



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
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FACULTY OF MEDICINE AND DENTISTRY – REPORT TO SENATE JUNE 2022

Faculty Budget

The Faculty is on track to exceed its cash generation target by £9m.

Student Recruitment

Comparing the number of Accepted places at this point in the 2021/22 recruitment cycle, **MBBS and BDS undergraduate programmes** in London we currently have a lower number of accepted than at this point last year (-51%, -32% respectively). With student caps in place we see no issues in achieving maximum recruitment to these programmes. Similarly the MBBS programme in Malta reports a lower number of Accepts than this point last year (-68%). This is in part a reflection of the overperformance of recruitment in 2021. The programme is still performing in line with target projections, and continued scoping work is underway to identify new education initiatives to maximise the usage of the Malta campus. BSc programmes in Pharmacology and Neuroscience are reporting Accepts above this point last year (+95% and +47% respectively). Accepts for BSc Oral Health are 20% lower than this point last year (16). However despite this decrease the BSc in Oral Health is tracking in line with its recruitment target.

We are currently working with the Admissions Team to understand the issues behind the delays in conversions, which is having a negative impact on acceptances across a number of institutes.

Within our **Postgraduate Taught portfolio**, BCI shows a 30% reduction in overall Accepts for our London-based programmes. This reduction is most evident among Home applicants (-40%) however Accepts from Overseas applicants are also down 27%. Similarly Distance Learning Accepts are down across the Institute (Home Accepts -33%, Overseas Accepts -67%).

Within the Blizzard, Accepts for London-based programmes are down compared to this point last year (-39% for both Home and Overseas student). Within the Institute's Distance Learning portfolio, Accepts from Home students has decreased -49%, with Accepts from Overseas students showing a more modest decrease of -18%.

Within the Institute of Dentistry, recruitment for the Postgraduate Taught portfolio in London is more positive. Overseas Accepts are in line with the excellent performance of 2021/22 and Home Accepts are 25% higher than this point last year. 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 7% more Accepts than this point last year which, if translated into enrolments, puts these programmes on course to meet target, with particularly strong performance from Overseas applications (10% increase). Accepts 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, Accepts for London-based programmes have fallen slightly (-10%) compared to this point last year. This is equally the case for both Home and Overseas applications. WIPH Distance Learning Accepts have increased by 30% compared to this point last year, with encouraging signs from Overseas students in particular.

Research Update

REF2021

In summary, the Faculty of Medicine and Dentistry submitted for evaluation 298.3 full-time equivalent, 740 publications and 18 impact case studies, across three Units of Assessment (UoA): Clinical Medicine (UoA1), Primary Care and Public Health (UoA2), and Dentistry (UoA3). Analyses of the outcome shows that for quality and quantity (research power) we ranked 7th in Clinical Medicine (UoA1) and 19th in Public Health and Primary Care (UoA2). Noteworthy, the quality of our research publications remains very high, with 90% been classified world class or internationally leading. For Dentistry (UoA3), we need to wait for the sub-unit analyses, as this UoA comprises nursing, pharmacy, allied health professional *and* dentistry. However, many institutions were tactical in combining their UoA3 submissions, meaning that Queen Mary was the only organisation to submit its Dental School independently within UoA3. The results do represent a drop in our overall REF rankings, which is disappointing: however, we are actively planning for next REF, with a dedicated Away Day scheduled for September. In particular, recruitment (see below)

will have a concerted focus on attracting individuals with 4* outputs. We are also reviewing our Academic Performance Standards to ensure that they are in line with 2030 targets and represent the level of ambition we have to be amongst the top 25 medical schools globally by 2026.

Research Awards

Research awards by value year to date (incl. partner costs) are shown below, compared to the whole awards in the whole previous two financial years.

FMD Institute	Aug 2019 to Jul 2020	Aug 2020 to Jul 2021	Aug 2021 to YTD/May 2022
Blizard Institute	£29,057,621	£22,792,082	£40,587,468
William Harvey Research Institute	£22,706,510	£22,967,297	£14,315,828
Barts Cancer Institute	£10,817,027	£21,762,901	£10,138,112
Wolfson Institute of Preventive Medicine*	£15,702,422	£11,835,980	£24,679,218
Institute of Population Health Sciences* (*merged for 2021/2022)	£219,949	£5,109,379	£11,626,449
Institute of Dentistry	£1,451,638	£180,940	£751,316
FMD	£79,955,167	£84,648,579	£102,098,391

Indicative major awards since April 2022

- Stephanie Taylor, WIPH: Wellcome Trust, **£8,724,458**
- Victoria Bird, Sandra Eldridge, Stephanie Taylor, Stefan Priebe, Sarah Finer, Christopher Griffiths, WIPH: NIHR National Institute for Health Research, **£6,968,099**
- Ranjit Manchanda, WIPH: Yorkshire Cancer Research, **£3,116,014**
- Ranjit Manchandra, WIPH: GSK, **£999,999**
- Charles Marshall, WIPH: NIHR, **£977,683**
- Gillian Harper and Carol Dezateux, WIPH: ESRC, **£697,619**
- Rupert Pearse, Thomas Hamborg, Priyanthi Dias, Timothy Stephens, WHRI/WIPH: NIHR, **£2,767,081**
- Sarah McClelland, BCI: MRC, **£337,195** of £1.2m collaborative grant
- Chloe Orkin, Blizard: ViiV Healthcare, **£572,379**
- Philip Eaton, WHRI: MRC, **£540,626**

Leadership

Dean for Digital Education: We are delighted to announce that Professor Chie Adachi will be joining the Faculty for Digital Education. Chie will be an excellent addition to the Faculty's leadership team, and with oversight of the digital education portfolio within the Faculty, driving innovation and transformation across our programmes, pedagogy, and infrastructure. Chie will work in close partnership with the University's QM Online team and colleagues across all faculties to extend her expertise. joins us from Deakin University in Melbourne, Australia where she served as Associate Professor and Director, Digital Learning. In this role she led the Digital Learning team from the Deputy-Vice Chancellor Academic portfolio for the whole University. She has also contributed to design, development and delivery of the Graduate Certificate & Master in Digital Learning Leadership as fully online degree courses. Most notably, her MOOC (Massive Open Online Course), 'Transforming Digital Learning: learning design meets service design', which is available on FutureLearn has attracted more than 28,000 global learners and won multiple of inter/national awards, including: 2021 Vice Chancellor's Award for Teaching Excellence, Best Online Courses of All Time 2020 edition by Classcentral and 2019 Australasian Academic Development

Good Practice Award Finalist. Further information about Chie, who will join us in July, can be found on our website: [Professor Chie Adachi - Faculty of Medicine and Dentistry \(qmul.ac.uk\)](https://www.qmul.ac.uk/fmd/people/professor-chie-adachi)

Director of the Blizzard Institute: In October, Professor Mary Collins will join the Faculty from Okinawa Institute of Science and Technology (OIST), a graduate university located in Onna-son, Okinawa, Japan. She joined the organisation in 2016 as the Dean of Research, then assumed responsibilities of Provost two years later in 2018. During her tenure she oversaw an expansion of a broad research portfolio with numerous multidisciplinary themes including fields such as marine and environment science, quantum computing and cyber security. She participated in the local outreach programme to Okinawans to help them understand the role of the newly established university in improving their health and economic outcomes. In 2020 she led university's Covid-19 response after the start of the pandemic setting up a clinically-accredited PCR test for Okinawa. Before her move to Japan, Professor Collins worked at University College London (UCL) as the Head of Division for Infection and Immunity between 2003-09 and Dean for the Faculty of Life Sciences between 2009-14. In this capacity she was successful in establishing a number of prominent research groups, attracting and mentoring a cadre of notable young researchers, and led on UCL's School of Life and Medical Sciences REF2013 submission. She also directed the Medical Research Council Centre for Medical Molecular Virology at UCL, a national hub for research and training in viral epidemiology, genetics and engineering. Further information about Mary can be found here: [Professor Mary Collins - Faculty of Medicine and Dentistry \(qmul.ac.uk\)](https://www.qmul.ac.uk/fmd/people/professor-mary-collins)

Both appointments are testament to the Faculty's commitment to increase gender and ethnic diversity within senior levels of the Faculty, and we are confident both Chie and Mary will be inspirational role models for our staff and student community.

Strategic Priorities for Quarter 3 for 2022

Digital Education

With the appointment of Professor Chie Adachi, we will be accelerating the development of the Faculty's Digital Academy to develop new programmes and drive innovations in the existing portfolio both in terms of pedagogy and infrastructure. Professor Adachi will have a support team in place shortly after her arrival, with a case for recruitment of an Academy of academic and technical staff to be submitted with her input. This will be essential as we begin to build a community of practice in digital education, drawing together academic and technical expertise across the Faculty to drive innovation in this space.

Garrod Refurbishment and decant from the BLSA building

The FMD is working with Estates colleagues, staff and students on the plans to redevelop the Garrod Building at Whitechapel as a new student-staff hub which will include facilities to replace the existing BLSA building. This will be a key enabler for the University to commence development of the old Dental Hospital site for life sciences. The cost of the Garrod project will be ca £6.0m, pending finalisation of the scheme. This is in addition to the works that will deliver a new physiology teaching lab in the Garrod (ca £1.3m). Work is also underway to develop a dedicated teaching facility on a floor of Lynton House in Ilford, greatly enhancing our teaching facilities and providing an important presence close to one of our key partners, Barking Havering and Redbridge University Hospitals NHS Trust (project cost ca £970k).

Around £3.6 million is being invested in refurbishing QMUL's Biological Services Unit (BSU) at Mile End to enhance capacity and facilities. The FMD also welcomes the plans to enhance the external environment at Whitechapel by landscaping and providing new seating in the Blizzard Mews. The works (ca £1.7m) will also include remedial work to prevent future water ingress into the laboratory areas below.

At Charterhouse Square, the FMD has experienced ongoing issues with the infrastructure of the John Vane Sciences centre and ca £20m has been allocated by the University, spread up to 2028/29, for remedial work.

Staff Recruitment

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. We will be developing a strategic business case to support the launch of the Digital Education Academy, expand our existing portfolio, and to reinforce existing areas of high impact research.

EDI Developments within the Faculty

In May, the Faculty's EDI Committee and Professor Chloe Orkin arranged the first of our EDI Forums. With over 40 attendees, the forum provided an opportunity to update staff on progress to date and our ambitions for cultural change over the next five years. Breakout focus groups were convened in the following areas:

- Work / life balance (i.e. flexible working, job sharing, meeting deadlines etc)
- Career progression and support (i.e. QMUL guidelines on appraisal, promotion process, operational fairness etc)
- Bullying and harassment (i.e. victimisation, exclusion etc)

We are now developing an action plan in response to the Forum with a view to scheduling the event in the Autumn.

Humanities and Social Sciences VP Report to Senate - May 2022

REF2021 Results

The HSS Faculty performed outstandingly in the recent REF results, with eight out of our eleven units placing in the top ten for outputs. Drama came first in the UK for the second time, whilst Linguistics came top for outputs for the third time in succession. Our new entry, Film also ranked first for outputs.

Economics (8th) and Politics (7th) both placed in the top ten overall. Geography came 10th for outputs, and Business and Management climbed seventeen places to 22nd. Law and CCLS have done extremely well to come 4th for Research Power now that 100% of all research active staff must be submitted.

Even though English fell in terms of rankings, this is a unit that we must note had 50% of its outputs ranked 4* and received 87.5% at 4* for environment. History came 7th overall, with a brilliant 65% of its outputs graded 4*.

Strategic Lectureship Appointments

I am delighted to announce the names of our new colleagues who will be joining us through our Institute for Humanities and Social Sciences next semester: Dr Katherine Angel, Dr Louise Ashley, Dr Sita Balani, Dr Archie Davies, Dr Yasmin Fedda, Dr Paul Kirby, Dr Camillia Kong, Dr Daniel Mann, Dr Daragh Murray, Dr Benjamin Neimark, Dr Elsa Noterman, Dr Jessica Sklair, Dr Camille Terrier, Dr Keren Weitzberg, Dr Alexis Alvarez-Nakagawa, Dr Jane Freeland, Dr Ria Kapoor, Dr Cristina Moreno-Almeida, Dr Delfi Nieto-Isabel and Dr Dimitri van den Meerssche. More detailed profiles will soon be shared on the IHSS website.

Applications have recently closed for our Global Professorial Fellows, who will also be key to advancing our research.

Education News

Education Awards

HSS had 81 nominations in the recent QMSU Education Awards, which makes HSS the most nominated Faculty in the university. HSS winners were:

Dr Yasser Bhatti Learning (SBM) Resources Champion

Prof Lutao Ning (SBM) Teacher of the Year

Dr Caroline Morris (Law) Assessment & Feedback Champion

Dr Eli Vilar and Josef Mueller (SLLF) Employability Enhancement Award

Interdisciplinary Degrees and Joint Honours

The Interdisciplinary Programme Coordinator (IDPC) is working with the marketing teams within HSS and S&E to enhance the offer holder day experience for joint honours offer holders for the next admissions cycle. The IDPC is reviewing the current timetable across the institution and looking to integrate a general joint honours talk, Q&A sessions for this group of offer holders and also coordinate a more collaborative timetable between Schools. In addition, specific joint honours communications will be implemented with the hope that both Schools can contribute to these communications emphasising the collaborative nature of these programmes. We aim to ensure all students within the Faculty experience the best support

when joining us. This work supports joint honours students within HSS and also the wider student population.

Undergraduate Research Bursary Scheme

We have received the reports from the first tranche of the 2021-22 student research project bursary scheme. This scheme gives students on HSS taught programmes the opportunity to gain experience of research and scholarship, by carrying out projects to assist academic staff. The projects help students to make appropriate career plans, and to understand the employability assets that they will offer future employers. They develop students' generic and transferable skills, such as team-working and communication, as well as subject-specific skills in many instances. Students are also encouraged to reflect on their learning experiences through their research. We have seen 30 successful projects run across seven schools and have advertised for 50 additional projects for the second tranche of this year's scheme.

SKETCH

After securing OFS funding, the student knowledge exchange project launched within HSS in 2021. Successfully launching in SBM, SEF, and Law, SKETCH develops student-led professional services and provides pro bono advice, consultancy, business training and investment services for local partners.

- SKETCH engaged 889 students in total during 2021/22.
- QMLAC accounted for 42%; all were UGs.
- qLegal accounted for 29%; all were PGTs and 64% were women.
- The Student Consultancy Project accounted for 21%; all were UGs and 45% were bursary-holders.
- qNomics accounted for 5%; 58% of were women and 61% were UG.
- The SBM Social Venture Fund and Social Impact Unit accounted for 3%; 38% were women, and there was an equal 50% UG/PG split.

The Project will now come under HSS Faculty management with an aim to expand across the Faculty and offer support to colleagues in other Schools who may want to engage in this work.

HSS in the News

Professor Philip Cowley and Professor Tim Bale (School of Politics and International Relations) were on BBC Radio 4 and Times Radio respectively dissecting London local election results, while Professor Patrick Diamond wrote for The Conversation on the subject.

Professor Rainbow Murray (School of Politics and International Relations) spoke to Sky News and the Express while Dr Francoise Boucek spoke to the Mirror and BBC News about the French Presidential Election.

Dr Niovi Vavoula spoke to BBC News and Professor Elspeth Guild (School of Law) spoke to the Mirror about legal issues surrounding the Government's new policy of sending people seeking asylum in the UK to Rwanda, while SLLF Head of School Professor Parvati Nair wrote for the Conversation about how our imperial history and political culture lead to such dehumanising policy ideas.

As the war in Ukraine continues, Professor Neve Gordon (School of Law) has spoken to BBC News and Al Jazeera about Russia's use of human shields; Professor Lee Jones (School of Politics and International Relations) wrote for Unherd about Ukrainian sovereignty; Head of the School of History Professor Dan Todman spoke to the Times about how cities rebuild after wars; Professor Daniele Bianchi (School of Economics and Finance) wrote for The Conversation about how conflicts can affect global financial markets; Professor Eric Heinze (School of Law) wrote for the Media Diversity Institute about Russian hate speech online;

Professor Jerry Brotton (School of English and Drama) spoke to the Times about Putin's efforts to redraw the Russian map; Professor Chris Phillips (School of Politics and International Relations) wrote for the Middle East Eye about how Brexit affects UK involvement in the West's response to Russia's attacks.

Professor Peter Hennessy (School of History) spoke to the Express and the Independent, while Dr Robert Saunders (School of History) wrote for the Financial Times, discussing the ministerial code and whether a Government should change leaders during wartime following revelations about the Prime Minister's lockdown parties. Professor Tim Bale has also discussed this everywhere from the Guardian to the New York Times.

Professor Sionaidh Douglas-Scott (School of Law) wrote for Prospect magazine and Dr Richard Johnson (School of Politics and International Relations) wrote for Spiked magazine on the potential overturning of Roe v Wade in America, while Dr Sydney Calkin (School of Geography) spoke to Bloomberg and the Washington Post about politics and activism around abortion medication.

Professor Susheila Nasta (School of English and Drama) discussed the newly-announced Platinum Jubilee reading list in the Telegraph, Daily Mail and Times.

Professor Devyani Sharma (School of Languages, Linguistics) spoke to the BBC about her work on accent bias and is due to film an interview soon for a docuseries on the concept of social class and unconscious bias, in which our Visiting Professor Erez Levon and new Strategic Lecturer Dr Louise Ashley will also share their expertise.

Julie Rose Bower (School of English and Drama) created a multisensory installation space as part of a new exhibition at the Design Museum; her work has already drawn media acclaim everywhere from Vogue to the London Evening Standard.

Professor Ioannis Kokkoris (Centre for Commercial Law Studies) spoke to the Times about new EU efforts to rein in Big Tech, while Professor Julia Hörnle wrote for The Conversation about the Government's proposed online safety bill.

Professor Matthew Hilton
Vice Principal (Humanities and Social Sciences)

Senate: 16.06.2022
Paper Code: SE2021.43c



Paper Title	Vice Principal for 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 March 2022 – May 2022, detailing developments in Research and Education
Questions for Senate to consider	N/A
Regulatory/statutory reference points	N/A
Strategy and risk	Relates to all aspects of Queen Mary strategy and all sections of the Risk Register
Reporting/consideration route for the paper	For Senate only
Authors	Deans for Research, Education and International Faculty Office Managers
Sponsor	Professor Wen Wang, Vice Principal for Science & Engineering

Summary

We are delighted to celebrate Science and Engineering's success in REF2021. Across the Faculty, all disciplines have improved research performance with increased quality and power. I am particularly proud of the impact our research has in making a difference to lives and wider society. Our research underpins our passion to deliver world-class education and our commitment to social mobility. The Faculty continues to work closely with academic and PS colleagues to plan for education principles for 2022/23. I am delighted to see colleagues in Science and Engineering being recognised at the recent QMSU annual education awards.

Research

REF2021 outcomes are a further testament to the outstanding research across the six UoAs submitted by the Faculty. Our overall scores have increased across Engineering, Computer Science and Informatics, Chemistry, Biological Sciences, Physics and Mathematical Sciences with 97% of our research quality rated internationally excellent with almost half considered to be world-leading. We are amongst the top ten institutions in the UK for Engineering (ranked 7th overall and 2nd in Research Output out of 89 submissions) and Computer Science and Informatics (ranked 8th overall and 5th in research power out of 90 submissions). Physics has moved up 9 places in research power to 19th in the UK and Mathematical Sciences up 4 positions to 16th in the country. The impact of our research has been recognised with very strong performance evidenced by the increase in scores across our submissions, notably Computer Science and Informatics being ranked joint first in the UK, Chemistry going up by 21 places taking it to an overall 8th rank, Biological Sciences moving up 15 positions to 13th in the country.

The Faculty has continued to be successful in winning research grants, amounting to over £12M during this period. This includes a number of prestigious fellowships: two UKRI Future Leader Fellowships amounting to over £2.6M to Dr Christopher Chen in Physics and Dr Caroline Roney in Engineering; an ERC Advanced Grant to Dr Sijme-Jan Paardekooper in Physics (€2.3M) and an ERC Consolidator Grant to Professor Andrew McPherson in Computer Science (€2M).

I am delighted that Professor Andrew Livingston was elected to the Fellowship of the Royal Society in recognition of his achievements in Chemical Engineering. Andrew has worked to create new technology to aid manufacturing chemicals and (bio)pharmaceuticals, discovering and inventing new membrane materials and process designs that have been translated from the lab to real-world application through start-up companies. I am delighted that Professor Yang Hao has been appointed as the prestigious Royal Academy of Engineering's Research Chair. In this role, Yang will help to address some of the most complex challenges facing modern engineers. He will further expand his world-leading research group and deliver research that meets current business challenges. In doing so, he will also strengthen the link between academia and business – a crucial connection for making real-world change.

Education

The Faculty continues to work closely with academic and professional services colleagues to plan for the education principles for 2022/23. All Schools are being supported to move to a more effective mixed pedagogy. Alongside changes to delivery, colleagues are being strongly encouraged to reduce over-assessment while ensuring all learners are robustly assessed and supported to achieve their full academic potential.

On 7th of March, the Faculty held its Education Away Day at Empire House, attended by Directors and Deputy Directors of Education, plus Education Services / Taught Programme Managers. The day explored what the core values of IPACE mean to our students, as well as looking at the challenges of assessing students at programme level and preserving a high-quality student experience in practical disciplines for increased student numbers. The afternoon addressed the importance of, and barriers to, getting students to work in groups, particularly for final year research projects. The day was a tremendous success and provides a strong foundation for follow up discussions in each of the Schools in Science and Engineering.

On 6th of April, QMSU held their annual awards evening for education and the student experience at the Drapers' Hall. This year saw a record number of nominations for Science and Engineering staff and students, with colleagues shortlisted in six of the 12 prize categories, and won in three:

- Innovative Teaching and Technology Champion (Dr Tassos Tombros, EECS)
- Education for Sustainable Development (Chris Sutton, Mathematics)
- PGR Supervisor of the Year (Dr Linda Cremonesi, SPCS)

The Faculty continues to work with Schools to understand the risks and possible mitigations for the ongoing industrial action. As noted at the last Senate meeting, the impact of the industrial dispute within Science and Engineering has been limited: relatively few educational sessions were disrupted, only a small number of External Examiners have resigned. Our schools are confident that exam results will be available as per the original schedule for marks return.

International

I am pleased that the Master by Research (ResM) has been approved. 50 postgraduate students from the UABC, CIMAV and IPN in Mexico will enrol with us this September. 5 students have been successfully recruited under the new QMUL-IPN Principals' Scholarship scheme and 12 additional fully funded PhDs will be selected later this month. I am also pleased to report that IPN has agreed to an additional £100,000 to support Research Sandpits between our universities.

EDI

School of Mathematical Sciences is submitting its Athena Swan bronze renewal application in May. The Faculty has dedicated support via the new EDI team structure and operating model, the team will continue to create a centre of excellence for all our EDI activities in Science and Engineering.



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	<p>This paper provides an update on:</p> <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 – June 2022

Education Leadership

1. Joint Programme Director and Director of Education Forum meetings took place in March and April. The March meetings received updates on the Graduate Attributes project, VLE review and online writing support service, as well as discussion of the future direction of travel for assessment. The April meeting received updates from the Vice-Principal (Education) on the TEF and external developments in HE, and also from the Queen Mary Academy
2. An away day will be taking place on 23 June 2022 for Directors of Education, Faculty Education Managers, and QMSU Executive Officers, which will cover educational priorities for 2022/23, educational leadership, the Queen Mary Education Approach, and portfolio review.
3. Members of Senate are invited to note that since the last meeting the Vice-Principal (Education):
 - a. Participated in a Times Higher Education roundtable on digital assessment as part of Digital Universities Week UK.
 - b. Published a blog on the importance of BTECs and similar qualifications, which is available via the [Access HE website](#).
 - c. Attended the Times Higher Education Europe Universities Summit 2022, and was an invited roundtable participant for a discussion on shaping the future of interdisciplinary research.
 - d. Was a panel member for a discussion on ‘Accelerating innovation in assessment’ at the sixteenth annual Centre for Distance Education conference on [Research in Distance Education](#).
4. The [2022 Drapers’ Lecture](#), delivered by Professor Simon Kemp from the University of Southampton, has been rescheduled and will now take place on Thursday 30 June at 5pm. The lecture will be preceded by a short recognition event and an afternoon tea for invited guests.
5. The annual QMSU Education Awards ceremony took place in April at the Drapers’ Hall. Senate is asked to congratulate all those who were nominated and received awards.

Teaching, learning and assessment

6. The Industrial Action Strategic Contingency Group (IASCG) has been reconvened and is meeting regularly to respond to the impact of industrial action on teaching and assessment. The IASCG includes the Deans for Education and representatives of QMSU, ARCS, Student and Academic Services, and Marketing and Communications.
7. A VLE Expo took place on 9 May, and featured presentations from providers of virtual learning environments and online assessment platforms, as well as a panel discussion on ‘the future of digital education’. The Expo was a central component in the VLE review strategic project, with feedback from the day to inform the recommended future direction of the virtual learning environment at Queen Mary.
8. ESAT recently approved the established of an online assessment review project, which will produce a business case with recommendations of online assessment platform(s) for use by Schools/Institutes. This will take place within the broader VLE review project, and is expected to report by July 2022.

National Student Survey

9. The 2022 NSS launched at Queen Mary closed on 30 April, with an overall response rate of 63.3% (compared with 67.7% in 2021).
10. The NSS results will be published at 09:30 on 6 July 2022. It is expected that the Office for Students will consult on the arrangements for the 2023 NSS this summer.

Student Surveys

11. The Postgraduate Taught Experience Survey (PTES) is open until 11 June 2022. The response rate is currently 9.6% (compared with 10.9% at this point last year).

Queen Mary Academy

12. Dr Usman Naeem from the School of Electronic Engineering and Computer Science has been appointed to provide academic leadership of Learner Engagement Analytics (LEA) as a Queen Mary Academy Fellow.
13. Dr Louise Younie from the Institute of Health Sciences Education has started as a Queen Mary Academy Fellow. Her project will explore what it takes for teams to flourish and for students and staff to feel a sense of belonging, connection and purpose.
14. The latest [Innovation and Learning Exchange](#) took place on 27 April, on the topic of theme of virtual reality and immersive education. A [recording](#) is available to see how colleagues in the Institute of Dentistry have developed immersive practice for dental students to develop their patient communication skills.
15. The Assessment and Feedback workstream has launched a [website](#), which includes links to the new Assessment and Feedback toolkits.
16. A pilot 'accelerator' session to support PGRs who teach to apply for Associate Fellowship of the Higher Education Academy will take place on Thursday 9 June. If successful, sessions will be run on a regular basis, with the aim of increasing the number of AFHEA at Queen Mary. We hope to run one or more accelerator sessions to support professional services staff to apply for Associate Fellowship.
17. A call for funding for the Westfield Fund for projects taking place in 2022/23 will be launched in June.
18. Alison Pettigrew has left her role as Head of Education and Recognition, and recruitment is now underway to a re-titled post of Head of Education Programmes. Graeme Hathaway has been appointed as interim Head of Innovation and Learning, to cover Shoshi Ish-Horowicz's maternity leave.

Office for Students and regulatory matters

19. In April, the Department for Education published strategic guidance to the Office for Students which included the following priority areas:
 - a. Development of the Lifelong Loan Entitlement, and increased uptake of technical qualifications and degree apprenticeships

- b. A focus on quality, to include the new student outcomes thresholds, and investigations where institutions' performance is below these thresholds
 - c. Ensuring that online learning complements and enhances the learning experience and doesn't detract from it
 - d. Reform of Access and Participation, and an expectation that institutions include completion and graduate employment rates in advertising
20. In early May, the Universities Minister wrote to institutions regarding the importance of in-person education. The letter also stated that the DfE has asked the Office for Students to prioritise investigations of providers that may be using online learning to replace in-person education in a way which disadvantages students – and to use its regulatory powers as may be required.
21. On 12 May, the Office for Students published an updated set of degree outcomes data for the sector, which set out rates of first class and good honours degrees, as well as 'unexpected growth' in the rate of good honours by institution.
22. The OfS has published guidance on its expectations for all institutions to submit variations to their Access and Participation Plans, which cover progression and success, in response to the new priorities set out by the recently-appointed Director for Access and Participation.
23. In March, the OfS has announced a [review](#) of blended learning, which is expected to report in the summer on approaches which represent high quality teaching and learning as well as those likely not to meet the OfS' requirements. The lead reviewer is Professor Susan Orr, who is Pro-Vice-Chancellor (Education) at De Montfort. Further panel members have also now been [appointed](#).
24. The Office for Students has also [announced](#) it will be carrying out investigations into whether business and management courses at eight universities and colleges meet the conditions of registration relating to quality. Recruitment of academic assessors to carry out the investigations is underway.
25. Recruitment has now [commenced](#) for the TEF panel, with applications sought from both academics and students by 15 July. An implementation timetable for the next TEF is expected in the summer. The OfS has indicated that the deadline for submissions will now likely be in early 2023 (rather than late 2022 as had been indicated in the TEF consultation).
26. A capital funding competition has been launched, which will see the OfS allocate funding for the 2022/23-2024/25 financial years. A bid is currently being prepared.

Vice-Principal (International) Report to Senate

External Risk

Covid and visa processing

There remain a number of risks to Queen Mary achieving its International Student Recruitment targets in September 2022, despite the buoyant application and conversion position outlined below. Parts of China remain in lockdown with IELTS testing centres closed for several weeks in a number of cities, and VFS (UK visa) application centres temporarily closed in both Shanghai and Beijing. Results in India have also been delayed and there has been a significant late surge in visa applications from South Asia, Africa, part of SE Asia and the Middle East. The Home Office – already stretched because of the Ukraine crisis – may struggle to process applications in time for students to arrive by the start of term. The university has put mitigations in place to enable students impacted by the delays to start their studies online should the need arise, and transition to in-person teaching when they are able to travel to the UK.

Local and International competition

With Australia reopening its borders to International Students, Canada benefitting from a favourable and stable immigration policy and the USA bouncing back following the inauguration of President Biden in November 2020, competition for International Students is at its most intense for a number of years.

The Graduate Visa has certainly had a positive impact for the UK, with universities around the country reporting strong levels of demand across UG and PGT. Given the cap on domestic UG fees remaining in place for at least another two years and the sharp increase in inflation, we should expect our peers across the sector to go all out to maximise their intake between now and 2025.

International Student Recruitment

Overseas & EU Undergraduate

The recruitment position at undergraduate (UG) level is broadly positive, but it is difficult to draw firm conclusions until the UCAS deadline for accepting offers on the 9th June has passed. Overseas applications have increased by 17% year on year with particularly robust growth from India (+26%), Saudi Arabia (+10%) and Malaysia (+30%).

The International Student Recruitment team has been coordinating an offer holder calling campaign and have contacted over 3,000 offer holders to date. The majority of students that we have spoken to are either still waiting for decisions from other universities or waiting until the deadline to decide which offer to accept. This is borne out by the data. Accepts (CF) have increased yoy by 20% but we still have over 8,000 offer holders who are yet to decide.

Although there is still much to play for at UG level it looks as if schools such as EECS, Law, SBM and SEF will have no issue meeting target and may not need to enter clearing. Schools that are traditionally active in clearing, such as SLLF, SMS and SOG, also appear to be in a stronger position than in previous cycles. However, much depends on conversion between now and the UCAS deadline.

Overseas & EU Postgraduate Taught

The recruitment position at postgraduate taught (PGT) level continues to look very strong. We have just under 25,000 active* overseas applications for September entry – an increase of 11% yoy. This

increase is partly driven by moderate growth from China and a huge increase from India (applications up 81% yoy). We have also seen several large to medium markets bounce back post-pandemic. Nigeria (apps +131%), Pakistan (+35%), Thailand (+42%) and Taiwan (+22%) are all performing strongly, and our focus is on converting these offers into deposit payments and enrolments.

The number of deposit payments received to date shows good yoy growth and is a useful indicator of how many students are likely to enrol in September. There are further deposit deadlines on the 29th June and 5th September for applicants that have received offers later in the cycle. The table below shows the number of deposits received by schools that are part of the conditional offer deposit scheme.

School	Deposit Paid (24/05/2022)
Biological and Behavioural Sciences	22
Business Management	632
Dentistry	40
Economics and Finance	873
Electronic Engineering and Computer Science	299
Engineering and Materials Science	75
Law	549
Mathematics	52
Physical and Chemical Sciences	17

A few schools are concerned about over recruiting at PGT level. SBM have decided to close applications to MSc Business Analytics and MSc Marketing from the 27th May and EECS have an equal consideration deadline of the 4th July for their PGT Computer and Data Science programmes. We expect further closures in SBM, but other schools are expected to remain open until the beginning of September.

*active application data removes students that have withdrawn or have been rejected.

TNE/International Partnerships

Universiti Sains Malaysia

In May Queen Mary [entered into a partnership](#) with public research university, [Universiti Sains Malaysia](#) (USM), Penang, to further drive transnational education, research and impact opportunities.

President and Principal, Professor Colin Bailey, and Professor Dato' Dr. Faisal Rafiq Mahamd Adikan, Vice Chancellor of USM, signed a Strategic Partnership Memorandum of Understanding (MoU) to significantly deepen and extend this international partnership.

USM is among the oldest institutions of higher education in Malaysia, with the university's main campus hosting over 28,000 students. USM and Queen Mary will collaborate in a number of areas over the next five years, building on the MoU signed in 2018. The new Strategic Partnership will focus on collaborative programmes in education (Management, Engineering, Cancer), research, mobility and policy and social impact.

Hainan Special Education Zone

We have received approval from the Chinese Ministry of Education for the development of the JEI in Hainan. The project will be taken forward by three key working groups looking at curriculum development, staff recruitment and financial matters. Teaching at the Queen Mary Hainan School will commence with the Computational Sciences programme in September 2022 (pending TPB approval in June), with two other programmes (digital media technology and intelligent bioengineering) commencing in September 2023 (subject to approval).

Recruitment from partnerships

We have 214 active applications from partner institutions. We have seen a drop in the overall number of applications (50%) from Beijing University of Posts and Telecommunications (BUPT) and Northwestern Polytechnical University (NPU) and a small increase (4%) in the number of applications from other partner institutions, which takes us back to pre-pandemic levels. We are calling BUPT and NPU offer holders to understand their motivations and to convert those who have not yet accepted their offer. As mentioned above, many students are awaiting offers from other institutions and have not yet made a final decision on where they plan to study.

New partnerships signed

- Brazil, Fundação Getúlio Vargas – 1+1 (SEF)
- China, Huazhong University of Science and Technology – 4+1 (EECS)

Student Mobility

It is pleasing to note the following Incoming mobility (Firmly Accepted) numbers of Associate (Study Abroad and Exchange Programme) students for autumn & full year 2022/22:

- Total firmly accepted: currently 404 (262 Fee payers & 142 Exchange)

We expect a higher number of fee-paying associates in the spring 2023 intake and expect to equal our enrolments from 2019/20.

Queen Mary Summer School

There are 8 summer school courses confirmed to run in summer 2022 across the three Faculties. 106 students have so far firmly accepted their offer and paid.

Outgoing mobility

The Global Opportunities team are currently supporting 345 students who hold offers to study/work abroad in 2022/23. This includes 71 students that from the Department of Modern Languages & Cultures.

Turing Scheme Funding

In April the Global Opportunities team submitted a bid totalling £875,305.00 for mobilities in 2022/23 to support students from widening participation backgrounds.

The bid supports a total of 223 learners:

- 139 learners will be studying/working abroad
- 14 learners will be doing a medical elective
- 70 learners will be going on a summer school placement
- The outcome of the 2022/23 application is expected June/July 2022

Mobility Partnerships

A new UG exchange has been finalised with the University of Buenos Aires starting in 2022/23 for students studying in Spanish from the Department of Modern Languages & Cultures.

Queen Mary Global Policy Institute

Recent QMGPI 'Global Seminars'

- 14 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. 127 Registrations
- 30 March 2022 – [Priorities for CMA enforcement in consumer-focused markets](#) - This event considered the priorities for the Consumer and Market Authority's enforcement in consumer-focused markets. 60 Registrations
- 31 March 2022 – [OECD Global Anti-Corruption & Integrity Forum](#) - Professor Valsamis Mitsilegas and Dr Stella Ladi led a session on '[The Role of Experts in Promoting Trust and Public Integrity: Lessons from Global Responses to Covid-19](#)'. 273 Registrations
- May 3 2022 - [The cost of war: why the crisis in Ukraine matters to all](#) – A QMGPI Global Seminar with a panel of eminent speakers from diverse backgrounds who addressed the implications of sanctions for the wider global economy, as well as their benefits and wider costs. 129 Registrations

Upcoming Events

- 26 May 2022 – [Professor Rodrigo Olivares-Caminal in conversation with Andres de la Cruz](#) – An 'in conversation' event hosted by Professor Rodrigo Olivares-Caminal, Chair in Banking and Finance Law at Queen Mary University of London and expert in sovereign debt restructuring. He will be joined by Mr. Andres de la Cruz, Senior Counsel at Cleary Gottlieb Steen & Hamilton, to discuss the latest developments in sovereign debt restructuring.
- 13 June 2022 – [Air Pollution Statistics and Water Quality Monitoring – The Impact of Concentration Fluctuations on Policy Design](#) – Workshop tackling fluctuations in the level of air and water pollution and how they should impact policy decisions, which often focus on set values when fluctuations of pollutants can produce differing impacts. This workshop is part of a project funded by the QMGPI's Research England funding allocation (see below).

We are working on events in June and July to include climate resilience, public debt management and more. Details will be published on our [new events page](#) (part of our new look [News and events section](#)) in due course.

Research England

QMGPI was successful in securing £363,540 for eight projects through funding awarded by Research England for policy impact. Projects will conclude and report by the end of June, and a number of workshops and seminars – as well as a roundtable conference – reporting on findings are currently being planned.

Following on from our [class of 2021](#), we have been delighted to welcome a new batch of QMGPI Policy Associates to support projects and the wider Institute. These student interns will be producing content such as opinion pieces and video diaries of their experiences with the QMGPI.

International Engagements

Pakistan visit

Vice-Principal (International) Professor Colin Grant visited Karachi during the week of 23 May as a guest of Rotary and the English Speaking Union of Pakistan (ESUP). He gave two speeches, including one to a Rotary International gathering of around 80 people on the Resilient Futures Pakistan Initiative, and met with the Governor and Chief Secretary of Sindh, the Higher Education Minister and the Executive Director of the Pakistan Institute for International Affairs.

While in Karachi he met with numerous Queen Mary alumni – who expressed interest in setting up a Karachi Alumni Chapter – and his visit generated significant media interest, with at least seven stories published as a result of the trip.

A related event – [English as a Force for Good](#) – featuring panellists from ESUP, the British Council in Pakistan, qLegal and Queen Mary’s School of Languages and Linguistics will take place on Friday 27 May, with 118 attendees registered for the event as of 26 May.

KU Leuven

A delegation from KU Leuven (KUL) visited Queen Mary in May to discuss next steps in identifying research and education links and strengthening existing collaborations.

The delegation, led by Rector and President of KUL, Luc Sels, visited Queen Mary on 10 May and included representatives from across the university including their Vice Rector for International, Intercultural and Alumni Policy, International Office Director, Head of Academic Diplomacy, Director of the KU Leuven Institute for International Law and the Leuven Centre for Global Governance Studies, as well as their Director of Alumni Services.

Following a welcome presentation from Queen Mary’s Vice Principal (International), Professor Colin Grant and discussions on tuition fees, post-Brexit student mobility and possible collaborations, Vice Rector Peter Lievens said that “KUL can definitely learn from Queen Mary’s focus on diversity”. We are now exploring a Global Exchange Partnership between KU Leuven and Queen Mary.

Global Alumni Engagement

Queen Mary Alumni Chapters launched in Delhi and Mumbai

We are delighted to announce that on 21st and 22nd May we launched alumni chapters in Delhi and Mumbai in close collaboration with our India office. The events were in-person dinner receptions that celebrated the new chapters and Queen Mary’s 10-year presence in India, and attracted over 170 guests, with offer-holders, agents, School counsellors and partner universities joining the alumni.

Our audience enjoyed a video speech from Prof. Grant, as well as speeches from Jaspreet Kaur, Lee Wildman and Gemma Marengi. Many alumni came forward wanting to support the University through a range of volunteer initiatives. We were overwhelmed with interest for the role of chapter lead enabling us to set up a team of alumni to support the lead role in both cities. The chapters will keep the Queen Mary community alive in these cities, as well as supporting local student recruitment and employability.

In Delhi, Sonal had meetings with ten alumni interested in being involved in the chapters as well as wanting to support the university in a variety of ways. Sonal also visited O.P Jindal Global University

who themselves boast a faculty of 20 Queen Mary alumnus, where she met with staff from the Office of International Affairs and Global Initiatives.



International Research

Research Services and Faculties have recently completed the Research Support Change Management program. One of the outcomes is to establish a single central International Research and Innovation team, with the aim to proactively engage the best international partners (EU and non-EU, ODA and high-performing countries) and capture collaboration opportunities across QMUL research and innovation activities.

International research accounts for over 20% of total research incomes across the Russell Group universities. A team of 15 staff will provide end-to-end research development and support services for international research including provision of strategic engagement of international partners and funders externally; delivering competitive and high-quality proposals and projects internally; and ensuring compliance with the UK, EU and international regulations and funder requirements.

The UK government acknowledged this March that delays in formalising the UK's association to Horizon Europe have led to uncertainty for UK researchers, businesses and innovators, and confirmed an extended guarantee that covers all applications to calls where researchers expect to sign grant agreements by the end of December 2022. QMUL has recently won two prestigious ERC grants and over 10 MSCA Postdoctoral Fellowships awards totalling over £5m, all of which will now be funded by UKRI guarantee schemes.

The UK government has repeatedly warned that the UK is working on a "Plan B", even though its priority remains being associated with Horizon Europe. There are, so far, few public details of what this would involve, but Plan B would aim to deliver "many of the benefits of the Horizon association, with additional benefits, through wider global participation, and even stronger industry and SME engagement." Meanwhile, for working with partners outside the EU, UKRI is also planning on a 'blended fund' to include potentially a "strategic technology Fund" led by businesses; a responsive fund to support early TRL technology including university research; as well as potentially greater investment in "co-investigate" and multilateral schemes. The new structure of the QMUL International Research and International team would adapt well to the potentially imminent changes on how we interact with our EU and international research collaborators

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

Introduction

1. This will be my last meeting of Senate before I retire, and I therefore thought that it would be helpful for me to set out the priorities under the People, Culture and Inclusion Enabling Plan for the forthcoming 12 to 18 months to give Senate assurance that a significant and ambitious programme of work has already been planned and will be progressed by the EDI Team working in collaboration with colleagues across the University.
2. The meetings of our EDI Action Groups, such as the Gender Equality and Race Equality Action Groups, along with their counterparts, have been focused on defining their actions and objectives under the People, Culture and Inclusion Enabling Plan now that the new EDI Team are fully in place (see Table 1 for further information). The team are keen to build on the momentum achieved thus far and will work in close collaboration with Faculties, Schools, Institutes and PS Directorates in progressing this work. Central to our work will be the principle of co-creation in designing initiatives with the constituency groups to which these apply.

Table 1: Equality, Diversity & Inclusion Team Overview

Equality, Diversity & Inclusion (EDI) Team Structure, Members and Portfolio				
Alex Prestage, Head of EDI <i>Dignity & Respect at Queen Mary</i>				
Eleanor McDavis, EDI Manager <i>LGBTQA+ and Staff Disability Inclusion</i>		Afua Acheampong, EDI Manager <i>Race Equality</i>	Liz Grand, EDI Manager <i>Gender Equality</i>	Michael Jannetta, People, Culture & Inclusion Manager <i>Engagement</i>
Mursheda Begum, EDI Project Administrator (Gender Advancement for Transforming Institutions)	Darren Hunwicks, EDI Officer <i>Faculty of Science & Engineering</i>	Katharina Smith- Müller, EDI Officer <i>Faculty of Humanities and Social Sciences</i>	Carol Malcolm, EDI Coordinator <i>Professional Services</i>	

Race Equality Action Group (REAG)

3. The University is pleased that we have now been joined by our new EDI Manager, Afua Acheampong, who attended her first meeting of the REAG in April, at which she presented her vision and high-level objectives for the coming year. REAG approved a proposal to create a Race Equality evidence-based action plan for implementation across Queen Mary, acting as a pre-cursor for our Race Equality Charter journey. In this, we will:
 - Celebrate and mark key dates in the EDI Calendar by curating a programme of events across the institution in partnership with Queen Mary Students' Union.
 - Develop and launch the Queen Mary, University of London Race Equality Staff Network.
 - Engage in a period of organisational listening across Queen Mary to further understand the needs and experience of our Black, Asian and Minority Ethnic students and staff.

Disability

4. Eleanor McDavis has assumed responsibility as EDI Manager for a dual portfolio comprising Disability and LGBTQA+ inclusion. The University recognises that of all the portfolios, disability issues, particularly in relation to staff, represents an area where we need to make significant progress if we are to fulfil our ambitions of becoming the most inclusive university. *(The University is progressing this work under the auspices of the Wellbeing and Mental Health Steering Group, but for the purposes of this paper, the update will be given in conjunction with the LGBTQA+ update, as we are adopting the same approach, which is better explained as a co-ordinated programme of work).*
5. In order to develop comprehensive strategies for both portfolios, we are adopting an evidence-based methodical approach, which we will shape through detailed consultation with our respective communities. In May 2022, an interim LGBTQA+ action plan running until August 2023, was approved by EDISG, which I will expand upon in the section below. A similar approach of producing an interim plan that will pave the way for developing a comprehensive strategy will be adopted for the disability portfolio.
6. Disability Confident is a nationally recognised scheme that can be used to support the objectives in the People, Culture and Inclusion Enabling Plan to be a truly inclusive employer for disabled staff. Developing our Disability strategy and action plan using this strategic approach will deliver significant advantages in aligning our work across the University. In doing so, we will ensure co-ordination of this agenda with the work that is being progressed through a number of other projects, working groups and areas of the University, including the Wellbeing and Mental Health Steering Group, the Accessibility Working Group, and Dyslexia and Disability Services. Thus, it is a complex area of work to co-ordinate and requires a truly strategic response.
7. We are currently revising and scoping a new interim action plan to support our journey towards achieving recognition as a Disability Confident employer. This proposal will be presented to EDISG in autumn 2022 for consideration and approval. Two key features of this work will be consulting with our disabled staff and students in a way that facilitates genuine two-way communication as a norm; and gathering a substantial evidence base. As a first step, our new PCI Engagement Manager will implement actions to further enhance our Staff Disability Network to facilitate consultation when developing and testing policies and practices, to ensure that they are properly inclusive and meet the needs of our diverse communities.
8. We will also expand the use of more qualitative and quantitative data, for example, establishing and creating a more nuanced and intersectional understanding of the needs of disabled staff and students, through listening, understanding, co-operation and co-creation, as well as focusing on demographics, key study and career transition points and lived experiences. It is intended that this approach will achieve a more person-centred and tailored approach to our work.

LGBTQA+

9. As mentioned above, EDISG approved proposals to develop a comprehensive strategy via an interim plan running until August 2023. In line with Strategy 2030, Queen Mary seeks to be an employer and educator of choice for the LGBTQA+ community – a University where everyone can be themselves and are duly treated with kindness, dignity, and respect. Delivering meaningful impact in relation to LGBTQA+ inclusion which embeds our Values requires a considered and bespoke approach.

10. Aligned with our plans for the disability agenda, the recommended approach to the LGBTQA+ inclusion portfolio, and ultimately the strategy, is one involving listening, understanding, co-operation and co-creation. Having an interim plan period would allow the EDI team, in collaboration with stakeholders and governance groups, to build a body of evidence which is comprehensive, intersectional, uses qualitative and quantitative data and is not homogeneous in its recommendations. The end of the interim plan period will culminate in the production of a comprehensive and evidence-based strategy to progress inclusion and enhance the experiences of staff and students who identify as a being LGBTQA+.

11. **The LGBTQA+ Interim Plan will address:**

- (i) **Enhancing Governance:** Strengthen the governance structure to ensure the longevity and impact of work to progress LGBTQA+ inclusion. It is also a priority to ensure that a wider range of voices are represented in the governance structure, in particular through the LGBTQA+ Action Group and EDISG.
- (ii) **Developing an evidence base:** Campaign to increase staff and student disclosure of personal details, including gender, sexual orientation and if identifying as trans to significantly enhance our evidence base. Engaging with students will include working in close collaboration with QMSU and their part-time elected LGBT+ representatives.
- (iii) **Improving our qualitative data:** Utilise a number of different routes to obtain a nuanced evidence base of qualitative data for a more rigorous and refined strategy, including undertaking analysis of the results from the 2022 Staff Survey and also running further surveys based on those outcomes. Run focus groups shaped by key issues identified through the Staff Survey. Conduct further investigation to understand intersectional difference in profile data as well as outcomes and experience of key career transition points, such as, recruitment, appraisal, promotion and career progression.
- (iv) **Strengthening our Networks:** the PCI Engagement Manager will further enhance the link with QMOut, working in close collaboration with the Chairs and providing added resource to support events and activities led by the Network.
- (v) **Progressing with business as usual:** Implement business as usual throughout the period of the interim plan, including marking agreed LGBTQA+ EDI calendar dates, LGBT History Month and Pride Month, as well as the International Day Against Homophobia, Biphobia and Transphobia. We will also continue with our work on promoting profiles of our LGBTQA+ staff, developing guidance, training and other resources.

Wellbeing and Mental Health Steering Group (WMHSG)

- 12. The WMHSG agreed to adopt the University Mental Health Charter, which is the recognised kite mark for the Higher Education sector and covers both student and staff issues. The Charter comprises a detailed framework to guide institutions in implementing its provisions. The University commissioned an external consultant to undertake a detailed gap analysis to evaluate Queen Mary against the current requirements of the Charter, which will form the content of a WMHSG and Action Plan.
- 13. A draft report has now been submitted for consideration and will be shared with the WMHSG at its next meeting for consideration and approval. For the purposes of this paper, it is appropriate to share some high-level analysis from the report's Executive Summary, to provide a sense of our institutional level priorities under the PCI Enabling Plan.

14. The report states that, “The vision of the Charter is for all universities to adopt a whole university approach to mental health and to promote the mental health and wellbeing of all members of the university community. This cohesiveness of approach is intended to ensure that the needs of all are proactively considered in the development and review of provision”.
15. In developing an overarching strategy, Queen Mary will be able to ensure that its services are both comprehensive in scope and meet the needs of all of the communities within the University’s staff and student population. In alignment with our other EDI work, the report emphasises the importance of adopting an intersectional approach which incorporates protected characteristics, as well as consideration of implications by study mode and staff grouping. The University will therefore give particular attention to understanding how provision is suitable for the diversity of our staff and student community.
16. An area of particular focus across each aspect of the framework will be the need to articulate and present our provision in a way that shows how it maps together.

Gender Equality Action Group (GEAG)

17. Liz Grand has recently joined the EDI Team as EDI Manager (Gender) and is leading the Gender Equality portfolio. Key priorities for this area of work include scoping and introducing an implementation group to drive forward the delivery of the five year Gender Impact Plan across Queen Mary. This implementation group will report to our existing GEAG which will continue to provide steer and oversight. The Gender Impact Plan exists to catalyse our success and tackle areas where change still needs to be made. It speaks directly to our KPIs to achieve 50% representation at middle and senior levels for female staff. Flagship actions include:
 - Piloting Athena Swan in at least two Professional Service Directorates
 - Providing bespoke support for carers
 - Undertaking intersectional (gender and ethnicity) pay gap reporting
 - Building on Schools’ good practice of Returners Schemes to support those returning from parental leave (>3 months)
 - Scoping suitable models for enhancements for parental leave.
18. Our Gender Impact Plan also includes specific and targeted actions to address bullying, harassment and gender-based violence. This work is led by the Preventing and addressing HARassment & SEXual misconduct Working Group (PHASE) – with a scheme of work in train to deliver against Office for Students’ Statement of Expectations in this space.
19. The EDI Team is in the process of delivering an Athena SWAN Roadshow to staff across all areas of the university. The purpose of these Roadshows is to engage colleagues in Queen Mary’s efforts to advance gender equality, to share recent success and outline priorities moving forwards. So far, we have delivered the Roadshow to 39% of our staff and have dates set to deliver to a further 36%. We aim to reach at least 80% of staff through the Roadshow and are continuing to set dates to reach this target.

Equality, Diversity and Inclusion (EDI) Annual Report 2020-2021

20. The University recently presented its Annual EDI Report 2020-2021 to Council, where it was approved. The report will now be prepared for publication working with our internal branding and marketing team.

21. The report follows our established and agreed methodology for statutory reporting under the Equality Act 2010 as approved by SET in March 2021. It highlights some of the key initiatives and activities that we have delivered during the 2020-2021 academic year in a retrospective review of our work, progress and its impact across the University. The report identifies Queen Mary's EDI successes 2020-2021, these include:

- Enhancing and strengthening our EDI Governance;
- Improving and publishing our EDI data;
- Delivery via our EDI Action Groups and local Action Plans;
- A high-level summary of our success and progress during the 2020-2021 academic year;
- The wide range of initiatives introduced to advance culture change across the University;
- Faculty Highlights to showcase excellent EDI work across the University;
- How we have harnessed the opportunities presented by the pandemic to advance Strategy 2030;
- Our main priorities for the year ahead.

Staff Survey Results

22. The University ran its first full staff survey since 2019 this year from 27th April to 27th May, (we extended the timeline by one week to encourage more colleagues to respond). Well over 3000 staff responded.

23. The next phase of our work will involve sharing the results across the University, Faculties, Schools, institutes and PS Directorates and translating these into action plans. We wish to engage colleagues fully in our journey of change, so that everyone can play a direct role in shaping and delivering initiatives based on our analysis of the outcomes.

24. In terms of practical outputs, there will be a University action plan highlighting priorities at an institutional level. In parallel, Faculties, Schools, Institutes and PS Directorates will all be actively involved in developing local level plans which identify their top priorities for action. All colleagues will be invited to participate in University focus groups and local action planning sessions to explore the top priorities for their areas and identify the initiatives that will contribute to delivering positive changes locally and University-wide. As well as identifying initiatives we will need to work together as a community to implement changes.

25. This is a dynamic process and it is recognised that for staff to have confidence that concrete actions will follow, we will communicate our progress and share good practice.

Summary

26. In summary, the University's approach to progressing our EDI objectives will be strategic with strong governance and oversight by EDISG. This will ensure an emphasis on our work being intersectional in focus and integrated in terms of delivery across different EDI portfolios, so that it is properly joined up. Our work will be comprehensive in its coverage of EDI issues which will be achieved through the extensive and planned programme of change described in this paper. The significant work undertaken over the past two and a half years provides a solid basis for advancing our EDI ambitions in direct support of Strategy 2030.

Senate update: VP, Policy and Strategic Partnerships: April – June 2022

London City Institute of Technology (IoT)

Completion of the IoT building by the developer occurred in early May and with our IoT partner Newham College we have now completed on a 150 year lease of the property having successfully satisfied the requirements of our funders to trigger funds release. The fit-out of the building is now underway and this is expected to complete in August in readiness for teaching to begin in September.

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 and a joint marketing strategy has now been prepared;
- building through additional recruitment 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;
- finalising an operations strategy with Newham College to ensure smooth running of the IoT, which includes the establishment of an IoT Operations Board.

Executive Education/CPD/Enterprise Activities

We have reflected on our 2022 business strategy after 3 months.

- Design, Development and Delivery of Open Recruitment Courses
 - Business & Management: We submitted a high-level market research report to SBM highlighting thematic areas to develop short courses in, along with a brief competitor analysis. Following conversation at SBM, a working group has been established to strategically develop this activity going forward. The first meeting is in June.
- Design, Development and Delivery of Bespoke Training Courses
 - We are starting to see the benefits of creating clear lines of internal communication between Short Courses and the International/ Global Opportunities teams, with regular referrals of clients coming our way. We are well placed to respond quickly to requests for proposals.
 - The main area for concern in this area is the lack of capacity to provide post-contract administrative support. This means that Andy Colley, the short course lead, is spending time on doing this himself rather than finding and securing new business.
- Quality Assurance and Branding of Third-Party Products and Services
 - We are working with Dentistry to pilot what this offering will look like and understand the direct and indirect costs associated with it.
- Internal Service Development and Improvement
 - In cooperation with Events & Ceremonies, we have finally launched Queen Mary's organisational Eventbrite account. This account will allow us to use Eventbrite for ticketing and payment (receiving preferential commission

rates) and reporting of activity at an organisational level. This will help improve the current HEBCI return process.

Current overview of activity:

Open Courses:

We have launched two new open recruitment courses since the last update:

- Organisational Culture for Technology Companies
- Corporate Social Innovation for SMEs

Bespoke Training:

- Government of the Punjab (GoP)– Global Public Health: We will be welcoming GoP in June/ July 2022 for a two week course and delegation visit.
- Higher Education Leadership Fellowship: We are working on a year-long programme for HE professionals starting in September 2022.
- International College of Osteopathic Medicine: We have completed delivery of an Anatomy Skills course at our Malta Campus and are renegotiating to repeat this in 22/23.

Degree Apprenticeships

Apprenticeship Tenders

The central apprenticeship team has been exceptionally busy with the following applications and tenders, working with the relevant Schools as appropriate: -

1. The register of Apprenticeship Training Providers (RoATP) application: we had to renew our application to be on the Register of Apprenticeship Providers (RoATP), which is the entry route set up by Government for training providers and employers who want to deliver apprenticeship training. It's designed to moderate the quality of apprenticeships and provide assurance to learners, employers and the Government.
2. BEIS Tender for the Professional Economist level 7 Degree Apprenticeship valuing approximately £4.125m over the two-year duration of the contract.
3. NHS Physician Associate tender: this is to become an approved national NHS supplier initially in the London and Southeast region with a potential income in excess of £901k for the duration of the two-year contract and with the potential for additional growth in the future.

Audit and regulatory issues

Legacy financial issues and data mismatches have been resolved, and training provided to finance colleagues on the ESFA funding methodology. A full review of off-the-job training hours has taken place to enable QMUL to ensure that all of our apprentices are receiving their full entitlement in accordance with the ESFA audit requirements.

Review of funding and audit paperwork: all paperwork processes and systems are under review with the intention to streamline and standardise the regulatory paperwork to ensure full compliance.

Internal ESFA audit: we have successfully recruited two interim temps to support the ESFA statutory compliance and audit requirements. The internal audit schedule is as follows: -

- Phase 1: Audit scrutiny of files to ascertain the extent of evidence requirements missing from each file.
- Phase 2: Audit evidence gathering to maximise our opportunity to secure a successful ESFA financial audit and to reduce the risk of financial clawback.
- Phase 3: Commission QMUL internal auditors to conduct an internal 'mock' style audit. This has been provisionally planned for August/Sept.

We are also in the process of scheduling a 'mock style' Ofsted inspection to be held in September to support relevant staff for either an Ofsted monitoring visit or a five-day full inspection.

Public Engagement and Civic Responsibility

A high-profile event, attended by over 140 people, was held on 12 May to celebrate the award of the Platinum Engage Watermark and the launch of Queen Mary's Civic University Agreement (CUA). The CUA has five priority areas: inclusive place-making, healthy and sustainable futures, pathways for life, a cultural hub for East London, and enabling civic practice.

Governance for the CUA will be through a strategic Advisory Board with internal and external stakeholders and an operational Civic Working Group with academic and PS co-leads for each priority area. Following a kick-off meeting with stakeholders invited to join the Advisory Board on 4 March, the first meetings of both groups will be held in late June / early July.

The next steps for our civic work will be an audit of existing work and the development of programmes of ongoing and new work for each priority area. This work will be across all faculties and in partnership with a range of local communities and organizations.

Queen Mary continues to play an active role in wider networks on civic engagement, including as partner member of the Civic University Network and through a network of University of London Leads and London Higher's Civic Network. We are also in discussion about developing links with the GLA-led London Anchor Institutions Network. Alison Blunt (DVP for Impact, Culture, Civic & Community) will be launching the East London Research Network in the autumn, which, alongside the Civic Working Group, will develop collaborative research to address key challenges in East London.

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

- Preparing for the annual [Festival of Communities](#) following a two-year break due to the pandemic. The Festival will take place on 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. This year the number of Queen Mary activities present at the Festival has increased from ~30 to almost 100 different activities over the two days.
- 20 projects have been funded via the monthly [CPE Small Grants scheme](#) for this academic year. 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. The successful projects include a project to co-produce patient information materials for young people with young people, an interactive workshop about seventeenth century sleep remedies at the Museum of the Home and a project to build a Camera Obscura in the tower of St Anne's Church, Limehouse.
- 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](#).

Sustainability

We have continued to take forward initiatives that support the delivery of our environmental objectives and our strategic commitment to continue to improve our environmental sustainability performance.

Over the last three months:

- We were awarded ISO 14001:2015 environmental management system (EMS) and EcoCampus Platinum EMS award after an external certification audit. This certificate covers our UK and Malta campuses
- We shared the highlights of our environmental sustainability journey and good practices with a delegation from Israel
- We completed the development of our heat decarbonisation plan (HDP). This plan was funded from a grant of £124,399.20 that we received from the Government's Low Carbon Skills Fund. This HDP is one of the frameworks to help us ultimately to get to net zero.
- We are currently funding five staff and student-led environmental sustainability initiatives as part of our 2021/22 Green Mary fund.
- The Students' Union have continued to organised canal clean-up activities that have been attended by approximately 100 students.
- The Grounds and Gardens Team organised a student biodiversity volunteering session for our students.

- We have continued to offer all staff (professional services and academic) a full-day CPD course on environmental sustainability skills for the workforce. Over 160 staff have attended these sessions
- The 2-hour CPD course on sustainable development optional module that we offer to our students have continued to be very popular. Over the last two year over 600 students have registered for this course.
- Our 2020/21 environmental sustainability report was approved by the Council. This report contain highlights of our 2020/21 environmental sustainability performance and is now on our website.

Mexico initiatives

The Principal is visiting Mexico in early June, and I will be following up with a visit later in the summer. We are in the process of working with IPN on some joint Principal PhD scholarships and developing a pipeline of PhD students for Queen Mary from IPN and other partner institutions, some coming for and through the new ResM qualification from this coming September.

Other areas

The first meeting of the Tower Hamlets Partnership Executive Group under the new mayor is taking place on 16 June, where we are likely to hear about his priorities for the borough. It is already clear though that the green economy is one of his priorities, and I have recently been asked to chair the green jobs sub-group of the Tower Hamlets Climate Partnership. The first one of these meetings is likely to take place in the next couple of months.

I represented Queen Mary in early April at a London Higher and Centre for London roundtable on the levelling up White Paper, and I am on the London Research and Policy Partnership Board, which has recently been set up and meets quarterly.

We are continuing with the Graduate Outcomes Survey Task and Finish Group that I mentioned last time. We are working across the institution with Faculties, Marcomms and the alumni team as appropriate to build awareness of the Survey with current finalists who will be surveyed in September 2023, and also to engage more effectively and with greater reach those students who completed their studies in May/June 2022, as they will be surveyed this September. This is the first year that we have coordinated our efforts in this year, and will provide us with a good foundation for the coming years as we look to improve our communications and engagement with our finalists and graduates to help to optimise so far as possible the completion of the survey fifteen months out from graduating at Queen Mary. We are doing a mix of tactical and strategic work with Faculties and others to help us improve our position and target areas (eg data and comms) which need focused effort.

Vice Principal for Research and Innovation Report to Senate May 2022

This update covers:

- REF results and analysis
- Entrepreneurship and Innovation in Research
- RCIF Funding Round
- Change to the demand management process

REF Results

I would like to begin by congratulating Senate and colleagues across the university once again on our REF results. We are ranked =7th in the UK for the quality of our research (based on outputs), with 92% of our overall research assessed as internationally excellent or world-leading. When combined with our focus on social inclusion and justice, these achievements set us apart as a truly unique university and one I am proud to be part of. Thank you again to all those who contributed to our collective success in many different roles.

Although our results are broadly very positive, our overall rankings have remained relatively static in all areas (output, impact and environment). Other institutions, that ranked below Queen Mary in 2014, have been able to achieve significant jumps in one or more areas: propelling them up the overall rankings and in some cases leap-frogging Queen Mary. The table below gives an overview of this change.

	Overall			Outputs (60%)			Impact (25%)			Environment (15%)			% Staff in 2014
	2021	2014	Change	2021	2014	Change	2021	2014	Change	2021	2014	Change	
Queen Mary	19	11	-8	7	7	0	26	30	4	29	29	0	74
Manchester	8	17	9	13	23	10	8	16	8	7	9	2	78
York	10	14	4	12	13	1	12	14	2	11	19	8	75
Liverpool Sch of Trop Med	12	24	12	19	41	22	2	6	4	19	20	1	32
Birmingham	13	31	18	7	21	14	16	40	24	13	32	19	81
Glasgow	13	24	11	6	28	22	26	24	-2	21	24	3	84
Southampton	17	18	1	17	13	-4	7	20	13	22	22	0	90
Sheffield	18	14	-4	19	12	-7	14	18	4	17	18	1	75

Some, but not all, of these changes will be down to the change in rules around staff submission: Queen Mary submitted 100% of staff in 2021 versus 74% in 2014. The takeaway from our REF results is therefore that we need to look at how we improve in all areas as we prepare for REF 2028. This work is already underway, but I wanted to give you an overview of key projects in each area.

Work to improve research outputs:

Work to improve research outputs is taking place on multiple fronts: focussing on structures, culture, and systems. This includes work to stimulate multidisciplinary research through the establishment of new University Research Institutes and the introduction of our new Research Highways. Work is well underway on defining the research themes for our second URI, the Precision

Healthcare URI, with the expert input of researchers from across Queen Mary. Our Research Highways are on track to launch at the end of June.

We are also raising the profile of research in the University and giving leading researchers a voice. The Researchers Forum has been established to bring together the top 100 Queen Mary researchers, meeting every three months. So far, the forum has fed its concerns about administrative blockers to research into the planning for the PS transformation and has informed the development of the next URIs. Linked to this, we are working closely with the Director of the PS Transformation to create a culture change in professional services to provide a high level of support to leading researchers, aiming to make their work as frictionless as possible.

We are seeking to create a culture which fosters ambition and confidence, and combats complacency. As a way of supporting this, we are looking at how we can better direct the resources we have (e.g. the Research Capital Infrastructure Funds) to high-performing researchers. Finally, we are working to bring in new staff who inspire others to perform at a higher level, and how we hire these people efficiently with appropriate flexibility to offer attractive remuneration.

Work to improve research environment:

The data component of our Environment scores is made up of our PhD graduation numbers and research income. To improve our performance against these metrics, we have appointed Professor Tim Warner as 0.5FTE Director of the Doctoral College. Tim is currently leading a review of PGR at Queen Mary, including PhD funding, reporting to SET in June 2022. Benchmarking during the review illustrated that the Queen Mary Doctoral College is under-resourced in comparison with others: we have secured funding to recruit a new research manager to join the Doctoral College, giving new capacity to support doctoral training centres and to support bids for new training centres in response to calls anticipated in late 2022/2023.

The introduction of a new PowerBI dashboard allows us to track research applications and income in real time. This is accompanied by a new Queen Mary overheads policy to set a baseline on cost recovery from different sponsors and the introduction of Flexible Research Funds to incentivise researchers to improve cost recovery on research and to enable academic freedom for blue skies work. We are working to develop closer links with key sponsors, including with UKRI: over May and June this year we will have hosted meetings with representatives from all but one of the UKRI councils.

Work to improve research impact:

The appointment of two new Deputy Vice Principals for Impact has given us greater capacity to embed impact across all our research activity. As Senate will know, Professors Alison Blunt (DVP for Impact, Civic, Culture and Community) and David Lee (DVP for Impact Enterprise and Commercial Innovation) took up their posts in January this year. Both DVPs have a KPI to produce five impact case studies per year, ensuring we are moving towards a position of choice, depth and quality at the next REF.

A new Impact Strategy Group has been established, with responsibility for development and oversight of cross-university impact strategy. This group meets monthly, bringing together Faculty Deputy Deans for Research Impact, the Director of Arts and Culture, and representatives from the CPE, QMI, Business Development, Careers and Enterprise, and Impact Team.

We are reviewing how we use funding to support the development of impact case studies. This includes reviewing eligibility for funding available through the Queen Mary Impact Fund and requiring fund recipients to produce their grant reports in the format of REF impact case studies. We

are also introducing new schemes to particularly support commercial impact (see section on Entrepreneurship and Innovation in Research).

Across all workstreams, our success will lie in the extent to which we are able to engage the whole research team in these projects, working together as one university towards our shared goals. The support of Senate is particularly important in this, and I ask you to consider how you may be able to lead this activity in your area, working with your Faculty Research Dean and supported more broadly by Research and Innovation Board.

Entrepreneurship and Innovation in Research

REF 2021 reiterated Queen Mary's strengths in creating commercial impact from our research. The panel feedback commended commercial impact generated from research in EECS and in SEMS, which has led to improvements in healthcare and contributed to prosperity and social mobility through creation of economic growth and high-quality jobs.

UK universities punch above their weight in delivering research outputs, and innovation provides a way for this research to be adopted to create economic growth and public wellbeing. While we know that Queen Mary is very good at delivering commercial impact for the resources we invest,¹ we invest low levels of resources in our entrepreneurial activities in comparison with other universities. Consequently, we are ranked 33rd out of 40 universities for the number of spinouts generated since 2011.² There is therefore tremendous potential for us to grow entrepreneurship and innovation at Queen Mary by increasing our investment.

Work to deliver this change is taking place under three broad headings:

Funding:

We are increasing funding available for entrepreneurship and innovation. This year, Queen Mary Innovation will introduce a new QMI Investment Fund, made up of revenue from share sales from Queen Mary spinouts. We are also applying for additional IAA funds from UKRI, with an application for ESRC IAA funding due to be submitted in June.

We are also considering how we can better use the funds we have to generate impact. Recipients of Queen Mary Impact Funding are now required to submit their grant reports in the format of Impact Case Studies and we are looking to embed a high risk/high reward approach into all funding decisions. Over the summer, we will be redesigning our webpages to create a single source of information for researchers looking for impact funding, with information on funds managed by the CPE, Impact team and QMI in one place.

Strengthening QMI:

QMI is our wholly-owned technology transfer company, responsible for the commercialisation and management of the University's intellectual property and portfolio of spinout companies. We have recently welcomed Dr Deborah Carter as Associate Commercialisation Director for BioPharma. Recruitment for a new CEO to lead QMI is live now, with a strong shortlist of candidates from industry and the university sector. We are also improving the support we offer to entrepreneurs, reviewing our policies around equities, start-ups and licencing and the way in which we use space within QMB to offer preferential support to Queen Mary spinouts.

Informal support and mentoring:

¹ Octopus Ventures Entrepreneurial Impact Rankings

² Royal Academy of Engineering, Jan 2022

The final strand of this work revolves around creating structures for budding and established Queen Mary entrepreneurs to network and to share expertise and encouragement. We now have two Entrepreneurs in Residence: Professor Joshua Reiss (covering S&E) and Everard Mascheranas (covering biopharma, medtech and advanced materials). We are looking to expand these roles to provide a broader range of expertise to benefit a greater number of researchers.

Finally, we have established the Entrepreneurs Club. Meeting quarterly, the club has a particular focus on sharing expertise from funders and non-Queen Mary Entrepreneurs. The next meeting of the club with Professor Peter Cawley, an academic entrepreneur from Imperial College, is on 5 July, from 3.30 – 5.30pm. Attendance is open to all!

Research Capital Infrastructure Funding (RCIF)

This year's RCIF found is now open, with applications open until 15 August 2022. We aim to use our RCIF funding allocation to support leading researchers to purchase additional equipment or to support facilities that will enable a step-change in our research activity. Awards from RCIF are usually £100,000+. In previous years, funded projects have included:

- Creation of a new film and drama research practice facility: due to open in October 2022, "BLOC" is the most accessible commercial standard cinema in London. (Investment £1.5m)
- Purchase of a replacement Transmission Electron Microscope. (Investment £1m)
- Modernisation of the Mile End Biological Services Unit. (Investment £3m)

Full details of the call are available in the information pack available [here](#). We are keen to receive applications from every faculty and strongly encourage Senate to publicise this opportunity among their colleagues and to encourage early preparation of applications.

Change to Demand Management Call process

As Senate will be aware, funding calls where Queen Mary is limited to the number of applications we can submit have previously been referred to Research and Innovation Board to select applications to go forwards for consideration. These opportunities are often high value and prestigious, and RIB is concerned to ensure that the panel assessing the bids represents the diversity of our research community and is made up of expert members who are equipped to provide researchers with the most useful feedback possible.

To strengthen our capacity to do this, we have established a new Demand Management College, made up of members of the Researchers Forum and chaired by Professor Alison Blunt. When Demand Manged Calls arise in the future, we will invite relevant representatives from the College to assess them, with decisions reported to RIB for ratification by chairs action. This arrangement has the additional benefit of allowing for calls to be assessed outside of the cycle of RIB meetings, allowing for greater speed and efficiency of process.