EECS (+37%), SEMS (+12%) and Law (+10%). This YoY growth is particularly pleasing when you consider that 2021 was also a growth year when we increased applications by 29% from 2020.

The UG recruitment position is further boosted by a strong pipeline from Kaplan which does not appear within the PowerBI dashboards. We expect around 160 students to progress from Kaplan to a Queen Mary degree in September 2022 – doubling our first Kaplan intake in 2021.

With strong application growth achieved, and the main UCAS application deadline having passed, the focus for the International Student Recruitment team has turned to conversion. In order to convert as many OS offer holders to firm acceptances we will be making phone calls to approximately 3500 offer holders from March to May. This is coupled with a comprehensive communications and events plan to ensure regular touch points with applicants and offer holders.

Overseas & EU PGT (September 2022)

At postgraduate level we have received around 25,000 OS applications which represents a YoY increase of 10%. Application numbers have risen gradually after a slow start, particularly from China, which has recovered well in 2022 (currently 1% down YoY for new applications).

India delivered huge enrolment growth in 2021 and application numbers are continuing to increase. Applications from India for September 2022 are up by 98% and all indications suggest another record PGT intake. Some of our medium to large PGT markets have begun to recover after shrinking significantly during the pandemic. Nigeria (apps +67%), Pakistan (+24%), Taiwan (+35%) and Thailand (+60%) have all bounced back strongly.

At School level, all of the large OS recruiters are in a strong position with SBM (apps +17%), SEF (+12%), EECS (+21%) and Law (+13%) seeing growth. The first PGT deposit deadline is in late April at which stage we will have a much better idea of the size of our 2022 intake.

With overseas travel starting to return we are adopting a hybrid approach to PGT conversion. Our summer engagement webinar series will return with sessions from academic Schools and central services. The International Student Recruitment team will be phoning PGT offer holders as we approach the deposit deadlines and the beginning of term. Staff based in China and the US can travel and meet with offer holders and London-based staff have upcoming recruitment trips to Kenya and Saudi Arabia in the spring.

TNE/International Partnerships

Hainan Special Education Zone - Queen Mary and BUPT colleagues attended a defence interview in January at the invitation of the Ministry of Education in Hainan to outline proposals to deliver programmes in the developing Special Economic Zone. The proposals include the delivery of three new programmes (digital media technology, intelligent bioengineering and computational sciences) which, if approved, would increase Queen Mary's TNE cohort by almost 1,000 students. A number of UK-Sino partnerships have been invited to engage in this project alongside BUPT and Queen Mary, including the University of Glasgow and UESTC, which started teaching in autumn 2021. We await the results of the interview panel.

We received our first cohort of students via our partnership with *Universiti Teknologi MARA* in Malaysia in January 2022. This partnership facilitates students following UiTM's Doctorate in Dental Public Health to come to Queen Mary for the PG Cert in Global Health in semester four of their 3-year Doctorate programme. The students are funded through the ministry of Health in Malaysia. The coordinator, who has also followed the modules previously, will be made an honorary lecturer in the Wolfson.

New Partnership development

As we look to diversify our partnership network across, the following new collaborations were signed recently

- Thailand, Mahidol University International College – 4+1 (SPIR and SBM)
- India, Manipal Academy of Higher Education – 5+1 (expansion to IoD)
- India, OP Jindal Global University – 1+1 (expansion to CCLS) – an RFII partner
- India, TISS Mumbai – 4+1 (SBM and SPIR) – an RFII partner
- UAE, Ajman University – 4+1 (SBM and SEF)

We will imminently be signing a partnership agreement with Universiti Sains Malaysia that sets out our commitment to educational collaboration across SEMS & SBM in Phase 1. Further discussions with EECS and SED to be considered in Phase 2. The agreement will also include cross-cutting policy executive education and training programmes in areas such as diplomacy, cyber security and law.

International Partnership Engagements

- 6th December - QMGPI hosted a delegation from Bangladesh led by the Deputy Minister of Education who expressed particular interest in STEM opportunities for education and executive partnerships.
- 23rd February - Queen Mary welcomed Professor El-Meiteini, President of Ain Shams University and Dr Rasha Kamal, Cultural Attaché at the Egyptian Cultural & Education Bureau (London) to our campus to explore areas for future collaboration – several areas of synergy were identified with opportunities for QMGPI in Maritime Law and policy collaboration with Ain Shams Global Studies Research Centre.

- 2nd March - we will host a delegation of senior academics from various universities across Israel. The visit has been coordinated through the British Council and is particularly focused on sustainability research and institutional approaches. We will assemble a cross-Faculty representation of QMUL to host our guests.

Student Mobility

Incoming mobility

Final numbers of incoming Associate (Study Abroad and Exchange Programme) students have now been confirmed for 2021/22:

689 Associate students enrolled across the autumn/spring semesters and full academic year. 414 students were fee payers and 275 no fee exchange. Autumn 2021 numbers were still affected by Covid-19 and travel bans from partner universities.

There is significant interest from overseas partners for the autumn 2022 semester and the team expects to host pre-Covid-19 numbers of Associate students.

Summer School

There are 15 summer school courses confirmed to run in summer 2022 across the three Faculties.

Outgoing mobility

The Global Opportunities team are currently supporting 337 students who hold offers to study/work abroad in 2022/23. This includes 55 students that applied during the teams' second application round, which closed in February 2022.

Turing Scheme Funding

The sector is currently awaiting information about the 2022 Call. In December 2021 it was announced that the Turing Scheme is to be run by outsourcing firm Capita, having previously been managed by the British Council. The Global Opportunities team will work with Faculties to agree priorities over the coming years as further information and guidance becomes available.

Queen Mary Global Policy Institute

Recent Events

- 8th December 2021 - [AI and Human Rights](#) - This event was held in partnership with SCL (The Society for Computers and Law), the International Bar Association, the The Alan Turing Institute, Queen Mary's Digital Environment Research Institute (DERI) and the Centre for Commercial Law Studies, Queen Mary University of London (282 registrations)
- 13 & 14 January 2022 – [QMGPI Policy Round Tables at NEXTEUK 2022](#) - NEXTEUK International Conference "Global Order and the future of EU-UK relations" was held virtually by colleagues at Queen Mary Paris. This event was organised by Dr Sarah Wolff and QMGPI speakers included Professor Colin Grant and Dr Fernando Barrio. During this event, the QMGPI hosted two roundtables on Human Security and Security and Climate Resilience.
- 26th January 2022 - [Global Seminar on Public Health in Pakistan](#) - A panel of experts offered their insights on public health challenges facing Pakistan, as well as the wider region (180 registrations).

- 16th February 2022 - QMGPI Policy Café series resumed with a virtual full house of fellows, associates and friends to discuss policy co-creation. Dr Stella Ladi provided context to the definition and Dr Meghan Clinch illustrated with her work on a common waters policy in collaboration with [Arts Catalyst](#).
- 3rd March 2022 - [Ukraine: A critical test for the West](#) - QMGPI Global Seminar devoted to analysis and exchange of opinions on the critical and evolving situation in the Ukraine. (580 registrations)

Upcoming events

- 14th March 2022 – [A Sustainable Future for Energy](#) - QMGPI Global Seminar chaired by Professor Colin Bailey with a panel bringing together expertise spanning four continents to discuss how we can build a global energy market that is sustainable for all.
- 30th March 2022 – [Priorities for CMA enforcement in consumer-focused markets](#) - This event will consider the priorities for the Consumer and Market Authority's enforcement in consumer-focused markets.
- 31st March 2022 – [OECD Global Anti-Corruption & Integrity Forum](#) - Professor Valsamis Mitsilegas & Dr Stella Ladi will lead a session on 'The Role of Experts in Promoting Trust and Public Integrity: Lessons from Global Responses to Covid-19'.

We are working on events from April to include climate resilience, public debt management and more – details will be published on our [events page](#) in due course.

The Institute will launch new 'News and Opinion' and 'Events' sections on the website in March which will enable users to search for news stories, opinion pieces and events by the QMGPI's four strategic themes as well as keywords.

Published Outputs

- [A year in review](#) - a blog post reflecting on the projects, events and partnership initiatives that the QMGPI led and collaborated on in 2021.
- [Recognising the Potential of Human Mobility](#) - a blog post by Professor Parvati Nair marking International Migrants Day.
- [Balancing Innovation with Human Rights](#) – a feature based on the QMGPI's event on AI and Human Rights.
- [Facing the future together – Improving EU-UK relations in a post-Brexit world](#) – A piece covering the 2022 NEXTEUK International Conference held in January.
- [Tackling the future of Public Health in Pakistan](#) – A feature based on the QMGPI's recent event on Public Health in Pakistan.

Research England

QMGPI was successful in securing £363,540 for 8 projects through funding awarded by Research England for policy impact – projects have started in earnest and will be concluded end of June - overview listed below:

First Name	Second Name	Faculty	Project Title	Requested Amount
Manu	Mathur	FMD	No health without oral health	£21,680
Kavita	Datta	HSS	Covid-19 and UK migrant communities	£30,000
Chris	Eizaguirre	S&E	Marine megafauna inventory to support marine protected area designation and management in Cabo Verde	£57,370
Paola	Subacchi	HSS	Debt and Sustainability after the Pandemic	£47,800
Fernando	Barrio	HSS	Analysis and support of the implementation of the National Determined Contributions submitted by Kingdom of Eswatini under the UNFCCC Paris Agreement	£48,800
Stella	Ladi	HSS	Global Mapping of Vaccine Policies and the Role of Experts	£59,927
Rachel	Miles	INT	Expanding the policy impact of QMUL events and outputs through strengthened communications	£49,813
Rachel	Miles	INT	Policy Research Internships	£48,150
Total funding awarded				£363,540

Following on from our [class of 2021](#), we will be particularly delighted to welcome a new batch of QMUL student interns to support the projects and wider institute.

Vaccine hesitancy funding

A cross-faculty, interdisciplinary team was convened on 24th February to explore opportunities for vaccine hesitancy research, and funding opportunities. Following a successful sandpit workshop, academics led by Dr Olivia Festy, Dr Stella Ladi & Dr Dominik Zenner will explore funding options and continue to build on developing a research grant.

QMGPI-CEPS Task Force

In 2021, funding from Research England (£50,000) initiated the QMGPI-CEPS Task Force on [AI & the Rule of Law](#). This year, Professor Valsamis Mitsilegas has secured further funding (€8,000) from the UK Mission in the EU for a QMGPI-CEPS Task Force on Online Content which will be launched in February 2022.

South Korea

- 13th January - a virtual meeting was held with Colin Crooks LVO, her Majesty's Ambassador to South Korea. This is a continuation of our engagements with incoming and incumbent Ambassadors and High Commissioners (now 30+) located in key regions, to brief them on Queen Mary, our educational excellence and the research we're undertaking relevant to their regional and international roles.

Executive Education

- QMGPI is in advanced discussions with Institute of Diplomacy and Foreign Relations (IDFR) in Kuala Lumpur and SPIR with a view to establishing the University as a key delivery partner at Masters and Executive Education levels for programmes in diplomacy and leadership.

- Colleagues from across Queen Mary met with the Asian Development Bank to discuss opportunities for collaboration and partnership – especially in the field of energy. We are also pursuing academic collaborations and funding, including potential opportunities related to the National Battery Research Institute in Indonesia led by Professor Alan Drew.

Global Alumni Engagement

Alumni in Ukraine

The University has offered support to alumni and their families, gave them an opportunity to engage with fellow staff, students, alumni and applicants in Ukraine and to be guests at the upcoming event by the Queen Mary Global Policy Institute 'Ukraine - A critical test for the West?' on Thursday 3 March.

Alumni profiles (interviews)

Dr Karen Ng Lee Peng

<https://www.qmul.ac.uk/alumni/blog/items/alumni-profile---dr-karen-ng-lee-peng.html>

Makayla Ross

<https://www.qmul.ac.uk/alumni/blog/items/alumni-profile---makayla-ross.html>

Country profiles

Israel: There are 166 known alumni living in Israel, 2 notable alumni, 4 prospects identified and 2 low level donors. The alumni are 62% from undergraduate courses with the majority having studied Law at Queen Mary, nearly all postgraduate students (36%) studied at CCLS. Our alumni work in sectors including Education, Health, Law and Technology and employers include Ben Gurion University (Dean of the Faculty of Humanities and Social Sciences; Gemini Israel Venture Funds Ltd (Chairman); and Novel Concepts Medical (Founder).

Greece: There are 2,429 known alumni living in Greece, 2 notable alumni, 6 prospects identified and 3 low level donors. 58% of our alumni are living in Athens. The alumni are 57% from postgraduate courses of various disciplines. Our alumni work in sectors including Education, Finance, Law and Shipping and employers include Andersen Legal, Greece (Partner); Aristotle University of Thessaloniki; AstraZeneca; Golden Union Shipping (Attorney at Law); Greek Government (Economic Advisor); ATHEX– Athens Stock Exchange (CEO); Kyriakides Georgopoulos Law Firm (Partner); Sea Pioneer Shipping Corporation (CEO); and UBS (Managing Director, EMEA).

Republic of Korea: There are 374 known alumni living in the Republic of Korea, 52% are living in Seoul. The alumni are 56% from undergraduate courses and 32% postgraduate from mixed disciplines. Our alumni work in sectors including Finance, Law and Engineering. Employers include Alex Stewart International (Managing Director); Hana Bank; HBPO Asia Ltd (General Manager); Kumho Enc Co Ltd (Executive Director); Samsung Electronics.

Staffing

- Stewart Lee (Senior International Communications Manager) left Queen Mary on 28 February. We are currently recruiting for his replacement on a fixed-term contract until 29 July 2022.
- Tenjiwe Madzima (International Events Officer) will be returning to Queen Mary on a part time basis on 15 March 2022 after taking maternity leave, also on a fixed-term contract until 29 July 2022.
- Mark Coddington (Global Projects and Policy Manager) has returned from shared Paternity Leave and will soon be joined by Felicity Shelley (PGR Recruitment, Partnerships and Sponsor Relations Manager) who returns from Maternity Leave on 14 March.