

# Strategic Plan

2006-10





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The information given in this publication is correct at the time of going to press. The College reserves the right to modify or cancel any statement in it and accepts no responsibility for the consequences of any such changes.

# Introduction by the Principal

This document sets out the strategy to which Queen Mary, as a community of staff, students, Council members and alumni, has committed itself for the period 2006-10.

It also sets out the means by which it intends to implement the strategy and the values to which we subscribe, and which will characterize the way in which we will conduct ourselves in pursuit of our objectives.

In its implementation, the Strategic Plan reflects the elements that together give Queen Mary, University of London its unique character:

- a College of the University of London that seeks to play a collegial and collaborative role in that federation and in the wider London higher education environment, but also an autonomous institution in its own right, directly funded and pursuing its own distinctive goals
- an institution that operates on a global scale, with a clear commitment to international excellence, but also with a strong commitment to the diverse communities in its east London, City of London and Islington locations and beyond to the Thames Gateway
- a commitment to research excellence as the underpinning of all our academic and knowledge transfer activities; we are also committed to ensuring that research and scholarship are linked to and supportive of the teaching of our students in a collegial, diverse, welcoming and uniquely stimulating environment
- a commitment to exploiting to the full our unique positioning as London's only city centre higher education institution with a major residential campus.

We have reflected these distinctive characteristics in the statement of our Mission, Vision and Values that is the core and foundation of this Plan and which underpin all our activities.

I welcome comments on this Strategic Plan from all our friends and stakeholders: if you would like to comment, please contact me at [qmplan@qmul.ac.uk](mailto:qmplan@qmul.ac.uk)

If you would like more information about Queen Mary, you will find more details of the College's current activities at [www.qmul.ac.uk/keyfacts](http://www.qmul.ac.uk/keyfacts)

**Professor Adrian Smith FRS**  
**Principal**



# Mission, vision and values statement



## Our Mission

### **The mission of Queen Mary, University of London is:**

- to produce research of the highest quality which places it in the top rank of universities
- to teach its students to the very highest academic standards, drawing in creative and innovative ways on its research
- to transfer the knowledge it generates to business and the community, regionally, nationally and internationally.

## Our Vision

### **Queen Mary's vision is to be an institution that:**

- Fosters and encourages diversity of research, scholarship and interdisciplinary innovation
- Regards excellence in research and teaching as inseparable
- Recruits and retains the highest possible calibre of staff and students and provides an environment in which they can flourish
- Nurtures talent, encourages personal achievement and provides an attractive and stimulating place to work and study
- Encourages innovation and enterprise, in particular through knowledge transfer and partnerships with industry, business and the community
- Teaches its students in innovative and effective ways, whether on campus or at a distance
- Engages in teaching and research which is internationally recognised and valued, building partnerships overseas
- Balances its global commitment with a serious engagement with its diverse and rapidly changing local London environment
- Develops life-long relationships with its alumni to the mutual benefit of the institution and the individual
- Exploits to the full its unique central London campuses for the benefit of students, staff and stakeholders.

## Our Values

### **Queen Mary, both as an institution and a community, subscribes to three core values:**

- Excellence in the personal achievements of staff and students, supported by the College in reaching their goals
- Collegiality in all aspects of the life and work of the College, treating all other members of our community with respect and courtesy and encouraging success
- Diversity in our staff and student body, valuing our differences as an important contribution to our research, teaching and other activities.



# Achievements 2001-06

The 2001-06 period has seen Queen Mary become one of the most exciting, innovative and successful higher education institutions in the country.



## During this period we succeeded in:

- A turn-around in our financial position to a position of stability and strength
- A striking improvement in our profile in the student marketplace both at home and overseas, reflected in increased quality and quantity of applicants
- A significant improvement in our national and international profile as judged by peer assessment exercises, the judgement of the market on the employability of our students and other third-party independent evaluations
- A dramatic improvement to the physical environment of all our campuses through a focused capital investment programme in excess of £175 million.

## These successes are reflected in the three academic sectors of Queen Mary:

- In a range of external assessments, our Humanities, Social Sciences and Laws departments, schools and centres are now acknowledged as being in the top four in the UK in these subject areas
- Barts and The London, Queen Mary's School of Medicine and Dentistry, is an increasingly highly regarded research-focused school, reflected in such developments as the award of the first Cancer Research UK Clinical Centre and the recruitment of leading research groups from other schools
- As well as leading collaborations in major world-class research programmes, our Science and Engineering sector has pioneered a number of innovative teaching initiatives – including the introduction of brand new areas such as medical engineering and the launching of the very first joint degree programme to be approved by the Chinese Ministry of Education for delivery in China.

Overall, in the past five years Queen Mary has emerged as a leading research-led institution for staff and students who wish to pursue excellence in an environment within which the questioning of established boundaries is encouraged.





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# The external environment of the 2006-10 plan

**A number of broad characteristics have emerged in recent years that we believe will continue to dominate the higher education landscape, especially in London.**



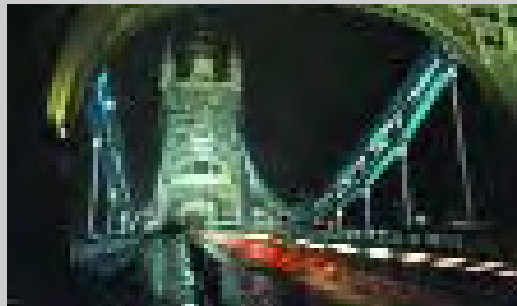
## **Students and the Student Marketplace**

- The student marketplace in the UK will become more competitive because of the introduction of a tuition fees and bursaries market and the changing nature of demand for postgraduate programmes
- The overseas student marketplace will become even more competitive because of increased national and international competition and the expansion of domestic education systems in many of our traditional markets
- The Bologna process and other aspects of EU integration will require UK higher education institutions to re-engineer the structures of degree programmes and other academic provision
- There will be a continued emphasis by Government on facilitating fairer and wider access to higher education, with likely implications for further changes to the HEFCE funding formula
- Science and Engineering subjects will continue to experience relative difficulty in attracting well-qualified students in sufficient numbers to meet national need and to sustain existing levels and forms of HE provision.

## **Sustainability and Finance**

- There remains the possibility of further increased selectivity in research funding and uncertainty over the model that will be used to allocate research funds following the 2006 budget and the review of the Research Assessment Exercise
- The new HEFCE teaching funding model will target resources more specifically than hitherto
- There will be continuing pressure to generate funding from an increasingly diverse range of sources, both through marketing new services and from fundraising
- There is likely to be continuing pressure from HEFCE and other agencies to encourage institutional collaboration and rationalization.

Clearly, the external environment presents a number of potential threats over the next five years. However, this can also be seen as creating a considerable number of unprecedented opportunities for Queen Mary and it is from this perspective that we have developed the objectives we have set for ourselves in our 2006-10 Plan.



## The main categories of environmental opportunity as we see them are:

### **The International Environment**

Higher education is by its nature global. The rise in importance of countries such as China and India in scientific, technical and medical research, teaching and industrial development are often therefore seen as threats. However, by pursuing carefully targeted engagements with these unfolding developments, we believe that Queen Mary can develop sustainable partnerships that have the potential to provide great mutual benefit to ourselves and to our overseas partners.

### **London**

Collectively, London higher education presents by far the biggest critical mass of research and educational capability in the sciences, engineering, biomedical studies and the humanities and social sciences in Europe. Provision in a number of subject areas is, however, fragmented between institutions, which may individually lack the necessary critical mass for sustainability.

There is clearly scope for greater collaboration and rationalisation among HE institutions in London and the College will wish to actively explore opportunities with a wide range of partner institutions. In particular, there are important developments emerging in relation to the future of the federal University of London and Queen Mary will wish to play an active role in helping to redefine the nature and purpose of the federation

### **East London and the Thames Gateway**

London and the Thames Gateway also presents important opportunities for higher education, especially for Queen Mary which uniquely amongst London institutions spans contrasting areas of the metropolis that represent its significant diversity in social, cultural, health and educational terms. Queen Mary will engage closely with the challenges of its London setting and beyond into the Thames Gateway, noting, in particular, the opportunities arising from the preparations for and legacy of the 2012 Olympic and Paralympic Games.

### **The Importance of Knowledge Transfer**

Knowledge transfer activities will become even more important, not only because of government encouragement

of HE/business links, but also as a potential source of additional income. Queen Mary is positioned well to respond to this challenge having developed a wide range of robust knowledge transfer mechanisms not only in 'traditional' knowledge transfer areas such as engineering, science and biomedical research, but also in the arts and humanities.

### **Our Estate and Physical Assets**

Our physical sites in Mile End, Whitechapel, West Smithfield and Charterhouse Square are enormously valuable assets that provide a high quality environment for our staff and students. However, we are now nearing full capacity usage of that estate and – as with all other central London institutions – space is now a potential limitation on our activities.

We need to optimize the use of those parts of our estate that are currently undeveloped or unfit for purpose – not only in terms of currently understood academic and related need, but also through predicting usage and need over the next decade. This is clearly a significant risk as well as an opportunity and needs to be approached with care. The most significant immediate challenge and opportunity is to decide how to use the site that will become available when the "old Chemistry" building is demolished.

# Key strategic objectives 2006-10

## **Queen Mary's overriding strategic objective for the period 2006-2010 is:**

- To strengthen our position in the very front rank of global, national and regional higher education and to achieve this while maintaining our distinctive institutional vision, values and character.

We will attain this objective through the achievement of the five mutually supportive key objectives of the strategic plan, outlined in detail below. These will build on the successes achieved by Queen Mary in the period 2001-2006, developing the specific and individual strengths of the institution so that we can strengthen our position in front rank of higher education institutions judged in our immediate London environment, the UK higher education scene as a whole, and internationally.





# Key objective One

**Create an outstandingly stimulating and innovative teaching and learning environment, which supports the excellence we expect from our staff and students, building on the diversity and collegiality we value as core aspects of life at Queen Mary.**



Excellence in teaching and learning is key to our success. This depends on innovation and enhancement of all aspects of teaching and learning, recruitment of and support for high quality staff and students, and the effective integration of research and teaching excellence in all our programmes – whether they be full-time or part-time, campus or distance learning based.

Queen Mary is already the college of choice amongst London institutions in many disciplines: we aim to achieve that status over a broader range of programmes in the coming years.

Alongside this commitment to innovation and excellence, Queen Mary has always been known for a friendliness and openness that sets it apart from many other institutions. As we develop the excellence of our teaching and learning provision, we will protect and nurture this important aspect of Queen Mary's character.

## Measures of Achievement for Key Objective One:

- Increased levels of student satisfaction, measured by performance in the National Student Satisfaction Survey, through QMOLE and through other internal surveys
- Increased levels of staff satisfaction as determined through internal surveys
- Improvements to a range of measures of student employability
- Achievement of student recruitment targets for each year in the planning period
- Achievement of widening participation indicators in line with our Access Agreement with the Office of Fair Access.

## We will achieve this objective by:

### Innovation in new programmes of study and modes of academic delivery

#### Priorities:

- Review our undergraduate and postgraduate programmes continually to ensure that disciplinary innovation and current research and scholarship are appropriately reflected
- Review our degree programme offerings on an annual basis to ensure fit with the marketplace – including student demand and, where relevant, enhancement of the employability of our graduates
- Embed e-learning in our curriculum and develop associated innovative and effective pedagogies
- Develop models for effective implementation of different modes of distance learning in a range of disciplines
- Enhance resources for teaching and learning support within the Queen Mary website
- Provide appropriate incentives and rewards for staff for excellence and innovation in teaching





## Managing our pedagogical resources in a visionary fashion

### Priorities:

- Create new state-of-the-art spaces and resources for learning, including the development of the Anniversary Project on the site of our old Chemistry building, due to be demolished by 2007, the year of Queen Mary's 120th Anniversary
- Support the further development of excellence in postgraduate supervision
- Build on our current excellence in educational and staff development, with a particular emphasis on the distinct needs of different disciplines
- Develop and disseminate a code of practice on student assessment and feedback
- Develop IT and related solutions that enable students – whether on campus or involved in distance learning – to access learning materials, information and feedback within one integrated environment.

## Creating strong and focused student support and facilities

### Priorities:

- Enhance and increase coherence of provision and delivery of student support services at all stages of their association with the College, from applicant to alumnus – including services for students who are learning at a distance
- Develop the range and quality of and access to learning spaces
- Implement the new Student Information System
- Provide a Health and Fitness Centre within the Students' Union Building
- Further develop support structures and initiatives that enhance student employability
- Maintain a close partnership with the Students' Union.



## Maintaining the quality and diversity of our student body through excellent recruitment and access activities

### Priorities:

- Integrate widening participation strategy with our overall student recruitment strategies more thoroughly to ensure appropriate balance between contribution to Government widening participation targets and the overall quality of student intake
- Review our widening participation strategy and develop a new one more reflective of individual subject area needs
- Put the focus of our widening participation activities more firmly on supporting academic achievement amongst under-represented groups
- Keep our bursaries policies under review to ensure that they support our strategic recruitment objectives
- Build on our network of partnerships with schools and colleges in the London and Thames Gateway region and sub-region and develop and implement a strategy for Queen Mary's contribution to the 'educational capital'
- Extend our widening participation activities to urban centres outside London
- Review our admissions processes on a continual basis to ensure that they are efficient, effective and fair
- Develop and implement a new strategy for recruitment to science and engineering
- Increase very significantly the number of postgraduate students
- Explore recruitment prospects in the EU outside the UK and develop an appropriate strategy
- Make Queen Mary the institution of choice for applicants across a broader range of subjects.

## Fostering a collegial and welcoming environment

### Priorities:

- We will protect and build on these characteristics in the period of this plan to create a higher education environment unrivalled in London in these respects
- Build into all aspects of our teaching and learning, student support and educational infrastructure features that will support Queen Mary's collegial environment for both students and staff
- Complete the development of the Queen Mary campuses to create a uniquely integrated educational and social higher education community, which encourages cross-disciplinary interaction, within a safe and secure physical environment
- Implement a new code of practice for individual members of the Queen Mary community, based on the values articulated in our Mission, Vision and Values statement.



# Key objective Two

Make Queen Mary the acknowledged leader in our chosen areas of research.



The challenge for the College is to provide a research environment and support infrastructure which enables it to compete at national and international levels in its chosen areas of research.

As the cost of conducting world-class research increases, it is unlikely that the College will be able to complete in all areas of current activity and choices will continue to have to be made regarding which areas to support and in which to innovate and expand. There will, of course, be areas where the individual researcher is key but, in some areas, research is increasingly likely to be both interdisciplinary and collaborative, with external support

required for teams of researchers working in different areas and different institutions. We need to exploit the considerable potential in the College for interdisciplinary research, particularly the opportunities presented by the biomedical and health sciences and their interfaces with other disciplines.

## Measures of Achievement for Key Objective Two:

- Achieve target outcomes in the 2008 Research Assessment Exercise
- Increase the volume of income from research grants and contracts
- Increase volume of funding from high quality peer-reviewed sources
- Increase proportion of research published in major peer-reviewed publications
- Improve levels of recruitment and completion rates of postgraduate research students
- Introduce a programme of postgraduate skills training for all research students to meet the requirements of Research Councils UK.





## We will achieve this objective by:

### Fostering research leadership and recruiting and nurturing the highest quality staff and research leaders

#### Priorities:

- Continue the policy of recruiting and retaining academic staff with a record of, or potential for, research of the highest quality
- Increase the number of postgraduate research students
- Provide appropriate incentives and rewards for excellence and innovation in research
- Develop a strategy of research mentorship to nurture, where appropriate, the research potential of individual members of staff
- Provide appropriate training for postgraduate research students and for research staff.

### Refining our areas of research concentration

#### Priorities:

- Review the research undertaken in the College with reference to national and international priorities and our relative strengths, particularly in the context of the outcome of the 2008 RAE
- Develop research strategies which acknowledge identified research strengths and weaknesses across all areas of the College
- Develop interdisciplinary and collaborative research within the College and with partner institutions, including the National Health Service, in response to needs and opportunities nationally and internationally.

### Investing in research infrastructure

#### Priorities:

- Continue a focused capital investment programme in buildings and research infrastructure
- Provide an excellent level of Library and information systems support
- Increase overhead recovery rate on external research income and increase total research grant income, in particular that from UK Research Councils.

### Communicating our research strengths to stakeholders

#### Priorities:

- Increase the number of research areas receiving regular positive media exposure
- Ensure that each research area has a carefully targeted communications strategy, with a clear awareness of target audiences
- Develop an international as well as UK research communications strategy, targeted on opinion-formers in universities, funding bodies, government and industry
- Implement the communications aspects of the current Science and Engineering strategy.



# Key objective Three

**Position Queen Mary globally to enhance our research and teaching through international partnerships.**



We recognise that a higher education institution that wishes to remain at the forefront of education and research must develop robust collaborations around the world. This is especially true in relation to increasingly dominant countries such as China and India, but also newer players, such as Pakistan and the countries that have recently acceded to the European Union.

We have already laid firm foundations with our successful existing collaborations in a number of countries. In the period 2006-10, we will address such partnerships more systematically. As with our existing partnerships, the principles of mutual benefit and of a sustainable and long term involvement with the country concerned will be built into projects from the start.

Within such partnerships we will develop research activities (research being both international and increasingly collaborative in most subject areas) formally and informally and through mechanisms such as joint research centres and the joint registration of research students. We will also seek opportunities for collaboration with industry and business in other countries, reflecting the importance of knowledge transfer as a core activity for Queen Mary.

We will develop the above areas of activity in the main regions of the world: East Asia, including China, the Indian sub-continent, the Middle East, and the Americas. However, we will focus investment sufficiently on the projects we choose to ensure that they make a sustainable contribution to the countries in which they are located.

Within our broader globalisation strategy, we will also develop and implement a new European strategy that will encompass student recruitment, research funding, staff and student exchange and which will ensure Queen Mary can appropriately participate in the Bologna process and its successors. We will ensure that we explore to the full our collaboration with the University of London Institute in Paris.

We will develop new ways of giving all our students, in the UK and on overseas programmes, exposure to knowledge about the forces of globalisation, through exchange opportunities and through initiatives such as our successful series of globalisation seminars.

## Measures of Achievement for Key Objective Three:

- Meet student recruitment targets for each year of the planning period for both UK-based and offshore programmes, including e-learning and distance learning
- Significantly increase the numbers of students on sustainable educational partnership programmes in other countries to 10,000 by 2010
- Sustain the numbers of Queen Mary's current international student population on UK campuses
- Develop and sustain a geographically diverse portfolio of international partnerships.

## We will achieve this objective by:

Developing robust and sustainable global partnerships and a clear offshore/e-learning strategy

### Priorities:

- Develop global research collaborations that contribute to Queen Mary remaining at the forefront in our identified areas of research strength
- Shift the balance of our international strategy to a renewed emphasis on the development of sustainable educational partnerships outside the UK to manage the risk of being excluded from these educational markets
- Develop robust pedagogical and financial models for offshore/distance and e-learning programmes
- Examine incentives for academic units to pursue overseas projects that further corporate objectives.





## Diversification of our international strategy

### Priorities:

- Shift the balance towards sustainable partnerships with offshore delivery and away from recruitment to UK-based programmes
- Reduce over-exposure to any particular country markets
- Ensure an appropriately diversified portfolio among the regions of the world
- Appoint an International Advisory Board drawn from senior overseas alumni and other stakeholders
- Develop a European strategy.

## Build on the strengths of the Queen Mary worldwide community of alumni

### Priorities:

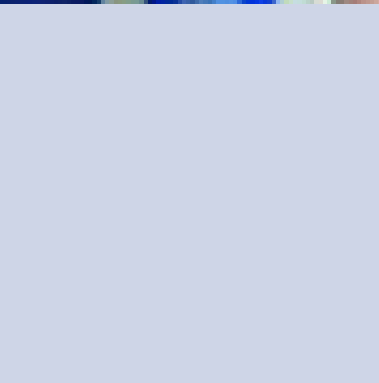
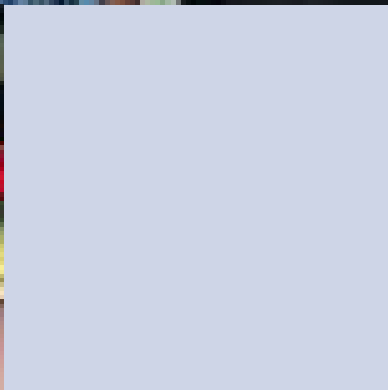
- Make systematic efforts to harness the knowledge and energies of our 50,000 strong alumni community in support of the College's international strategy development and implementation and in the strategies of individual academic departments
- Establish alumni groups in every region of the world and engage them in our global projects on a systematic basis.



## Develop a global strategy in the UK

### Priorities:

- Develop ways of bringing the strength and intellectual capital generated from Queen Mary's global engagements to the benefit of our students in the UK
- Similarly, forge connections between our global strategy and our local and regional strategy for the benefit of the people of London and the Thames Gateway
- Review our curricula to develop ways of giving all our students exposure to globalisation issues and the related knowledge and skills that could be relevant to their subsequent careers.



# Key objective Four

**Contribute to the development of London and the Thames Gateway by linking our activities in the region to Queen Mary's internationally engaged research and teaching.**



We identify our 'local and regional' area as: the London region; east London in particular; and the wider Thames Gateway, including north and south of the Thames estuary and extending into Essex and Kent.



Through its location on three campuses across east and central London, Queen Mary has the benefit of interacting with a uniquely diverse range of urban settings, characterised by striking ethnic diversity, and a wide range of health and educational problems and contrasting levels of wealth.

Queen Mary is an important contributor to the economy of London and the Thames Gateway: an independently commissioned study has valued Queen Mary's direct and indirect contribution to the London economy at between £400 million and £500 million per annum.

We contribute also to the educational capital of the region and sub-region through partnerships with schools and colleges and out leadership of the London East Thames Gateway Aimhigher partnership. We have a particular responsibility in this regard as the only research focused higher education institution in east London.

We will develop our varied contributions further through a series of carefully targeted partnerships, with schools, colleges, businesses, local, regional and national government. We will contribute to the health agenda for London through the School of Medicine and Dentistry in partnership with NHS Trusts and Primary Care and Mental Health Trusts

In particular, the 2012 Olympics presents a major opportunity for London and its higher education institutions. We will contribute to the Olympic preparations and to the strategic development of the Olympic legacy where it relates to our academic strengths.

## Measures of Achievement for Key Objective Four:

- Increase the number and quality of sustainable partnerships with key educational and other organisations in the region and sub-region
- Increase the number of successful applications to Queen Mary from schools and colleges in east London and the Thames Gateway, in line with the new widening participation strategy
- Increase in effective educational, research and R&D partnerships with NHS Trusts in the region
- Meet the targets of our knowledge transfer strategy, including HEIF
- Deliver clear targets for our contribution to sustainable development within the region.



## We will achieve this objective by:

### Taking a lead on innovative HE and other partnerships in the region

#### Priorities:

- Explore to the full the potential of formal and informal alliances and collaborations with other London higher education institutions
- Take a central role in the debate about the future of the University of London
- Develop partnerships across the four core activities of the College (research, teaching, knowledge transfer and student support)
- Developing further our engagements with bodies such as the London Development Agency, the Office of the Deputy Prime Minister, the Mayor's Office and our partner London boroughs.

### Contributing to the creation of educational capital through outreach programmes to schools and colleges and other activities

#### Priorities:

- Delivering the programmes under Key Objective One as regards outreach, widening participation and outreach
- Increasing the number, academic focus and quality of partnerships with schools and colleges throughout the region
- Work with Education Improvement Partnerships, Education Business Partnerships and initiatives to improve the attainment of London's young people in maths, science and literacy
- Deliver our bursaries and scholarships programme
- Work with external funding partners to develop innovative projects in support of our objectives
- Lead the London East Thames Gateway Aimhigher partnership and also develop new partnerships
- Ensure we are involving Queen Mary's students wherever possible in our local and regional activities.

### Strengthening our Knowledge Transfer and business/industry partnerships

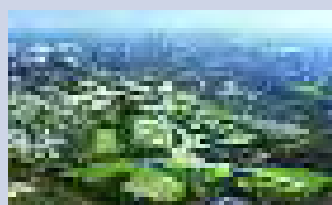
**Note: These priorities apply to all the objectives in this plan.**

#### Priorities:

- Actively promote and facilitate greater incentives, reward and recognition for academic achievements in knowledge transfer
- Achieve an appropriate balance between knowledge transfer activities that have a measurable economic, social, cultural and environmental impact
- Achieve an appropriate balance between the full range of knowledge transfer activities across all three academic sectors of the college
- Significantly enhance and support the regional biotechnology cluster by building and managing the Whitechapel innovation centre
- Embed knowledge transfer as a core function of the college by focussing on activities that add economic and reputation value to current research and teaching initiatives and by streamlining knowledge transfer operations into departments where possible



- Plug gaps in the third stream portfolio of activities including academic consultancy, student entrepreneurship and support for college spin-out companies.



An artist's impression of the Olympic Park from above. Image: Courtesy of London 2012



Artist's impression of the proposed bridge linking Stratford City to the main stadium and Olympic Park during the London Games. Image by EDAW Consortium. Courtesy of London 2012

### Participating actively in the agenda for health in the region

#### Priorities:

- Through the School of Medicine and Dentistry, strengthen and extend the range of our partnerships with NHS Hospital, Primary Care and NHS Trusts
- Nurture our relationship with Barts and The London Charitable Foundation and the Trustees of Barts Hospital Medical College
- Develop appropriate partnerships further afield in the Thames Gateway as the health agenda changes
- Build a unique Heart and Cancer Research Centre for east London on our Charterhouse Square campus with the assistance of external funders.

### Develop an Olympics and Paralympics Strategy

#### Priorities:

- Work closely with the team preparing for the 2012 Olympics and Paralympics
- Review Olympic and Paralympic relevance amongst the College's portfolio of activities and seek to engage wherever possible with the preparations for the Games and their legacy
- Work with Tower Hamlets PCT, Newham PCT, Barts and the The London and The Homerton NHS Trusts to create a world-class London Centre for Sports and Exercise Medicine
- Ensure we can deliver on our pledges made in support of the 2012 bid of contributions to the 2012 Games in the shape of accommodation and student volunteering.



# Key objective Five

**Develop and nurture our key human, physical and financial resources in a sustainable fashion that will enable our other key objectives to be achieved.**



We will not succeed in our other objectives if we do not develop and nurture our key human, physical and financial resources in a sustainable fashion.

Our most important resource is our staff. Competition for the highest calibre academic and support staff within the Higher Education sector is intense, not just locally within London, but more widely nationally and often internationally. In many cases, we are also competing with public or private sector organisations outside the HE sector. The College employs over 2,700 staff and our HR strategy seeks to reward, recognise and motivate these individuals and the teams they work in to sustain and improve the success of the College, within an environment which values diversity and opportunity.

Effective health and safety policies are also essential to our HR strategies and must themselves be linked to elements of an Estates Strategy. At all levels, Queen Mary seeks to create a culture in which the awareness of health and safety risks and their assessment and reduction are an integral part of all College management systems.

The College has a varied and valuable estate, situated in the City, Islington and east London, which needs to be managed and maintained to high standards. The estate, and infrastructure support facilities such as IT, also needs to be fit for the evolving and changing research, teaching and administrative purposes of the College – as well as providing the excellent student facilities that are essential for student recruitment and retention.

For all aspects of College activities, we require a robust, sustainable and varied portfolio of income streams, combined with rigorous professional oversight of financial planning and processes.



## Measures of Achievement for Key Objective Five:

- Meeting equal opportunities and diversity targets
- Introduction of College-wide performance management schemes
- Audit Committee satisfaction with control of Health and Safety risk
- Financial surplus available for strategic investment and for sustainability
- Increased percentage of unearmarked income
- Meeting fundraising and knowledge transfer revenue targets
- Improvements in environmental assessment indicators such as those provided by the Building Research Establishment's Environmental Assessment Method.

## We will achieve this objective by:

Recruitment, equal opportunities and staff development policies that are aligned to our mission and strategic objectives.

### Priorities:

- Improve our relative recruitment offers and position ourselves as an employer of choice within the sector
- Build on the Equality Impact Assessment by developing an environment which proactively addresses diversity issues
- Work cooperatively with unions and staff to encourage wide involvement in the people strategy and agenda
- Develop a people management framework which supports the development of leadership and other skills, integrating a form of performance management into the College
- Develop an innovative total reward package which is competitive, affordable and attractive to current and future staff; and which directs more money to those staff who contribute the most
- Develop career pathways for progression for all our staff and support this through motivational programmes of development
- Forward plan for the future leadership at all levels of the College by developing an approach to succession planning with a key focus on mentoring
- Deploy and further develop the programme of robust teaching assessment for all academic staff.

## Robust health and safety and risk management practices

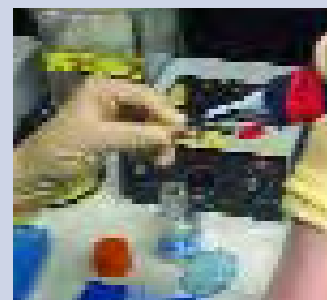
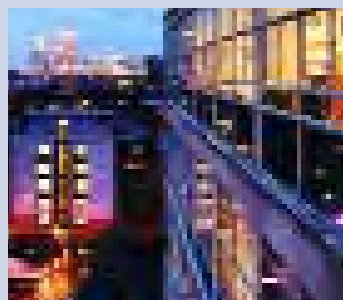
### Priorities:

- Ensure that College Health and Safety policies are comprehensive, clear, and easily comprehended and implemented in day-to-day practice wherever and whenever work is undertaken in the College's name
- Ensure that all of the College facilities and activities meet appropriate health and safety standards
- Develop measures of performance and identify targets that may be used to judge the effectiveness, or otherwise, of the College's health and safety policies
- Support and develop staff with responsibilities for health and safety in the College including the occupational health service
- Provide an administrative infrastructure to support the collection, collation and analysis of information related to health and safety across the College and utilise this data for an annual report to Council
- Foster a culture that promotes good health and safety practice for all staff, and students
- Develop training programmes that encompass all aspects of health and safety applicable to all staff working in the College and take appropriate cognisance of an ever-changing environment and legislative framework.

## Sustainable physical environment and a safe and secure environment for staff

### Priorities:

- Produce a new Estates Strategy for the College that encompasses recurrent maintenance policy and aims to manage the space on the estate efficiently and effectively
- Develop plans for areas of the estate with major potential, particularly the Anniversary Project on the site of the old chemistry building
- Complete the refurbishment and fit-out of buildings at Whitechapel and Charterhouse Square for the School of Medicine and Dentistry
- Continue to improve the external environment of the College's campuses
- Work towards an environmentally-friendly and sustainable campus with energy-efficient buildings which are fully accessible
- Develop an integrated approach to providing estates services so as to deliver all the estates functions as efficiently and effectively as possible, with the services oriented to the needs of the users of the buildings, including undertaking the programme of long-term maintenance identified in the building condition survey
- Enhance the management of the perimeters of our campuses as a key part of our security strategy.



## Develop an information services infrastructure that reflects and supports the excellence in the aspirations of our teaching and research goals

### Priorities:

- Procure and implement a new Student Information System serving both the needs of students throughout their lifecycle both on and off campus, and the administrative needs of teaching throughout the College
- Development of library collections in printed and electronic formats to meet the needs of learning and research
- Portal access to electronic information resources for learners and researchers both on and off campus
- Enhance a range of existing applications, for example the Research Assessment Exercise database, the Human Resources system
- Develop the network to meet the needs of learning. Research and remote management (eg building security and CCTV)
- Roll-out the wireless network to all parts of the College
- Continue to upgrade the student network in line with academic requirements
- Ensure systems are in place to enhance data quality
- Develop disaster recovery plans to include off-site back-up systems
- Develop a new information strategy.

## Diversification of income streams including knowledge transfer and fundraising

### Priorities:

- Develop diversification and quantity of overseas activities income
- Develop our portfolio of earned income activities
- Implement a fundraising development programme through the Queen Mary, University of London Foundation that will raise significant funds in the next five years to support agreed projects
- Implement our Knowledge Transfer strategy
- Review and amend the current resource planning framework to meet the challenges that the College is facing
- Support excellence in the Science and Engineering Sector achieving at least financial balance in this area of activity by 2008
- Identify a required surplus and achieve that surplus over the period
- Generate and deliver an investment and financing plan for the College
- Implement a costing and pricing strategy to maximise the return on research and teaching.



# Objectives of the Academic Sectors of the College

## Humanities and Social Sciences



### Background

During the period of the last Strategic Plan in 2001-06, the Humanities and Social Sciences sector made major progress, establishing its position in the top ten UK universities for research and teaching quality. The sector consists of two Faculties: Arts encompasses Modern Languages, English and Drama, History and Politics; Social Sciences and Laws includes Law, the Centre for Commercial Law Studies, Business and Management, Economics and Geography. After a very successful performance in the national Research Assessment Exercise in 2001, further investments were made in academic and support staff and in buildings and facilities. Academic staff numbers increased by 25 per cent between 2001 and 2006. Undergraduate and postgraduate student recruitment from both the UK, Europe and overseas increased substantially. In 2006-2010, the aim is further to consolidate and extend these achievements: to continue to excel in research; to innovate in teaching programmes; and to make further major progress in developing buildings and facilities for research and teaching, including a new Humanities building due for completion in 2008/09.

### Aims and Challenges

Success in the 2001 Research Assessment Exercise, which greatly enhanced the College's reputation and research funding, means that great store is set by achieving a similar or better performance in the next assessment due in 2008. External advice on performance since 2001 has allowed the College to assess and address the need for investment in academic appointments and postgraduate research studentships in key areas. Support for obtaining external research grant funding – from the Arts and Humanities Research Council and the Economic and Social Research Council and other bodies - is being developed through the Innovation and Enterprise Office and training for research students and staff will continue to be addressed through the College's Education and Staff Development Office. Effective processes of staff appointment, probation and appraisal mean that the sector is able to make a major contribution to the College's mission as a research-led university of international standing.

The development of new programmes of study, and investment in external relations and student recruitment at the College

level, have meant that the Humanities and Social Sciences have been able to increase both student numbers and entry qualifications. The period 2006-2010 will see the consolidation of initiatives at undergraduate level developed in, for example, the new School of Business and Management and further growth in areas such as Film, Drama and Linguistics. Particular emphasis will be placed on expanding postgraduate taught courses, for example in Law, Economics and interdisciplinary fields. The sector spans the Arts, Humanities, and Social Sciences and through the Department of Geography some aspects of the Physical Sciences. Both research and teaching will be facilitated by the development of a number of new Centres which span the disciplines, for example the Dr Williams's Centre for Dissenting Studies; Renaissance and Early Modern Studies; Urban Studies; Law and Medical Ethics; Aquatic and Fluvial Processes; and Micro-morphology (jointly with Royal Holloway). Francophone studies will be developed through the University of London Institute in Paris, also with a consortium Royal Holloway; while Germanic Studies are being encouraged through the new Centre for Anglo-German Cultural Relations.





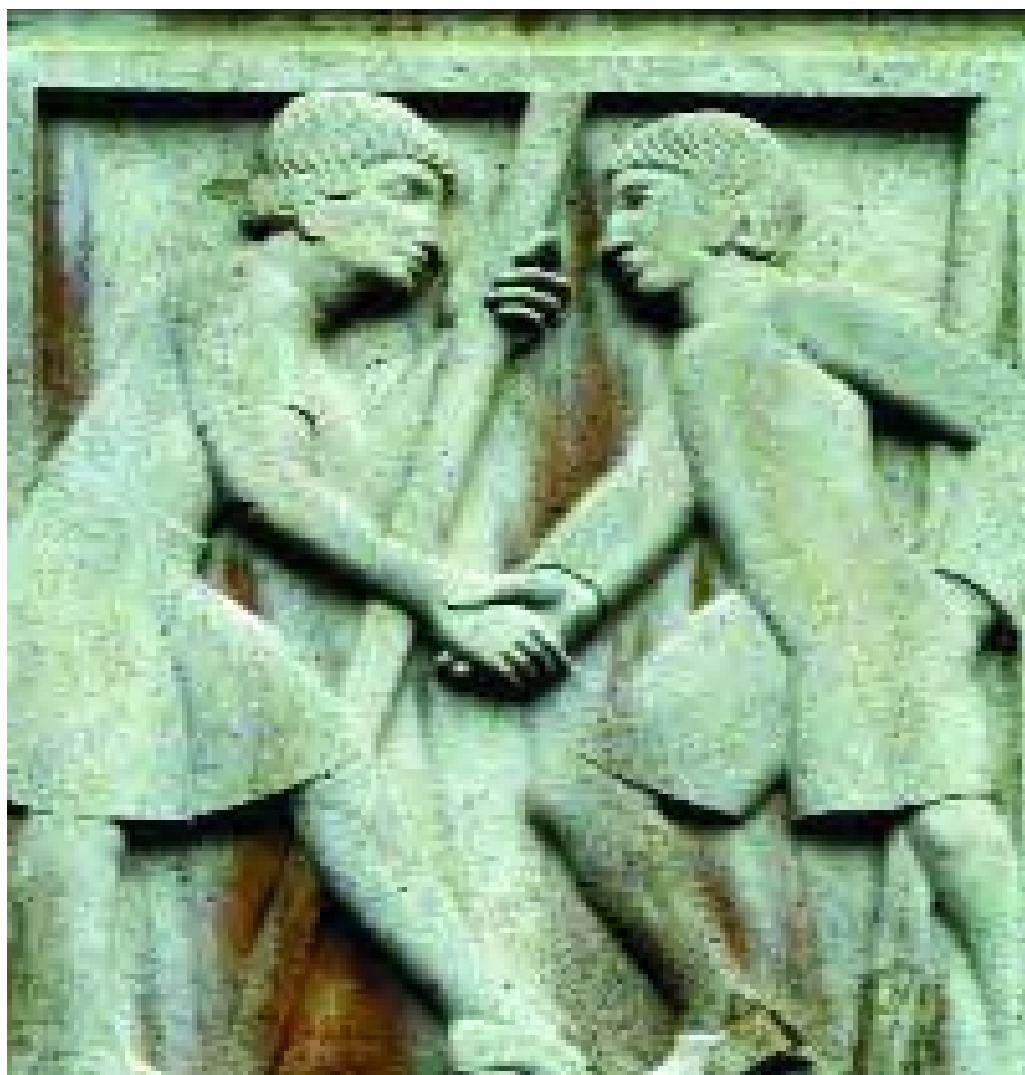


Increasing research activity and student numbers bring challenges for the provision of space and facilities. A new Graduate Centre for the Humanities and Social Sciences opened in April 2006 and refurbishment of existing buildings has greatly improved the teaching and research environment. Key priorities for 2006-2010 include completion of the Arts Quarter on the Mile End Campus, including a major new building; successful relocation and consolidation of the Centre for Commercial Law Studies in central London; and continued planned refurbishment of existing buildings to provide facilities and equipment (including laboratories for Physical Geography, Languages and Linguistics) of the highest standard for both teaching and research. Carefully planned use of capital resources from the College and the HEFCE (Science Research Investment Fund and Teaching and Learning Capital) is central to these objectives.

The sector also intends to foster and expand teaching and research collaborations with institutions of similar reputation within London, in other parts of the UK, and in Europe and overseas.

## Priorities for 2006-2010

- Continue to provide an environment in which research, scholarship and teaching of the highest international quality can flourish
- Maintain the sector's position in the top ten UK universities for the Humanities and Social Sciences
- Maximise performance in the 2008 Research Assessment Exercise
- Continue to obtain external research grant funding from the UK Research Councils and other bodies
- Increase the numbers of postgraduate research students
- Encourage interdisciplinary research within and beyond the College
- Ensure teaching of the highest quality in buildings and with facilities fit for the purpose
- Continue to innovate in the provision of undergraduate and postgraduate taught programmes in relation to market demand.



# Objectives of the Academic Sectors of the College Science and Engineering



## Background

During the period of the last Strategic Plan in 2001-06, the Science and Engineering sector made significant progress, establishing its position in the top thirty in the UK for research and teaching quality.

The Science and Engineering sector comprises around 300 academic staff, of whom around 25 per cent have been appointed since 2001, and a further 300 post-doctoral and support staff. We submitted 211 staff to the 2001 RAE, of whom 51 per cent were in departments graded 5 (Engineering, Materials, Pure Mathematics, Physics and Statistics) and a further 30 per cent in departments graded 4 (Applied Maths, Biology and Computer Science).

We were recently ranked eighth in the UK for the impact of our publications. Research grant income is generally strong: we are in the top five in the UK for PPARC funding and regularly in the top ten for EPSRC funding for some areas, and the sector has received more than £41 million in external grants since 2001. We have benefited also from over 10 million in SRIF investment: supplemented by significant institutional investment, this has led to new equipment, laboratories and buildings for teaching and research benefiting the entire sector, in particular the new Walter Besant building providing state of the art laboratory space for Biological and Chemical Sciences. Overall Queen Mary has invested over £160 million in a variety of capital schemes in recent years, including the Student Village.

Undergraduate and postgraduate student recruitment from both the UK, Europe and overseas increased substantially.

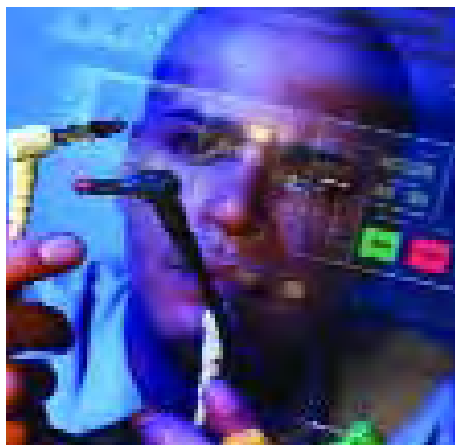
In 2006-10, the aim is further to consolidate and extend these achievements: to continue to excel in research; to innovate in teaching programmes; and to make major progress in developing buildings and facilities for research and teaching.

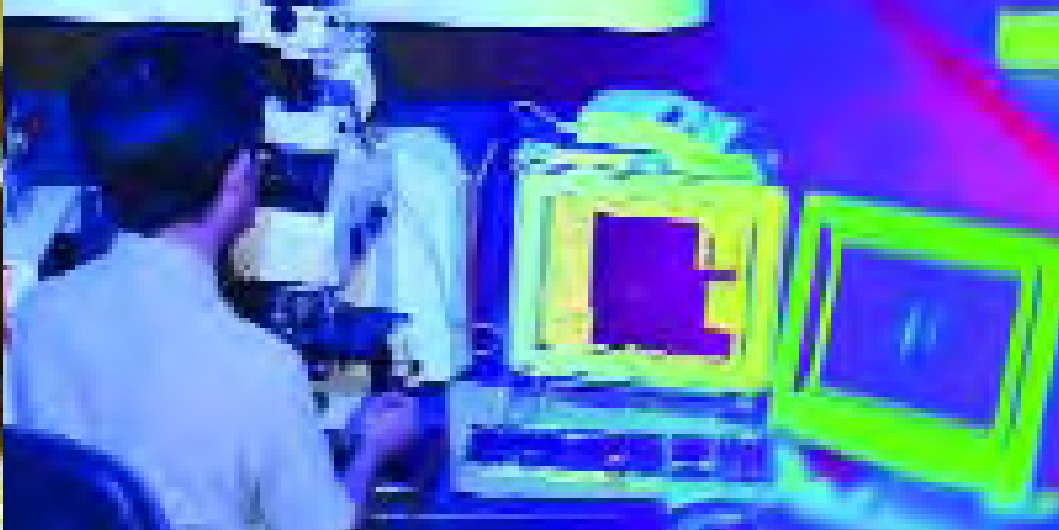
## Aims and Challenges

Success in the 2001 Research Assessment Exercise, which greatly enhanced the College's reputation and research funding, means that great store is set by achieving a similar or better performance in the next assessment due in 2008. External advice on performance since 2001 has allowed the College to assess and address the need for investment in academic appointments and postgraduate research studentships in key areas of investment and research support. The sector is able to make a major contribution to the College's mission as a research-led university of international standing.

The development of new programmes of study, and investment in external relations and student recruitment at the College level, have meant that Science and Engineering have been able to increase both student numbers and entry qualifications. However there is still plenty to be done, and the period 2006-2010 will see the new development of major programmes.

Our students will be the technology leaders of the future, and so we equip them not only with cutting edge knowledge and principles of their chosen discipline, taught by active and passionate researchers, but also the employability skills they will need to move rapidly ahead in the workplace. In particular there is an increasing demand among employers and students, for courses with an element of business education, and we plan "employability" modules which can be used to enhance regular undergraduate programmes with





matters such as entrepreneurship, business, finance and science communication.

Many of the world's greatest challenges are interdisciplinary or multidisciplinary in nature, and the four interdisciplinary consortia have been established to foster novel interactions and build critical mass around emerging research areas.

- **Biology and Chemistry:** This consortium draws its members from the School of Biological and Chemical Sciences, with strong links into the School of Medicine and Dentistry, and Departments of Computer Science (Bioinformatics), Engineering (stem cell research and bioengineering) and Geography (Human Geography). The main themes in its research are Mechanistic and Structural Biology; Aquatic and Terrestrial Environment; and Evolutionary and Organismal Biology.
- **The CS/EE/Maths consortium** draws its members from the Departments of Electrical Engineering and Computer Science, and the School of Mathematical Sciences. Priority areas include mathematical modelling of IT and networked systems, and multimedia and computer vision.
- **The EMPhys consortium** draws together researchers in the departments of Engineering, Materials and Physics: initial priority areas include clean energy technology, nano-mechanics, and stem cell development, building on strong research groups in all three departments.
- **The EPSTAR consortium** draws together researchers in particle physics, theoretical physics and astronomy, based in the Department of Physics and School of Mathematical Sciences.

These will be used as appropriate as a focus for major fundraising efforts, postgraduate training and industry alliances, supported by business plans developed with internal and external advice. Initiatives to bootstrap the consortia include programmes for

distinguished visitors and internal discipline-hopping, and an annual interdisciplinary symposium.

Key priorities for 2006-10 include continued planned refurbishment of existing buildings to provide facilities and equipment of the highest standard for both teaching and research, in particular to accommodate planned expansion in teaching in Biological Sciences and to provide new research laboratories to support the work of interdisciplinary consortia.

Our knowledge transfer activities have started from a fairly low base, but we have been awarded significant funding under HEIF 2 to develop these. Spinouts include Apotech which creates artificial bone, and Apriorie which specialises in information management. Nanoforce, funded by DTI and the LDA, will shortly move onto campus to exploit research in nanotechnology. Our strategy will be to focus on key industry sectors reflecting the priority areas of the research consortia, building forward looking partnerships with major players and companies in the supply chain.

The sector also intends to foster and expand teaching and research collaborations with institutions of similar reputation within London, in other parts of the UK, and in Europe and overseas. A successful model is the innovative partnership with BUPT in Beijing, the first such partnership in the UK allowing joint degrees, and we also have joint research labs with universities in Macao and China.

## Priorities for 2006-2010

- To maintain and enhance the high international standing of Science and Engineering at Queen Mary, establishing it in the top 20 in the UK and top 100 in the world in terms of its reputation for research, teaching and learning, and research and academic leadership
- To establish Science and Engineering at Queen Mary in the top 20 in the UK and

the top 100 in the world for the quality of its Science and Engineering research, both interdisciplinary consortia to foster novel interactions and build critical mass around emerging research areas, and pure long term curiosity driven research in the core disciplines on which they depend

- To sustain knowledge and technology transfer through effective exploitation of IP, and strategic partnership with industry sectors at home and overseas
- Continue to innovate in the provision of undergraduate and postgraduate taught programmes in relation to market demand, and equip our students not only with cutting edge knowledge and principles of their chosen discipline, but also the employability skills they will need in the workplace, developed through research-active staff and contact with leading edge industrial practice
- Maintain our commitment to widening access, with strong alliances with local schools in East London, and further opportunities for those from non-traditional backgrounds available through the foundation programme
- To sustain and develop Queen Mary's distinct profile as an international university based in London, through distinctive overseas partnerships, innovative methods for teaching and learning, and an enhanced student experience
- To ensure high quality resources for teaching, learning and research through developing our people, especially the next generation of academic leaders; maximising performance in the 2008 Research Assessment Exercise and external research funding; optimising home and overseas recruitment; and carrying out a major strategic review of estates and facilities to ensure the highest quality environment for teaching and research.

# Objectives of the Academic Sectors of the College Medicine and Dentistry



## Background

The School of Medicine and Dentistry is the largest School in the College representing approximately 40 per cent of turnover and over a third of all academic staff on the college payroll. Formerly based on three campuses, the School has rationalised space usage to two campuses and is now moving into a period of consolidation and growth following a major restructuring process undertaken over the last planning cycle. The aim of the restructuring was to reflect the School's strategy of research selectivity. The largest of the campus redevelopment projects has recently been completed at Whitechapel and other smaller projects will complete during the next five years. Student numbers have grown significantly over the last five years and further growth is forecast at around 15 per cent over the period. New courses have started, such as the Graduate Entry Programme in Medicine and more are being planned in a number of areas, including a Graduate Entry Programme in Dentistry.



## Aims and Challenges

We aim to improve significantly the School's performance in the next RAE by integrated and complementary processes of recruitment and performance management. Competition to secure high quality research staff is fierce and the School must be in a position not only to attract such new recruits, but also to develop and retain our current staff by providing the right incentives and research environment.

To support this aim we will work to strengthen and improve internal processes for performance management, appraisal and reward of all staff in the School; with, in the case of academics, explicit reference to agreed performance targets.

We will strive to improve all HR practices within the School, and will embed the achievement of equality into all aspects of the School's activities.

Trends in research funding allocation are emphasising the importance of translational research and collaboration; working closely and productively with the

NHS to mutual advantage in a number of identified clinical areas is fundamental to our success. A diverse portfolio of funding will also help to sustain the financial health of the School; we will actively monitor the impact of full economic costing and adjust application strategies where this is indicated.

The NHS is our partner in teaching and providing the learning environment for our students in practice. The new hospitals project at Barts and The London, redevelopment of acute services at Newham and other estates and services improvement projects in the NHS, particularly at the Homerton, Whipps Cross, Dagenham and Redbridge and the East London and City Mental Health Trust, will be supported by the School, with academic participation in planning at all levels encouraged. Dental outreach centres at Barkantine on the Isle of Dogs and at Southend-on-Sea are under construction, the latter in collaboration with the University of Essex. The Centre of Excellence in Teaching and Learning which is focused on our students' acquisition of clinical and communication skills will have a significant NHS-related component. The NHS drive for 'common learning' is supported by the implementation of an interprofessional education project in partnership with the NHS and other HE providers.

With the advent of variable tuition fees, teaching excellence alone may not be enough to sustain buoyant student application rates. We will work, with the involvement of the student body, to develop a rolling programme of review and continuous improvement, encompassing all aspects of the student experience. Working alone and within strategic partnerships, we will take every opportunity to grow the range, volume and quality of our courses. New learning and assessment technologies to improve outcomes will be introduced as







part of the 2007 review of the medical curriculum. There are also plans for developing the School's Postgraduate School to take account of the different needs of these groups.

Expansion of Dental student numbers has started and a bid submitted for more funded places in 2006. This is associated with a Graduate Entry Programme in Dentistry in association with the interprofessional programme in Medicine and Nursing.

The establishment of a technology transfer incubator unit on the Whitechapel site will be attractive to academic staff, allowing spin-out companies to be established and generating additional income and incentives.

Effective use of the School estate is crucial to underpin all of our activities and particular challenges over this period will result from the impact of multiple building, refurbishment and decanting projects running simultaneously in the School and in Barts and The London Trust. A particularly key development will be the new academic Cardiac and Cancer Centre on the Charterhouse Square campus which

will be completed in 2007, due to the generous support of the Medical College of St Bartholomew's Medical College Trust.

### Priorities for 2006-2010

- Implementing strategies to ensure a strong performance in the RAE 2008 with the aim of being ranked in the top 10 medical and dental schools in the UK
- Revision of the MB BS curriculum



St Bartholomew's Hospital

- Completion of major capital projects at Robin Brook, Charterhouse Square, Whitechapel and Mile End
- Development of a campus-like environment and atmosphere at Whitechapel
- Increasing research synergy with BLT and other local NHS partners, playing active part in the identification and development of 'Leading Edge' services and increasing capacity for translational research; encouraging the development of a research-led culture in BLT
- Enhancing our reputation for educational innovation through the CETL, the Foundation School and strategic partnerships, endorsed by positive assessment from external bodies and high levels of student satisfaction
- Achieve growth in outreach facilities for Dentistry, thereby resulting in more of students learning in community settings
- Providing academic leadership for the development of medicine and dentistry in the Thames Gateway and Essex
- Continuous improvement of HR practice within the School, with a particular focus on appraisal and performance management
- Working with the Innovation and Enterprise Unit to ensure the successful establishment of a technology transfer unit (Start 4) on the Whitechapel Campus
- To continue to grow all forms of income to the School, in particular the amount of blue-chip research council funding.



Interior of the Blizard Building





Department of Corporate Affairs  
Queen Mary, University of London  
Mile End Road  
London  
E1 4NS  
Tel: +44 (0)20 7882 5315  
Fax: +44 (0)20 7882 5556  
email: [qmplan@qmul.ac.uk](mailto:qmplan@qmul.ac.uk)  
[www.qmul.ac.uk](http://www.qmul.ac.uk)