

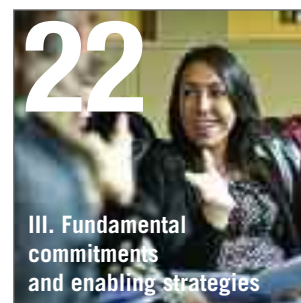


QUEEN MARY, UNIVERSITY OF LONDON

STRATEGIC PLAN

2010-15

Contents



The Queen Mary Objective

Queen Mary, University of London will build on its distinctive position as a leading research-based higher education institution with a strong commitment to engagement in its London location, to be fully established by 2015 within the top ten universities in the UK on the basis of objective and widely respected criteria.

We will achieve this through:

- The highest standards of research, as judged by international comparators, in a broad range of subject areas
- The provision of the finest possible education to our undergraduate and postgraduate students, located both within and outside the UK
- Commitment to the idea of the university as a community of scholars, mutually supportive and working both to further knowledge creation and benefit wider society.





Foreword

Chairman of Council, Sir Nicholas Montagu

This document sets out Queen Mary, University of London's strategy for the coming years. It has been drawn up by the Principal and his senior team, and the Council, as the College's governing body, wholeheartedly endorses it.

Universities face unparalleled challenges as they strive to maintain and improve on standards of excellence in research and teaching at a time when funding constraints are both tighter and more unpredictable than ever before. This makes it the more essential to identify the key priorities and tasks that will help them to achieve their aims, as well as criteria for measuring their achievement.

A plan with targets so soft that it is in effect a self-fulfilling prophecy is pointless. So, too, is one where the aspirations and aims are so lofty as to be remote from any realistic prospect of success. The plan in this document avoids both those pitfalls. Building on Queen Mary's already strong position among the UK's leading research-intensive universities, it sets out an ambitious vision over the next five years

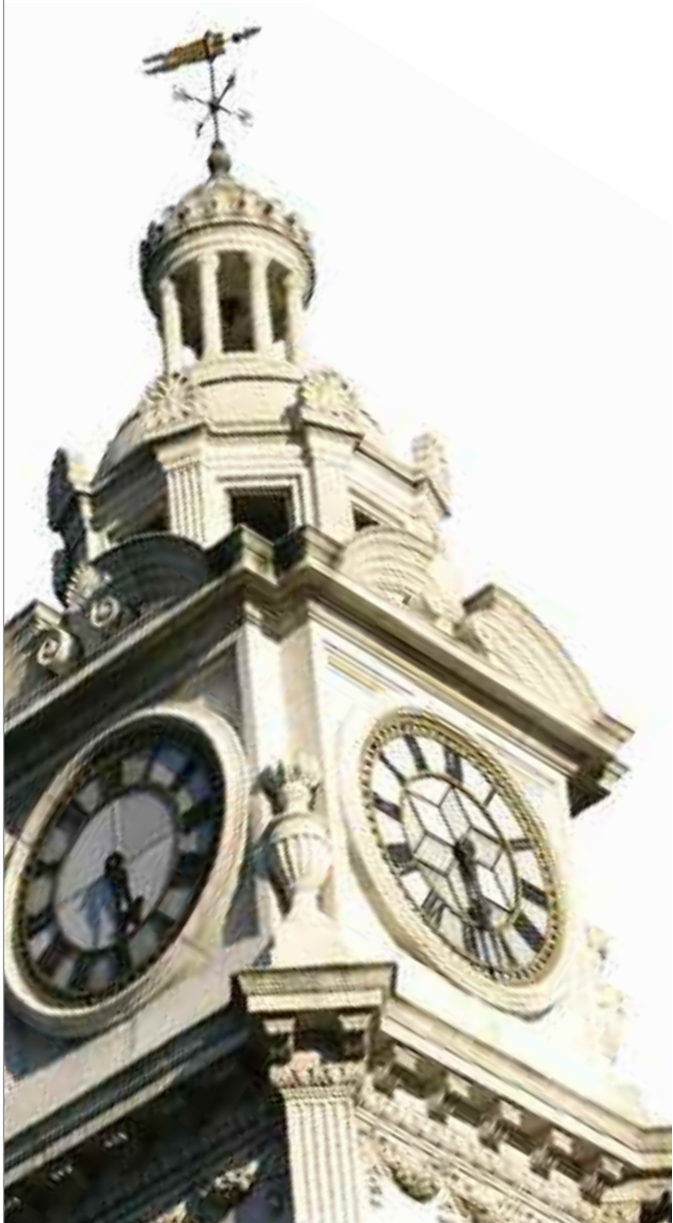
for a constantly improving process of knowledge creation and dissemination, together with the values and supporting activities that are critical to success. That vision is attainable, but will require a high level of commitment and determination to make it a reality. We are lucky to have those qualities in abundance among our staff.

One consequence of the constraints mentioned above is that universities will need to be increasingly imaginative and active in looking to fund their development from sources outside government. Queen Mary is no exception, and this imperative is reflected in the strategic plan. It is to be hoped that government in turn will recognise the greater independence that this brings by reducing the monitoring and checking that have grown over the years

and which themselves have an appreciable overhead for universities and colleges.

A key function of the Council is to hold the Principal and his team to account for the delivery of their major objectives. Changes which we have made to the College's governance will provide a more sharply-focused framework of accountabilities within which we can do this. Our other fundamental job is to support the executive team by contributing to the discussion and formation of the strategies that will take the College to new heights. This plan embodies those strategies: Council shares the determination to make them a reality.

Nick Montagu



Introduction

Principal, Professor Simon Gaskell

A Strategic Plan represents an expression of ambition, of collective commitment to progress in defined directions. It builds upon past achievements, notes current challenges, and defines stretching but realistic objectives.

The Queen Mary Strategic Plan, 2010-15 takes as its starting point the very considerable achievements during the period of the previous plan (2006-10). Under the stewardship of Professor Adrian Smith (Principal, 1998-2008) and Professor Philip Ogden (Acting Principal, 2008-09), Queen Mary increased the size of its student body from approximately 13,500 to more than 16,500, with expansion of its academic breadth to include (for example) a major expansion of Drama, the establishment of the School of Business and Management, and new initiatives in Medicine.

The stature of the institution as a centre of broadly based research excellence improved dramatically: the increase in ranking by research quality from 48th in 2001 to 11th in the 2008 Research Assessment Exercise led to the description of Queen Mary as “the biggest star amongst the research-intensive institutions” (*Times Higher Education*, 18 December 2008). First-place subject rankings were achieved in Geography and Linguistics, with several other second places; the Barts and The London School of Medicine and Dentistry ranked first amongst London medical schools and fourth nationally.

The period of the last strategic plan also saw the transformation of the Mile End campus into an educational precinct of exceptional quality, characterised both by

functionality and architectural distinction. Developments on our other campuses, such as the Blizzard Building at Whitechapel, confirmed the Queen Mary commitment to distinctive facilities of the highest quality. International initiatives have flourished, including a major joint programme with the Beijing University of Posts and Telecommunications.

We enter the period of the new Strategic Plan with the sobering knowledge that these years will be characterised by pressures on UK public funding greater than experienced in decades. Meanwhile the expectations of students and other stakeholders will justifiably increase. The institutions that fare best in the coming few years will be those that remain determinedly strategic and specifically retain the capability to continue investing in those areas characterised on a rational basis as being of the highest importance.

In developing our strategic imperatives, we are guided by the ideal – unchanged for centuries – of a university as a centre for the development of fundamental ideas and the expansion of the boundaries of knowledge, independent of political and other transient opinions. We are conscious also that our obligations to international, national and local communities require our adherence to a set of underlying values and a commitment to the twin aims of knowledge

creation and knowledge dissemination – truly a Twenty-First Century interpretation of the university ideal.

Accordingly, this Strategic Plan is organised into sections that cover Knowledge Creation, Knowledge Dissemination, and Fundamental Commitments and Enabling Strategies. Each section includes ambitious and quantifiable objectives that will allow both Queen Mary and others to judge our progress. Internally, the extent of our achievement will be monitored each year through the Planning and Accountability Reviews of each Faculty and of the Administration and Professional Support Services, and through the Annual Stocktake to be reported to Queen Mary Council.

Our confidence in setting these high ambitions – particularly in a period where the external environment is far from benign – and our success in meeting these targets depend entirely on the contributions of all members of the Queen Mary community – students, staff, alumni, Council members and other supporters and friends. With that support, our overall objective to be firmly established within the top ten research-based universities in the UK, while ambitious, is eminently achievable.

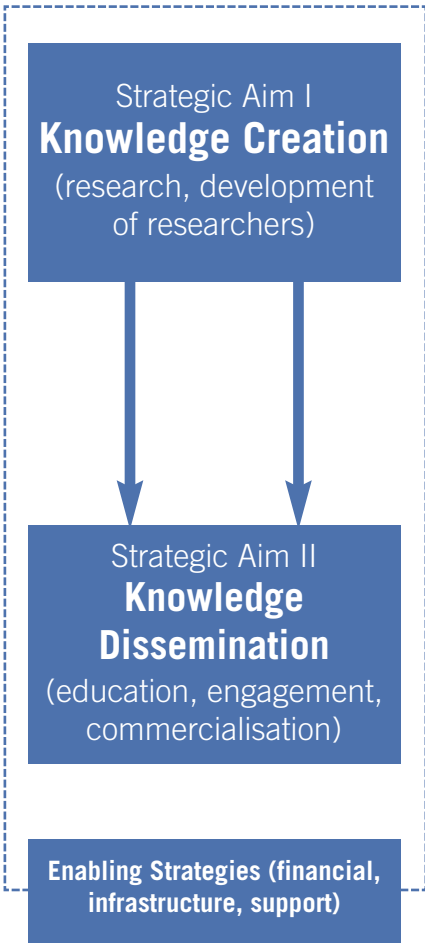
Simon Gaskell

Knowledge creation





The Queen Mary research enterprise – *knowledge creation* – is notable for its academic breadth, ranging from human medicine through the life and physical sciences, and engineering, to the social sciences, arts and humanities. The intellectual range represented by this research activity enriches all parts of the Queen Mary community.



Queen Mary has an increasing reputation for the quality of its research, as judged by a number of indicators. National rankings of research performance such as the UK Research Assessment Exercise (RAE) provide indications of both research quality and research power (the product of quality and volume). In the 2008 RAE, Queen Mary was ranked in the top decile (11th or 13th position, depending on the precise ranking methodology) on the basis of research quality, representing a marked improvement since the 2001 RAE. In several disciplines, Queen Mary achieved quality rankings in the top five. Notably, a markedly higher performance in research quality than research power was recorded in several units of assessment; this suggests (though other considerations also apply) that new investment in these areas is merited.

In league tables that attempt to make international comparisons, Queen Mary was ranked at 164 in the 2009 *Times Higher Education* world education table and within the 152-200 bracket of the Shanghai Jiao Tong world universities index.

Other measures provide indirect evidence of research quality. For example, on the basis of the number of post-doctoral research associates, relative to the number

of academic staff, Queen Mary ranks 20th in the UK. Data for the number of successful PhD students per academic staff member, however, suggest that substantial progress is required to reach the point where the magnitude of the Queen Mary research postgraduate programme matches the quality of the research performed.

Success in research is determined in part by the ability of the institution, its component parts, and its academic researchers to raise substantial funds to support that research, commonly through highly competitive processes. Thus, success in attracting funding provides a useful *proxy* for research quality. Queen Mary has seen a steady increase in research grant and contract income over the period 2006-9. A third of total income to Queen Mary in 2008-9 was associated with research. Research funding allocated from the Higher Education Funding Council for England for 2009-10 showed that Queen Mary overall was ranked in the top decile according to funding per academic staff member. Performance according to this measure is highly variable across the College, however, and significant improvement is required to substantiate Queen Mary's position in the very top rank of UK research-led institutions.



Strategic Aim 1

To contribute to the body of human knowledge by performing research that is judged to be uniformly of international quality and that includes contributions that are internationally leading. This research will be both within and across traditional academic disciplines and will, in sum, represent contributions across a broad intellectual spectrum, including medicine and dentistry, the life and physical sciences, mathematics, engineering and technology, the social sciences, and the arts and humanities.





The objectives and targets outlined here for Queen Mary as a whole are supplemented by detail provided in the individual strategic plans of the Barts and The London School of Medicine and Dentistry, the Faculty of Humanities and Social Sciences, and the Faculty of Science and Engineering.

We will achieve this aim by adopting the following approaches:

With respect to research quality:

- maintaining a commitment to conduct research across a broad intellectual spectrum that encompasses human medicine, the life and physical sciences, engineering, social sciences, arts and humanities
- notwithstanding this commitment to breadth, identifying and investing selectively in areas of research strength, noting that these may transcend traditional academic disciplines
- fostering research activities in areas (such as the life sciences, the digital economy, etc.) that cross Faculty and School divisions
- improving internal communication channels to encourage and facilitate collaborative research
- increasing our research power (quality times volume) in those areas where the RAE 2008 revealed a marked discrepancy between a high quality ranking and a low power ranking
- ensuring that the recruitment of academic staff with research responsibilities focuses exclusively on those with a record of exceptional achievement or with extraordinary potential
- extending our network of international collaborations, recognising that the most productive research interactions are those established by the individuals directly concerned
- increasing the proportion of our research output that is delivered via mechanisms of high impact, such as publication in the most prestigious journals





With respect to research funding:

- increasing our external research grant and contract funding per academic staff member, thereby increasing the proportion of academic salary costs covered in this way
- developing a diverse portfolio of research funding that:
 - shows increased success in competing for research funding from the UK Research Councils
 - reduces our proportional dependence on sources of funding associated with the UK public purse
 - expands our programme of research funded through the European Union
 - shows increased success in obtaining research funding from charitable foundations
- developing key strategic relationships with research partners in industry, commerce and the third sector
- improving the efficiency of the conduct of our research, and increasing the proportion of the true costs of research covered by external grants and contracts

With respect to the development of researchers and research students:

- supporting our academics as researchers by providing appropriate training opportunities, and by ensuring the effectiveness of personal mentoring and of annual reviews of academic contributions
- increasing the number of post-doctoral researchers (both in total and per academic staff member), including independently funded research fellows
- continuing our commitment to the principles enunciated in the Concordat to Support the Development of Young Researchers, including post-doctoral fellows and research assistants
- increasing substantially both the number of postgraduate research students, and the proportion who successfully complete the PhD degree in a timely manner
- continuing to develop the breadth and depth of education provided to postgraduate research students, with the expectation that this will be associated with an increased proportion engaged in a four-year programme
- encouraging researchers to engage with organisations associated with research, its funding, policy and strategy





Key Performance Indicator	Target
SA1.1 Overall ranking in the next UK assessment of research quality and research power	- Ranking within the top 10 broadly based UK universities, according to research quality, and within the top 20 according to research power
SA1.2 University rankings reported by independent organisations	- Placement within the 100-150 group in the Shanghai Jiao Tong Academic Ranking of World Universities by 2015 - Placement within the 100-150 group of the <i>Times Higher Education</i> ranking of world universities by 2015
SA1.3 External recognition of research outputs	- Increased proportion of research publications in high-impact journals and other media, as judged by discipline-specific criteria
SA1.4 Research grant and contract income	- Annual increases consistent with achievement by 2015 of an average income per academic ranked within the top 10 of UK universities for this metric - Total research income increased by 50 per cent by 2015
SA1.5 Diversity of sources of research income	- Steady increase in the proportion of research income from sources other than the UK public purse, leading to a proportion greater than 50 per cent by 2015 - progressive increase in EU funding, leading to a doubling by 2015 - year-on-year increase in proportion of research income from industry and commerce (UK and overseas), to 12 per cent by 2015
SA1.6 Appointment of new academic staff with exceptional research records and potential	- increased proportion of staff performing internationally leading research, as judged by annual internal assessments
SA1.7 Improved research performance of all staff with a responsibility to conduct research	- submission rate to the next UK assessment exceeding 90 per cent of eligible staff
SA1.8 Size of the cohort of early career researchers	- Year-on-year increase in the number of post-doctoral research assistants consistent with an increase of 50 per cent by 2015
SA1.9 Recruitment of independently funded research fellows	- Annual increases leading to a total of at least 50 by 2015
SA1.10 Size and quality of graduate research student programme	- Increase in the number of students registered for the PhD degree, leading to a doubling by 2015 - Achievement by 2015 of an 85 per cent submission rate for PhD degrees within four-years of the start of a standard programme (or equivalent deadline for extended and part-time programmes)

Knowledge dissemination





Knowledge dissemination represents the second and equally important fundamental purpose of the true university. It includes – but is not limited to – the education of students at both undergraduate and postgraduate level.

Here our objectives are clear, namely:

- to attract excellent students
- to ensure a consistent and high quality learning experience in every discipline
- to produce graduates equipped for personal and professional success

The period of the last Strategic Plan (2006-10) saw a major increase in the enrolment of UK students at Queen Mary. The focus in the coming years will be on the improvement of the entry qualifications of the UK student body, together with an expansion of recruitment of non-UK students, consistent with the objective of recruiting the most talented students regardless of origin.

Queen Mary is now firmly positioned within the top decile of UK universities with respect to the quality of its research, as revealed by the 2008 Research Assessment Exercise. External measures of student satisfaction have suggested that research-intensive universities frequently also offer the best experience for the most talented students. Queen Mary is thus now very well placed to implement an ambitious educational strategy and to aspire to be in the top 10 per cent of universities in National Student Survey league tables by 2015.

By this date we also aspire to be in the top decile of universities for tariff points on entry of UK students while sustaining our strong commitment to widening participation to all those UK and international students who can benefit from the Queen Mary student experience. Queen Mary has recently developed a Graduate Attributes framework that describes a set of attributes that we expect our undergraduate and postgraduate taught students to possess on graduation; pursuit of these objectives will directly improve the quality of the Queen Mary learning experience.

The objectives of Queen Mary in the education of research students have been covered in the last section because of the close relationship with the knowledge creation process itself.

The Queen Mary commitment to education of the highest quality is, and should continue to be, met in part through collaborative provision. Current ventures include contributions to the University of London International Programme (formerly the External System), programmes presented through the University of London Institute in Paris, and the joint programme with the Beijing University of Posts and Telecommunications in which the enrolment now approaches 2000. We expect to expand such international collaborations in educational provision.

The commitment to knowledge dissemination through education includes also the provision of high-quality courses to cohorts of students wishing to expand their skills at post-graduate level without seeking to acquire Masters or PhD qualifications. A major recent example of the commitment to research-informed professional education and knowledge dissemination is the Queen Mary-led Health Innovation and Education Cluster for North East London, North Central London and Essex.

Queen Mary is committed also to contribute to the enhancement of broader education provision in its community of the City and East of London, and of the Thames Gateway. Recent initiatives include partnerships with the Drapers' Company in sponsoring an Academy in Harold Hill, Romford, and becoming lead partner in the St Paul's Way Trust School in Tower Hamlets.



Knowledge dissemination also involves the application of research findings and skills to social and economic advantage. Queen Mary has a strong record of such dissemination through activities such as the Mile End Group, People's Palace Projects, Centre of the Cell, Computer Science for Fun (CS4FN) and our Legal Advice Centre.

With regard to commercialisation of research outcomes, there is again a record of success, notably the recent sale of Apatech, a world-leading company in orthobiologics, that was spun out of Queen Mary in 2001. Queen Mary is committed to expanded activity in this area, operating through its subsidiary, Queen Mary Innovation Ltd – including invention disclosures, licensing and consultancy agreements, and formation of spin-out companies.



Strategic Aim 2

To disseminate knowledge through the presentation of inspirational and authoritative teaching programmes to a diverse constituency of talented undergraduate and postgraduate students; through the delivery of bespoke professional courses at postgraduate level; by the translation of the outcomes of our research to the benefit of our society and economy; by public engagement with our academic expertise; and by providing leadership in areas of public interest.





We will achieve this aim by:

1. Making available the highest quality undergraduate education to the most talented students, through:

- provision of discipline-specific understanding and skills
- promotion of intellectual breadth
- promotion of core values of citizenship, in local, national and international contexts
- application of innovative educational methods and materials
- development of agreed graduate attributes
- programmes that will:
 - be designed for the most talented students in their respective subjects
 - be fully informed by recent research, performed within Queen Mary and elsewhere
 - embed diverse mechanisms of programme delivery, notably e-learning
 - embrace, where appropriate, joint working with international partners
 - few in number but substantial in significance
 - prepare students explicitly for the professional and personal challenges that they will face after graduation

2. Providing outstanding taught postgraduate education to outstanding students, in order to:

- equip them to pursue careers requiring more specialist and advanced skills than achieved at first degree level
- satisfy the requirements of individuals seeking to advance their skills to match the demands of their current occupations: this will require the establishment of close relationships with organisations in the private, public and third sectors





3. Ensuring the rigorous monitoring and assessment of taught programmes (undergraduate and postgraduate), by:

- central collection and analysis of data from students' evaluations of modules
- embedding the Queen Mary 'Indicators of Teaching Performance' in all probationary, mentoring and promotion processes

4. Contributing to the broader educational objectives of the City and East of London, and the Thames Gateway, by:

- providing educational leadership to improve aspiration and ambitious attainment in London schools and colleges and to enrich the learning experience of their students
- creating a high public profile for our research and other activities, including provision of a programme of public events, both alone and in co-operation with partner institutions



5. Disseminating the outcomes of Queen Mary research via:

- provision of strategic and policy advice to organisations in the public, private and third sectors
- public engagement programmes
- contributions to the electronic, written and broadcast media
- coordinated provision of professional courses at postgraduate level to individuals, companies and other organisations
- capture of commercially exploitable research outputs in line with developing industry requirements, enabling development, commercial licensing and company creation
- creation and development of spin-out companies to generate economic impact and financial returns





Key Performance Indicator	Target
SA2.1 Enhancement in the entrance qualifications of students admitted to undergraduate programmes	- placement in the top decile of UK universities, by 2015, with respect to entry qualifications of admitted students
SA2.2 Improvement in student satisfaction as judged by the ranking in the UK National Student Survey (NSS) and the International Student Barometer	- annual improvement to achieve a position within the top decile of UK universities (overall and in individual subjects) by 2015 - top by these measures among London-based institutions
SA2.3 Expansion in the numbers of students undertaking taught postgraduate courses in selected areas	- doubling by 2015
SA2.4 Expansion in the number of students from outside the EU admitted to study at Queen Mary, notably at postgraduate level	- doubling by 2015
SA2.5 Proportion of taught programmes with a substantial e-learning component	- 100 per cent within three years
SA2.6 Number of undergraduate students taught on programmes based outside the UK	- increase of 30 per cent by 2015
SA2.7 Number of students taking courses at Queen Mary in 'Study Abroad' or equivalent programmes	- doubling fee paying students by 2015
SA2.8 Expanded provision of professional courses at postgraduate level	- increase annual income generated through professional education to £3M by 2015
SA2.9 Disclosure of inventions arising from Queen Mary research	- year-on-year increase in inventions disclosed by research staff to Queen Mary Innovation Ltd.
SA2.10 Financial support of commercialisation of research	- increase in annual translational research funding to support development and commercialisation of research outcomes, to £1.5M by 2015
SA2.11 Growth in portfolio of income-generating technology license agreements	- generate £0.5M and 25 licenses per annum by 2015
SA2.12 Creation of spinout companies	- identify and establish at least one new spinout company per year.
SA2.13 Expansion in consultancy income	- increase consultancy income to £6.2M per annum by 2015

Fundamental commitments and enabling strategies





Queen Mary is committed to the university ideal as a centre for the development of fundamental ideas, independent of political and other transient opinions.



Queen Mary is committed to serve society – the local community, the nation, and the community of nations. Since their inception, the present Queen Mary and its predecessor institutions have been associated both with the quest for high academic standards and with the development of social capital, to the benefit of students, staff, and the wider community.

There is no contradiction between a determination to be counted amongst the top rank of international research-led universities and a commitment to the wellbeing and advancement of our local community. Indeed, both are manifestations of the twin objectives of the Twenty-First Century university as knowledge creator and knowledge disseminator. Queen Mary is replete with examples of this compatibility.

Queen Mary's commitment to social justice includes the assurance that its terms and conditions of employment and the services it purchases will be compliant with the London Living Wage.

Queen Mary is conscious of the commitment it makes to the members of the College, both students and staff. The engagement of all members of the Queen Mary community is essential in the planning and execution of common goals. Equally, Queen Mary accepts responsibility for the health, well-being, and personal and professional advancement of students and staff alike, requiring the establishment and maintenance of both physical and social infrastructures. Queen Mary is committed to ensuring that all members of its community are confident that the realisation of personal potential is in no way restricted by race, religion, gender or sexual orientation.

Freedom of expression within the law constitutes an underpinning value, recognising that this most fundamental attribute of the true university is tested not by

acceptance of mildly eccentric opinions but by the acknowledgement of views that, while legal and not antithetical to personal rights, might be considered distasteful to some.

The commitment of Queen Mary to the highest standards of knowledge creation and dissemination, and adherence to fundamental principles concerning its role in society, can be met only if the financial health of the institution is assured. Sound financial management and a recent record of academic success allow Queen Mary to enter the present period of financial uncertainty with a level of confidence unmatched by many UK higher education institutions. Investment in the Estate over the last fifteen years has provided Queen Mary with campuses that are in many respects of enviable quality. Nevertheless, careful financial planning and both an expansion and a diversification of sources of income will be essential to enable:

- selective investment in new academic ventures, following rigorous evaluation
- enhanced administrative and professional support to optimise the environment for learning and research
- replacement or refurbishment of existing facilities that are inadequate or imperfect
- maintenance of the quality of recently constructed buildings
- enhancement of other aspects of the physical infrastructure, notably information technologies

Queen Mary has a record of productive working with other higher education institutions (for example, within the University of London) and we will build on this history in approaching the challenges associated with a difficult financial climate.



Enabling Aim 1

To nurture a culture at Queen Mary amongst staff and students that is mutually supportive, committed to the development of its individual members, and mindful of its obligations to the local region, to the community of nations and needs of mankind and the environment.





We will achieve this aim by:



1. The support of staff and students, by:

- ensuring the recruitment of staff and students solely on the basis of their ability to benefit from, and contribute to, the Queen Mary community, regardless of race, religion, sex, sexual orientation, disability, or the legal expression of political and other views
- support of the student body through the Queen Mary Students' Union and its subsidiary groups
- commitment to the support and integration of international students as an essential component of the diverse Queen Mary community
- maintaining a programme of career and personal support for all staff, including annual assessment of each individual's contributions to the success of Queen Mary
- provision of counselling and other services to ensure the well-being of all students
- establishing transparent procedures for the reward of staff through clear promotion criteria that recognise a diversity of contributions to the success of Queen Mary
- ensuring adherence to the highest standards in preserving the health and safety of students, staff and visitors
- maintaining and demonstrating a commitment to freedom of expression within the law
- enabling channels of communication through which staff and students may address key issues and influence Queen Mary policy





2. Commitment to activities in the support of the local community and wider society, by:

- ensuring adherence to the highest ethical standards in all aspects of Queen Mary's work
- imbuing the teaching curriculum with an understanding of ethical values
- signing the Talloires Declaration¹ to commit Queen Mary to establish programmes of sustainability and awareness of environmental issues
- promoting the engagement of students and staff in voluntary activity particularly in support of local communities in the East of London and within the Thames Gateway area
- working with partners in support of local schools and their pupils, notably the Drapers' Academy and the St Paul's Way Trust School, in order to contribute to enhanced educational standards and to encourage progression to higher education
- establishing Queen Mary as a recognised leader amongst London's research-focused higher education institutions in the fields of the arts and culture
- extending our formal partnerships with performance and other arts organisations in order to promote cultural activities within our local communities.
- engaging with the London Organising Committee of the Olympic Games and the Olympic Park Legacy Company to establish a continuing role for Queen Mary in the 2012 Olympic and Paralympic Games and their legacy that is consistent with Queen Mary's knowledge creation and dissemination objectives



¹ see www.ulsf.org/programs_talloires_td.html



Key Performance Indicator	Target
<p>EA1.1 Effective monitoring of ethnic and gender balance in staff and student populations</p>	<ul style="list-style-type: none"> - robust monitoring system in place, embedded within the annual Planning and Accountability Review
<p>EA1.2 High levels of satisfaction of UK and International Students, as judged by the National Student Survey and the International Student Barometer</p>	<ul style="list-style-type: none"> - annual improvement to achieve a position within the top decile of UK universities (overall and in individual subjects) by 2015 - top by these measures among London-based institutions
<p>EA1.3 Effective monitoring of success rates in staff promotions showing an absence of bias based on characteristics not relevant to the performance of duties</p>	<ul style="list-style-type: none"> - robust monitoring system in place, embedded within the annual Planning and Accountability Review
<p>EA1.4 Participation in staff career development programmes</p>	<ul style="list-style-type: none"> - 100 per cent completion of Postgraduate Certificate in Academic Practice for eligible probationary academic staff - Year-by-year increase in engagement by early career researchers and postgraduate students in career development and generic skills programmes (towards 75 per cent by 2015)
<p>EA1.5 Staff satisfaction survey results</p>	<ul style="list-style-type: none"> - achievement of overall levels of satisfaction of working at Queen Mary comparable or superior to those achieved in similar institutions
<p>EA1.6 Formal collaborations with partner arts and cultural organisations, including the delivery of joint events</p>	<ul style="list-style-type: none"> - three major new collaborations in place by 2012, with further expansion thereafter
<p>EA1.7 Numbers of Queen Mary students undertaking work in local community settings</p>	<ul style="list-style-type: none"> - 50 per cent increase by 2015, recorded by the Queen Mary Students' Union Volunteering Co-ordinator and the Careers Service
<p>EA1.8 Participation by staff and student volunteers in the Olympic and Paralympic Games</p>	<ul style="list-style-type: none"> - 1000 student and staff volunteers
<p>EA1.9 Reducing the carbon footprint of Queen Mary operations</p>	<ul style="list-style-type: none"> - to have achieved 30 per cent of the 2020 carbon reduction plan by 2015



Enabling Aim 2

To maintain selective investment in the academic enterprise, the estate and infrastructure for teaching and research: this will be achieved by prudent financial management, successful raising of funds from diverse sources, and strict adherence to strategic planning.





We will achieve this aim by:

- sound management associated with clarity of financial authority and responsibility
- embedding a value-for-money approach in the evaluation of all existing and proposed expenditure
- regular assessment of the efficiency and effectiveness of administrative and support functions, and of their distribution between the central and distributed administration
- maintaining an infrastructure of buildings, equipment and support mechanisms of a quality comparable to the best in the world in selected areas of research focus
- strategic focusing of available funds on academic areas that are of the highest quality and importance
- exploring opportunities for the coverage of transactional aspects of the administration through shared services with other institutions
- rigorous assessment of development and investment proposals based on detailed assessments of true costs and anticipated financial, as well as academic, returns
- development of a sophisticated alumni network, including comprehensive records and a programme of activities to maintain and nurture contacts
- taking measured and well-calibrated steps to develop Queen Mary's capability to raise funds from philanthropic sources for the support of students and of research activities



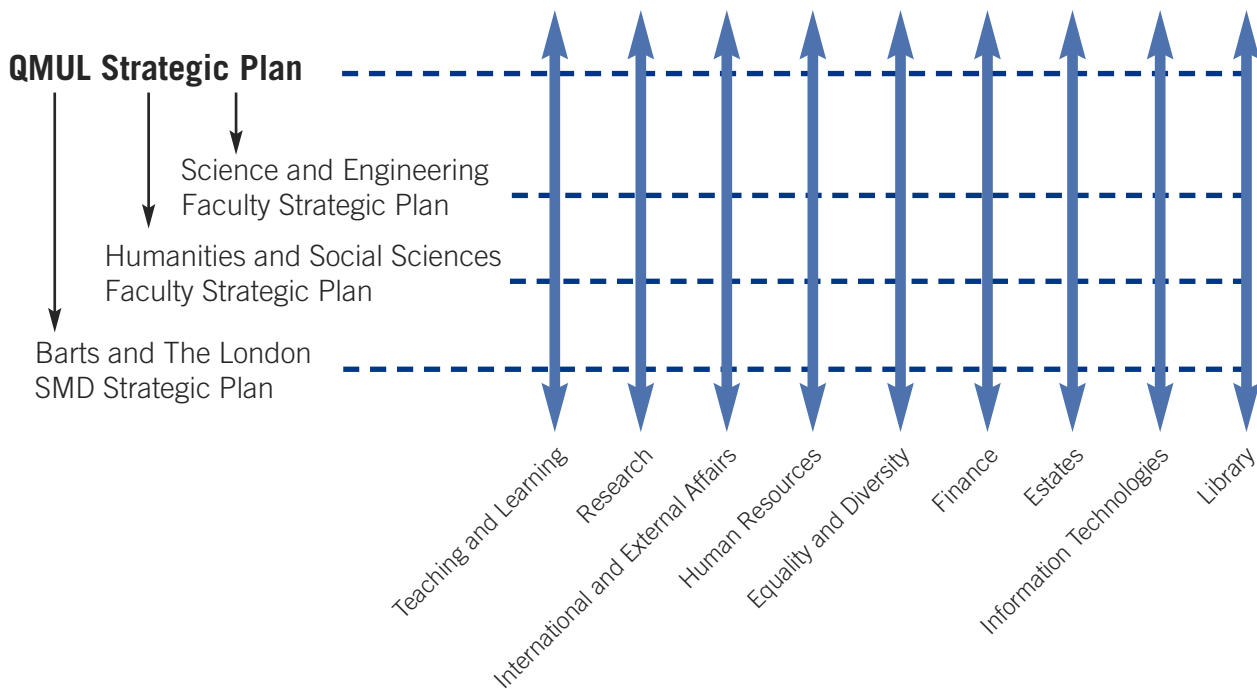
Key Performance Indicator	Target
EA2.1 Achievement of annual operating surpluses to allow (i) maintenance of the quality of the existing estate and infrastructure, and (ii) investment in new academic initiatives, major refurbishments or new building	- by 2015, generate a minimum of £16M cash per annum from operations, for investment purposes
EA2.2 Containment of staff costs as a proportion of total turnover	- staff costs as a proportion of turnover will not increase, notwithstanding increased research income
EA2.3 Reduction of financial dependence on the Higher Education Funding Council for England (HEFCE)	- within the context of continuing increases in income (See SA1.4, 1.5, 2.4, 2.7, 2.8, 2.11, 2.13), recurrent HEFCE funds to represent no more than 30 per cent of total income by 2015
EA2.4 Year-on-year increases in income derived from donations in support of Queen Mary's educational and research activities (including those made by alumni)	- annual total of £7M by 2015
EA2.5 Continuing development of the IT infrastructure to optimise: <ul style="list-style-type: none"> - administrative functions - electronic communication - e-learning - processing and storage of research data - value for money 	- annually increasing levels of satisfaction in the IT infrastructure reflected in surveys of staff and student opinion
EA2.6 Continued development of the Queen Mary Estate	- levels of accommodation in need of category C and D repair reduced to below 10 per cent by 2015 - development consistent with the achievement of Strategic Aims 1 and 2

Implementation and Review





The Aims and Key Performance Indicators included in the Queen Mary Strategic Plan will inform the development of subsidiary Plans for each Faculty. Cross-cutting strategic Plans, including those relating to the activities of the Administration and Professional Support Services, will support the achievement of the objectives set out in the Queen Mary and subsidiary Plans.



Regular and critical review of progress is essential to the effective implementation of the Strategic Plan. The following mechanisms will be employed:

- Planning and Accountability Reviews**
 - Annual Planning and Accountability Reviews (PARs) for the three Faculties and for the Administration and Professional Support Services. It is anticipated that this process will be mirrored within the Faculties – through implementation of School/Institute PARs – and within the Administration and Professional Support Services – through Directorate PARs.
- Annual Assessment of Progress towards Strategic Goals**
 - An annual stocktake of achievement and performance against Queen Mary KPIs; this will be conducted by the Queen Mary Senior Executive and will form the basis of a report to Council, for discussion at the annual residential Planning Conference.

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