Queen Mary
University of London

Annual Stocktake Report

Outcome requested:	Council is asked to review and discuss the attached report, which outlines performance against the Indicators of Progress contained in the QMUL Strategy.
Executive Summary:	The Annual Stocktake report is submitted to Council each November, and provides an assessment of QMUL's position against the institutional Strategy. This exercise is the primary mechanism by which Council scrutinises the progress of the institution against its agreed objectives. The Stocktake is submitted in November to provide Council with a timely review of performance in the previous year. The timing of this report was agreed in the knowledge that not all of the data sets will be fully validated at this point in the year (for example, the financial statements were in the final stages being audited at the time that this report was being written). Any material changes that come to light following the completion of these validation processes will be flagged to Council at the earliest opportunity, via the Principal's Report. This report considers performance predominately in 2014/15 (noting that in some instances the most recent data are from 2013/14) and also draws on historical data sets to project future performance and determine whether this is aligned to the various Indicators of Progress (IoPs) contained in the document. A narrative report is provided, which sets the raw data in context and outlines current and future planned activity that will contribute towards the delivery of the targets. This Stocktake charts QMUL's position after the first year of a new Strategy period, and consequently it is unsurprising that the Indicators are spread across the three traffic light designations, particularly given that new targets have been appropriately set to challenge the institution. The number of green traffic lights has increased, accounting for 22 of the 48 IoPs (with six amber, 18 red and two not designated). Council should be reassured of the commitment to extend good progress to all of the areas identified in our Strategy, which when combined represent the full range of activities that should be undertaken by an internationally leading university. It should be noted that a final evaluation of our achievements against the previous Strategic Plan, which operated on a timeframe that extended to August 2015, will be undertaken towards the end of this Academic Year.
QMUL Strategy:	Tracks QMUL's position against all IoPs contained in the Strategy.

strategic aim reference and sub-strategies [e.g., SA1.1]	
Internal/External regulatory/statutory reference points:	Supports Council in its key responsibility in holding the Executive to account for the delivery of the Strategy.
Strategic Risks:	In the data section there is a reference to the Strategic Risk Register under each IoP.
Equality Impact Assessment:	A formal assessment is not required. The QMUL Strategy includes a target for the institution to achieve an Athena Swan Silver Award in 2016, and the report notes that the application process is on track. It also notes successes within individual Schools in terms of recognition of work to progress equality issues.
Subject to prior and onward consideration by:	Approved by QMSE on 17 November 2015.
Confidential paper under FOIA/DPA YES/NO* **If yes, please specify which section/ paragraph is confidential (whole document or part)**	No
Timing:	The paper represents the position against IoPs in November 2015, which is the designated reporting point.
Author:	Data collection and presentation: • Monique Arthur – Senior Planning Officer • David Marks – Deputy Director, Strategic Planning Office Narrative section: • Professor Simon Gaskell, Principal
Date:	12 November 2015
Senior Management/External Sponsor	Professor Simon Gaskell, Principal

Annual Stocktake of Progress towards the Aims and Objectives of the Queen Mary Strategy (2014-2019)

Prepared for Queen Mary Council, November 2015

Contents

1. Introduction
2. Internal Context
3. External Environment
4. Methodology and Structure of the Report
5. Commentary on Progress
6. Summary
7. Appendices

1 Introduction

This Stocktake report provides Council with an annual assessment of the progress that the institution has made against the range of Indicators of Progress (IoPs) that are set out in our Strategy. This report analyses data relating predominately to activity and achievements in 2014/15, although in some instances the most recent available data will relate to 2013/14 (for example, the most up-to-date information that can be sourced from the Higher Education Statistics Agency relates to this year).

The analysis of the data is supplemented by a narrative section, which sets in context our performance and the various traffic light designations and provides more detail on past activity and the future planning that is in place to help ensure the achievement of the Strategy objectives.

2 Internal Context

Queen Mary's new Strategy was approved at a meeting of Council in May 2014, following an extended process of preparation and consultation with staff, student representatives and Council Members. In a continuation of the process utilised under the predecessor Strategic Plan, progress against the new Strategy will be guided and monitored via two key mechanisms:

(i) The annual Planning and Accountability Review (PAR), which involves all elements of the institution and scrutiny at QMSE level of submissions by the three Faculties, Professional Services, the Cross-Cutting VPs, and QMSU.

(ii) An annual "Stocktake" that reviews the progress towards the achievement of the Indicators of Progress (IoPs) set out in the Strategy.

The PAR process is designed to assess progress made by each component of the institution in contributing to the objectives of the Strategy and to determine if, collectively, future plans are sufficient to ensure the achievement of QMUL's ambitions. As part of this, business cases for any proposed new appointments or other investments are assessed, in terms of their alignment to the Strategy and in the context of Faculty/Professional Services and institutional financial forecasts.

The Annual Stocktake is prepared for Council, but it is also used more widely to evaluate the progress of the institution and to inform planning. The Stocktake data provide the basis for QMSE's annual residential meeting and are used to identify areas that require particular focus and attention. This provides a framework for discussions and decisions during the subsequent PAR process and helps inform the prioritisation of investment cases.

After the conclusion of the PAR process, Council are informed of the main outcomes and how these responded to the Stocktake data presented in the November of that Academic Year. Council received this report on last year's PAR outcomes at its meeting in May.

3 External Environment

Council have been kept abreast of the significant volatility that continues to characterise the Higher Education sector. The uncertainty generated by the anticipation and implementation of new policy has been in evidence for a considerable period and prompted the introduction of our new Strategy ahead of the expiry of the previous Strategic Plan, recognising the significant changes that had occurred since the latter's formulation in 2009.

Developments over recent and upcoming weeks will together constitute one of the most significant changes to the HE landscape for several decades. A Green Paper was published on 6 November, the report of the Nurse review of the Research Councils is due shortly, and the Comprehensive Spending Review is due to be announced at the end of this month. These will likely generate a number of changes, including:

- The abolition of HEFCE and the absorption of many of its responsibilities into a new Office for Students, which will also absorb OFFA.
- Associated with the above, the likely reduction in effectiveness of the 'buffer' between central Government and HEIs.
- The implementation of a Teaching Excellence Framework, which will be increased in terms of complexity and will be linked to increases in tuition fees from 2017/18, although the exact criteria that will be employed are not yet known.
- Changes to the way in which block research grants ("QR") are distributed, so that these are likely to be routed via a different channel to teaching grants.
- Associated with the above bullet point, the likely absence of one single body with a holistic view of the health of individual institutions.
- A potential erosion of the Dual Support system for funding and sustaining research activity[1].

[1] Further information on the Dual Support system can be found via the following link: http://www.hefce.ac.uk/rsrch/funding/

External developments have inevitably impacted on our progress against some IoPs and these will be highlighted where appropriate in the document. However, it is important to note that although we may adjust our tactics to respond to changes in the political and policy environment, it is essential that we remain true to our institutional values and focussed on our strategic aims when we consider our approach and priorities.

The balancing of risk across across a portfolio of activities, as represented by the range of IoPs, also remains important. This approach acknowledges the fact that minimisation of risk is no longer a viable sole approach and that the new imperative is instead to manage this risk in a creative but measured way in order to meet our academic aspirations.

4 Methodology and Structure of the Report

This Stocktake report provides the second assessment of progress against targets contained in the current Strategy document. Council are reminded that a final evaluation of our achievements against the previous Strategic Plan, which operated on a timeframe that extended to August 2015, will be provided towards the end of this Academic Year.

The annual Stocktake report is provided in November as this allows for the most timely set of data to be provided for analysis, particularly those relating to financial results. In keeping with the approach represented in QMUL's strategy documents – that Indicators of Progress should be clearly contestable and ideally quantitative – the Stocktake quantifies progress against as many IoPs as possible. Where targets involve a percentage increase by 2018/19, this is calculated using baseline data from 2012/13, which was the most up-to-date information available during the formulation of the Strategy.

The process of compiling the Stocktake document commenced with the drawing together of the raw data sets by QMUL's Strategic Planning Office, in liaison with data owners from across the institution. These data were then assessed in a systematic and objective manner in order to determine the correct traffic light designation for each IoP. The traffic light indicators are generated by analysing historical data (covering three to four years where possible) and projecting forward (based on the average percentage change between years, applied cumulatively across the period to 2018/19) to determine a future position against the identified target.

These projections are shown on the data charts contained in the annexes by a dotted orange line. In a small number of instances the projections are not shown, either where the target is a year-on-year increase/decrease, or where the existing data are not sufficient to generate an extrapolation (e.g. where there is only one years' worth of data). It should also be noted that the data sections contain cross-references to the institution's Strategic Risk Register for each IoP and a note of the relevant current residual risk scores.

This **narrative section** of the Stocktake provides Council with an overview of progress, drawing on the data sets and also setting these in context, in terms of broader developments and trends in the sector and expectations for future progress that might not be reflected in the appropriately objective assessment of the traffic light designations.

Information on the reporting system nomenclature and symbolism is described in **Appendix 1**. The traffic light approach indicates a current projection as to whether the specific target will be met by 2019. Separately, an arrow systems indicates progress over the last two available data sets, to indicate the year-on-year trend. This might indicate whether some progress has been made, even if currently insufficient to meet the KPI target. It is important to bear in mind when assessing the current position that progress towards targets will not in all cases be steady over time. Thus a red indicator may be pessimistic; equally a green might be optimistic. In some cases, we have used intentionally severe tests of progress, and these will be highlighted in this narrative section.

Appendix 2 provides an overview of the traffic light position for each IoP where it is currently available, providing a visual summary of our position as defined on an objective and formulaic basis. The designation from last year's Stocktake is also provided so that Council can see at a glance how performance has varied between the two reports.

Data on progress are reported in detail in **Appendices 3-8**, which show the current position for each Strategic Aim and the constituent IoPs. Benchmarking data against other Russell Group institutions is provided where possible.

5 Commentary on progress

This report provides Council with an assessment of our progress in the first full year of implementing our new Strategy. It should therefore be recognised when considering performance that the institution is in many instances in the early stages of planning towards appropriately ambitious objectives. As noted above, it is also likely that progress against many of the targets will not be steady over time. Interpretation and contextual information are therefore required and this is provided below for each Strategic Aim, focussing on a selection of IoPs that merit specific discussion.

Before looking at the individual Aims in detail, it is worth taking a view of our overall performance, which can be seen at a glance in Appendix 2. Green is most common traffic light designation and there has been an increase in the number of these compared to last year (from 16 to 22). This is an encouraging position at the end of the first year of the new Strategy's implementation. However, it is apparent that there are still a significant number of red indicators, and although this is not unexpected at this point in the Strategy cycle, it is vital that plans are in place or are being developed to improve performance in these areas. These will be outlined in greater detail in the sections below.

5.1 Strategic Aim 1 – People

Fundamental to our activity is the recruitment and teaching of students of the highest intrinsic talent. Recruitment in 2014/15 increased across all levels, with the total number of students enrolled (FTE) increasing to 18,829, a 5% increase on the previous year. The number of undergraduate (UG) students increased by 4% and postgraduate student numbers increased by 9%. Over 3,100 QMUL students were studying on our Joint Programmes in China.

Student numbers for 2015/16 are not formally confirmed until the HEFCE census date of 1 December, but we can draw on the latest data with a reasonable degree of confidence. As reported to Council at its last meeting, enrolments have increased

compared to the previous year for UG Home (by approximately 14%), UG Overseas (by 6.5%) and postgraduate taught (PGT) Home (by 5%). The performance in terms of the UG Home cohort was particularly pleasing given the removal of any student number controls (except for medicine and dentistry) for 2015 entry, which created a much less predictable recruitment environment. There has been however a decline in overseas PGT numbers, of approximately 4%. This we think is partly explained by Government immigration policy and by the issues affecting the Chinese economy, but internal issues may also be significant and further work is being undertaken to identify the underlying factors and develop appropriate responses.

Reviewing the specific IoPs within this Aim, it is pleasing to see that all bar one of the available traffic light designations are green. One of the defining features of QMUL, in contrast to most of our UK and overseas competitors, is our commitment to and success in achieving the highest academic standards whilst also being fully committed to engaging with our communities and to widening opportunity. These twin commitments can be seen in Objective 1.1 of our Strategy, which states our ongoing intention to 'seek out and recruit students of the highest intrinsic talent and potential, regardless of financial and social background, subject only to their ability to benefit from a QMUL education'.

Within this objective, with have an IoP (**1.1b**) that captures our ambition to remain at the forefront of widening participation within the Russell Group by continuing to at least meet and preferably exceed our externally set benchmarks in this area. This ambition has been achieved once again according to the most recent set of data (for 2013/14), which note that QMUL admits the highest proportion of students from state schools and from the most disadvantaged social backgrounds amongst Russell Group institutions. We are justifiably proud of our ability to record continued improvements in this area whilst also registering major successes in the academic arena, for example via the outcomes of the REF exercises and our admission to the Russell Group.

Alongside these trends, QMUL saw a slight uplift in the average tariff points held by its new intake of students in 2014/15 (**IoP1.1a**). Although A-Level (or equivalent) qualifications are but one marker of a student's potential, this uplift shows a commitment to broadening access whilst also retaining high expectations of our prospective students. It is noted that across the Russell Group as a whole, average tariff points have declined by 3% between 2011/12 and 2013/14 (the latest set of sector-wide data), reflecting changes to the student recruitment landscape and also a potentially tighter approach to A-Level marking nationally. QMUL's average tariff points also declined very slightly over this period, before the increase in 2014/15 returned the average to the 2011/12 level.

The available data would suggest that we are close to be being on track to match the RG median by 2018/19, although the achievement of this target will be influenced by a number of external factors. This will include further developments at a national level in terms of school curricula and marking, and also admissions trends in the Russell Group following the removal of student number controls, where institutions may choose to expand their intake at the expense of tariff points. We recognise that in education terms our priority is to admit students who can successfully benefit from a QMUL education, and that tariff is only one indicator of this ability. Nevertheless, Schools will be asked to describe in the PAR process their strategies for raising tariff points over the longer-term.

While widening access is critical, we recognise that it must be mirrored by the provision of support for our students so that they can successfully complete their programmes and also subsequently make the most of their talents and qualifications post-university. Under this Aim there are two IoPs (**1.2a and 1.2b**) that measure progress in this area, and it is pleasing to note that there are positive trends in terms of the number of students not completing their programme (a fall of 4%) and the proportion of students in employment or further studies following graduation (up slightly to 91.9%). Both trends reflect concerted work across the institution in recent years. We have established an Engagement, Retention and Success group that has been co-ordinating a number of strands of activity and working closely with Schools to ensure that we are better able to support students at risk of not continuing with their studies. In a similar vein, our central Careers team has worked with colleagues across academic areas to provide a range of often quite innovative programmes for our students to help them enhance their employability, with a particular focus on students from less advantaged backgrounds.

QMUL has a wide range of activities and objectives that relate to this broad area of enhancing our students' social capital, and others will be referred to under the remaining Strategic Aims. In part to ensure that our students derive maximum benefit from these activities through better co-ordination and presentation, and also to respond to other drivers such as the need for QMUL to provide a distinctive offer to prospective students, we are in the early stages of developing plans for a major new initiative in Teaching and Learning. Council were introduced to this concept at its Residential meeting, and it has also been shared with the Senior Leadership Group. There is much detail to be considered, but we believe that a focus on enhancing the potential societal contributions of our students through a personalised programme of extended and rigorous activities, which will be incorporated into their programme of study, has the potential to enhance their outcomes post-university and position QMUL as distinctive in this field. Council will of course be kept informed as our plans develop and further linkages between this initiative and other IoPs will be highlighted through this document.

Our staff are clearly critical to all that we do and are a key focus under this Aim. We are delighted that a growing number of our staff are receiving external recognition of their achievements through the receipt of prestigious honours and accolades/awards, such as membership of learned Societies and Academies (**IoP1.3a**). Although this measure focusses specifically on academic staff, we also invite Professional Services colleagues to the annual Honours and Awards dinner, recognising instances where they have been acknowledged as high achievers in their particular field.

We have also developed **IoP 1.3b** as a proxy for our success in recruiting excellent staff and then developing their careers at QMUL. We would anticipate that a strong appointment (at a level below that of Professor) would, in the right environment and with appropriate support, achieve a promotion within four years of appointment. We are therefore pleased to see a year-on-year increase in the level of promotions as captured in the data for this IoP.

IoP 1.3c is focused on achieving external recognition of our work to promote equality of opportunity for our staff, and sets a target of achieving an Athena SWAN Silver Award at institutional level by 2016. This award has now been expanded so that it recognises excellence in recruiting and progressing women across the full range of academic disciplines at QMUL. We have seen a number of achievements in 2014/15 that point to continued progress in this area and a confidence in the attainment of our

objective. The Medical School element of SMD achieved a Silver Award during the year, while Physics and Astronomy was recognised by the Institute of Physics for its work in addressing the under-representation of women in the field. Our preparations for an institutional Silver Award have been somewhat disrupted by personnel changes in the HR support team, but two new staff members are now in post and work will continue towards a submission next calendar year under the leadership of Professor Edmund Burke.

IoP1.4 acknowledges that alongside our current students and our staff, our alumni represent the other key component of the QMUL community. We have identified a need to engage more of our alumni in supporting the full range of our activities, so that we can draw on their expertise, experience and connection to the university, primarily for the benefit of our current student population (for example, by providing a guest lecture or acting as a mentor for a student or group of students). The continued increase in the number of alumni volunteers (per 10,000 contactable alumni) over the last two years can be attributed in part to more targeted work being undertaken by the Development Directorate to support colleagues across QMUL with efforts to recruit alumni volunteers and to promote the benefits they can deliver. The upward trajectory is expected to continue, although sustaining the rate of increase will be challenging, recognising that the Directorate does not have a strategic lead in this area to build sustainable models for growth within each School/Institute, in order to maximise volunteer opportunities and delivery.

5.2 Strategic Aim 2 – Research

QMUL is now firmly established as one of the UK's leading research-led institutions. Our substantial progress in recent years in achieving prominence in research areas across all three Faculties was confirmed by the outcomes of the REF2014 exercise (released in December 2014), which placed QMUL ninth in the UK for research quality amongst multi-faculty institutions. This built on our strong showing in the equivalent exercise in 2008, and was a testament to the hard work and talents of our academics, and of colleagues in Professional Services functions who support them. There is no complacency in terms of our research standing and we fully recognise the further work that is required to ensure that we continue to progress in an environment that poses many challenges, especially for institutions that are mid-range or below in the Russell Group in terms of size (relating to turnover, number of academics and breadth of disciplines covered). The need for continued focus is also demonstrated by the mixed set of traffic light indicators under this Aim.

A review of this area should start with our performance in the two leading world rankings, which have a particular focus on research strength (**IoP2.1a**). Many within the sector have reservations concerning the methodological and/or philosophical underpinnings of league tables, but our progress over recent years in the QS and THE world rankings (up 38 and 47 places respectively since 2012/13) points towards a clear increase in QMUL's international standing. We were pleased to break into the world top 100 in the THE rankings, although we experienced a slight drop in our ranking in the QS table due to a methodological change that reduced the weighting for citations in the fields of science and medicine.

Current projections show that we are missing our ambitious target of a top 75 position within both rankings, although one can see from the data sheets that a linear trajectory would not leave the institution too far adrift. An analysis of the rankings shows clearly that our reputation scores are lagging some way behind those relating to our academic staffing and performance. Tania Rhodes-Taylor is initiating work to

address this issue, recognising the wider importance of ensuring that the excellence of our academic activity is better understood externally, but also mindful of the beneficial impact this should have on our performance in future editions of these league tables.

We aim increasingly to translate our research strength into an enhanced success rate for grant applications to major funding bodies (**IoP2.1b**), recognising that we have historically underperformed in this area. Benchmarking data is available for funding applications to the six main Research Councils and shows that the gap in success rates between the Russell Group median and QMUL has narrowed from 17.4% in 2011/12 to just over 6% in 2013/14 (the last full year of available data). This is an encouraging trend but clearly indicates that further work is required to enhance our success rates, not just for RCUK awards but for applications to all research funders. An improved peer review system was implemented in 2013/14 and helps explain the uplift in performance, and further improvements are expected as this system is embedded across the institution.

Our research environment requires investment in equipment and infrastructure to ensure that we remain competitive. We have therefore set a target to spend a sum at least equivalent to 10% of total research income on such capital investment (**IoP2.1c**), and it is pleasing to note a significant uplift last year so that a figure of 7.8% was achieved. This remains a key priority in our PAR and budget-setting discussions and a significant allocation has been made to the research equipment fund, totalling £4.5M over the next three years, drawing on internally generated cash and also on capital grants from HEFCE.

A healthy research environment also requires the active recruitment of talented staff at all levels and, as part of this, we have included stretching targets in relation to doctoral students, postdoctoral staff and early career researchers. In terms of the first group, we have consistently been working towards a target (**IoP2.2a**), which while very ambitious in terms of growth (a 50% increase in numbers by 2018/19), would only bring us into line with the median position in the Russell Group. Our performance here is probably the most disappointing of all the IoPs covered in this report, with the cohort size declining slightly in 14/15, after minimal growth over the preceding three years. This is a particularly poor outcome given that across the period of the last Strategic Plan, PhD numbers increased by a third.

It is clear that a major focus is required in this area and discussions have taken place at the QMSE residential and the Senior Leadership Group meetings regarding appropriate responses in terms of strategies, processes and our internal structure. Work by Professor Bill Spence with the Schools/Institutes has clearly indicated a desire across all Faculties to increase PhD numbers, so the challenge for us is how to support colleagues in fulfilling these ambitions. This IoP will be a priority focus through the PAR process and, given QMSE's concern regarding performance over the last few years, it is proposed that Council will be updated on our developing plans in-year through the Principal's Report mechanism.

Council should note that although total numbers have remained broadly static, PhD submission rates have improved dramatically in recent years, with the target of 90% of students submitting within the designated time period (within 4 years of registration for those studying full-time and 7 years for those studying part-time) having already been exceeded (**IoP2.2b**). This is in contrast to submission rates of 78% and 57% for full-time and part-time students respectively as recorded in the Stocktake exercise only two years ago. The establishment of the Doctoral College and of Deputy Deans

in the Faculties with a focus on this cohort has driven a significant cultural change in this area. It should be noted that Research Councils pay close attention to these submission rates when evaluating bids for funding to support PhD students.

We have seen mixed performances in terms of year-on-year changes in the number of Post-Doctoral Researchers (**IoP2.3a**) and Independently Funded Research Fellows (**IoP2.3b**). The former has increased by a quarter over the last year, which is very encouraging, but the latter is showing a decrease of a similar proportion (albeit from a much lower base) between 13/14 and 14/15. Data for one of the SMD Institutes is currently being checked as it appears to be registering a significant drop and the clarification of this query may alter the current red traffic light designation. Council will receive an oral update on any adjustments at the November meeting if appropriate. Regardless of any potential variations in the data, more proactive approaches to attracting Independently Funded Research Fellows are being considered and best practice will be shared with Schools and Institutes through discussions with the VP Research.

We continue to foster the application and commercialisation of our research and the Strategy outlines ambitions to enhance disclosure of inventions, licensing agreements and spin out companies so that we sit within the top 10 performing Higher Education Institutions by these measures. The longer-term trend on the indicators relating to inventions and licensing agreements (**IoP 2.4a, 2.4bi, 2.4bii**) is positive, but a decrease in the last year has lowered the overall trajectory and consequently two of the traffic lights designations are red. QMSE has recently agreed to provide additional investments into QMI to allow it to focus specifically on improving the pipeline of new research ideas with a potential commercial application, which should translate through to an improvement under these measures in future years. IoPs relating to spin-outs (**IoP 2.4biii&iv**) are static, reflecting the fact that the generation of these new companies is a relatively infrequent and sporadic event across the sector. It is also important to reflect on the quality of this activity, and the total share value of QMUL spin-out companies has increased substantially in recent years, reflecting the considerable success of these ventures.

IoP2.4c assesses the extent to which we are increasing the application of our research expertise to issues and challenges presented by industrial and commercial partners. Using the amount of research income derived from these sources as a proxy, it is pleasing to note a steady increase since 2011/12, sufficient based on current trajectory to meet the target of a 100% increase by 2018/19. We have re-organised our Business Development unit, which is now providing more focused and effective day-to-day support to academic colleagues. Consideration is now being given to steps that might allow the unit to provide more strategic direction and support to our engagement with industry, which would be an important component in achieving increases in research income from this source future years.

5.3 Strategic Aim 3 – Education

QMUL students have recorded high levels of satisfaction in recent years and the most recent National Student Survey results placed QMUL joint second amongst London universities and 10th in the Russell Group. We are pleased with this performance as a broad measure but are focussing on particular areas within this overall performance that require attention, be they subject-specific or related to certain components of the student experience. Improving feedback is an ongoing area of attention and the Strategy also focusses on indicators relating to student perceptions of the resources and facilities available to them during their studies.

The standard of teaching rooms is a key barometer of our performance here and is something that has an understandably significant impact on student perceptions in terms of their experience. We have therefore identified a specific measure under **IoP3.1a**, which identifies a target of ensuring that 95% of such rooms meet an identified set of standards by 2018/19. An audit of rooms in the summer of 2014, which was limited to Mile End and was based on a sample of the 171 teaching rooms on the campus, led to an estimate that 63% of these rooms were currently at an acceptable standard. The need for improvement was recognised as a priority area in the PAR process and £1M has been allocated to improve these rooms during 2015/16. Given the heavy demands placed on our teaching rooms it is proving difficult to deploy this funding, which involves taking rooms out of use for a period of time. Our Estates colleagues are working with Professor Rebecca Lingwood to identify a suitable strategy for ensuring that these enhancements can be delivered. We would therefore expect to see an improvement in this measure, noting that the next audit will be more comprehensive and will cover all campuses.

The Strategy includes a measure to determine the provision of informal study space (**IoP3.1b**), recognising an increasing demand from students for places that can support their study needs and are free to use as they require (for example our catering facilities would not be counted as a student would be obliged to make a purchase if they wanted to use these as a place of study). The ratio of informal study space to student numbers has declined, albeit modestly, over the past four years, as our student numbers have increased significantly and efforts to improve provision have not been sufficient to keep pace. The development of the new Graduate Centre will provide a significant amount of new informal space for our PG cohort, although this will not come on stream until 2016/17, and similar attention needs to be provided for UG students. Improved real-time information on the use of rooms would help support students in accessing additional informal study space and will be a focus for attention.

Continuing the focus on resources, the Strategy also contains measures (**IoP3.1ci-iii**) relating to the satisfaction of our UG, PGT and PhD cohorts with 'learning resources', as captured in the main national surveys of these groups. Performance across all of these measures is static at best and there is a clear gap in all three IoPs between QMUL and the Russell Group median. Responses to the IoPs covered at the start of this section will help improve these survey results, and we also recognise the importance of library provision in how our students perceive the quality of resources available to them. We allocated £1.5M in this year's capital plan to improve library facilities but recognise that further enhancements are required, both to the fabric of buildings and their hours of operation, and this will again be a key part of deliberations through PAR and budget-setting.

Moving on from resources and facilities, this Aim includes an objective to increase the proportion of undergraduate students taking a module from outside of their home School (i.e. where their principal programme of study is based). This measure (**IoP3.2**) relates to the motivations behind our Teaching and Learning initiative, which in part is designed to respond to the belief that the current UG experience is too narrow. . We are pleased to note another improvement in this IoP, so that almost one quarter of UG students took at least one such module. We would look to use the new initiative to provide a framework for accelerating these increases.

The Strategy also looks to widen access to our educational provision, in part through increases in students completing distance and blended learning programmes

(**IoP3.3**). There has been an increase in these numbers but from a relatively low base and we have been considering a range of partnership arrangements with external organisations that might help enhance this activity. We also recognise that greater central support is required for academic colleagues in terms of developing and delivering online materials, with staff numbers in QMUL's e-learning team being small in comparison to other Russell Group institutions. It should be noted under this measure that QMUL contributes strongly to elements of the University of London's distance learning programmes, particularly in the area of Law; this represents a significant source of income, although the student numbers are not formally attributed to us.

The Strategy also includes a measure of the level of CPD provision that is being undertaken (**IoP3.4**). There has been a slight uplift in income from this activity but largely there has been a lack of progress over a number of years. Issues remain with data capture, so that we are not recording all our activity in this area, although it is unlikely that any uplift through enhanced reporting would be sufficient to remove concerns regarding under-performance. Rebecca Lingwood has been tasked with considering new approaches that might boost our CPD activity, noting the potential that derives from our range of subject offerings and our location, with a view to judging any subsequent investment requirements against other priorities through the PAR process.

5.4 Strategic Aim 4 – International

QMUL has enjoyed good progress against the objectives under this Aim, building on our reputation as one of the world's most international universities (placed within the top 20 according to the THE rankings) and following Professor David Sadler's first full year in post as VP International. Our international ambitions cover both research and teaching, and in relation to the former the Strategy contains an indicator (**IoP4.1**) that is designed to assess the extent to which we are developing sustained and broad research interactions with leading university partners from around the world. The type of activity that we are looking to replicate can be seen in our Joint Materials Research Institute with Sichuan University, which has grown from individual interactions between academics into a major and highly successful collaboration.

An assessment based on this model has identified six new collaborations that have the intention and potential to grow into successful long-term partnerships. These agreements are as follows:

- Northwestern Polytechnical University (China) – an agreement to launch joint educational programmes and research in the area of material science.
- Zhejiang University – collaboration to develop a joint dental research institute.
- Shanghai University of Finance and Economics – further to the launch of the joint Confucius Institute, there has been an agreement to develop a joint research centre in finance.
- University of Trieste - Marie-Curie funded exchange scheme for research staff that is led by SBCS, which will support short-term staff exchange between QMUL and the partner institutions, with a view to developing longer-term collaborations.
- National Technical University of Athens, Universitaet Paderborn – Marie-Currie funded innovative training network led by SEMS, which will bring together the partners to train a new generation of researchers.
- Université Catholique de Louvain – an EU-funded project focussed on joint research in the area of Information and Communication Technologies.

In terms of teaching ambitions, the data demonstrates that our performance remains very strong, both in terms of transnational education (**IoP4.3**) and educating overseas students at our London campuses (**IoP4.4**). In the former, we continue to be recognised as leaders in this field, with over 3,100 students now studying for QMUL degrees in their home countries. This represents a 30% increase since 2012/13 and we are currently projected to be within 5% of achieving an ambitious target of 5,000 such students by 2018/19. Our TNE activity is currently delivered in China via Joint Programmes with high-ranking Chinese universities, although Council will be aware of moves to broaden the geographical range of our operations, which will include the launch of an MBBS programme in Malta from 2017/18. Our TNE programmes help counter some of the risks associated with flows of international students, relating in part to unhelpful Government immigration policies. Despite this backdrop, we were pleased to note that our total number of non-UK students (including those from the rest of the EU) studying in London increased by over 6% in 2014/15, so that we are on track to achieve a 50% increase by 2018/19.

The final IoP under this Aim can again be related to our developing Teaching and Learning initiative, and looks to broaden our students' experiences through a period of study or work overseas (**IoP4.2**). It is disappointing to note a decline in the total number of students befitting from such an opportunity last year. David Sadler has established a working group to look into this issue, which will build on recent steps to agree an internal financial model that will help promote opportunities for students to access placements overseas. This group will consider, for example, subject-specific issues such as overseas medical electives being curtailed in number due to concerns about exposure to health risks when working in developing world environments. Our new initiative will also look to provide a framework for sustainable increases.

5.5 Strategic Aim 5 – Impact and Public Engagement

The explicit inclusion of an Aim relating to this area of activity emphasises the fact that impact and public engagement are, in QMUL's view, integral to the purpose of a university and should not be considered as ancillary activity. It also reflects the fact that QMUL is seen as a leader in the UK sector in engaging with the public and disseminating our research to as wide a set of audiences as possible.

Accordingly, we are working towards being one of the first institutions to be awarded the National Coordinating Centre for Public Engagement (NCCPE) Chartermark (**IoP 5.1**). QMUL is working with the NCCPE to develop and trial this process, and as such we would expect to be at the vanguard of those attaining Chartermark status.

The provision of public engagement training courses to students and staff (**IoP5.2**) has seen a strong increase in the last year. This provision is now built into the PG Certificate in Academic Practice programme, which is offered to all new academic staff as a basis for formalising their expertise in teaching, as well as being offered to PhD students through the Doctoral College. We are already close to achieving our target of a 200% increase in the numbers trained.

IoP5.3 sets an aspiration to engage with 2,000 school students each year via activities that are reported through QMUL's Access Agreement. QMUL's widening participation strategy is being developed in the light of academic research that emphasises the importance and impact of intensive, long-term interventions, and this generally means refocusing programmes away from one-off activities involving a high number of participants. We aim for a position where the quality of experience can be matched by a volume that is not less than 2,000 school students per year, although

we accept the variability that comes with a quality-focused approach. It is testament to the commitment of our Outreach team that over 3,000 school students were involved in such high-quality programmes each year. Council should also note that beyond the interactions reported to OFFA, there are a range of other modes of engagement with school students, including short interactions at science fairs one and in-school sessions. The final numbers for these broader interactions are being collected, but the Centre of the Cell alone received just under 23,000 school students in 2014/15, and it is anticipated that the total number for the year will approach 30,000.

Further to our aim to develop the social capital of our students and again linking with our new initiative in Teaching and Learning, we are looking to increase the number of students accessing entrepreneur support services by 100% by 2018/19 (**IoP5.4a**). We are pleased that an 88% increase has already been recorded by 2014/15 and will continue to push this key strand of activity.

5.6 Strategic Aim 6 – Financial Sustainability

A key objective under this Aim is to be able to generate cash internally to support new investment, recognising the significant reduction of un-hypothecated Government funding in relation to capital spending. **IoP6.1a** describes an intention to move to a position where we are able to achieve a 7% operating surplus by 2018/19, if it is felt that this is the most appropriate way to support the institution in fulfilling its ambitions. QMSE will continue to assess through the PAR and budget-setting process the appropriate balance between investment into our estate/infrastructure and into other new initiatives, recognising that it might be appropriate at certain points over the coming period to record a reduced surplus in order to strengthen our activity in certain areas, for example through new staff appointments.

With this context in mind, the data show that the operating surplus after exceptional items represents 4.9% of total turnover (equating to £18M), continuing the upward trend that has been witnessed in recent years. This figure includes one-off items, such as a payment from the Government under the Research and Development Expenditure Credit scheme (now no longer open to universities). Removing these items produces a surplus of £13.1M, which provides a truer representation of our underlying financial performance in 2014/15. This is below our target of £15M, and reflects in part the in-year cut to our HEFCE grant (of circa £650k) that was received towards the very end of the Financial Year. There have also been some late adjustments at the year-end, which have highlighted some improvements that need to be made in terms of reporting on research overhead income during the year, so that a more accurate picture of the current financial position can be maintained. Jo Jones has already initiated a project to address this issue.

The capital investment provided by an enhanced surplus should, inter alia, feed through (in time) to an enhanced estate (in terms of the fabric and internal condition), and this is measured under **IoP6.1bi&ii**. The first measure relates to our residential estate, which is broadly in an acceptable condition, although the proportion in Categories A and B is declining slowly as the stock ages. The second measure relates to the non-residential estate and Council will note a significant drop in the proportion in Condition A and B as reported in the most recent data set. This follows a change in methodology used by HESA, which has moved from an elemental assessment of condition to a whole-building approach, where the guidance states that if the required repairs and backlog maintenance would cost more than 20% of the insurance replacement value, then the whole building should be assessed in

Condition C. Council will note from the Russell Group benchmarking that other institutions have not recorded significant declines in their stock of better-condition buildings, and discussions with HEFCE have indicated that very few other institutions have applied the new methodology as rigorously as QMUL. The proportion of the non-residential estate in Condition A and B is now calculated at 57%, and the achievement of the 95% target is likely to be extremely challenging under this new methodology. Much of the poor performance as determined through this revised measure is linked to our 1960s-era buildings, and it is worth noting that we have initiated major refurbishment programmes for two of these, namely the Maths and Engineering Buildings, although delivery and improvement will be spread over a number of years. The needs of our estate will continue to figure prominently in discussions regarding new investments through the current and future PAR processes.

Section 5.2 has outlined many of our ambitions and plans in the area of research, and **IoP6.2a** measures one of the outputs of this activity in terms of increasing the overall level of research income per (research-active) academic. We have an ambition to raise this measure to match the Russell Group median, but a slight decline in 2014/15 means that we are not on track to do so. Enhancing the success of our grant applications, as described previously, is one element to the response and as noted we hope to see further improvements here as the new peer review system takes effect.

It is also acknowledged that different Schools and Institutes will have different reasons for variations under this measure and these will be the subject of discussions during the PAR process and also during the annual Research and Innovation Reviews. The latter discussions are conducted by Bill Spence and cover all aspects of research, and as such relate to this and several other IoPs in the Strategy. There is a particular focus on areas such as grant success rates, overhead recovery, diversification, large and/or collaborative grant applications, and impact and innovation.

We continue to argue forcefully for the national benefits of UK Government investment in research and development but recognise the risks of excessive reliance on the UK public purse. We therefore target a majority of our research income being derived from other sources (**IoP6.2b**), and although the proportion declined slightly between 2013/14 and 2014/15, we are the only Russell Group institution to secure over 50% of our research income from outside of the UK public purse. (We recognise, of course, that achievement of this IoP is most satisfactory in the context of increases in income from both government and non-government sources.)

Remaining in the area of research, we must also ensure that we recover, to as great an extent as possible, the full costs of our research activity from funders (**IoP6.2c**). Our recovery of overheads as a percentage of total research income has decreased over the last year but still remains above our 15% target. In terms of mechanisms that are in place to maintain recovery rates above this level, a new process is in operation that requires clear minimum levels of overhead recovery for each broad type of grant or support, with applications not meeting these minimum levels referred to the relevant Faculty Vice-Principal for amendment or full justification for exceptional treatment. Alongside this day-to-day oversight, broader tracking of overhead recovery rates is now conducted on a quarterly basis via reports to Bill Spence's VP Research Advisory Group, which is attended by the Deans for

Research from each Faculty. QMSE is also reflecting on incentive schemes to maximise research funding and cost recovery in the light of the overall position.

In a similar vein to IoP6.2a, we are also looking to increase income per (teaching-active) academic related to tuition fees and education contracts (**IoP6.3**). Again, this Indicator will improve as a result of the range of activity described in previous sections. Our trajectory over recent years has been upwards and has closely tracked the Russell Group median for this measure. The target under this IoP is to achieve a top ten position for the sector as a whole, and the data shows that only one Russell Group institution is currently within this cohort. This, allied to our current ranking of 77th in the sector, demonstrates the challenge in achieving this target and accordingly this might be one IoP where a current green traffic light designation might reflect an overly-optimistic assessment of our position.

In the absence of a significant endowment, the Strategy commits the institution to achieving increased income from philanthropic sources (**IoP6.4**). We are pleased to note that income from philanthropic donations increased to £10.7m in 2014/15, continuing the upward trajectory that was registered in the previous year. The current rate of progress suggests that the target of £12M income by 2018/19 is achievable, although it is noted that a larger proportion of recent increases have come from sources such as the Barts Charity and other research funding, which can be counted as philanthropy but are not directly influenced by the work of the Development Directorate. Under the leadership of Andy Wood, the Directorate has also increased the income that can be directly attributed to its activity by 84% in 2014/15 (from £646k to £1.19M). We recognise the need to continue our support of the Directorate, which is small compared to peer institutions, so that it can build on these increases and push the institution towards the target income by the end of the Strategy period. As we have argued previously, this growth in a measured way, reflecting both the need for rigorous target setting associated with each stage of expansion, and the imperative of recruiting only individuals of the highest calibre.

6 Summary

This Stocktake charts QMUL's position across a considerable range of indicators after the first full year of implementing a new Strategy. We have, correctly, set ourselves demanding targets, and the environment that we operate in is also increasingly challenging. These factors would suggest that a mixed set of indicators should be expected at this time, and the data presented in this report are consistent with this. Council can be reassured, however, that expectations in terms of performance remain extremely high even at this early stage of our new Strategy. The narrative report presented here is designed to outline the range of activity and initiatives that are being brought forward to ensure that the institution progresses across all of its Aims, which when combined represent the full range of commitments that should be undertaken by an internationally leading university.

I would welcome comments from Council members both on the format of the Stocktake report and on the progress reported here.

Monitoring report on the College's Strategic Plan 2015-2019

Traffic lights used in this report

Traffic light status against targets at College level	
Projected to meet or exceed target	**GREEN**
Projected to be less than 5% below target	**AMBER**
More than 5% below target	**RED**
Insufficient data to assign a current traffic light status or status is dependent on a future event	**?**

Arrows against performance	
Arrows are used to indicate the trend in performance across the last 2 year available datasets based on actual data for the years displayed for the Indicator of Progress (IOP)	
Performance has been improving	
Performance has seen no change	
Performance has been getting worse	

QMUL projection of performance	
The standard way of calculating QMUL projections is to take an average of the actual data points.	---------
Projections are based on a 5-year dataset where available. Some charts do not have projections where the target is a year on year assessment or the data points do not provide a robust basis of projected performance.	
Where applicable, targets are shown using this symbol. In some instances (IOP 1.1a, 1.2b, 2.1b, 2.4a, 2.4b(i-iv), 3.1c(i-iii), 6.2a and 6.3), the target relates to the performance of other institutions.	△

Summary of Traffic Light Indicators

IOP ref	IOP	Target	Traffic Light	
			Nov-14	Nov-15
1.1a	Undergraduate Entry Qualifications	Current RG median 446, but will change annually	411	417
1.1b	HESA Widening Participation Performance Indicators	N/A	Exceeded	Exceeded
1.2a	Percentage of students commencing their studies who do not complete the degree programme	N/A	22%	16%
1.2b	HESA Employment Performance Indicator	Current RG median 93.9%, but will change annually	91.4%	91.9%
1.3a	Number of academics receiving honours and accolades/awards from national academies and other	N/A	23	31
1.3b	Proportion of newly appointed academic staff who receive promotion within four years	N/A	7.6%	8.7%
1.3c	Recognition of work to promote equality of opportunity amongst staff	N/A	?	On track to submit
1.4	Number of alumni volunteers engaged by QMUL per 10,000 contactable alumni	80 per 10,000	26	31
2.1a	Placement within both the QS World University and THE Rankings	75th by 2018-19	98 and 107	109 and 98
2.1b	Grant success rates for Research Councils	Current RG median 29.4%, but will change annually	23%	23.1%
2.1c	Proportion of research income spent on research equipment	10% of research income by 2018-19	3.90%	7.6%
2.2a	PhD students (Headcount)	1,190 + 50% = 1,785	1198	1167
2.2b(i)	PhD Submission Rates (Full-time)	At least 90% - achieved for 2010-11 cohort	92%	93%
2.2b(ii)	PhD Submission Rates (Part-time)	At least 90% - achieved for 2007-08 cohort	85%	97%
2.3a	Post-doctoral researchers (FTE)	535 + 50% = 803	492	614
2.3b	Independently funded research fellows (FTE)	83 + 100% = 166	81	61
2.4a	Number of inventions disclosed to QMI	Top 10 = 120 in 2013-14	101	79
2.4b(i)	Number of licensing agreements	Top 10 = 181 in 2013-14	134	116
2.4b(ii)	Income generated through licensing agreements	£1,981,000 in 2013-14	£480,000	£411,000
2.4b(iii)	Number of spin-out companies	3 in 2013-14	1	1
2.4b(iv)	Income generated through spin-out companies	54 in 2013-14	£0	£0
2.4c	Research income from industry and commerce	6.6m + 100% = 13.2m	£7.5m	£9m
3.1a	Proportion of teaching rooms that meet the standards agreed with our students and staff	95% by 2018-19	?	63.4%
3.1b	Ratio of informal study space to student headcount	N/A	0.71	0.69
3.1c(i)	Satisfaction with resources reported in NSS	Current RG median 89%, but will change annually	81%	80%
3.1c(ii)	Satisfaction with resources reported in PTES	Current RG median 86%, but will change annually	?	76%
3.1c(iii)	Satisfaction with resources reported in PRES	Current RG median 82%, but will change annually	70%	70%
3.2	Proportion of undergraduate students taking at least one module from outside of their home school	N/A	7.99%	22.3%
3.3	Number of students completing distance and blended learning programmes	220 + 100% = 440	257	282
3.4	Income derived from continuing and professional development programmes	£3m by 2018-19	£0.85m	£1.19m
4.1	Number of new long-term collaborative research agreements with overseas partners	N/A	?	6
4.2	Number of London-based students who undertake some proportion of their studies and/or work experience outside of the UK	449 + 100% = 898	470	487
4.3	Number of students studying offshore on QMUL programmes	5,000 by 2018-19	2733	3184
4.4	EU and Overseas students studying at QMUL's London campuses (FTE)	4,737 + 50% = 7,106	5189	5648
5.1	National Coordinating Centre for Public Engagement Chartermark	N/A	In progress	In progress
5.2	Number of staff and students attending public engagement training courses	43 + 200% = 172	69	141
5.3	Number of school students directly engaged in QMUL outreach activity	2,000 by 2018-19	1600	3137
5.4a	Number of individual students using entrepreneur support services	155 + 100% = 310	195	288
5.4b	Increase in number of student businesses still trading two years after receipt of QMUL enterprise funding	7 + 100% = 14	?	7
6.1a	Operating surplus as a proportion of turnover	7% turnover by 2018-19	4.7%	4.9%
6.1b(i)	Condition of residential estate (building condition as percentage of gross internal area Condition A and B)	At least 95% by 2018-19	82.0%	78.9%
6.1b(ii)	Condition of non-residential estate (building condition as percentage of gross internal area Condition A and B)	At least 95% by 2018-19	89.0%	57.1%
6.1b(iii)	Condition of non-residential estate (building condition as percentage of gross internal area Condition A and B)	At least 95% by 2018-19	New	62.1%
6.2a	Increase in research income per research academic	Top 10 = 72.0 in 2013-14	55.4	53.3
6.2b	Proportion of research income from sources other than the UK public purse	50%+ by 2018-19	39.5%	53.0%
6.2c	Average percentage recovery of research overheads	15%+ by 2018-19	13.8%	21.6%
6.3	Net income from tuition fees and education contracts, per academic	Top 10 = 172 in 2013-14	122	141
6.4	Annual income for philanthropic donations	£12m by 2018-19	£9.5m	£10.7m

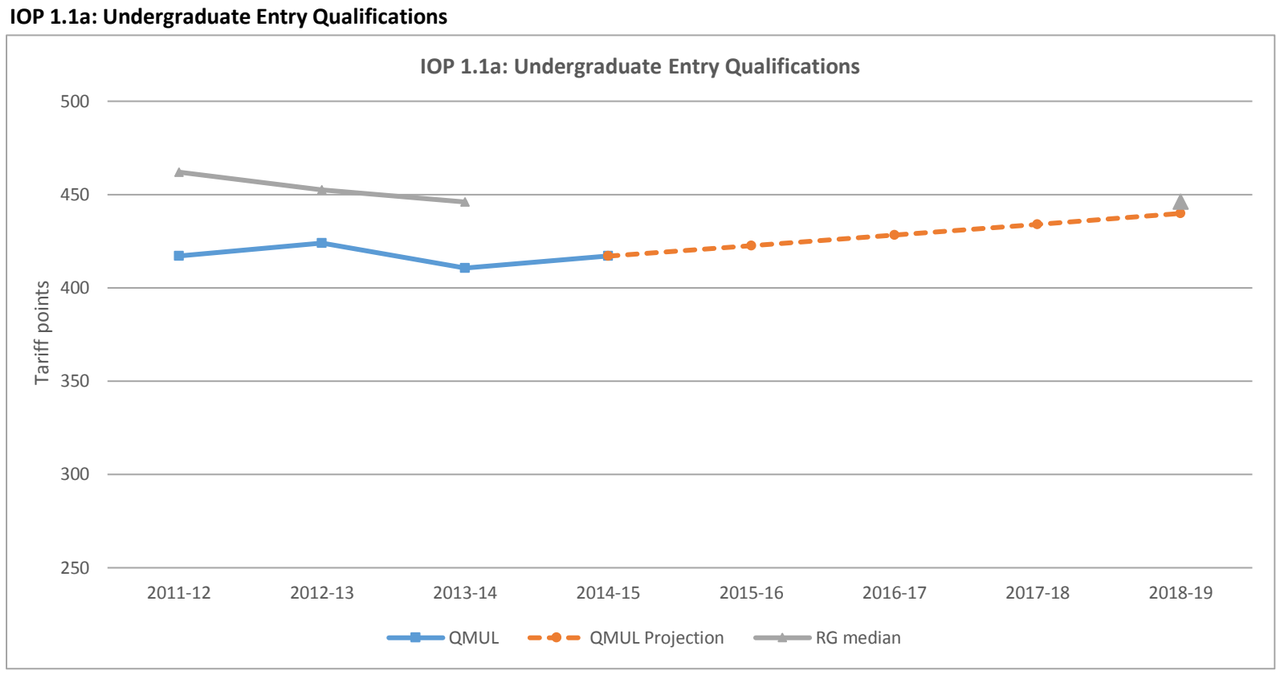
QMUL Strategy - the Next Five Years

Strategic Aim 1: to recruit students and staff of the highest intrinsic talent and potential, and to nurture their careers.

Objective 1.1

Seek out and recruit students of the highest intrinsic talent and potential, regardless of financial or social background, subject only to their ability to benefit from a QMUL education.

IOP 1.1a: Undergraduate Entry Qualifications



Russell Group Institutions	Tariff Points	Rank 2013-14
Cambridge	602	1
Oxford	573	2
Imperial	568	3
LSE	533	4
Durham	523	5
UCL	502	6
Bristol	487	7
Edinburgh	484	8
Warwick	482	9
Glasgow	470	10
Exeter	463	11
King's College	455	12
York	437	13
Manchester	435	14
Leeds	431	15
Sheffield	428	16
Nottingham	428	16
Cardiff	426	18
Birmingham	426	18
Newcastle	424	20
Queen Mary	**411**	**21**
Southampton	411	21
Liverpool	404	23
Queen's Belfast	385	24

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	417	424	411	417				
RG median	462	453	446					446

Source: *The Times and Sunday Times Good University Guide*

Benchmarking data for RG 2014-15 will be available in September 2016

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	425	428	405	416				
S&E	387	393	382	388				
SMD	520	539	543	553				

		Direction of Travel	Traffic Light
Target:	UCAS tariff to match the RG median by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Undergraduate entry tariff points have increased at QMUL between 2013-14 and 2014-15 by 6 points to 417. An average tariff of 417 is unlikely to see QMUL's position move within the Russell Group in 2014-15. The Russell Group median is subject to change each year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student recruitment - risk 1	10

IOP 1.1b: HESA Widening Participation (WP) Performance Indicators

Indicators which have met or exceeded the location-adjusted benchmark

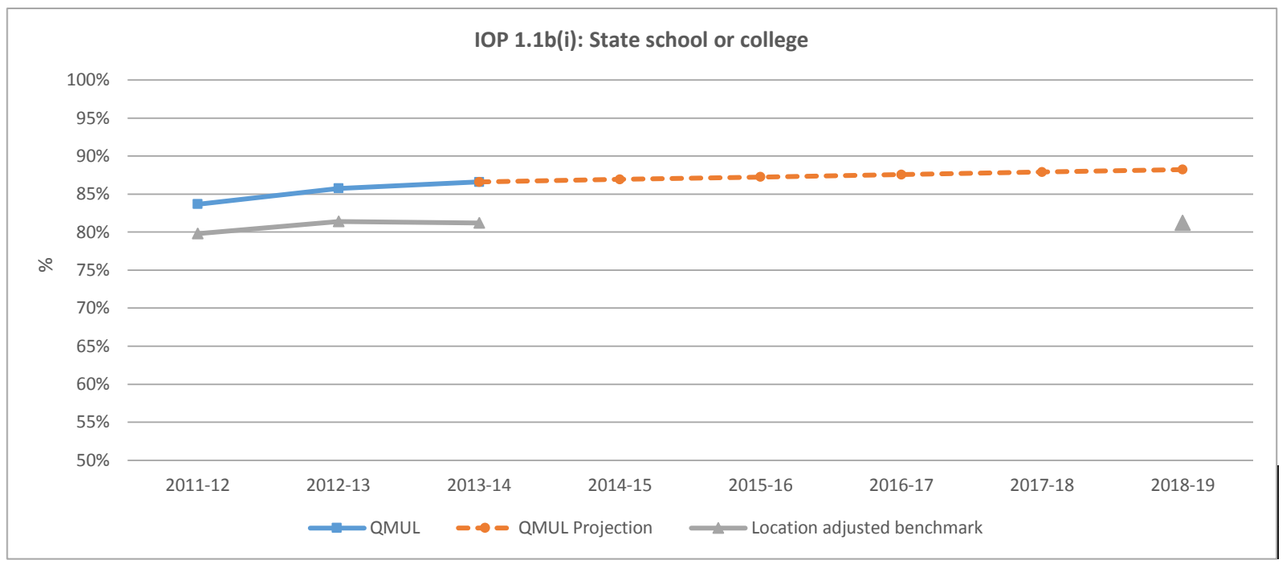
	Actual			Target				
QMUL	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
State school or college	Exceeded	Exceeded	Exceeded					
NS-SEC classes 4 to 7	Exceeded	Exceeded	Exceeded					
POLAR 3 Low participation	Exceeded	Exceeded	Met					

Source: *HESA Performance Indicators*

2014-15 data will be available via HEIDI from March 2016

Russell Group Institutions	% Difference between actual and location adjusted benchmark	Rank 2013-14
Queen Mary	**5.4**	**1**
Southampton	4.7	2
LSE	3.0	3
Sheffield	3.0	3
Liverpool	0.4	5
Warwick	0.0	6
York	-1.1	7
Birmingham	-1.3	8
Manchester	-1.3	8
UCL	-1.8	10
Nottingham	-2.7	11
Leeds	-3.9	12
King's College	-4.8	13
Imperial	-7.2	14
Exeter	-8.1	15
Cambridge	-8.8	16
Newcastle	-9.9	17
Oxford	-10.8	18
Durham	-11.9	19
Bristol	-14.4	20
Cardiff		
Edinburgh	Only applies to English HEIs	
Glasgow		
Queen's Belfast		

State school or college



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	83.7%	85.8%	86.6%					
Location adjusted benchmark	79.8%	81.4%	81.2%					81.2%

Source: *HESA Performance Indicators*

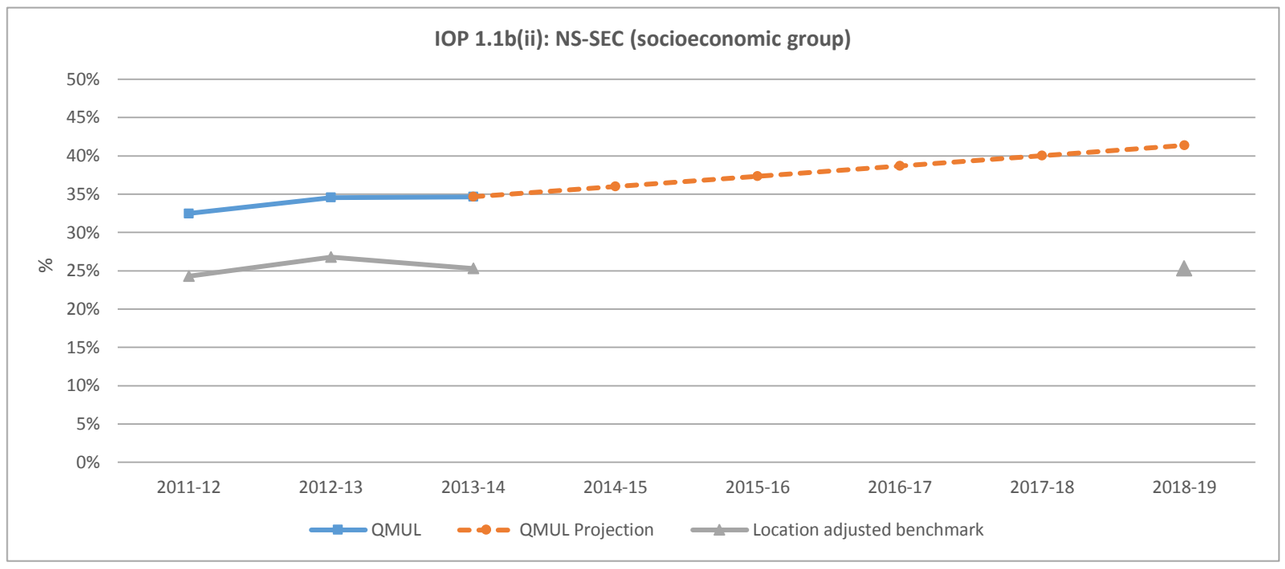
	Actual			Target				
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	80.2%	84.4%	84.7%					
S&E	87.9%	89.2%	90.6%					
SMD	79.2%	76.4%	79.7%					

		Direction of Travel	Traffic Light
Target:	Meet or exceed our institutional location adjusted benchmark each year	↑	
Performance to date:	2012-13 to 2013-14		

Statement on data:	QMUL continues to exceed the HEFCE location adjusted benchmark for the WP state school or college indicator. QMUL is 5.4% above the HEFCE location adjusted benchmark ranking first in the Russell Group (QMUL was ranked second in 2012-13). For all WP indicators, the HEFCE location adjusted benchmark is subject to change each year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student recruitment - risk 1	10

NS-SEC classes 4 to 7



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	32.5%	34.6%	34.7%					
Location adjusted benchmark	24.3%	26.8%	25.3%					25.3%

Source: *HESA Performance Indicators*

	Actual			Target				
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	27.3%	31.0%	31.4%					
S&E	38.7%	41.5%	43.8%					
SMD	26.0%	21.4%	18.3%					

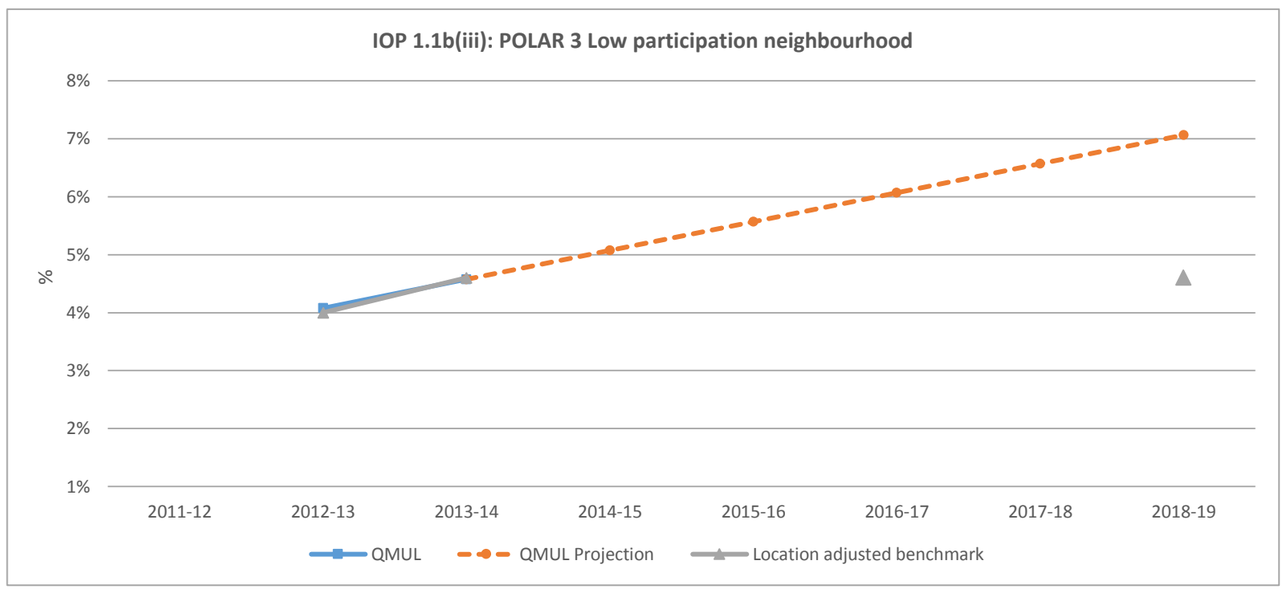
		Direction of Travel	**Traffic Light**
Target:	Meet or exceed our institutional location adjusted benchmark each year	↑	
Performance to date:	2012-13 to 2013-14		

Statement on data:	QMUL continues to exceed the HEFCE location adjusted benchmark for the WP NS-SEC classes 4-7 indicator. QMUL is 9.4% above the HEFCE location adjusted benchmark, ranking first in the Russell Group for the second consecutive year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student recruitment - risk 1	10

Russell Group Institutions	**% Difference between actual and location adjusted benchmark**	**Rank 2013-14**
Queen Mary	**7.9**	**1**
King's College	3.4	2
LSE	0.8	3
UCL	0.1	4
Southampton	-0.6	5
Birmingham	-0.8	6
Imperial	-0.9	7
Manchester	-1.3	8
Warwick	-1.5	9
Sheffield	-3.1	10
Exeter	-3.4	11
York	-3.4	11
Newcastle	-3.7	13
Nottingham	-3.9	14
Leeds	-4.0	15
Cambridge	-4.3	16
Liverpool	-4.4	17
Oxford	-4.8	18
Durham	-5.0	19
Bristol	-5.2	20
Cardiff		
Edinburgh	Only applies to English HEIs	
Glasgow		
Queens' Belfast		

POLAR 3 Low participation neighbourhood



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	4.1%	4.6%					
Location adjusted benchmark	#N/A	4.0%	4.6%					4.6%

Source: *HESA Performance Indicators*

POLAR 3 was introduced as a new measure in 2012-13

	Actual			Target				
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	-	5.1%	5.0%					
S&E	-	3.2%	4.2%					
SMD	-	4.2%	4.2%					

		Direction of Travel	**Traffic Light**
Target:	Meet or exceed our institutional location adjusted benchmark each year	↑	
Performance to date:	2012-13 to 2013-14		

Statement on data:	QMUL has met rather than exceeded the HEFCE location adjusted benchmark for the WP low participation neighbourhoods indicator in 2013-14. QMUL exceeded this indicator in the previous year. Meeting the HEFCE location adjusted benchmark for low participation neighbourhoods ranks QMUL fourth (in 2012-13 QMUL was ranked joint third).

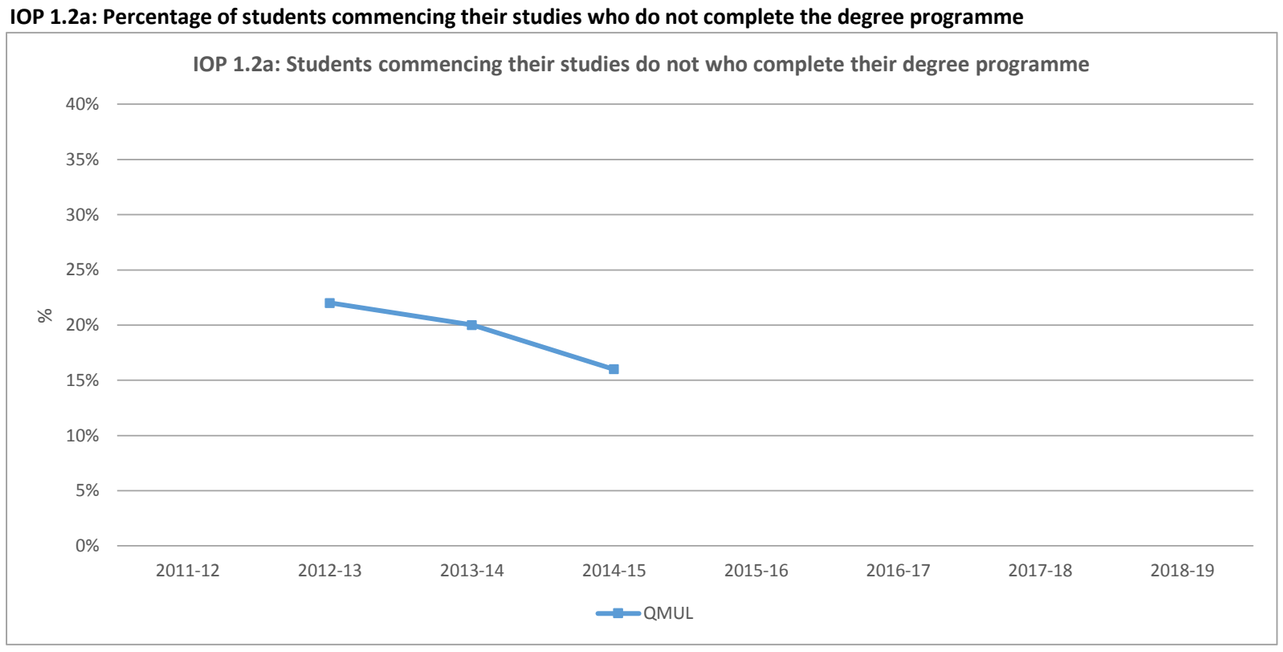
	Reference	Current Residual Risk
Strategic Risk reference:	Student recruitment - risk 1	10

Russell Group Institutions	**% Difference between actual and location adjusted benchmark**	**Rank 2013-14**
Southampton	0.7	1
LSE	0.5	2
UCL	0.5	2
Queen Mary	**0.0**	**4**
Warwick	-0.1	5
Manchester	-0.2	6
Sheffield	-0.2	7
Cambridge	-0.4	8
Imperial	-0.4	9
Leeds	-0.7	10
Liverpool	-0.7	11
Nottingham	-0.8	12
Birmingham	-1.0	13
King's College	-1.2	14
Bristol	-1.4	15
Durham	-1.8	16
Newcastle	-1.8	17
Oxford	-1.9	18
Exeter	-1.9	19
York	-1.9	19
Cardiff	-	-
Edinburgh	-	-
Glasgow	-	-
Queen's Belfast	-	-

Objective 1.2

Support students to ensure that they can succeed and match their own and the university's high expectations for their academic and personal progress, providing both academic support and co-curricular

IOP 1.2a: Percentage of students commencing their studies who do not complete the degree programme



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	22%	20%	16%				

Source: SITS data

Data unavailable for 2011-12

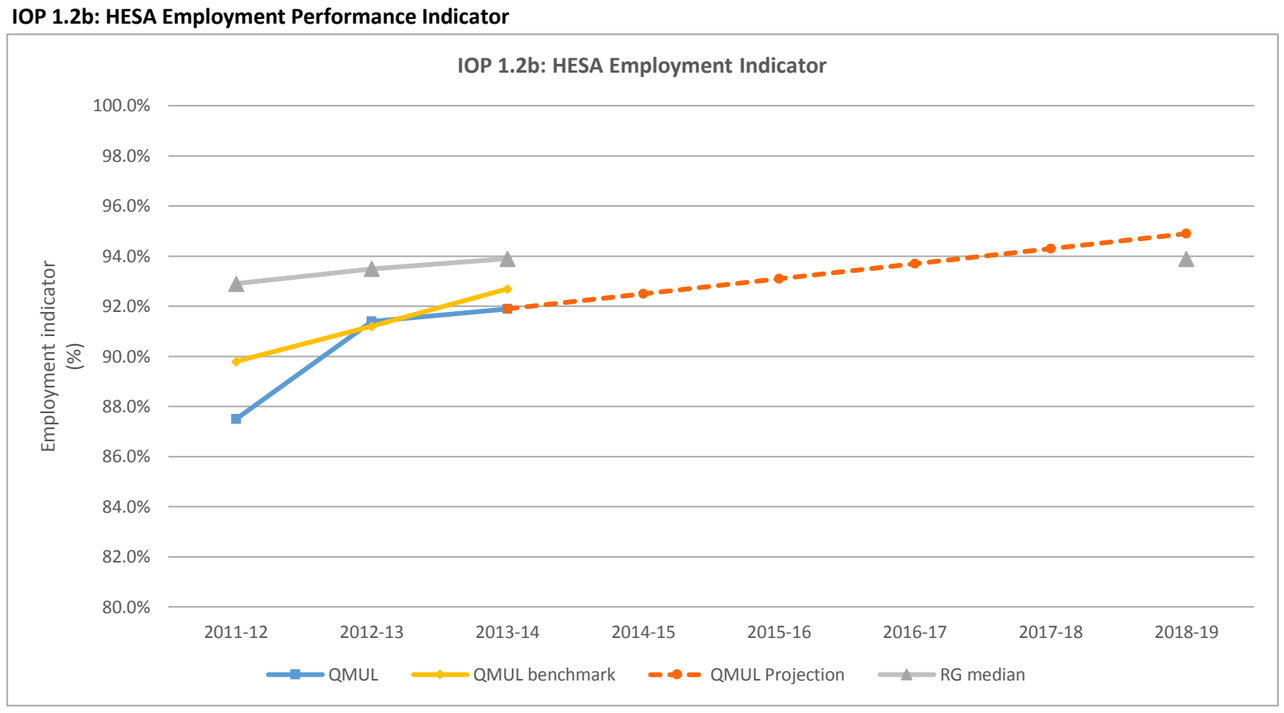
	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	-	17%	18%	16%				
S&E	-	29%	26%	20%				
SMD	-	10%	8%	8%				

		Direction of Travel	**Traffic Light**
Target:	Year-on-year decrease in the percentage of students who do not complete their programme	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The percentage of students commencing their studies who do not complete their degree programme has been decreasing year-on-year between 2012-13 and 2014-15. S&E experienced a 6% decrease and overall, QMUL figures fell by 4% in 2014-15.

	Reference	Current Residual Risk
Strategic Risk reference:	Student experience - risk 2	9

IOP 1.2b: HESA Employment Performance Indicator



Russell Group Institutions	Employment Indicator	Rank 2013-14
Cardiff	95.5	1
Exeter	95.3	2
Cambridge	95.3	2
Birmingham	95.1	4
Liverpool	94.8	5
King's College	94.8	5
Oxford	94.7	7
Queen's Belfast	94.6	8
Leeds	94.5	9
UCL	94.1	10
Newcastle	94.1	10
Durham	93.9	12
Southampton	93.9	12
Manchester	93.9	12
Nottingham	93.7	15
Sheffield	93.7	15
York	93.6	17
Imperial	93.5	18
Edinburgh	93.5	18
Bristol	93.4	20
Glasgow	92.9	21
Queen Mary	**91.9**	**22**
Warwick	91.9	22
LSE	88.6	24

	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	87.5%	91.4%	91.9%					
QMUL benchmark	89.8%	91.2%	92.7%					
RG median	92.9%	93.5%	93.9%					93.9%

Source: HESA Performance Indicators

Benchmarking data for RG 2014-15 will be available via HEIDI from March 2016

	Actual			Target				
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	86.1%	90.7%	89.8%					
S&E	82.9%	88.6%	89.9%					
SMD	100.0%	99.4%	100.0%					

		Direction of Travel	**Traffic Light**
Target:	QMUL performance to at least match RG median by 2018-19	↑	
Performance to date:	2012-13 to 2013-14		

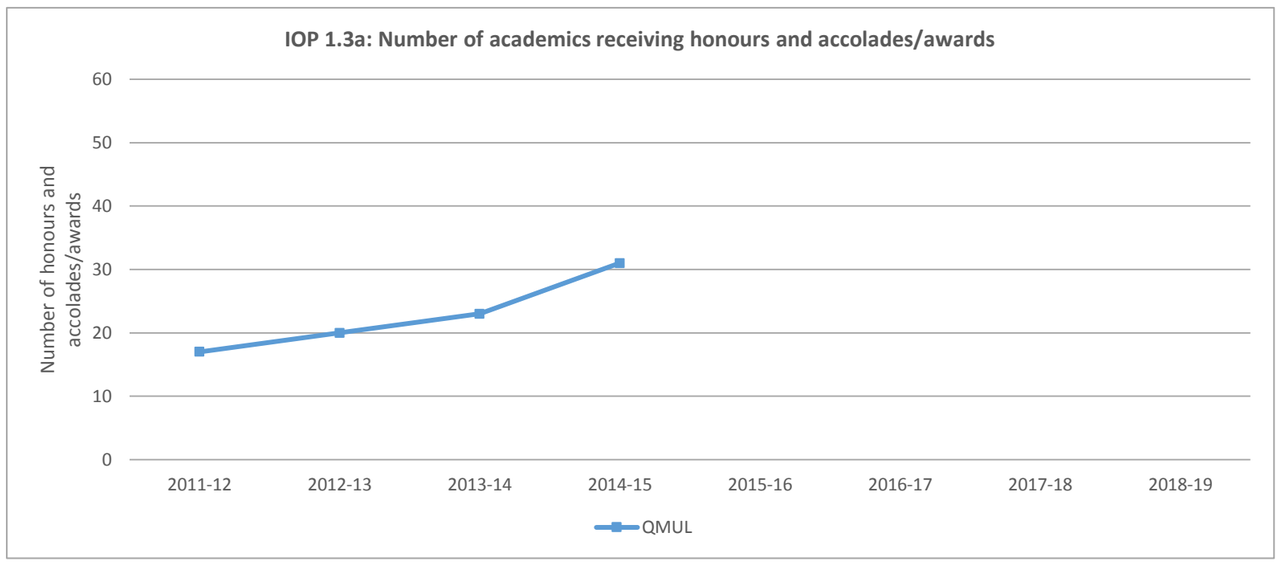
Statement on data:	The QMUL employment rate rose by 0.5% between 2012-13 and 2013-14, however the QMUL benchmark rose by 1.5% leading to a QMUL result 0.8% below its HEFCE benchmark. QMUL is 2% below the Russell Group median in 2013-14. It should be noted that the Russell Group median will move year-on-year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student experience - risk 2	9

Objective 1.3

Recruit and retain academic staff who are current and future world leaders in their fields and also the highest quality Professional Services staff; nurture and reward their contributions across and support of the knowledge creation/knowledge dissemination continuum.

IOP 1.3a: Number of academics receiving honours and accolades/awards from national academies and other national and international bodies



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	17	20	23	31				

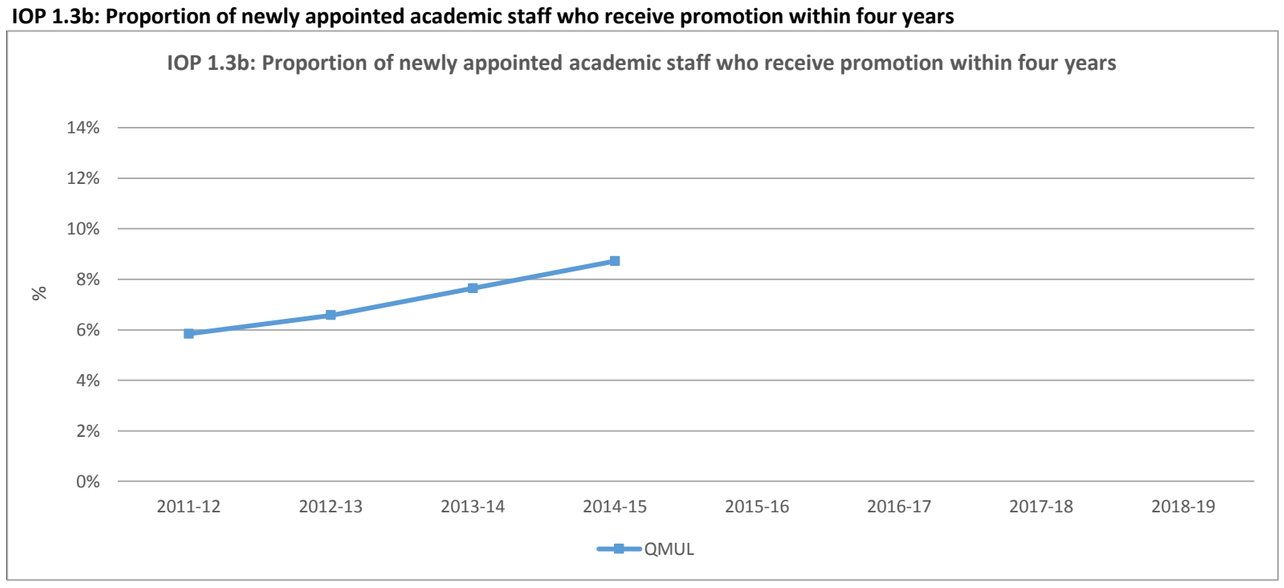
Source: *Principal's Office*

		Direction of Travel	**Traffic Light**
Target:	Year-on-year increases across the strategy period	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of honours and accolades/awards has been rising year-on-year between 2011-12 and 2014-15. Figures rose by 35% in 2014-15.

	Reference	Current Residual Risk
Strategic Risk reference:	High quality staff - risk 3	6

IOP 1.3b: Proportion of newly appointed academic staff who receive promotion within four years



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	5.8%	6.6%	7.6%	8.7%				

Source: *Human Resources*

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	10.0%	13.0%	12.5%	13.6%				
S&E	7.2%	5.1%	7.3%	10.1%				
SMD	0.4%	1.6%	3.2%	2.5%				

		Direction of Travel	**Traffic Light**
Target:	Year-on-year increases in the proportion of such staff being promoted within four years.	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The overall proportion of newly appointed academic staff receiving promotion within 4 years has been rising year-on-year between 2011-12 and 2014-15. Figures rose by 1.1% in 2014-15. The highest proportion of staff receiving promotions in 2014-15 were staff based in H&SS. Figures decreased by 0.7% in SMD.

	Reference	Current Residual Risk
Strategic Risk reference:	High quality staff - risk 3	6

IOP 1.3c: Recognition of work to promote equality of opportunity amongst staff

	Actual					Target		
	2011	2012	2013	2014	2015	2016	2017	2018
QMUL	-	-	Bronze	-	-	Silver		

Source: Athena Swan

		Direction of Travel	Traffic Light
Target:	Institutional Athena Swan Silver award by 2016	↑	
Performance to date:	2013 only		

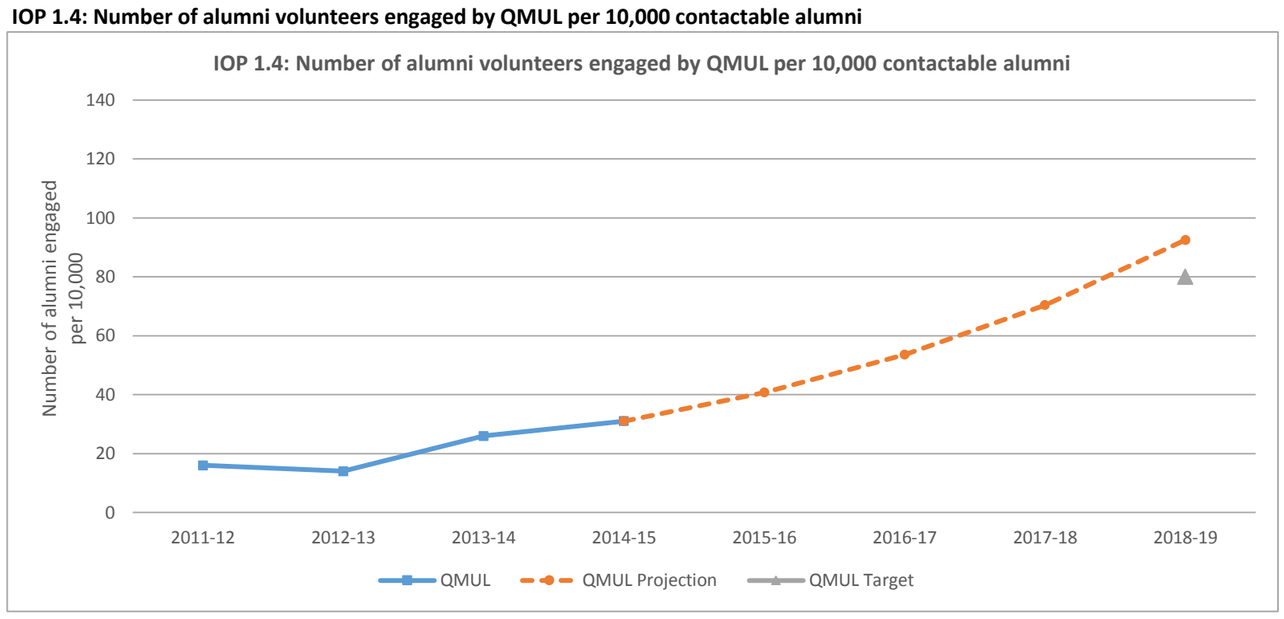
Statement on data:	The Athena SWAN renewal submission took place in 2013. The next submission is scheduled for 2016 when QMUL will be aiming for the silver award. The Athena Swan silver award recognises and accredits a significant record of activity, achievement and impact by the institution in promoting gender equality and in identifying and addressing gender inequalities. The Medical School was awarded Athena SWAN silver in 2014-15. Physics was awarded Juno Champion in 2014-15, the highest level of award in Project Juno, having previously attained Practitioner status in 2012. Project Juno is an Institute of Physics initiative that recognises and rewards departments that address under-representation of women in Physics.

	Reference	Current Residual Risk
Strategic Risk reference:	High quality staff - risk 3	6

Objective 1.4

Develop stronger links with our alumni as continuing members of the QMUL community, through enhanced engagement activities and

IOP 1.4: Number of alumni volunteers engaged by QMUL per 10,000 contactable alumni



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	16	14	26	31				
QMUL Target								80

Source: *Development & Alumni*

		Direction of Travel	Traffic Light
Target:	80 per 10,000 contactable alumni (1,000 total) by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of alumni volunteers engaged by QMUL has increased between 2011-12 and 2014-15. Increases by at least 13 alumni volunteers per 10,000 each year will ensure QMUL reaches the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Reputational development and external relations - risk 9	8

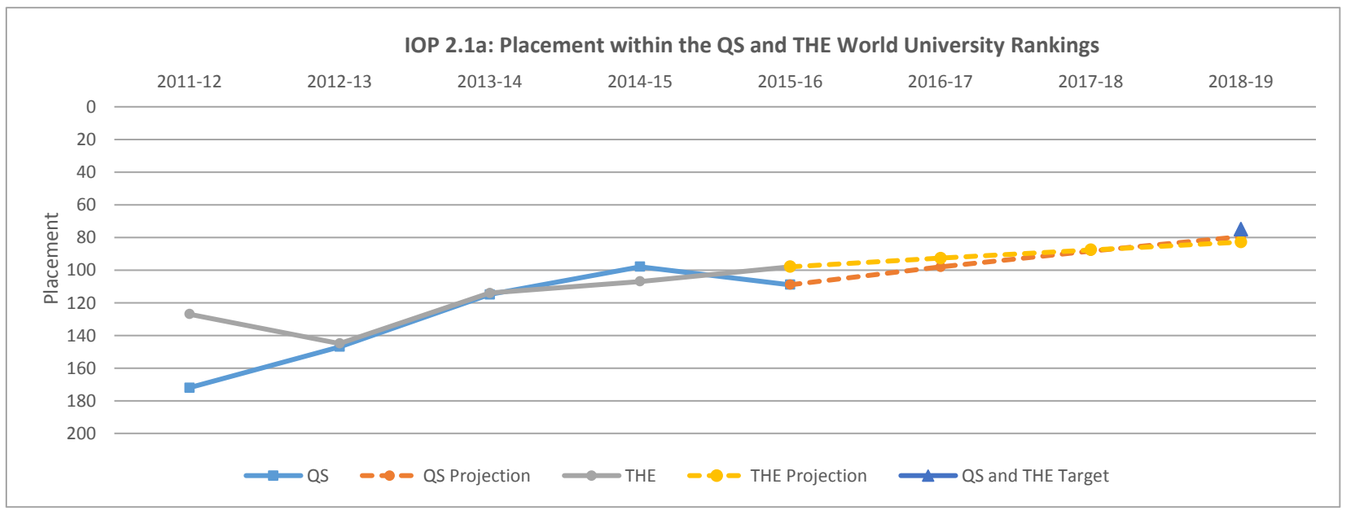
QMUL Strategy - the Next Five Years

Strategic Aim 2: to achieve the highest standards in research, using disciplinary strengths and multi-disciplinary approaches to tackle the most challenging and pressing research problems.

Objective 2.1

Enhance QMUL's position as a leading research university.

IOP 2.1a: Placement within the QS and Times Higher World University Rankings



	Actual					Target		
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QS	172	147	115	98	109			
THE	127	145	114	107	98			
QS and THE Target								75

***Source** : QS and THE World University Rankings*

		Direction of Travel	Traffic Light
Target:	Top 75 in QS and THE rankings by 2018-19	⇔	
Performance to date:	2014-15 to 2015-16		

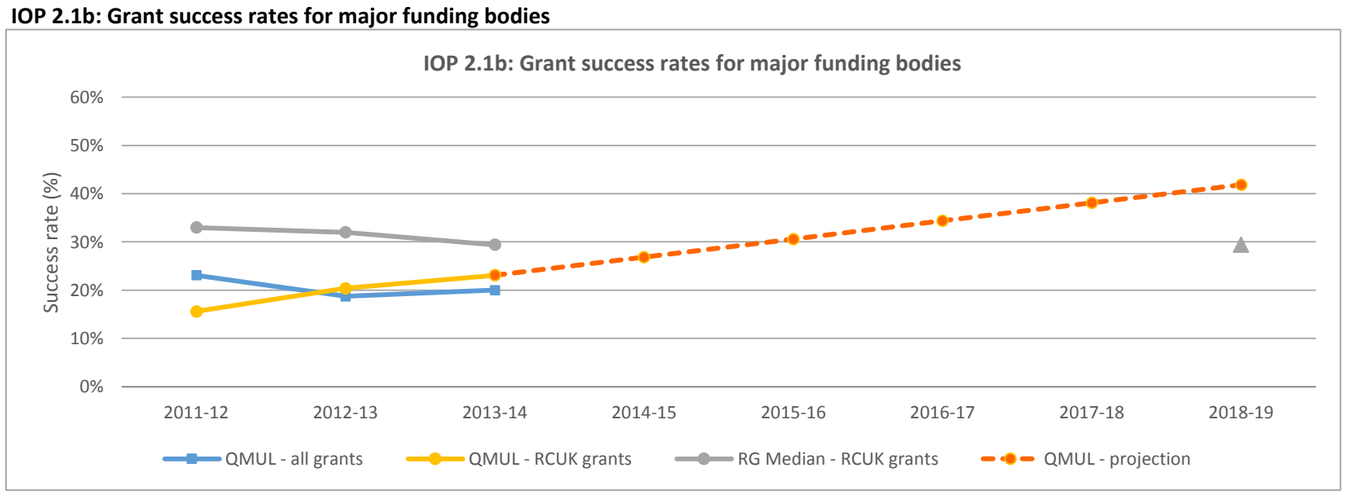
Statement on data:	QMUL has fallen 11 places in the QS World Rankings 2015-16 having previously experienced a steady rise each year since 2011-12. The main reason for the decline in performance is due to a new citations methodology. QMUL has gained 9 places to move to 98th in the latest THE publication. Within the Russell Group, QMUL is ranked 19th in QS and 15th in the THE publication.

	Reference	Current Residual Risk
Strategic Risk reference:	Research quantity and quality - risk 4	12

Russell Group Institutions	*THE 2015-16	QS 2015-16
Oxford	2	6
Cambridge	4	3
Imperial	8	8
UCL	14	7
LSE	23	35
Edinburgh	24	21
King's College	27	19
Manchester	56	33
Bristol	69	37
Durham	70	61
Glasgow	76	62
Warwick	80	48
Exeter	93	161
Sheffield	97	80
Queen Mary	**98**	**109**
Southampton	110	81
Birmingham	119	76
York	131	103
Leeds	133	87
Nottingham	143	70
Liverpool	157	151
Cardiff	182	122
Newcastle	196	162
Queen's Belfast	200	182

*Ranked by THE performance

IOP 2.1b: Grant success rates for major funding bodies



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL - all grants	23.1%	18.7%	20.0%					
QMUL - RCUK grants	15.6%	20.4%	23.1%					
RG Median - RCUK grants	33.0%	32.0%	29.4%					29.4%

***Source** : Joint Research Management Office*

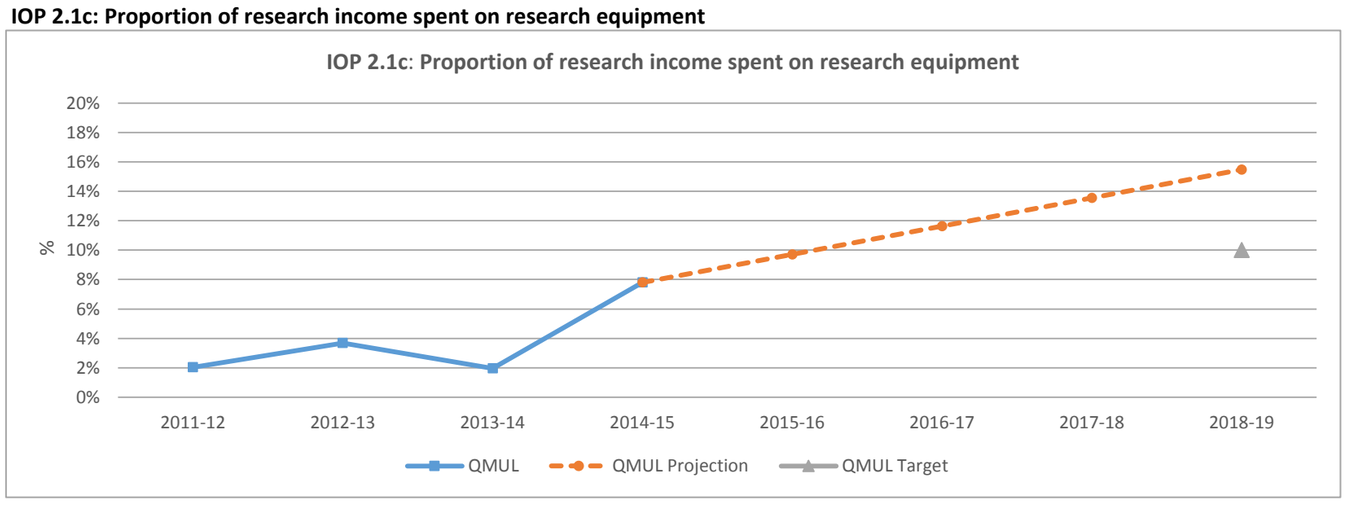
2014-15 data will be available in September 2016

		Direction of Travel	Traffic Light
Target:	Achieve median RCUK success rate for Russell Group institutions, with similar success rates for other major funding agencies.	↑	
Performance to date:	2012-13 to 2013-14		

Statement on data:	The success rate for QMUL RCUK grants increased between 2012-13 and 2013-14 however the 'red' traffic light indicates the current trend is not sufficient to achieve the Russell Group median. QMUL would need to see grant success rates increase by at least 1.3% on 2013-14 figures to achieve the current Russell Group RCUK median.

	Reference	Current Residual Risk
Strategic Risk reference:	Research quantity and quality - risk 4	12

IOP 2.1c: Proportion of research income spent on research equipment



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	2.04%	3.69%	2.0%	7.8%				
QMUL Target								10%

Source: *Fixed asset record*

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	0.00%	0.19%	0.7%	0.0%				
S&E	3.93%	4.19%	4.8%	4.5%				
SMD	2.91%	5.46%	1.1%	10.3%				

		Direction of Travel	**Traffic Light**
Target:	Expenditure on research equipment equivalent to 10% of total research income by 2018-19.	↑	
Performance to date:	2013-14 to 2014-15		

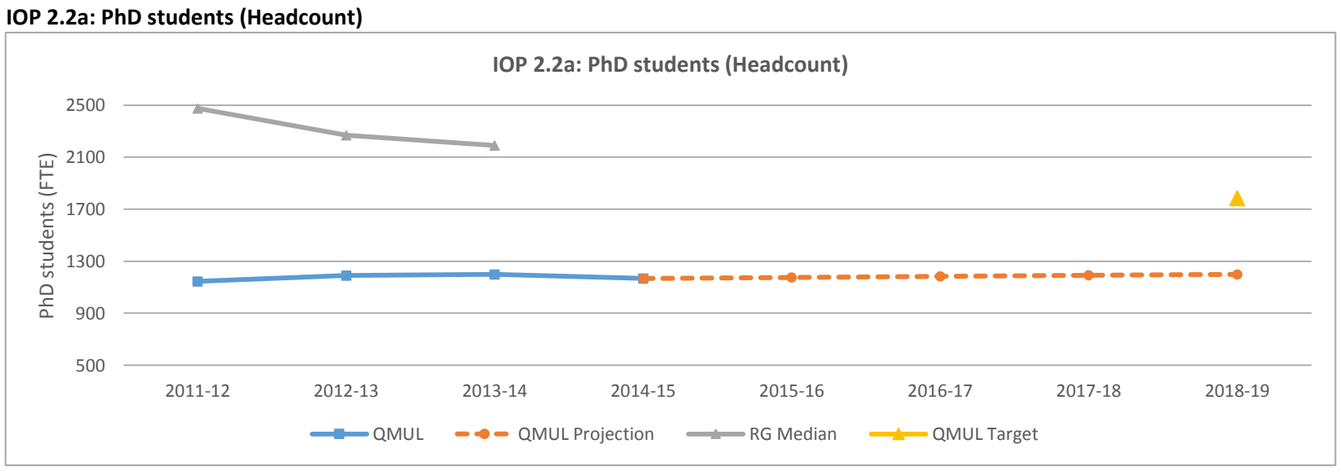
Statement on data:	The proportion of research income spent on research equipment at QMUL has increased between 2013-14 and 2014-15. The current projection suggests the target of 10% of total research income is achievable. SMD recorded the largest increase across the three faculties with 9.2% more research income spent on equipment in 2014-15 compared to the year before.

	Reference	Current Residual Risk
Strategic Risk reference:	Research quantity and quality - risk 4	12

Objective 2.2

Educate to PhD level and increasing number of students derived both from UK and overseas

IOP 2.2a: PhD students (Headcount)



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	1145	1190	1198	1167				
RG Median	2474	2268	2190					
QMUL Target								1785

Source: *HESA Student Return*

Benchmarking data for RG 2014-15 will be available in March 2016

Russell Group Institutions	**PhD students (Headcount)**	**Rank 2013-14**
Cambridge	5,360	1
UCL	4,740	2
Oxford	4,690	3
Imperial	3,790	4
Manchester	3,705	5
Nottingham	3,055	6
Edinburgh	2,955	7
King's College	2,820	8
Birmingham	2,620	9
Sheffield	2,615	10
Southampton	2,615	10
Leeds	2,250	12
Bristol	2,130	13
Glasgow	1,995	14
Newcastle	1,875	15
Liverpool	1,855	16
Warwick	1,805	17
Cardiff	1,770	18
Queen's Belfast	1,715	19
Exeter	1,550	20
Durham	1,495	21
York	1,380	22
Queen Mary	**1,198**	**23**
LSE	635	24

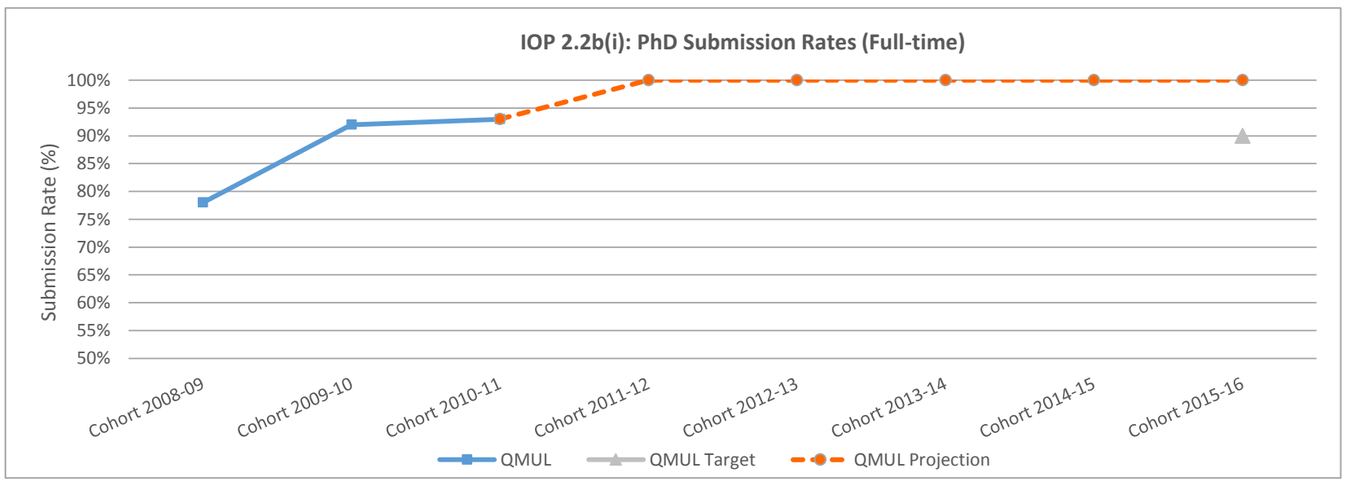
	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	359	335	343	336				
S&E	433	472	528	535				
SMD	311	304	302	296				

		Direction of Travel	**Traffic Light**
Target:	50% increase by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Total headcount of active PhD students decreased by 31 between 2013-14 and 2014-15. At faculty level S&E recorded an increase of 7 PhD students whereas HSS & SMD experienced a slight decrease. On current rates, QMUL looks unlikely to meet the target of 50% more PhD students. In order to meet this target, QMUL will need to increase the number of active PhD students by approximately 150 per year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student recruitment - risk 1	10

IOP 2.2b(i): PhD Submission Rates (Full-time)



	Actual			Target				
	Cohort 2008-09	Cohort 2009-10	Cohort 2010-11	Cohort 2011-12	Cohort 2012-13	Cohort 2013-14	Cohort 2014-15	Cohort 2015-16
QMUL	78%	92%	93%					
QMUL Target								90%

Source: *SITS*

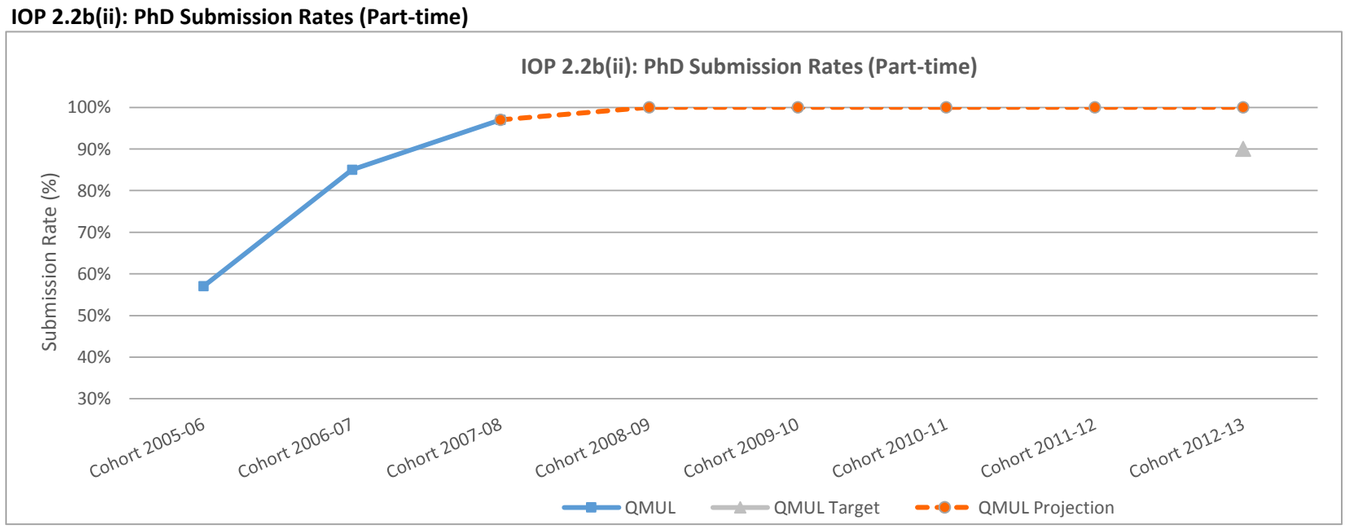
Faculty	Actual			Target				
	Cohort 2008-09	Cohort 2009-10	Cohort 2010-11	Cohort 2011-12	Cohort 2012-13	Cohort 2013-14	Cohort 2014-15	Cohort 2015-16
H&SS	73%	89%	98%					
S&E	82%	91%	94%					
SMD	84%	97%	87%					

		Direction of Travel	**Traffic Light**
Target:	At least 90% submission rate within 4 years	↑	
Performance to date:	Starting cohort in 2009-10 to 2010-11		

Statement on data:	QMUL has exceeded the set target by 3% with HSS and S&E recording improvements. HSS experienced the largest increase (9%), resulting in 98% of the full-time cohort commencing study in 2010-11 submitting within four years.

	Reference	Current Residual Risk
Strategic Risk reference:	Research quantity and quality - risk 4	12

IOP 2.2b(ii): PhD Submission Rates (Part-time)



	Actual			Target				
	Cohort 2005-06	Cohort 2006-07	Cohort 2007-08	Cohort 2008-09	Cohort 2009-10	Cohort 2010-11	Cohort 2011-12	Cohort 2012-13
QMUL	57%	85%	97%					
QMUL Target								90%

Faculty	Actual			Target				
	Cohort 2005-06	Cohort 2006-07	Cohort 2007-08	Cohort 2008-09	Cohort 2009-10	Cohort 2010-11	Cohort 2011-12	Cohort 2012-13
H&SS	42%	92%	90%					
S&E	71%	67%	100%					
SMD	64%	96%	100%					

		Direction of Travel	**Traffic Light**
Target:	At least 90% submission rate within 7 years	↑	
Performance to date:	Starting cohort in 2006-07 to 2007-08		

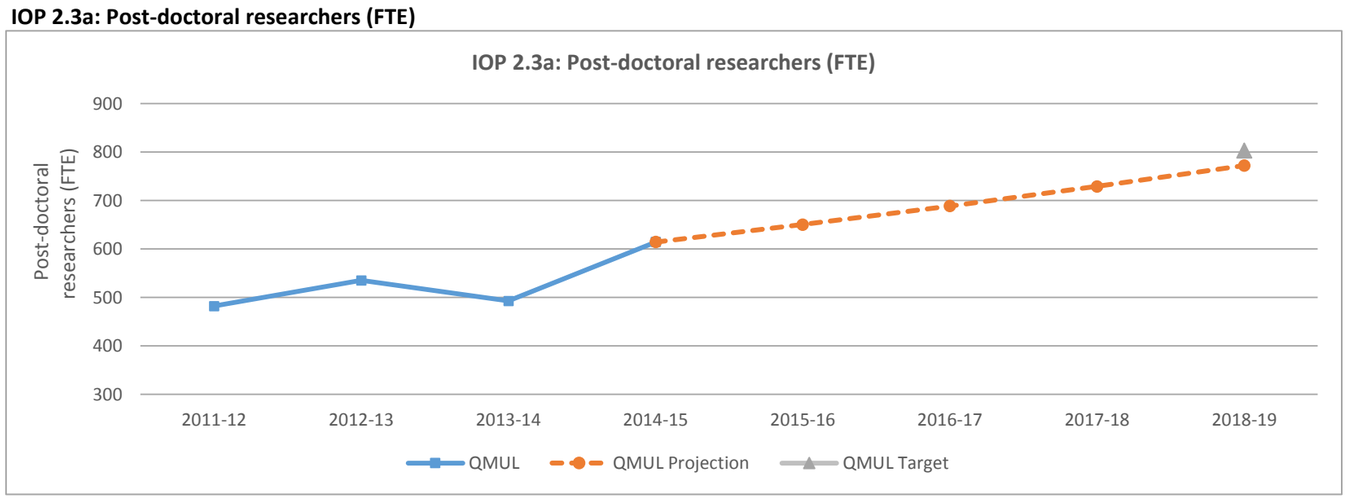
Statement on data:	A 12% increase in the submission rate has led to QMUL exceeding the set target of 90% by 7%. HSS submission rates fell by 2%. Over the reporting period both S&E and SMD recorded large improvements with 100% of the part-time cohorts commencing study in 2007-08 submitting within seven years.

	Reference	Current Residual Risk
Strategic Risk reference:	Research quantity and quality - risk 4	12

Objective 2.3

Recruit and support post-doctoral and other early career researchers

IOP 2.3a: Post-doctoral researchers (FTE)



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	482	535	492	614				
QMUL Target								803

Source: Resourcelink

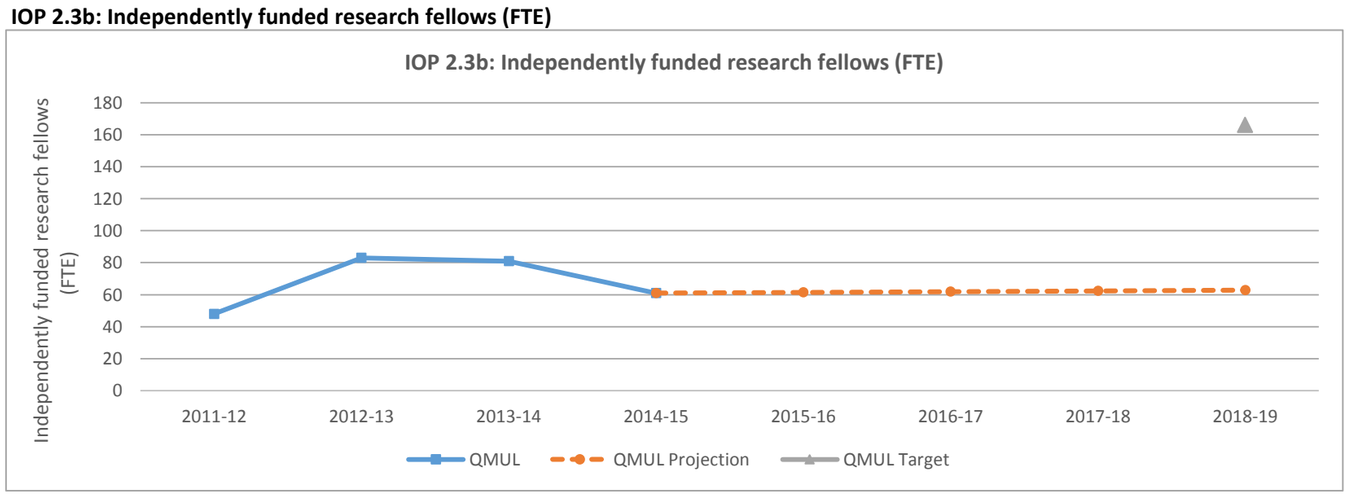
	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	30	25	21	28				
S&E	144	135	151	147				
SMD	308	375	321	439				

		Direction of Travel	**Traffic Light**
Target:	Year on Year increase in the total FTE of PDRA's consistent with an increase of 50% by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The total FTE of PDRA's has risen by 25% between 2013-14 and 2014-15. This currently suggests that QMUL will need to increase the total FTE of PDRA's by 48 FTE to reach the target by 2018-19.

	Reference	Current Residual Risk
Strategic Risk reference:	High quality staff - risk 3	6

IOP 2.3b: Independently funded research fellows (FTE)



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	48	83	81	61				
QMUL Target								166

Source: *Resourcelink*

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	11	12	13	14				
S&E	11	18	14	20				
SMD	26	53	54	27				

		Direction of Travel	**Traffic Light**
Target:	Year on Year increase in the total FTE of independent research fellows consistent with an increase of 100% by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

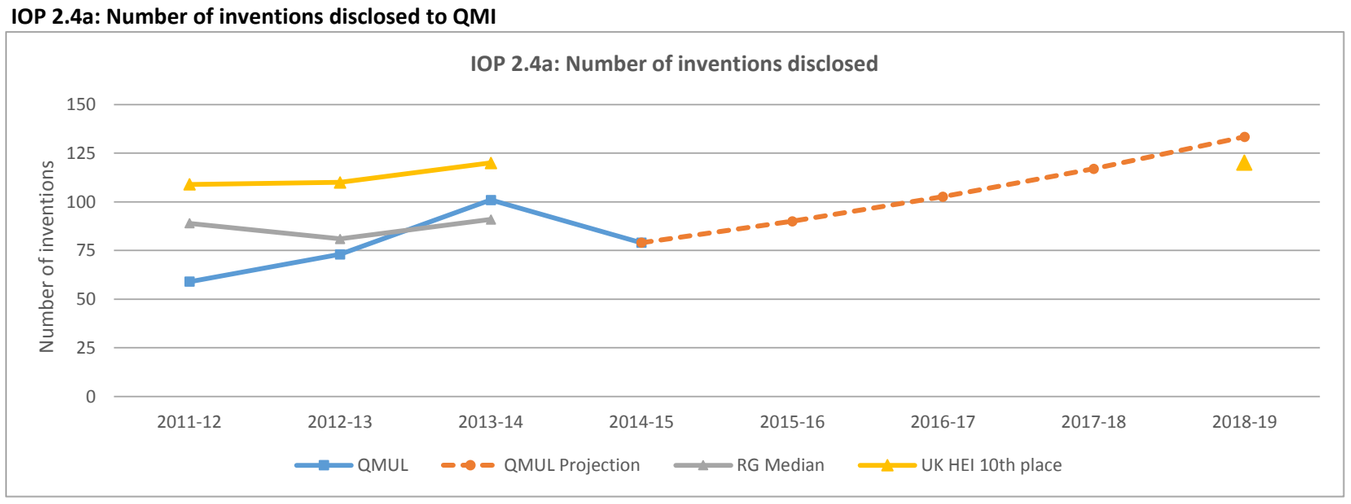
Statement on data:	The total FTE of independent research fellows between 2013-14 and 2014-15 has fallen by 25%. Current projections suggest that the target of doubling the 2012-13 position will not be met.

	Reference	Current Residual Risk
Strategic Risk reference:	High quality staff - risk 3	6

Objective 2.4

Sustain an environment in which academic engagement in innovation is recognised, encouraged and rewarded, in order to maximise the societal and economic benefits of QMUL's research

IOP 2.4a: Number of inventions disclosed to QMI



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	59	73	101	79				
RG Median	89	81	91					
UK HEI 10th place	109	110	120					120

Source: HE-BCI survey

Benchmarking data for RG Median and 10th place UK HEI 2014-15 will be available via HEIDI in March 2016

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	0	0	0	0				
S&E	29	39	40	43				
SMD	30	34	61	36				

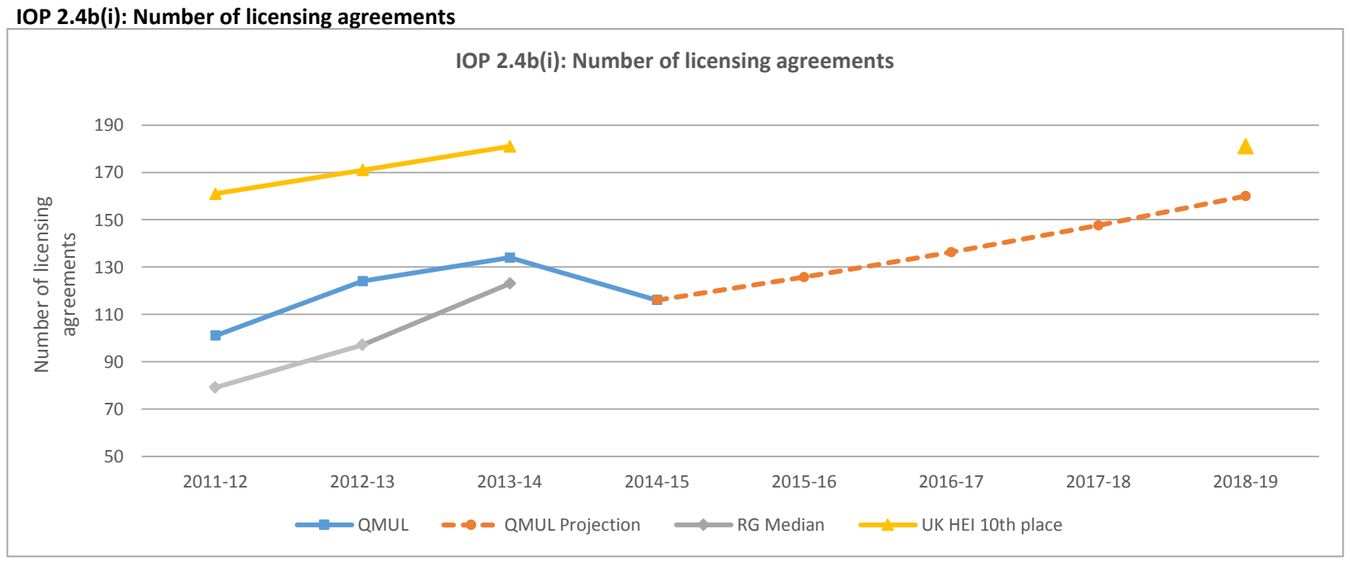
		Direction of Travel	**Traffic Light**
Target:	Top ten UK HEI by this measure by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of inventions disclosed in 2014-15 have fallen by 22 compared to the year before. This is 41 inventions short of the tenth placed institution in 2013-14. While the sector position is likely to move across the strategy period, QMUL may still achieve the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Innovation & Impact - risk 6	9

Russell Group Institutions	**Number of inventions**	**UK HEI Rank 2013-14**
Manchester	422	1
Imperial	332	2
Oxford	321	3
Edinburgh	170	4
Birmingham	157	6
UCL	127	8
Cambridge	124	9
Sheffield	120	10
Bristol	112	11
Warwick	111	12
Nottingham	101	13
Queen Mary	**101**	**13**
Leeds	81	17
Newcastle	79	18
Cardiff	69	19
Liverpool	65	21
King's College	64	22
Southampton	62	23
Durham	60	24
Glasgow	52	26
York	52	26
Exeter	31	37
Queen's Belfast	29	42
LSE	0	90

IOP 2.4b(i): Number of licensing agreements



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	101	124	134	116				
RG Median	79	97	123					
UK HEI 10th place	161	171	181					181

Source: *QMIL*

Benchmarking data for RG Median and 10th place UK HEI 2014-15 will be available via HEIDI in March 2016

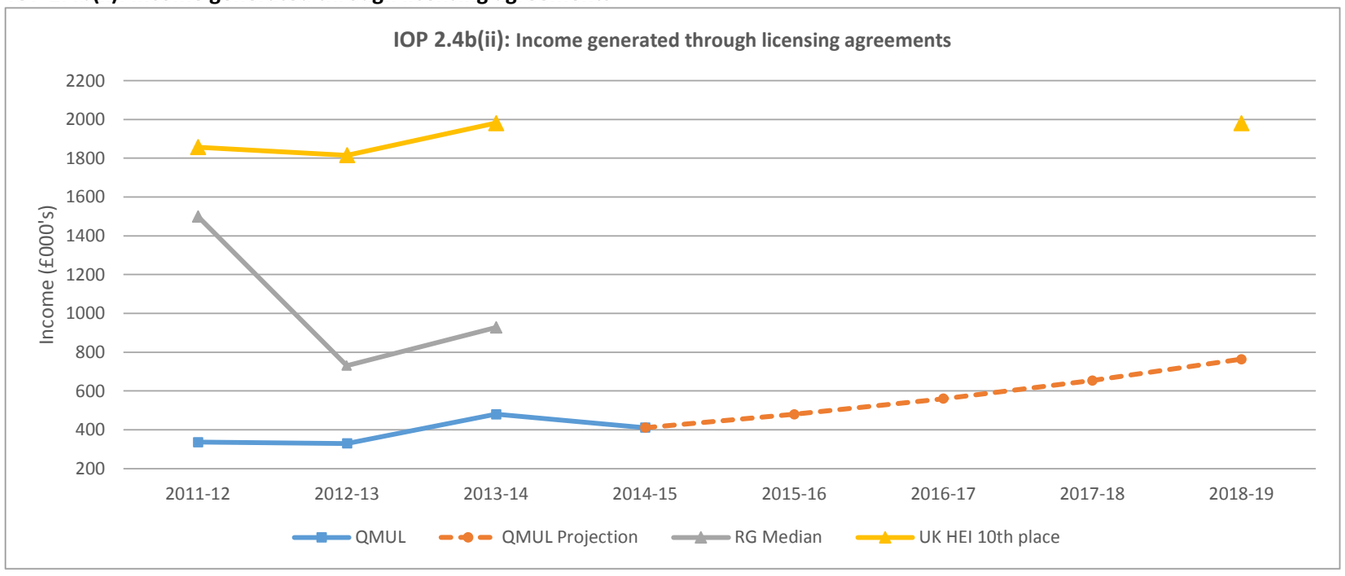
		Direction of Travel	**Traffic Light**
Target:	Top ten UK HEI by this measure by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of licensing agreements reduced by 18 in 2014-15. This is 65 agreements below the tenth placed institution in 2013-14. If recent trends are observed over the strategy period, QMUL is not expected to achieve the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	**Number of licensing agreements**	**UK HEI Rank 2013-14**
Cambridge	1,207	3
Manchester	544	5
Cardiff	402	6
Oxford	317	8
Southampton	234	9
Sheffield	181	10
Imperial	166	11
Bristol	150	12
Nottingham	143	13
King's College	140	14
Edinburgh	137	15
Queen Mary	**134**	**16**
Warwick	111	18
Durham	105	20
Leeds	105	20
Birmingham	102	22
Newcastle	92	25
Glasgow	79	26
UCL	66	30
Queen's Belfast	48	32
Liverpool	28	39
Exeter	26	42
York	6	62
LSE	0	84

IOP 2.4b(ii): Income generated through licensing agreements



	Actual (£000's)				Target (£000's)			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	337	330	480	411				
RG Median	1,500	730	928					
UK HEI 10th place	1,857	1,815	1,981					1,981

Source: *HE-BCI survey*

Benchmarking data for RG Median and 10th place UK HEI 2014-15 will be available via HEIDI in March 2016

	Actual (£000's)				Target (£000's)			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	0	0	0	0				
S&E	62	53	55	105				
SMD	274	277	425	306				

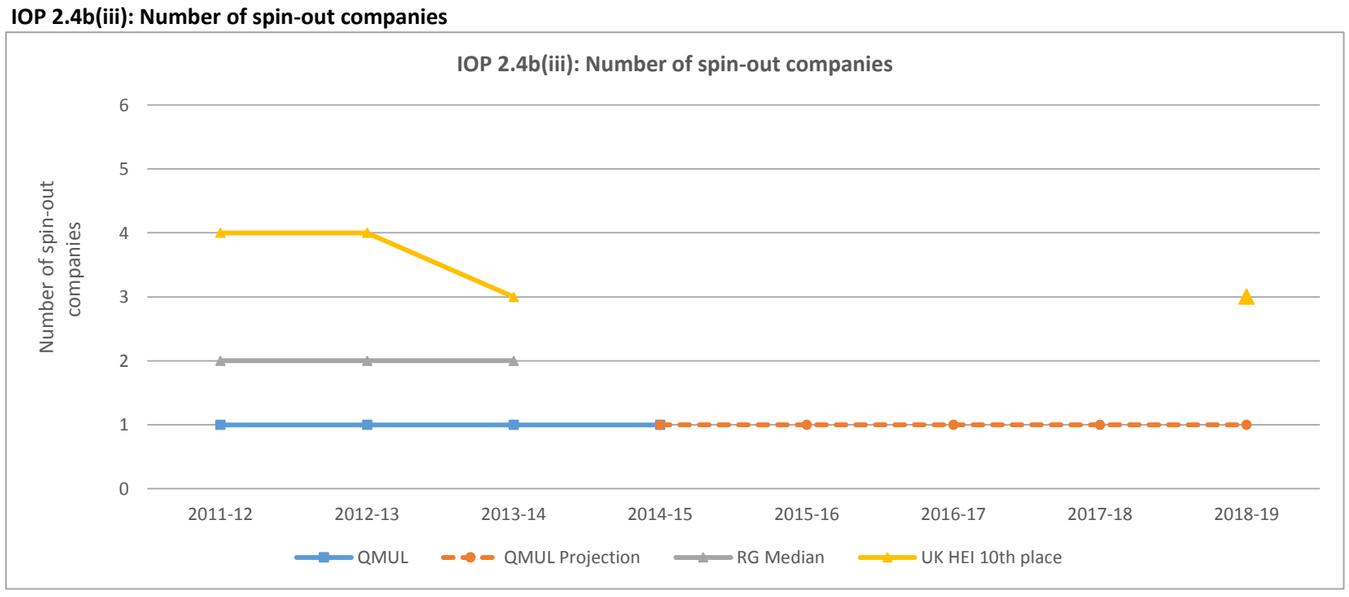
		Direction of Travel	**Traffic Light**
Target:	Top ten UK HEI by this measure by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Income from licensing agreements has reduced by 14% between 2013-14 and 2014-15. Most of this income is from SMD although SMD income decreased by 28% compared to last year, and comprises 74% of the QMUL total. However, the S&E contribution increased by 90%.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	**Income (£000s)**	**UK HEI Rank 2013-14**
Oxford	42,985	1
Cambridge	14,966	3
Queen's Belfast	10,587	4
Leeds	5,251	5
UCL	2,875	6
Edinburgh	2,334	8
Manchester	1,981	10
Nottingham	1,670	12
Imperial	1,586	13
LSE	1,166	15
Cardiff	974	17
Glasgow	940	18
York	916	19
Bristol	800	20
Southampton	706	21
Newcastle	660	23
Birmingham	579	25
Queen Mary	**480**	**28**
Sheffield	429	31
King's College	360	35
Liverpool	278	38
Warwick	178	45
Exeter	117	54
Durham	74	63

IOP 2.4b(iii): Number of spin-out companies



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	1	1	1	1				
RG Median	2	2	2					
UK HEI 10th place	4	4	3					3

Source: *HE-BCI survey*

Benchmarking data for RG Median and 10th place UK HEI 2014-15 will be available via HEIDI in March 2016

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	0	0	0	0				
S&E	1	1	0	0				
SMD	0	0	1	1				

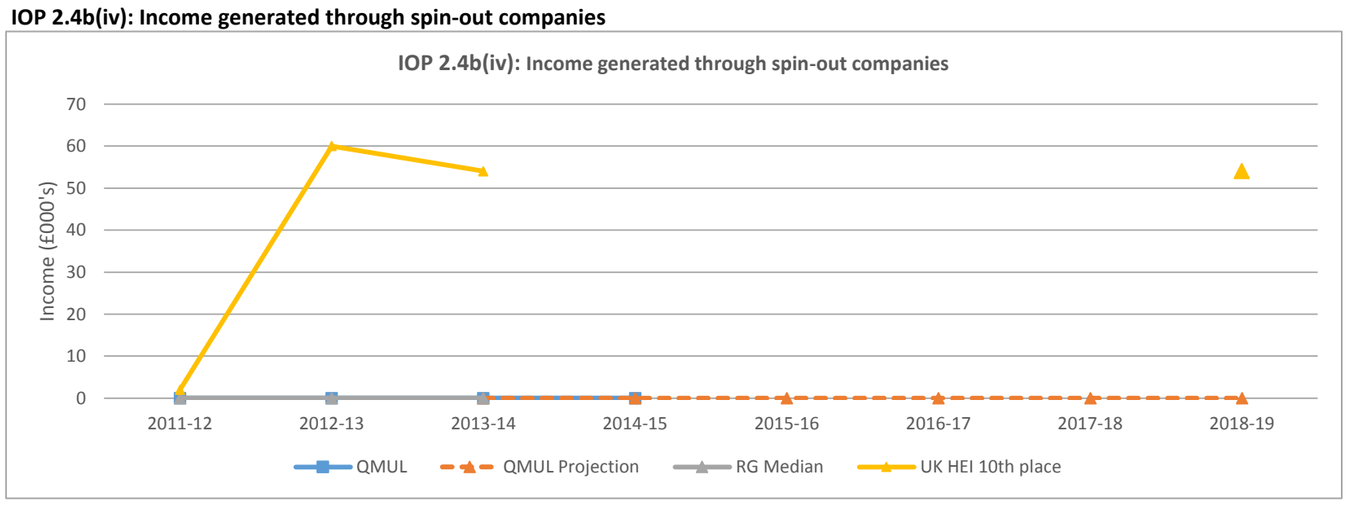
		Direction of Travel	**Traffic Light**
Target:	Top ten UK HEI by this measure by 2018-19	↔	
Performance to date:	2013-14 to 2014-15		

Statement on data:	In 2014-15 QMUL had one new spin-out company which continues the trend of recent years. To meet the target, QMUL would currently need three spin-out companies a year.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	**Number of spin-outs**	**UK HEI Rank 2013-14**
Imperial	9	2
Oxford	9	2
Manchester	7	4
Cambridge	5	5
Queen's Belfast	4	6
Nottingham	4	6
York	4	6
Bristol	3	9
Edinburgh	3	9
Glasgow	3	9
Warwick	3	9
UCL	2	15
Cardiff	1	27
King's College	1	27
Leeds	1	27
Liverpool	1	27
Queen Mary	**1**	**27**
Birmingham	0	56
Durham	0	56
Exeter	0	56
LSE	0	56
Newcastle	0	56
Sheffield	0	56
Southampton	0	56

IOP 2.4b(iv): Income generated through spin-out companies



	Actual (£000's)				Target (£000's)			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	0	0	0	0				
RG Median	0	0	0					
UK HEI 10th place	2	60	54					54

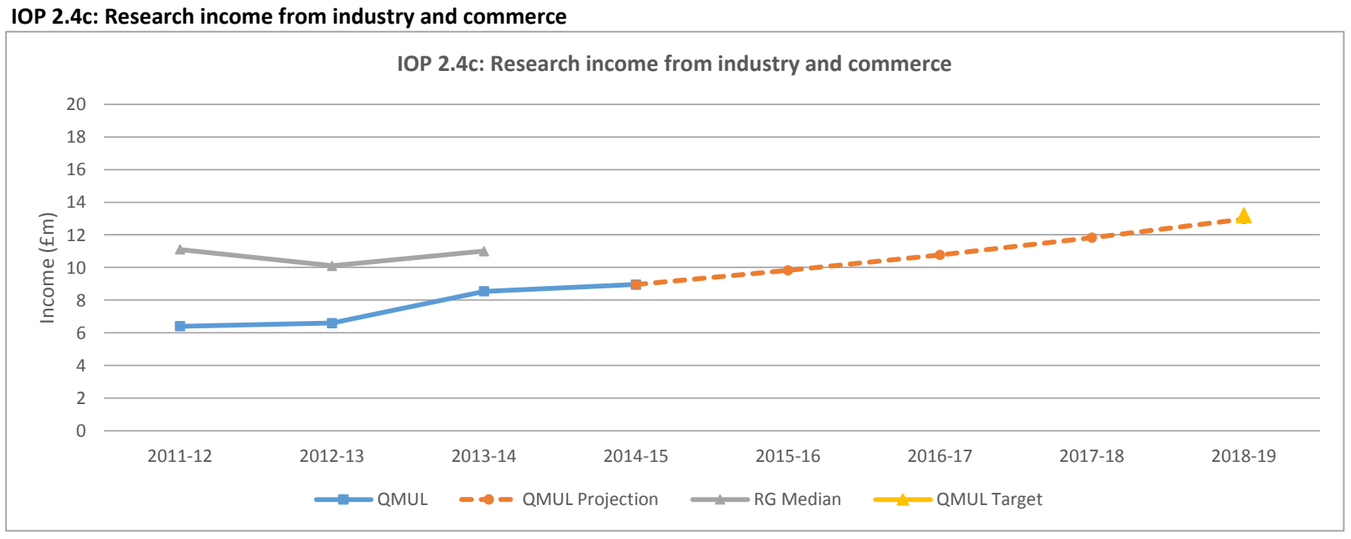
Source: *QMIL*

		Direction of Travel	Traffic Light
Target:	Top ten UK HEI by this measure by 2018-19	⇔	
Performance to date:	2013-14 to 2014-15		

Statement on data:	QMUL has no income generated through spin-out companies, which is the same as the Russell Group median. A large increase was recorded in the tenth place institution in 2012-13, and the 10th place HEI in 2013-14 maintains a similar position. This trend currently suggests QMUL will not reach the target by 2018-19.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

IOP 2.4c: Research income from industry and commerce



Russell Group Institutions	Income (£m)	Rank 2013-14
Oxford	53.1	1
Imperial	46.0	2
Manchester	30.1	3
Cambridge	29.0	4
UCL	26.2	5
King's College	20.0	6
Sheffield	19.4	7
Nottingham	15.6	8
Leeds	12.8	9
Bristol	11.9	10
Southampton	11.8	11
Warwick	11.0	12
Glasgow	10.9	13
Birmingham	9.4	14
Queen Mary	**8.5**	**15**
Liverpool	8.5	16
Cardiff	8.2	17
Newcastle	7.5	18
Edinburgh	5.9	19
Queen's Belfast	5.5	20
Durham	5.5	21
Exeter	3.0	22
LSE	2.2	23
York	2.0	24

	Actual (£m)				Target (£m)			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	6.4	6.6	8.5	9.0				
RG Median	11.1	10.1	11.0					
QMUL Target								13.2

Source: *HESA Finance Return*

Benchmarking data for RG 2014-15 will be available in March 2016

Faculty	Actual (£m)				Target (£m)			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	0.3	0.3	0.07	0.15				
S&E	0.6	0.90	0.90	0.58				
SMD	4.9	5.35	7.54	8.22				
Other	0.6	0.07	0.03	0.00				

		Direction of Travel	Traffic Light
Target:	100% increase by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Research income from industry and commerce continues to grow at QMUL level, and current projections suggest that the target of a doubling of the income received in 2012-13 is likely to be met.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

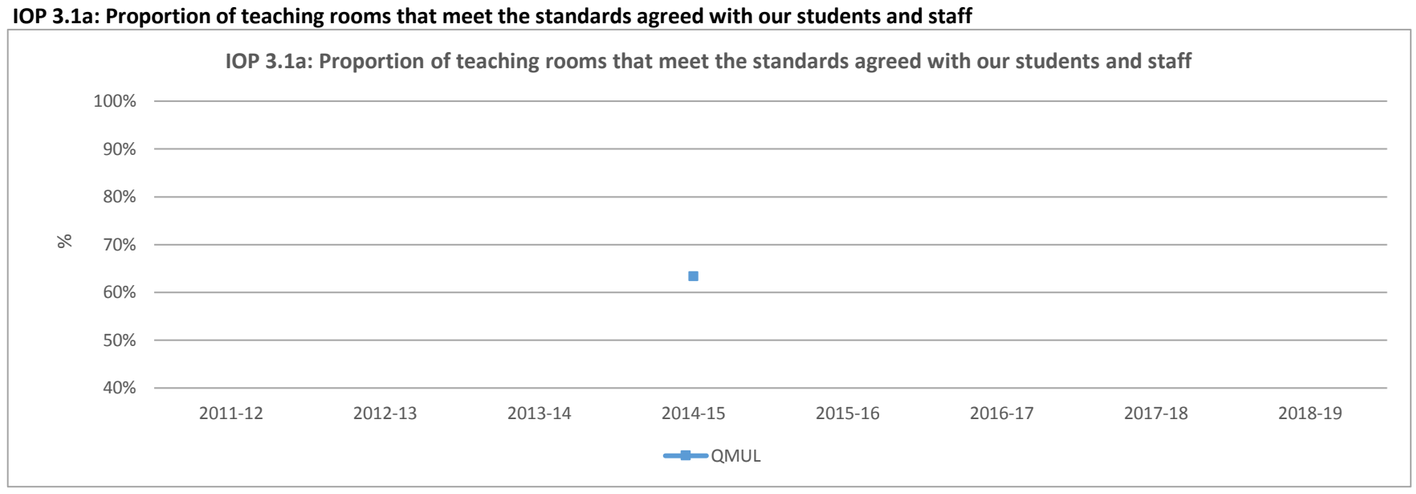
QMUL Strategy - the Next Five Years

Strategic Aim 3: to provide all our students, wherever based, an education that is judged internationally to be of the highest quality, and which exploits innovations in teaching, learning and assessment.

Objective 3.1

Encourage all students to achieve their potential by ensuring that teaching, learning and assessment, and student support are optimised, with the provision of appropriate levels of resource.

IOP 3.1a: Proportion of teaching rooms that meet the standards agreed with our students and staff



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	#N/A	#N/A	63.4%				

Source: *Space Audit*

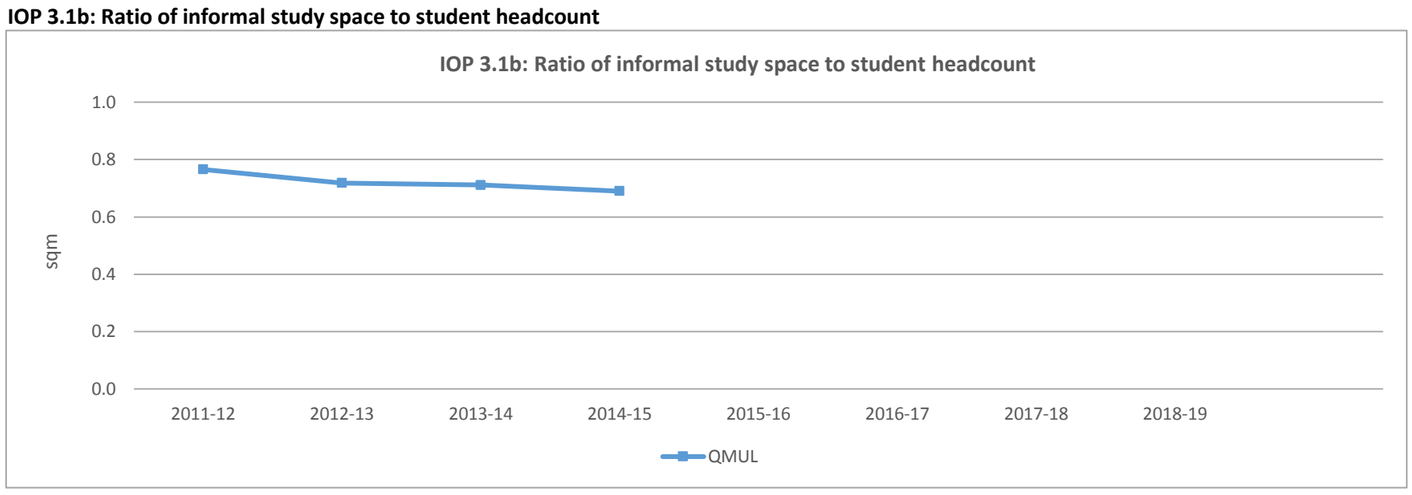
Historic data is unavailable

		Direction of Travel	Traffic Light
Target:	95% of rooms to meet agreed internal standards by 2018-19	-	
Performance to date:	2014-15		

Statement on data:	2014-15 data reflects Mile End accommodation only and is an assessment of fabric, fixtures & fittings, furniture and lighting but not audio visual. Based on this data, the current position suggests QMUL will not reach the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

IOP 3.1b: Ratio of informal study space to student headcount



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	0.77	0.72	0.71	0.69				

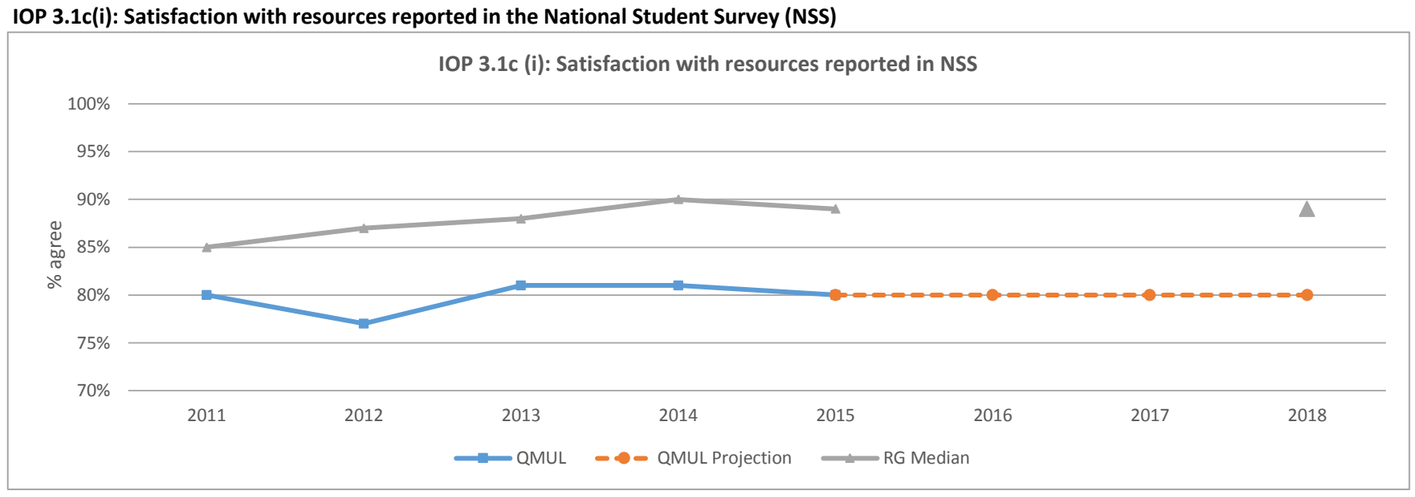
Source: *Estates & Facilities*

		Direction of Travel	Traffic Light
Target:	Year-on-year increases across the Strategy period.	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The ratio has declined year-on-year between 2011-12 and 2014-15. A continued reduction in the ratio will move QMUL away from the target of year-on year increases.

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

IOP 3.1c(i): Satisfaction with resources reported in the National Student Survey (NSS)



	Actual					Target		
	2011	2012	2013	2014	2015	2016	2017	2018
QMUL	80%	77%	81%	81%	80%			
RG Median	85%	87%	88%	90%	89%			89%

Source: *Texunatech*

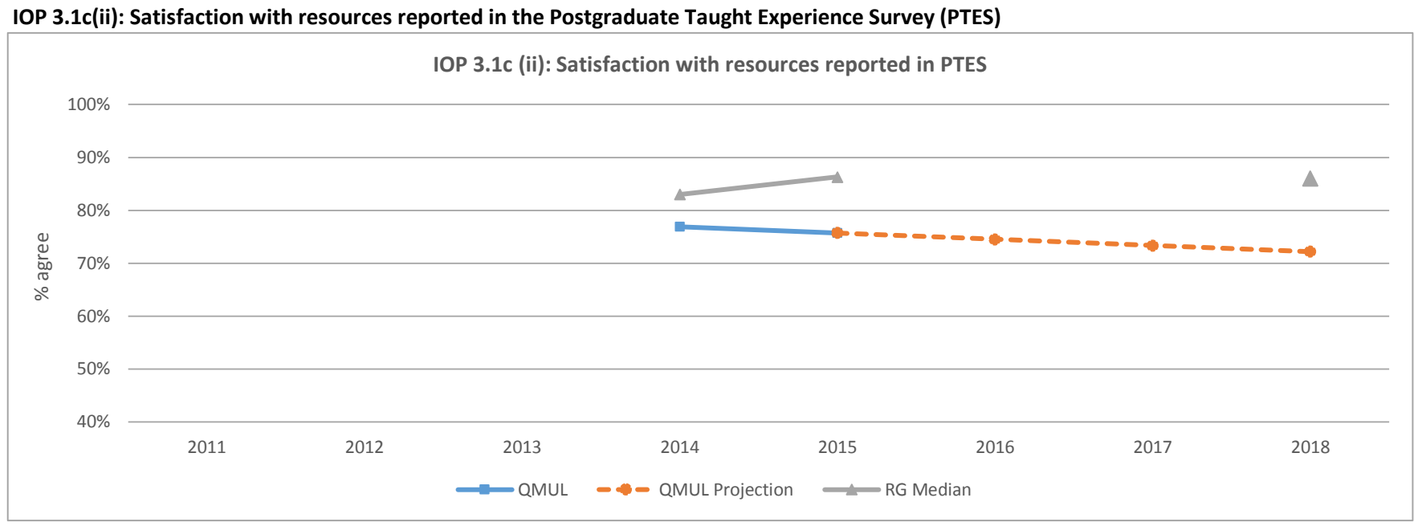
	Direction of Travel	Traffic Light
Target:	At least the RG median for 'Learning Resources' by 2018-19	
Performance to date:	2014 to 2015	

Statement on data:	Student satisfaction for Learning Resources has decreased by 1% between 2014 and 2015, leading to QMUL ranking last in the Russell Group and 9% below the current Russell Group median. This present trend suggests QMUL will not meet the target by 2018-19. It should be noted that the Russell Group median may move year-on-year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student experience - risk 2	9

Russell Group Institutions	% Satisfaction	Rank 2015
Oxford	95	1
Cambridge	95	1
Imperial	95	1
Queen's Belfast	93	4
Leeds	92	5
Southampton	92	5
Newcastle	91	7
Cardiff	91	7
York	90	9
Manchester	90	9
Exeter	89	11
Durham	89	11
Glasgow	89	11
Sheffield	89	11
Warwick	89	11
Nottingham	89	11
Edinburgh	89	11
Liverpool	88	18
King's College	86	19
Birmingham	84	20
Bristol	84	20
UCL	84	20
LSE	81	23
Queen Mary	**80**	**24**

IOP 3.1c(ii): Satisfaction with resources reported in the Postgraduate Taught Experience Survey (PTES)



	Actual					Target		
	2011	2012	2013	2014	2015	2016	2017	2018
QMUL	#N/A	#N/A	#N/A	77%	76%			
RG Median	#N/A	#N/A	#N/A	83%	86%			86%

Source: *Bristol Online Surveys & Higher Education Academy*

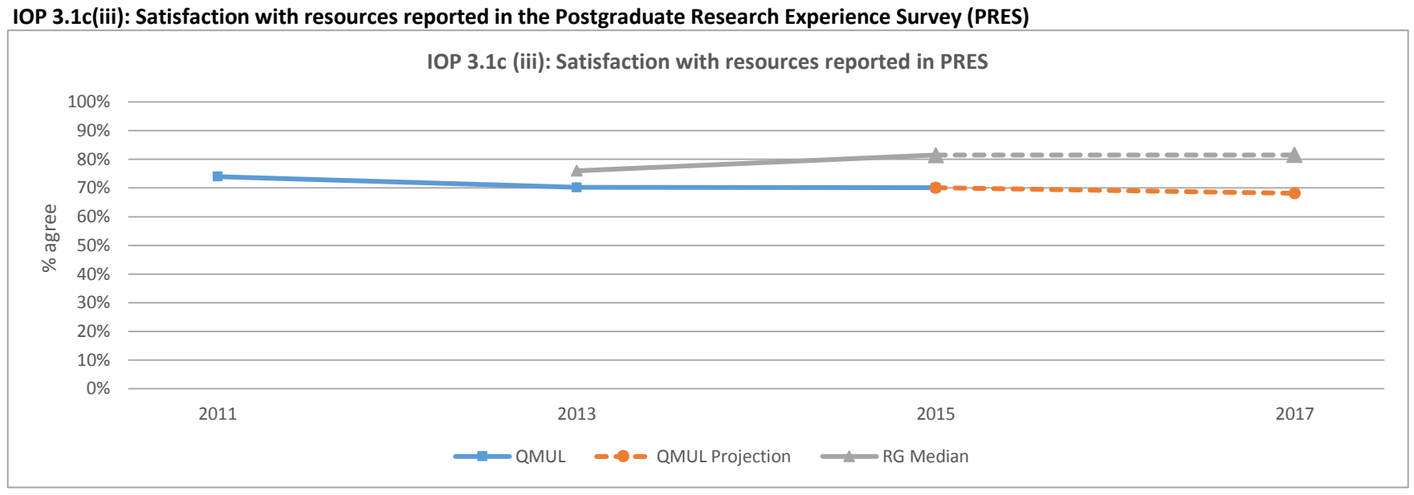
	Actual					Target		
	2011	2012	2013	2014	2015	2016	2017	2018
H&SS	-	-	-	79%	76%			
S&E	-	-	-	79%	71%			
SMD	-	-	-	69%	76%			

	Direction of Travel	Traffic Light
Target:	At least the RG median for 'Learning Resources' by 2018-19	
Performance to date:	2014 to 2015	

Statement on data:	Student satisfaction with resources at QMUL decreased by 1% in 2015. The Russell Group median increased by 3% over the same period. At the current rate, QMUL is unlikely to meet the target of achieving the Russell Group median by 2018-19. Please note PTES used a different question set from 2014 onwards and collected satisfaction scores using a different scale compared with previous years. It should be noted that the Russell Group median may move year-on-year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student experience - risk 2	9

IOP 3.1c(iii): Satisfaction with resources reported in the Postgraduate Research Experience Survey (PRES)



	Actual			Target
	2011	2013	2015	2017
QMUL	74%	70%	70%	
RG Median	#N/A	76%	82%	82%

Source: *Bristol Online Surveys*

RG median data unavailable in 2011

	Actual			Target
	2011	2013	2015	2017
H&SS	-	63%	59%	
S&E	-	74%	72%	
SMD	-	75%	80%	

		Direction of Travel	Traffic Light
Target:	At least the RG median for 'Resources' by 2018-19	⟷	
Performance to date:	2013 to 2015		

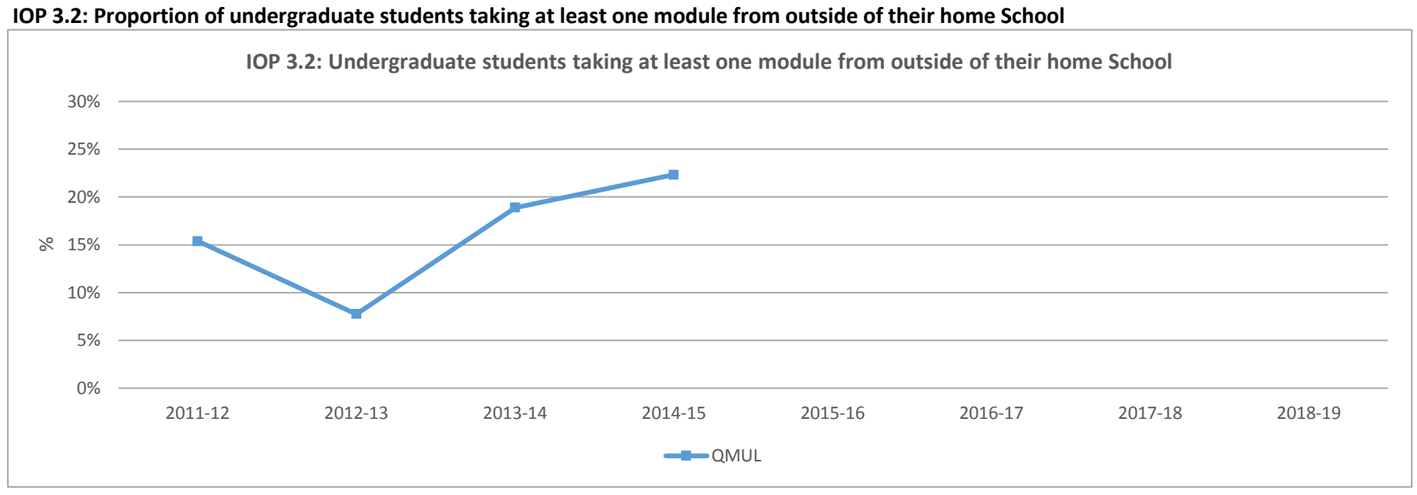
Statement on data:	PRES takes place biennially and between 2013 & 2015 student satisfaction remained unchanged at 70%, this is 12% below the Russell Group median. This currently suggests QMUL may not reach the target by 2018-19. It should be noted that the Russell Group median will move year-on-year.

	Reference	Current Residual Risk
Strategic Risk reference:	Student experience - risk 2	9

Objective 3.2

Facilitate multi-disciplinary education, to ensure responsiveness to the expectations of students and employers and to increase the experience of students outs outside their principal discipline.

IOP 3.2: Proportion of undergraduate students taking at least one module from outside of their home School



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	15.38%	7.75%	18.9%	22.3%				

Source: *ARCS*

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	18.45%	11.18%	18.4%	21.6%				
S&E	12.96%	5.27%	19.6%	23.1%				
SMD	0.00%	0.00%	5.9%	27.9%				

		Direction of Travel	Traffic Light
Target:	Year-on-year increases across the Strategy period	↑	
Performance to date:	2013-14 to 2014-15		

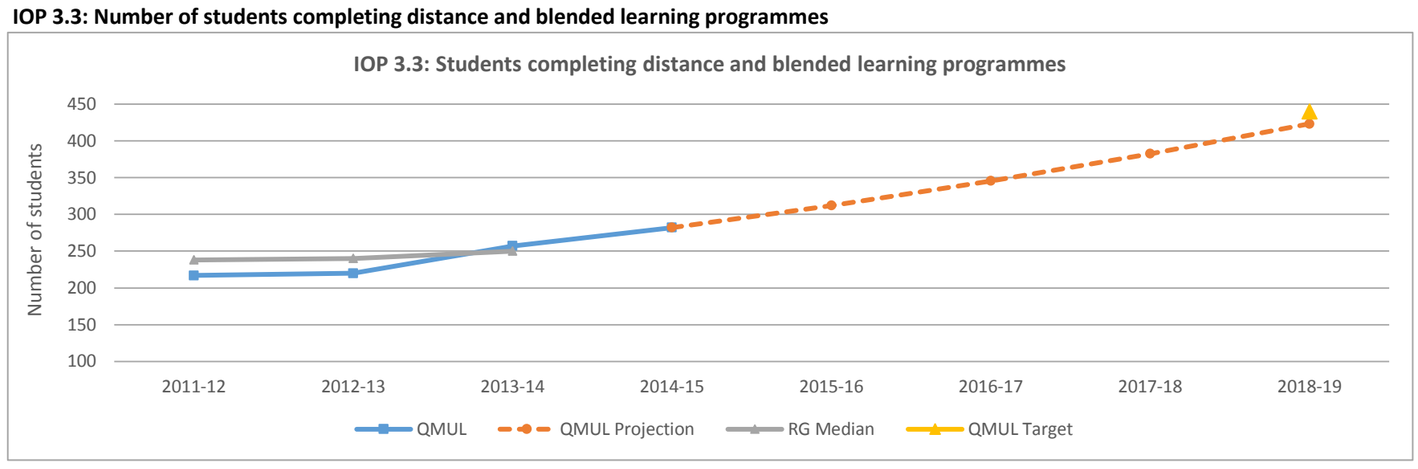
Statement on data:	The proportion of undergraduate students taking at least one module from outside of their home school rose by 3.4% between 2013-14 and 2014-15. H&SS figures increased by 3.1% and S&E figures rose by 3.5%. SMD increased by 22% during the same time period, reflecting new non-clinical UG programmes.

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Objective 3.3

Develop (with external partners where appropriate) a portfolio of on-line provisions designed for both distance and blended learning.

IOP 3.3: Number of students completing distance and blended learning programmes



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	217	220	257	282				
RG Median	238	240	250					
QMUL Target								440

Source: *HESA Student Return and Marketing Intelligence*

RG benchmarking data 2014-15 will be available in March 2016

	Actual				Target			
Faculty	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	26	25	23	42				
S&E	26	19	20	9				
SMD	165	176	214	229				
Learning Institute	-	-	-	2				

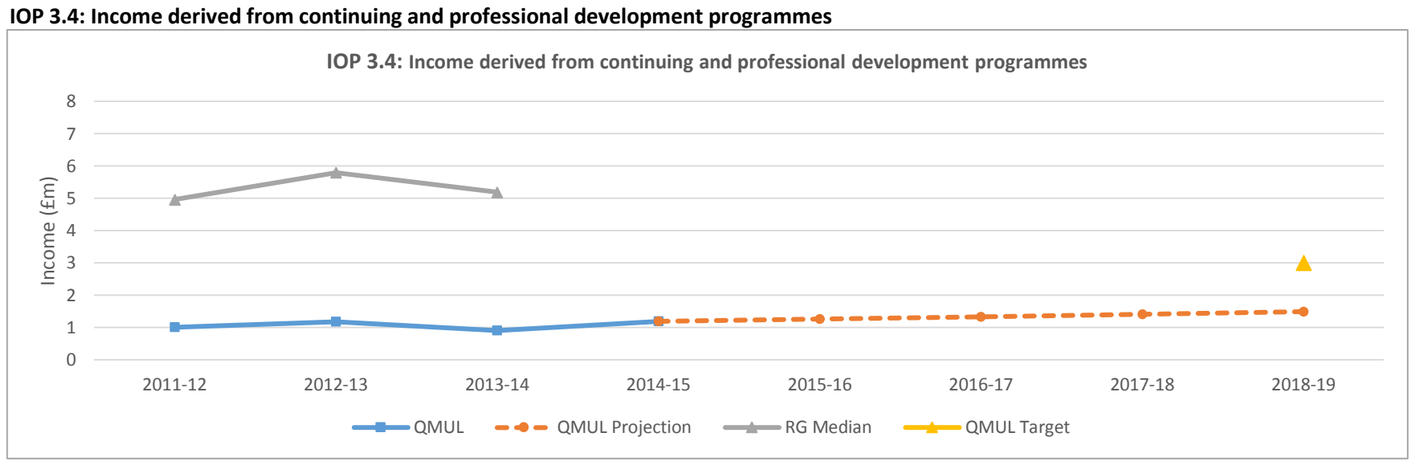
		Direction of Travel	Traffic Light
Target:	100% increase by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	At institutional level, the number of students on blended learning programmes increased year-on-year between 2011-12 and 2014-15. By 2014-15 there was a 30% increase in numbers since 2011-12. QMUL will need to increase the number of students completing blended programmes by 40 each year to reach the 2018-19 target.

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Russell Group Institutions	Number of students	Rank 2013-14
Cardiff	2,825	1
Warwick	2,514	2
Manchester	1,529	3
Birmingham	1,336	4
Edinburgh	721	5
Sheffield	666	6
Liverpool	559	7
Durham	410	8
King's College	379	9
Nottingham	356	10
Glasgow	258	11
Queen Mary	**257**	**12**
Queen's Belfast	244	13
Newcastle	154	14
York	124	15
UCL	123	16
Imperial	105	17
Leeds	100	18
Southampton	5	19
Oxford	1	20
Exeter	0	21
Cambridge	0	21
Bristol	0	21
LSE	0	21

IOP 3.4: Income derived from continuing and professional development programmes



	Actual (£m)				Target (£m)			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	1.01	1.18	0.91	1.19				
RG Median	4.96	5.80	5.19					
QMUL Target								3.0

Source: *HE-BCI survey*

RG Benchmark data for 2014-15 will be available via HEIDI in March 2016

	Actual (£m)				Target (£m)			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	0.70	0.84	0.43	0.80				
S&E	0.00	0.00	0.00	0.00				
SMD	0.31	0.33	0.48	0.39				

		Direction of Travel	Traffic Light
Target:	Income of £3m by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	At institutional level, income from continuing and professional development programmes in HSS rose by 86% between 2013-14 and 2014-15 but fell by 19% in SMD. In 2013-14 QMUL was ranked 23 out of 24 in the Russell Group. On current rates QMUL will not reach the target of £3m.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	Income (£m)	Rank 2013-14
Oxford	32.65	1
Cardiff	21.11	2
Cambridge	18.75	3
King's	18.55	4
Manchester	16.44	5
LSE	14.52	6
Edinburgh	10.93	7
Warwick	7.92	8
Glasgow	7.49	9
York	6.81	10
Southampton	6.58	11
UCL	5.79	12
Birmingham	4.59	13
Nottingham	4.17	14
Imperial	3.21	15
Leeds	3.02	16
Queen's Belfast	2.57	17
Newcastle	2.31	18
Liverpool	2.30	19
Bristol	2.05	20
Sheffield	2.04	21
Exeter	1.06	22
Queen Mary	**0.91**	**23**
Durham	0.90	24

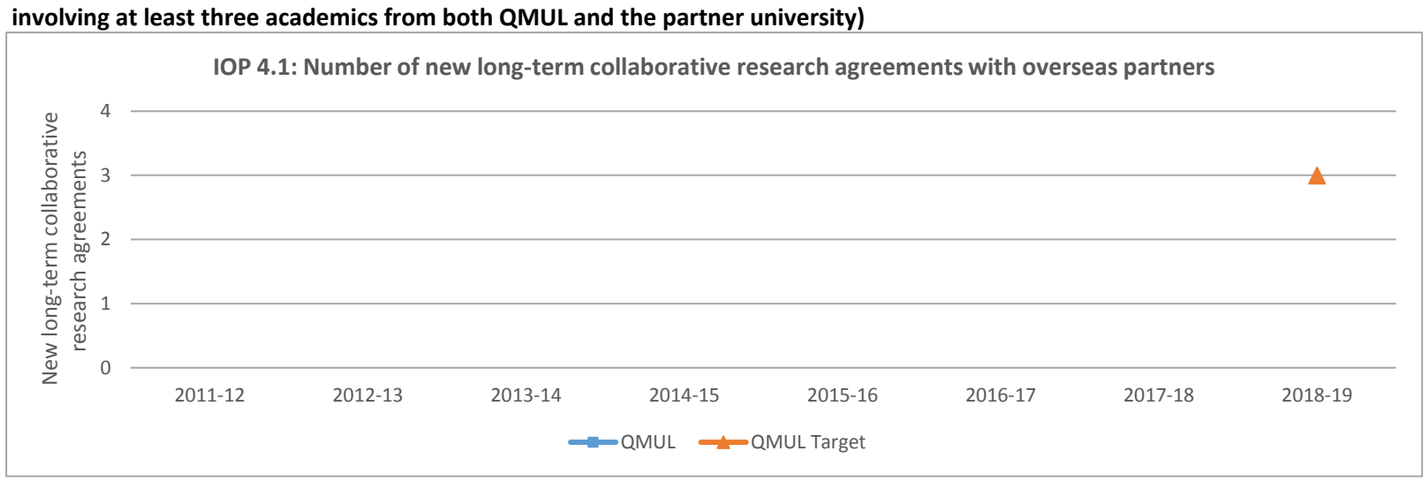
QMUL Strategy - the Next Five Years

Strategic Aim 4: to embed an international dimension in all QMUL activities and further enhance our stature as a leading global university.

Objective 4.1

Promote global research interactions by creating major collaborations and nurturing their success.

IOP 4.1: Number of new long-term collaborative research agreements with overseas partners (each involving at least three academics from both QMUL and the partner university)



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	#N/A	#N/A	6				
QMUL Target								3

Source: *Educational Partnerships Board*

Historic data is unavailable, data will be collected from 2014-15 onwards

		Direction of Travel	**Traffic Light**
Target:	3 new partnerships per annum	-	
Performance to date:	2014-15		

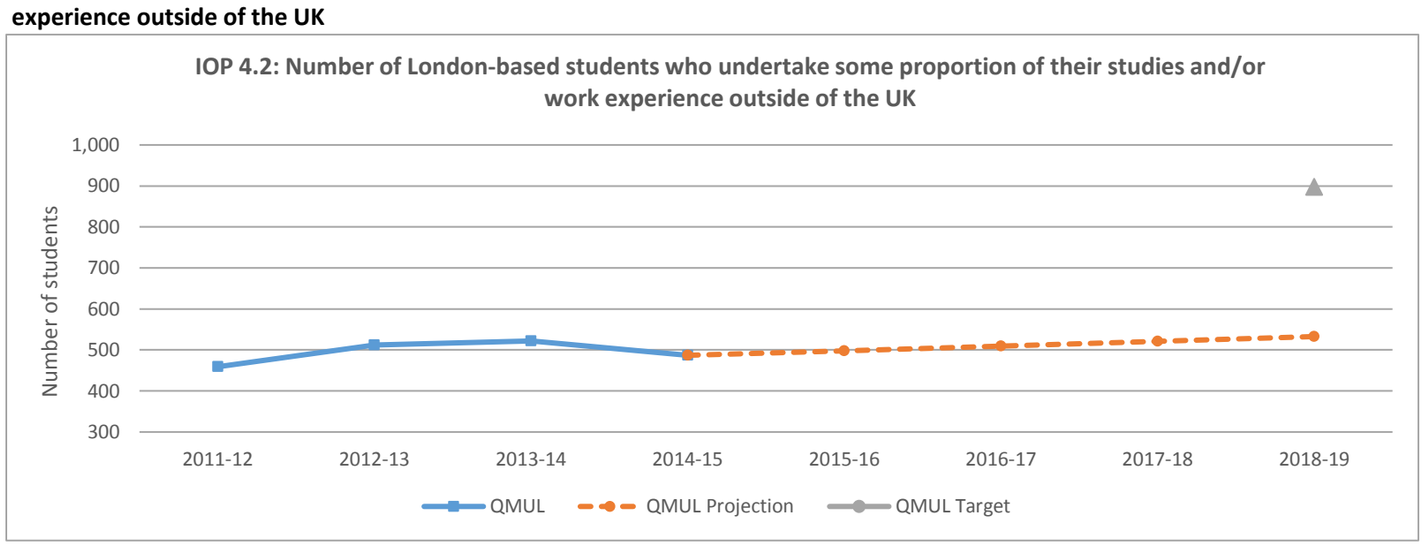
Statement on data:	There were six new long-term collaborative research agreements with overseas partners in 2014-15.

	Reference	Current Residual Risk
Strategic Risk reference:	Partnerships - risk 10	15

Objective 4.2

Increase study-related opportunities outside of the UK for London-based students.

IOP 4.2: Number of London-based students who undertake some proportion of their studies and/or work experience outside of the UK



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	459	512	522	487				
QMUL Target								898

Source: *HESA Student Return*

The data includes students in the following schemes: Erasmus, international exchange programmes, short summer programmes and medical electives

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	121	145	123	137				
S&E	14	23	55	21				
SMD	324	344	344	329				

		Direction of Travel	**Traffic Light**
Target:	100% increase in students benefitting by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

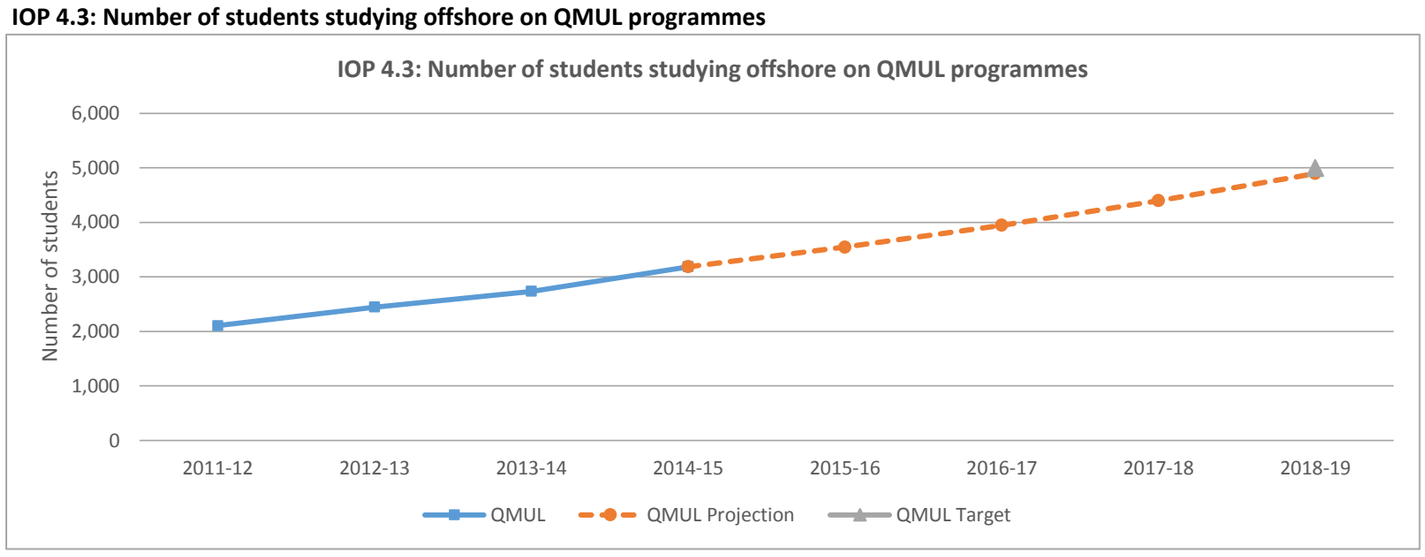
Statement on data:	QMUL has experienced year-on-year increases regarding the number of students undertaking a proportion of their studies or work experience outside the UK until 2014-15 where the total numbers reduced by 7%. To reach the target, QMUL will need to raise student numbers at institutional level by approximately 100 students each year from 2015-16 onwards. This is a substantial task to achieve.

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Objective 4.3

Extend the portfolio of QMUL's transnational education programmes

IOP 4.3: Number of students studying offshore on QMUL programmes



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	2105	2444	2735	3184				
QMUL Target								5000

Source: *HESA Aggregate Offshore Return*

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	48	98	152	157				
S&E	1973	2128	2359	2843				
SMD	84	218	224	184				

		Direction of Travel	Traffic Light
Target:	5000 students by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of students studying offshore has increased by 16% between 2013-14 and 2014-15, however QMUL may not reach the target of 5000 students by 2018-19 on current trends. To meet the target, QMUL will need to recruit approximately 450 more students per year.

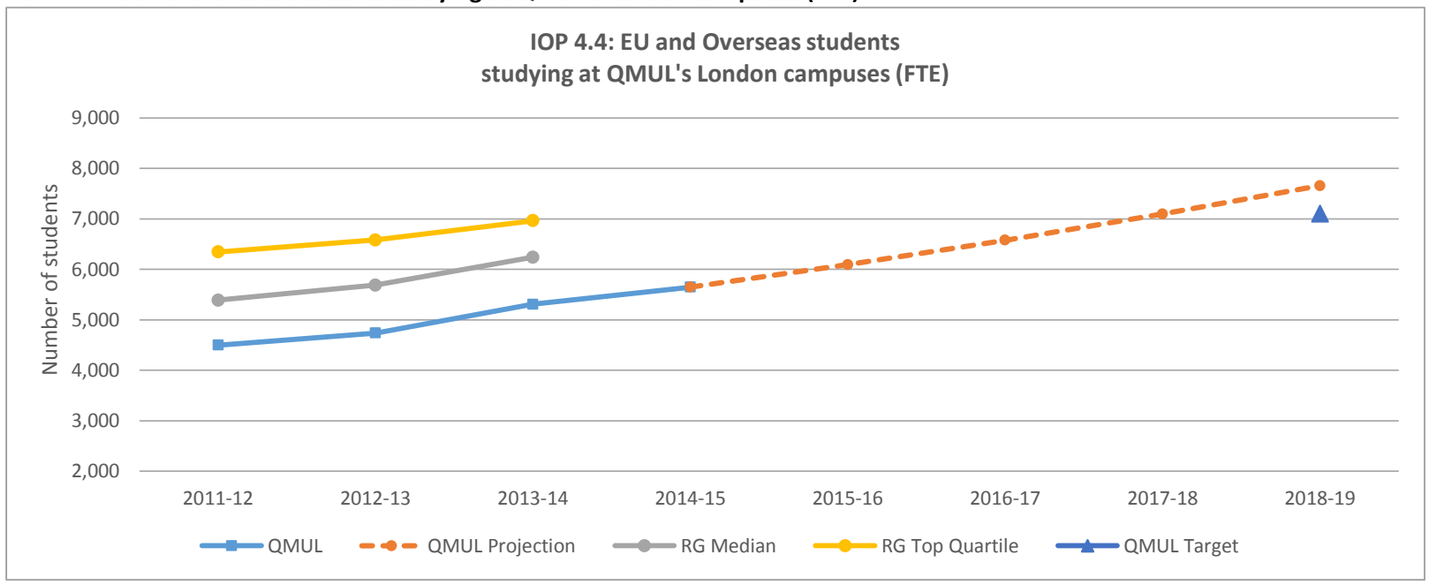
	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Russell Group Institutions	Number of students	Rank 2013-14
Liverpool	14,295	1
Nottingham	11,065	2
Manchester	4,240	3
Queen Mary	**2,735**	**4**
Oxford	1,765	5
Newcastle	1,085	6
Warwick	1,045	7
Edinburgh	1,020	8
Birmingham	910	9
Glasgow	735	10
Southampton	630	11
King's College	575	12
York	390	13
Cambridge	385	14
Durham	360	15
Leeds	340	16
Sheffield	315	17
Cardiff	310	18
Imperial	305	19
UCL	280	20
Queen's Belfast	260	21
Bristol	155	22
Exeter	120	23
LSE	0	24

Objective 4.4

Increase the number of students (including associate students) from outside the UK whose education is presented, in whole or in part, on our London campuses, while adhering to the highest quality standards.

IOP 4.4: EU and Overseas students studying at QMUL's London campuses (FTE)



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	4500	4737	5309	5648				
RG Median	5388	5689	6239					
RG Top Quartile	6346	6581	6962					
QMUL Target								7106

Source: *HESA Student Return*

RG Benchmark data for 2014-15 will be available via HEIDI in March 2016

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	2360	2709	3101	3259				
S&E	1148	1204	1251	1398				
SMD	407	416	430	464				
Associates	585	409	526	527				

		Direction of Travel	Traffic Light
Target:	50% increase by 2018-19		
Performance to date:	2013-14 to 2014-15		

Statement on data:	QMUL has experienced a 6% increase in EU and overseas student FTE studying at QMUL's London campuses in 2014-15. Although QMUL is expected to meet the target of a 50% increase, the 2013-14 figures suggest QMUL still has some progress to make within the Russell Group, ranking 18th out of 24 institutions.

	Reference	Current Residual Risk
Strategic Risk reference:	Student recruitment - risk 1	10

Russell Group Institutions	EU and Overseas students (FTE)	Rank 2013-14
Manchester	11237	1
UCL	11077	2
Edinburgh	9085	3
Sheffield	7374	4
Nottingham	7320	5
Imperial	7166	6
King's	6894	7
Warwick	6734	8
Glasgow	6639	9
Cambridge	6465	10
Oxford	6463	11
LSE	6362	12
Newcastle	6115	13
Liverpool	5920	14
Birmingham	5861	15
Southampton	5767	16
Leeds	5468	17
Queen Mary	5309	18
Cardiff	5234	19
Exeter	4802	20
Bristol	4216	21
Durham	4071	22
York	3565	23
Queen's Belfast	1934	24

QMUL Strategy - the Next Five Years

Strategic Aim 5: to achieve maximum impact from our academic work through public engagement and partnerships with businesses, government, charities, cultural organisations, and others in the wider community.

N.B. There are no benchmark tables for IOPs within Strategic Aim 5 as there is no competitor data available.

Objective 5.1

Confirm QMUL's position as a leading institution for public engagement in the UK.

IOP 5.1: National Coordinating Centre for Public Engagement Chartermark

Achieving the Chartermark

	Actual					Target		
QMUL	2011	2012	2013	2014	2015	2016	2017	2018
Status	In progress	In progress	In progress	In progress	In progress			

Source: *NCCPE*

		Direction of Travel	Traffic Light
Target:	Achieve the National Coordinating Centre for Public Engagement Chartermark	⇔	
Performance to date:	2015		

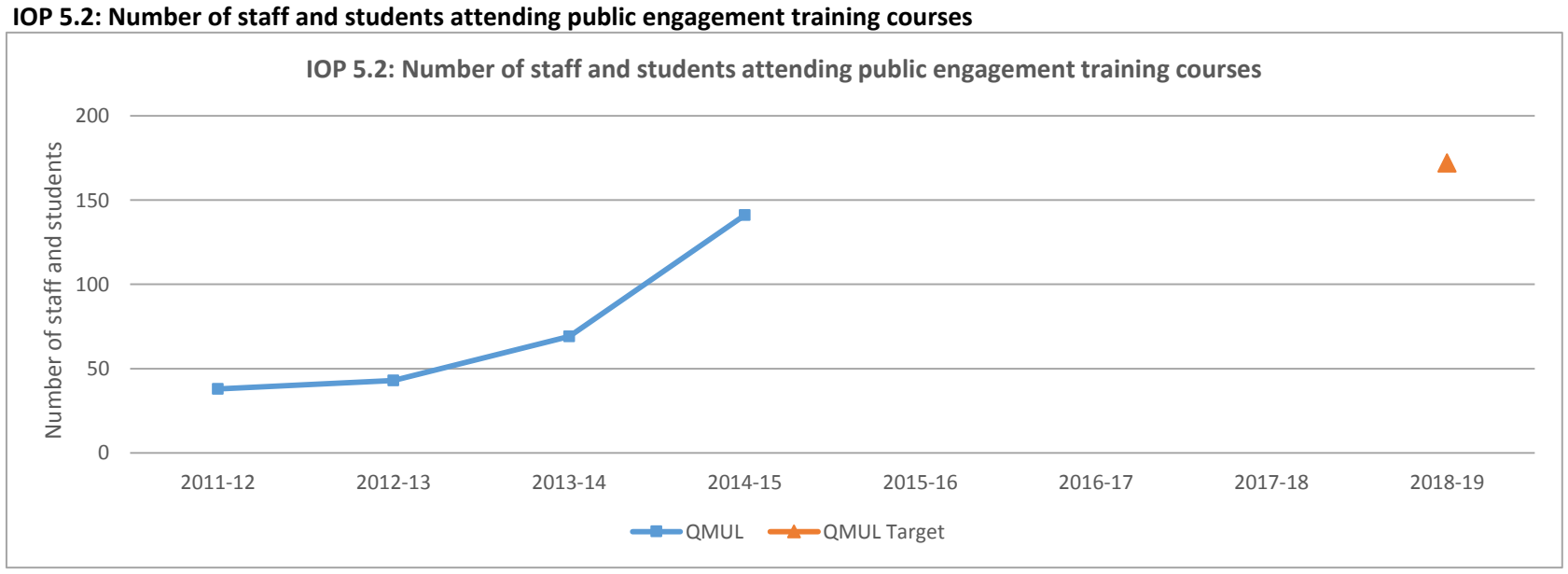
Statement on data:	The chartermark is an ongoing process and is being developed in collaboration with the National Coordinating Centre for Public Engagement.

	Reference	Current Residual Risk
Strategic Risk reference:	Commitment to public engagement - risk 8	4

Objective: 5.2

Build an enhanced programme of public engagement, enabling a broader appreciation of QMUL's work in knowledge creation and dissemination, and providing opportunities for students and staff to develop new engagement skills.

IOP 5.2: Number of staff and students attending public engagement training courses



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	38	43	69	141				
QMUL Target								172

Source: *Centre for Public Engagement (CPE)*

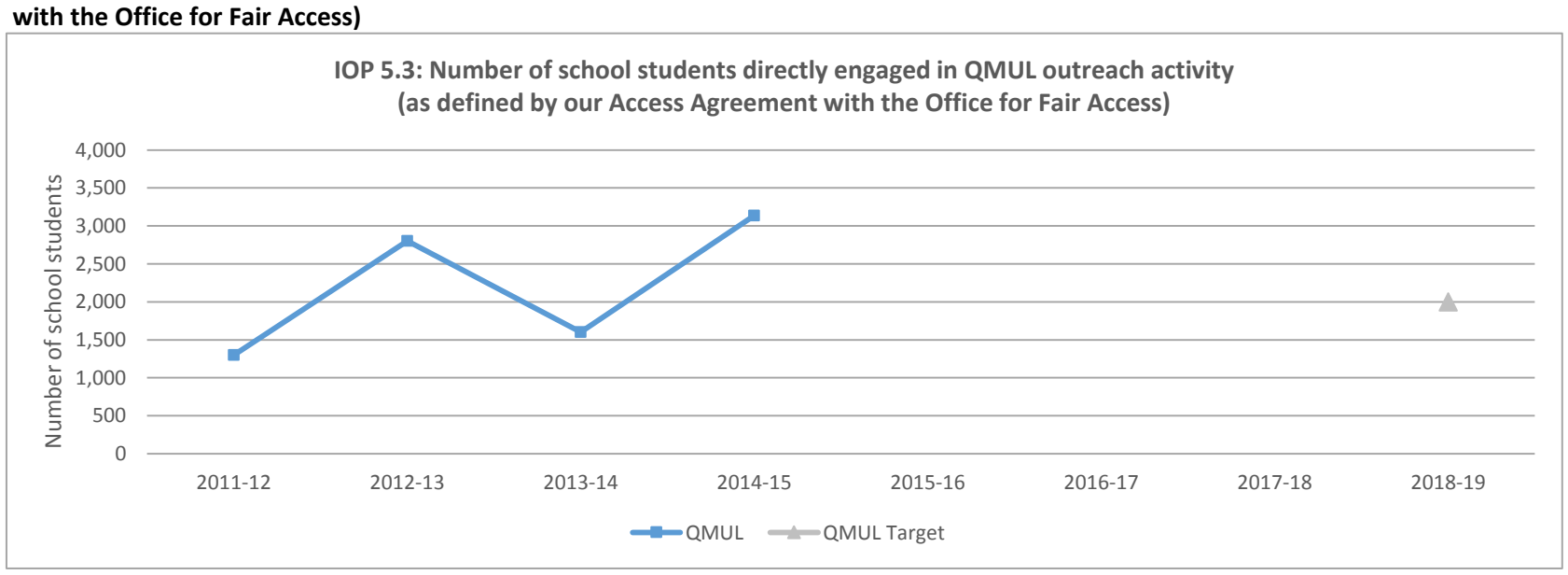
		Direction of Travel	Traffic Light
Target:	200% increase by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of staff and students attending public engagement courses has continued to increase between 2013-14 and 2014-15. If this trend continues, QMUL will reach the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Commitment to public engagement - risk 8	4

Objective: 5.3
Encourage the aspirations of school-age students to attend university and provide support to help them realise these ambitions.

IOP 5.3: Number of school students directly engaged in QMUL outreach activity (as defined by our Access Agreement with the Office for Fair Access)



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	1,300	2,800	1,600	3,137				
QMUL Target								2,000

Source: Outreach & WP

		Direction of Travel	**Traffic Light**
Target:	2,000 school students per annum benefitting by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

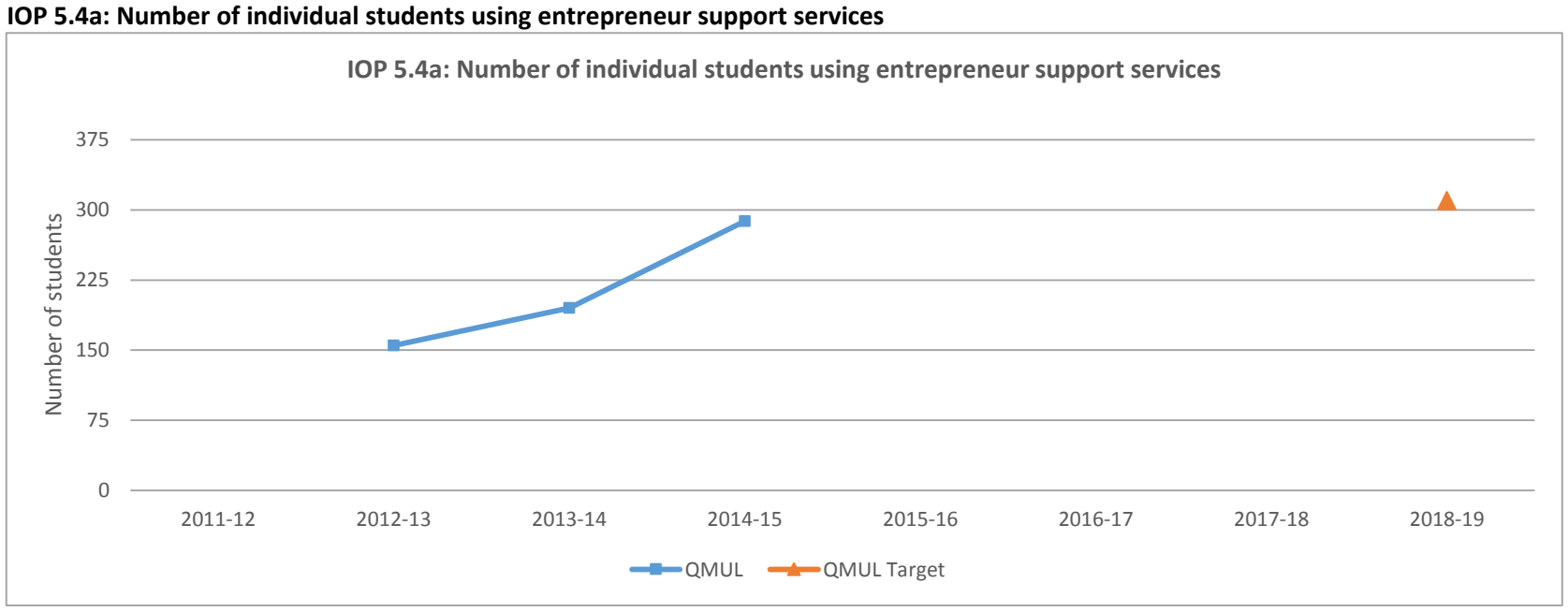
Statement on data:	The number of school students directly engaged in QMUL activity has risen by 96% between 2013-14 and 2014-15. The traffic light is currently set to amber owing to the fluctuations around the target of 2000 school students per annum.

	Reference	Current Residual Risk
Strategic Risk reference:	Commitment to public engagement - risk 8	4

Objective 5.4

Provision of opportunities and guidance for both undergraduate and postgraduate student entrepreneurs to exploit innovative ideas in commercial products or services.

IOP 5.4a: Number of individual students using entrepreneur support services



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	155	195	288				
QMUL Target								310

Source: Careers Service

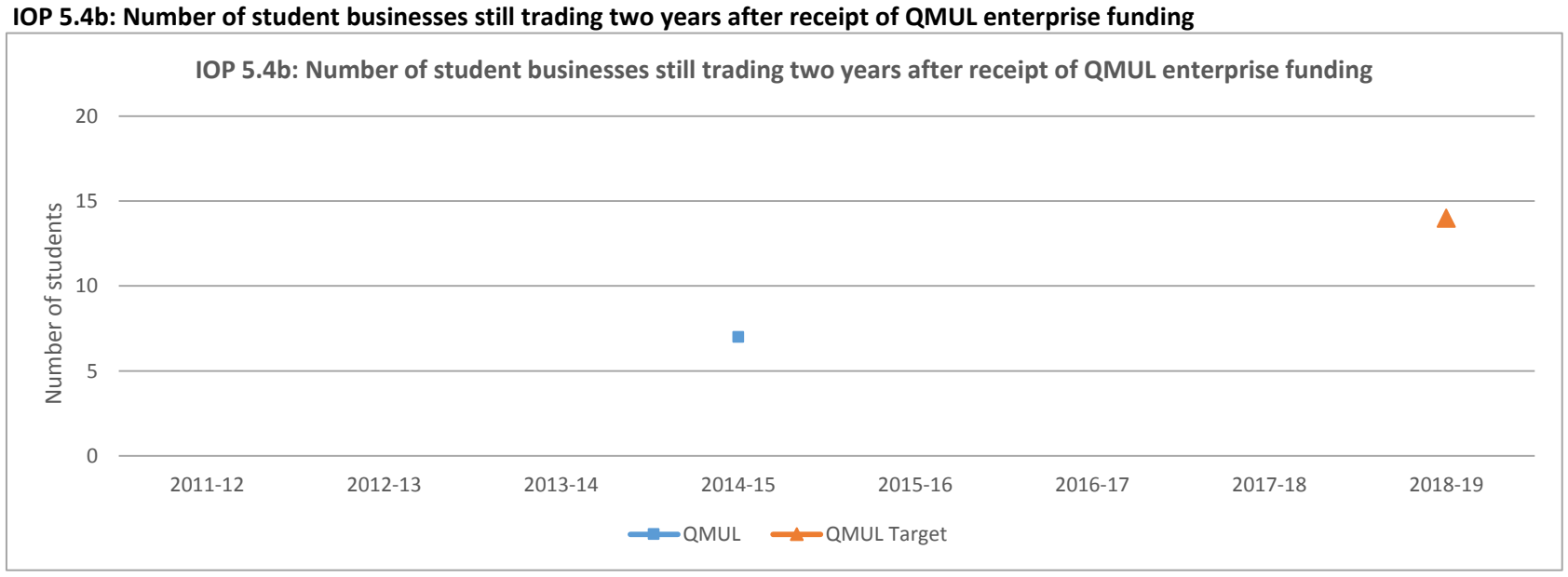
Careers became responsible for this area in 2012-13 so data for 2011-12 is unavailable

		Direction of Travel	Traffic Light
Target:	100% increase by 2018-19		
Performance to date:	2013-14 to 2014-15		

Statement on data:	The number of students using entrepreneur support services has increased between 2013-14 and 2014-15 by 48%. This is 22 students below the 2018-19 target. If the trend continues, QMUL will exceed the target set.

	Reference	Current Residual Risk
Strategic Risk reference:	Innovation and Impact - risk 6	9

IOP 5.4b: Number of student businesses still trading two years after receipt of QMUL enterprise funding



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	#N/A	#N/A	7				
QMUL Target								14

Source: Careers Service

Historic data is unavailable

		Direction of Travel	Traffic Light
Target:	100% increase by 2018-19	-	?
Performance to date:	2014-15		

Statement on data:	In 2014-15, seven student businesses were still trading two years after receipt of QMUL funding.

	Reference	Current Residual Risk
Strategic Risk reference:	Innovation and Impact - risk 6	9

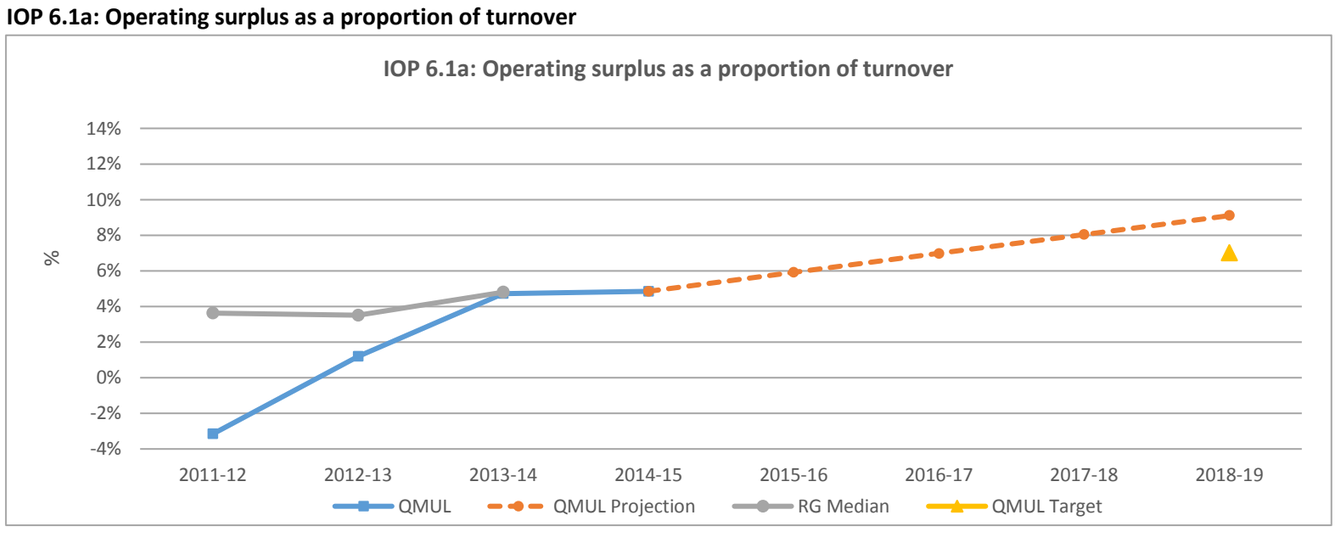
QMUL Strategy - the Next Five Years

Strategic Aim 6: to achieve and sustain financial strength to enable our academic ambitions, through a balanced portfolio of activities.

Objective 6.1

Achieve enhanced investment in resources and facilities, for the benefit of students and staff, with an appropriate balance of contributions from across all components of

IOP 6.1a: Operating surplus as a proportion of turnover



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	-3.2%	1.2%	4.7%	4.9%				
RG Median	3.6%	3.5%	4.8%					
QMUL Target								7%

Source: *HESA Finance Return*

Benchmarking data for RG 2014-15 will be available in March 2016

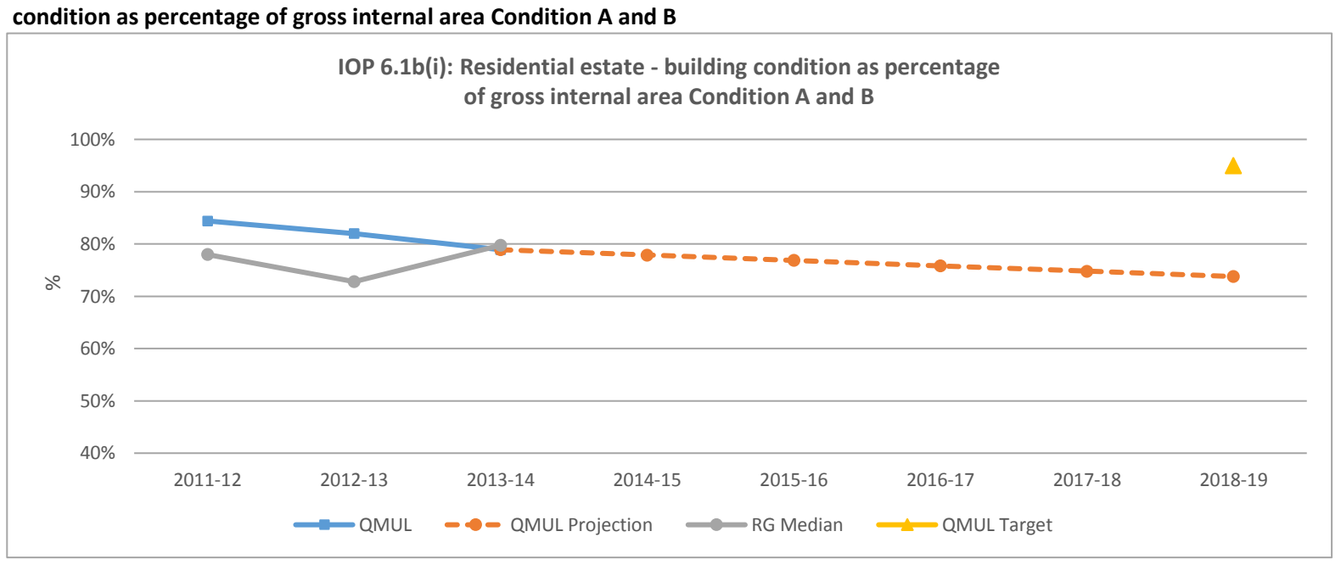
		Direction of Travel	Traffic Light
Target:	Achieve a surplus equating to a minimum of 7% of turnover by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	QMUL's operating surplus has continued to increase between 2011-12 and 2014-15. Based on current trends, QMUL will achieve the target. In 2013-14 QMUL's operating surplus was 0.1% below the Russell Group median of 4.8%.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	Operating surplus (%)	Rank 2013-14
Imperial	9.86	1
Leeds	7.57	2
LSE	6.47	3
Newcastle	6.38	4
Cardiff	6.3	5
Sheffield	6.04	6
Birmingham	5.8	7
Edinburgh	5.21	8
Liverpool	4.97	9
Manchester	4.89	10
Queen's Belfast	4.87	11
Glasgow	4.83	12
Cambridge	4.77	13
Queen Mary	**4.72**	**14**
Bristol	4.48	15
Nottingham	4.41	16
Durham	3.42	17
Southampton	3.2	18
UCL	3.13	19
York	3	20
Warwick	2.44	21
Oxford	2.39	22
King's	0.63	23
Exeter	0.59	24

IOP 6.1b(i): Condition of residential estate, as defined by HEFCE through the Estate Management Record (EMR) - building condition as percentage of gross internal area Condition A and B



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	84.4%	82.0%	78.9%					
RG Median	78.0%	72.8%	79.8%					
QMUL Target								95%

Source: *HESA Estate Management Record*

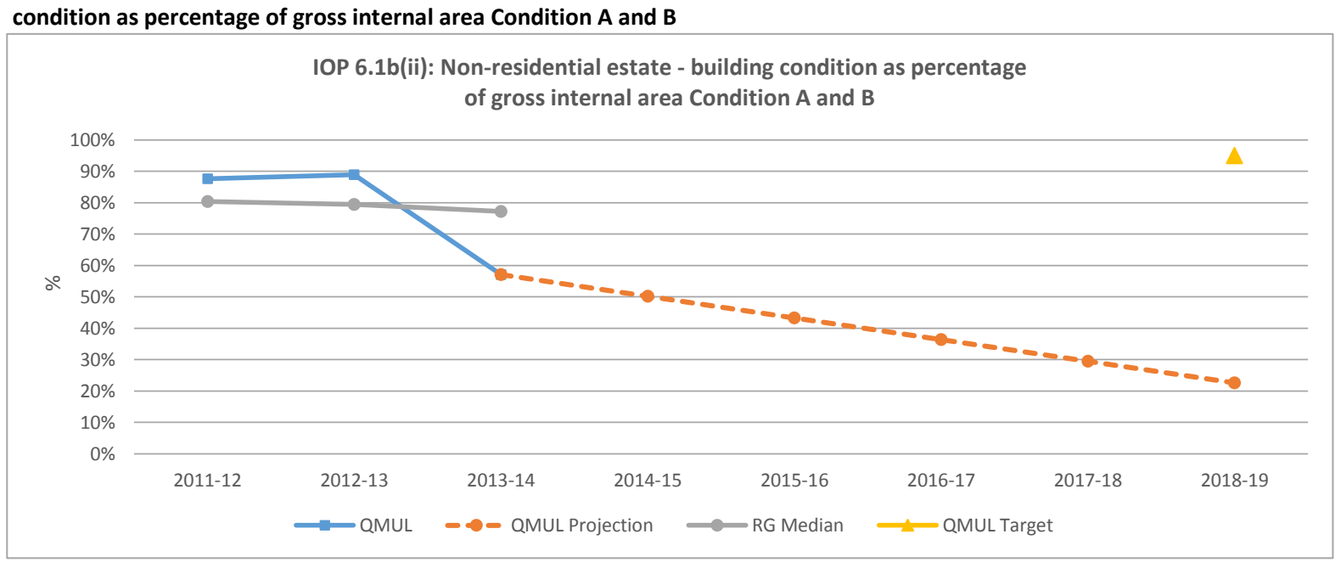
		Direction of Travel	Traffic Light
Target:	At least 95% of estate to be in condition A or B by the end of 2018-19	↓	
Performance to date:	2012-13 to 2013-14		

Statement on data:	The building condition of residential estate as a percentage of gross internal area condition A and B fell by 3.1% between 2012-13 and 2013-14. The 2014-15 EMR is submitted later than other statutory returns (the submission date is in March 2016).

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Russell Group Institutions	Condition (%)	Rank 2013-14
Leeds	99.6	1
The Queen's Belfast	98.0	2
Nottingham	96.0	3
Edinburgh	95.0	4
Southampton	92.0	5
Warwick	91.7	6
Birmingham	89.5	7
UCL	85.2	8
Exeter	83.1	9
Imperial	81.4	10
Newcastle	80.6	11
Queen Mary	**78.9**	**12**
York	69.1	13
Sheffield	64.5	14
Bristol	63.0	15
Manchester	55.0	16
Liverpool	39.2	17
Durham	38.0	18
Glasgow	36.2	19
King's	32.7	20
LSE	21.2	21
Cardiff	10.0	22
Cambridge	-	23
Oxford	-	23

IOP 6.1b(ii): Condition of non-residential estate, as defined by HEFCE through the Estate Management Record (EMR) - building condition as percentage of gross internal area Condition A and B



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	87.6%	89.0%	57.1%					
RG Median	80.4%	79.5%	77.2%					
QMUL Target								95%

Source: *HESA Estate Management Record*

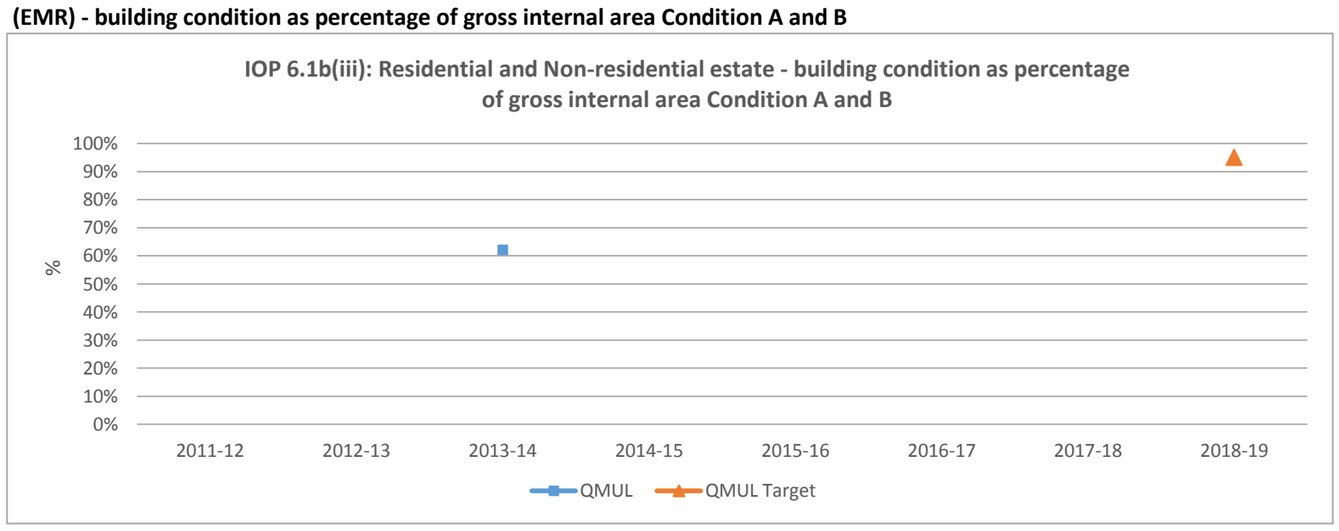
		Direction of Travel	Traffic Light
Target:	At least 95% of estate to be in condition A or B by the end of 2018-19	↓	
Performance to date:	2012-13 to 2013-14		

Statement on data:	The building condition of non-residential estate as a percentage of gross internal area condition A and B has changed significantly between 2012-13 and 2013-14. This is because the guidance from HESA moved away from a elemental assessment of condition to a simpler whole building approach, and with guidance that if the required repairs and backlog maintenance would cost more than 20% of the insurance replacement value, then the whole building should be assessed in condition C. Although it is not mandatory to follow this method, QMUL adopted this approach in assessing the condition for the 2013-14 return. It appears that many institutions have not adopted this revised approach and this is reflected in QMUL's position in the adjacent Russell Group table. The 2014-15 EMR is submitted later than other statutory returns (the submission date is in March 2016).

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Russell Group Institutions	Condition (%)	Rank 2013-14
Warwick	95.4	1
Nottingham	94	2
Newcastle	88.2	3
Queen's Belfast	88	4
Edinburgh	88	4
Oxford	86.5	6
Bristol	86	7
Cambridge	84.3	8
King's	83.9	9
Exeter	78.9	10
Southampton	78.7	11
Sheffield	78.1	12
Birmingham	76.3	13
Liverpool	75.8	14
Imperial	75.7	15
Leeds	73.2	16
Manchester	73	17
UCL	69.7	18
York	66.2	19
LSE	65.9	20
Glasgow	63.9	21
Queen Mary	**57.1**	**22**
Durham	55	23
Cardiff	53.2	24

IOP 6.1b(iii): Condition of residential and non-residential estate, as defined by HEFCE through the Estate Management Record (EMR) - building condition as percentage of gross internal area Condition A and B



	Actual			Target				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	#N/A	#N/A	62.1%					
QMUL Target								95%

Source: *Estates*

		Direction of Travel	Traffic Light
Target:	At least 95% of estate to be in condition A or B by the end of 2018-19	-	?
Performance to date:	2013-14		

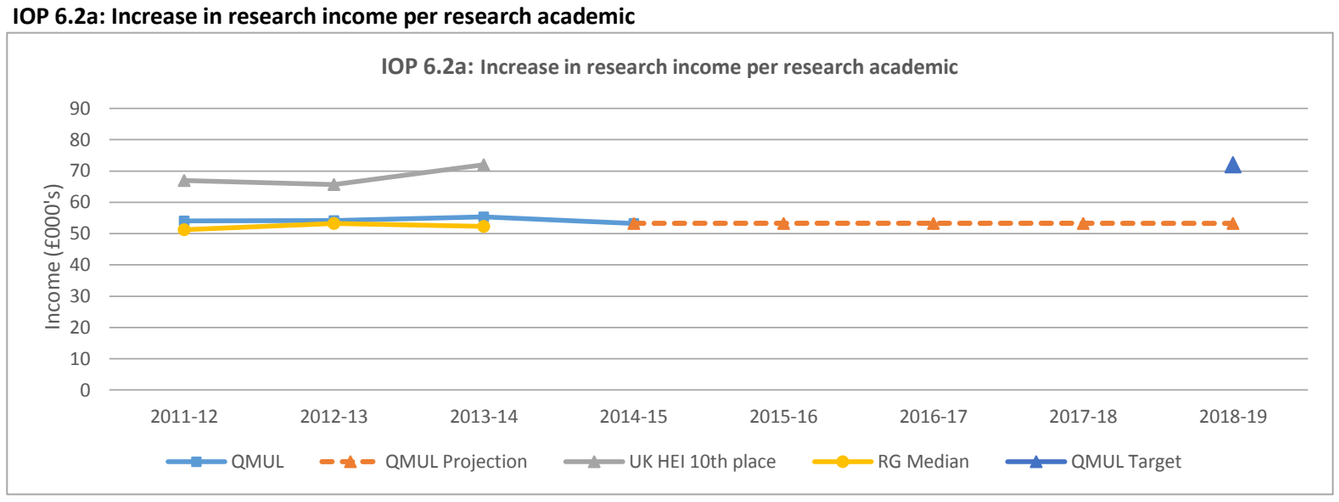
Statement on data:	Prior to 2013-14 the non residential estate was assessed on component parts of buildings, so this percentage could not be amalgamated with the residential percentages based on room numbers.

	Reference	Current Residual Risk
Strategic Risk reference:	Design and delivery of high quality portfolio of programmes - risk 7	8

Objective 6.2

Increase research income, derived from a greater diversity of sources, with improved coverage of full costs.

IOP 6.2a: Increase in research income per research academic



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	54.1	54.2	55.3	53.3				
UK HEI 10th place	67.0	65.6	72.0					
RG Median	51.2	53.2	52.3					
QMUL Target								72.0

Source: *HESA Finance and HESA Staff Return*

Benchmarking data for RG 2014-15 will be available in March 2016

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	15.4	12.9	15.4	15.4				
S&E	50.4	55.7	51.7	51.7				
SMD	74.0	72.2	76.4	76.4				

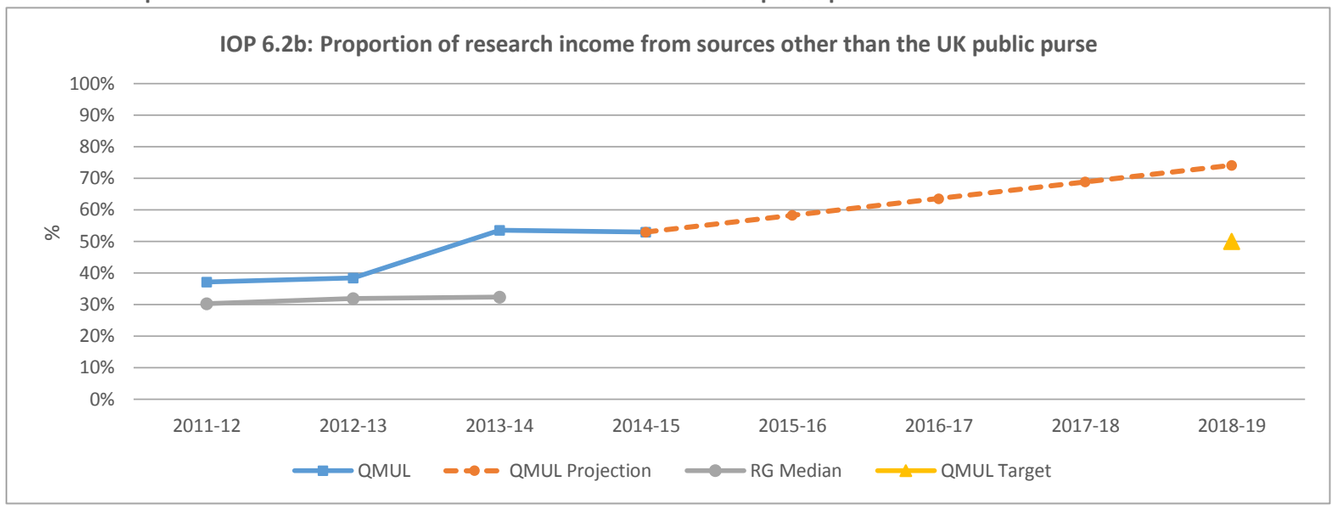
		Direction of Travel	Traffic Light
Target:	Top ten UK HEI by this measure by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Research income per research academic has fallen by 2% between 2013-14 and 2014-15, based on curretn trends, QMUL will not reach the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	Income (£000s)	Rank 2013-14
Imperial	97.30	1
Oxford	77.37	3
UCL	74.87	4
Cambridge	74.45	5
Edinburgh	62.88	7
Bristol	61.93	8
Glasgow	61.38	9
King's	55.79	11
Queen Mary	**55.3**	**12**
Manchester	55.06	13
Leeds	54.58	14
Sheffield	52.80	15
Warwick	51.82	18
Southampton	50.72	21
Newcastle	49.59	23
Cardiff	48.88	24
Birmingham	48.41	25
Queen's Belfast	46.44	28
Liverpool	45.91	29
Exeter	43.47	30
York	42.67	31
Durham	42.12	33
Nottingham	37.75	40
LSE	33.93	45

IOP 6.2b: Proportion of research income from sources other than the UK public purse



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	37.1%	38.4%	53.5%	53.0%				
RG Median	30.3%	31.9%	32.4%					
QMUL Target								50.0%

Source: *HESA Finance Return*

Benchmarking data for RG 2014-15 will be available in March 2016

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	18.0%	19.1%	50.9%	44.0%				
S&E	17.4%	26.0%	34.8%	32.7%				
SMD	48.9%	47.2%	61.2%	64.5%				

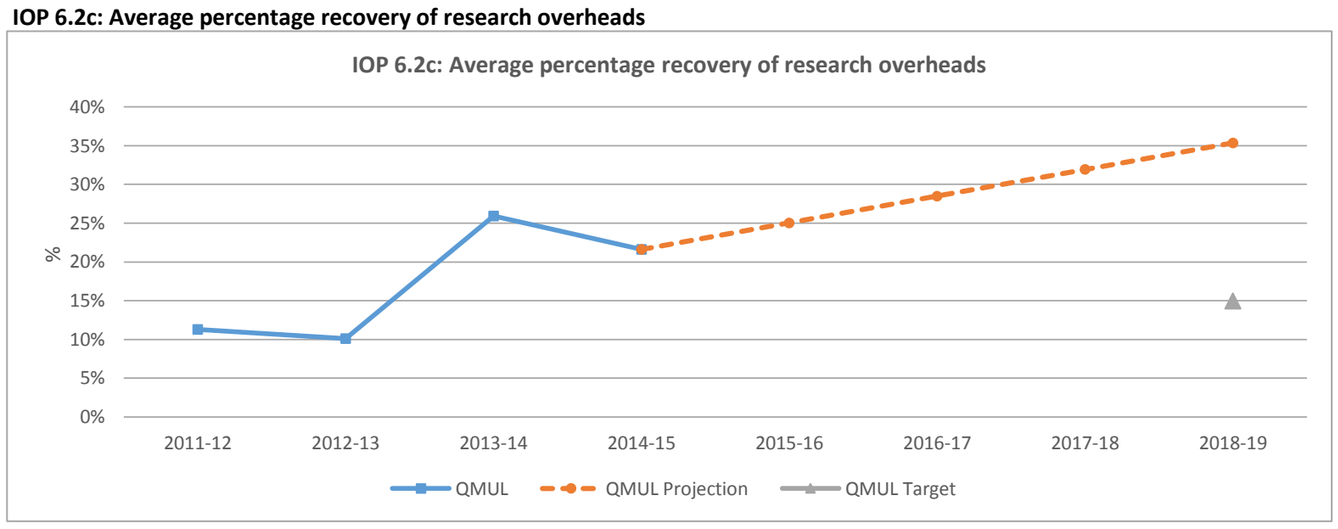
		Direction of Travel	Traffic Light
Target:	Over 50% by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

Statement on data:	QMUL's proportion of research income from sources other than the UK public purse has decreased by 0.5% between 2013-14 and 2014-15. Nevertheless, QMUL exceeded the target set in 2014-15 and is now positioned 1st in the Russell Group.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	Proportion %	Rank 2013-14
Queen Mary	**53.5%**	**1**
Oxford	47.8%	2
Cambridge	44.1%	3
King's	43.7%	4
Imperial	41.3%	5
LSE	38.6%	6
UCL	38.6%	6
Newcastle	37.2%	8
Glasgow	35.4%	9
Birmingham	34.8%	10
Manchester	33.8%	11
Liverpool	32.7%	12
Sheffield	32.1%	13
Cardiff	31.4%	14
Southampton	30.6%	15
Leeds	30.4%	16
Exeter	29.2%	17
Bristol	29.1%	18
Nottingham	28.5%	19
Queen's Belfast	28.5%	20
Edinburgh	28.1%	21
York	27.9%	22
Durham	27.0%	23
Warwick	24.6%	24

IOP 6.2c: Average percentage recovery of research overheads



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	11.3%	10.1%	25.9%	21.6%				
QMUL Target								15.0%

Source: *Management Accounts*

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	13.9%	12.8%	21.2%	22.3%				
S&E	24.0%	17.2%	43.2%	33.2%				
SMD	6.1%	7.2%	21.9%	18.6%				

		Direction of Travel	Traffic Light
Target:	Exceed 15% by 2018-19	↓	
Performance to date:	2013-14 to 2014-15		

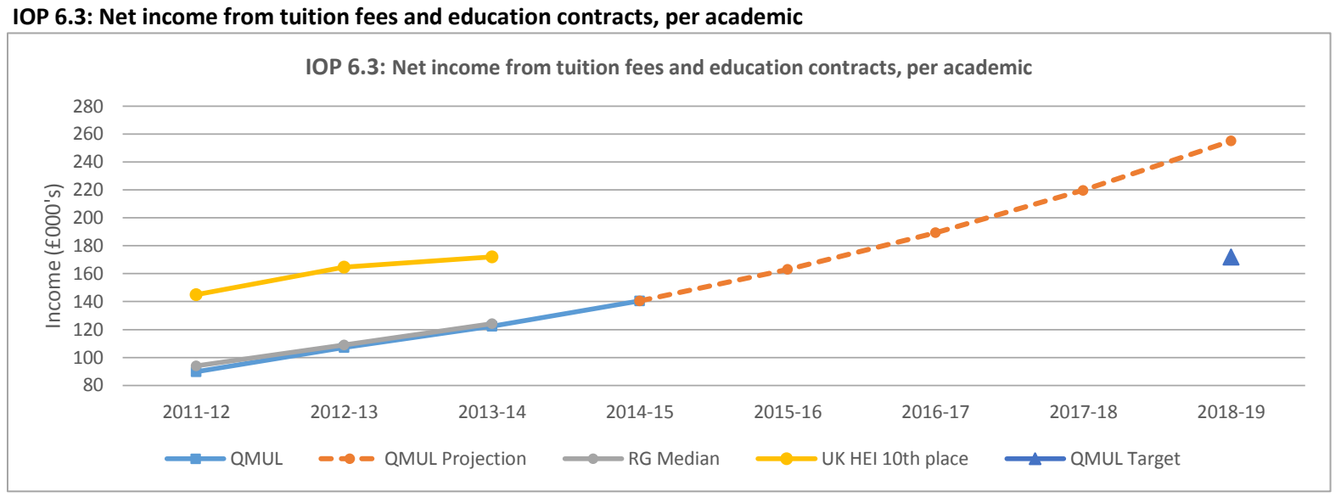
Statement on data:	QMUL's average percentage recovery of research overheads decreased by 4.3% between 2013-14 and 2014-15. Despite this decline, QMUL should still reach the target by 2018-19.

	Reference	Current Residual Risk
Strategic Risk reference:	Cost control, VFM and expenditure - risk 12	4

Objective 6.3

Increase income from educational activities through an enhanced portfolio of courses, and more effective use of resources.

IOP 6.3: Net income from tuition fees and education contracts, per academic



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	90	107	122	141				
RG Median	94	109	124					
UK HEI 10th place	145	165	172					
QMUL Target								172

Source: *HESA Finance and HESA Staff Return*

Benchmarking data for RG 2014-15 will be available in March 2016

	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
H&SS	112	144	170	188				
S&E	93	122	136	164				
SMD	41	52	60	68				

		Direction of Travel	Traffic Light
Target:	Top ten UK HEI by this measure by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Net income from tuition fees and education contracts per academic has continued to rise each academic year since 2011-12. If this continues QMUL will exceed the target.

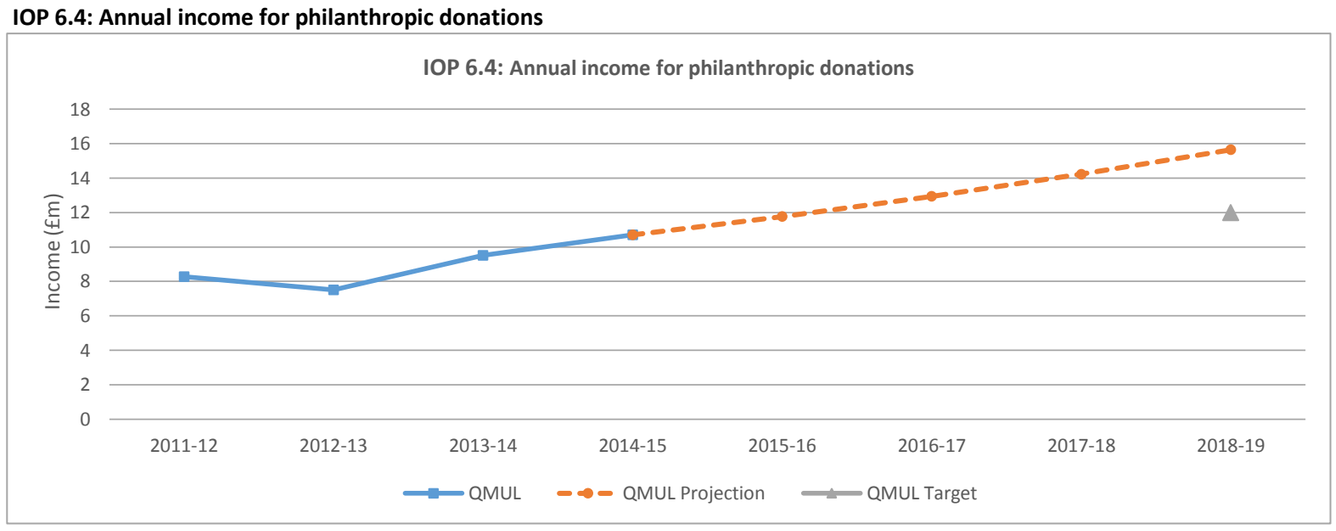
	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	Net Income (£000s)	Rank 2013-14
LSE	186	8
Imperial	146	23
Warwick	145	25
Newcastle	138	35
Sheffield	137	39
Manchester	136	40
Exeter	133	52
York	133	53
Durham	131	56
Oxford	130	58
Liverpool	127	66
Cambridge	126	67
Queen Mary	**122**	**77**
Birmingham	121	80
Nottingham	119	90
Leeds	118	93
UCL	116	103
Cardiff	116	104
Bristol	115	106
Southampton	109	118
King's	103	123
Edinburgh	93	129
Glasgow	85	134
Queen's Belfast	69	146

Objective 6.4

Markedly increase income from philanthropic sources to support strategic objectives.

IOP 6.4: Annual income for philanthropic donations



	Actual				Target			
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
QMUL	8.3	7.5	9.5	10.7				
QMUL Target								12.0

Source: *Ross-CASE survey*

		Direction of Travel	Traffic Light
Target:	Income of £12m by 2018-19	↑	
Performance to date:	2013-14 to 2014-15		

Statement on data:	Annual income for philanthropic donations has increased by £1.2m between 2013-14 and 2014-15. If this trend continues, QMUL should reach the target.

	Reference	Current Residual Risk
Strategic Risk reference:	Sustainable income streams for activities - risk 11	12

Russell Group Institutions	Annual Income(£m)	Rank 2013-14
Oxford	198.7	1
Cambridge	104.7	2
UCL	33.5	3
Manchester	21.7	4
King's	20.5	5
Imperial	17.3	6
Queen's Belfast	14.1	7
Edinburgh	13.4	8
Warwick	11.9	9
Leeds	10.6	10
Queen Mary	**9.5**	**11**
LSE	9.5	11
Birmingham	8.9	13
Bristol	6.8	14
Nottingham	6.8	15
Newcastle	5.0	16
Liverpool	3.8	17
Southampton	3.7	18
Sheffield	3.2	19
York	3.0	20
Exeter	3.0	21
Cardiff	1.8	22
Glasgow	Data unavailable	
Durham		