

**Queen Mary
University of London
Strategy 2014
– the Next Five Years**

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Queen Mary's Purpose

Queen Mary University of London is dedicated to the public good, pursuing the creation and dissemination of knowledge to the highest international standards, thereby transforming wider society and the lives of our students and staff.

Introduction



This new Strategy has been developed following widespread discussion within the Queen Mary University of London (QMUL) community. It builds upon the aims and the achievements of the Queen Mary Strategic Plan, 2010-2015.

Queen Mary has changed rapidly as an institution. The invitation in 2012 to join the Russell Group, the change in legal name to “Queen Mary University of London”, and the decision to exercise degree-awarding powers all signify an institution of increasing confidence and achievement.

Much has changed also in the environment in which we operate. Changes to student support, the removal (in most areas) of student number controls, broadening of the higher education sector, increasing internationalisation, uncertainty in research funding, and multiple other factors have led to a volatility beyond previous experience. Minimisation of risk is no longer sensible or viable as a sole approach; the new imperative is the creative management of risk to meet our academic aspirations.

These changes in stature and context inform our approach to the setting of ambitions for the coming years. We build on a definition of the continuing purpose of a university – the creation and

dissemination of knowledge – and re-commit to the principle that the benefits of a university education are both individual and societal, and both material and intangible.

We recognise the defining and differentiating characteristic of QMUL as an institution equally committed to the achievement of the highest international standards in education and research, and to the service of its local communities through public engagement and the promotion of opportunity to individuals less favoured by financial or social background.

And we make commitments to the individuals and organisations we serve and with whom we work:

To our students, we commit to the provision of a personalised, research-informed education, designed both to promote personal development and to transmit the skills needed for a rewarding career.

To our staff, we commit to the promotion of a collegial community, supporting academic freedom and alert to the needs and aspirations of its members.

To our partners in government and public service, the local community, industry, commerce, and the cultural sector, we commit to the education of informed graduates and to the performance of research leading both to the advancement of knowledge, and to financial and societal impact.

Simon J Gaskell
May, 2014

View across the Regent's Canal, which borders the Mile End campus



Aims and Objectives

Over the period covered by this Strategy, QMUL will build on its core values and substantial recent achievements.

We are:

- Characterised and recognised as a highly collegial and values-driven institution.
- Intent on the achievement of an international stature in knowledge creation and knowledge dissemination.
- Deeply committed to the service of our communities, recognising that our pursuit of international excellence is a key element of our local contribution.
- Noted for the breadth of our academic endeavour, maintaining the current range while recognising that the balance of activity may alter over time.

We will:

- Use our intellectual breadth to develop significant new initiatives, including cross-disciplinary projects.
- Enhance our position as central London's only campus-based university by investing in new academic facilities and increasing our provision of adjacent and affordable student residences.
- Increase the scale of our operations sufficient to permit the provision of a research infrastructure commensurate with our status.

- Increase our exposure to international comparators by furthering major collaborative research with overseas institutions and substantially increasing our provision of education to overseas students.
- Grow our virtual presence to allow new modes of teaching and learning, notably by exploiting the potential of e-learning, while retaining the benefits of personal interactions between academic and student.
- Enhance our interactions with business, the local community and the cultural and charity sectors - in part by exploiting the talents and enthusiasm of our alumni - to deliver benefits in research, teaching, public engagement and student employability.

All our activities – and correspondingly our aims and objectives – are embedded within a continuum from knowledge creation to knowledge dissemination. Creativity and innovation are critical across that continuum.

The remainder of this document details the specific high-level aims and objectives we have set under this strategy, and indicates how we will measure our progress towards their realisation. A summarised assessment of progress towards both the high-level objectives indicated here, and those detailed in subsidiary strategies, will be made during an annual review.

Summary of Strategic Aims

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

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.

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.

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

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.

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

Strategic Aim 1

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

QMUL has a proud record of providing a university education of the highest quality to a diverse population of students, including many from backgrounds lacking financial or social privileges. We celebrate the resulting diversity of our student body and aspire to be recognised as a prime destination for high-achieving students from lower participation backgrounds. We are completely committed to extending this work using the following approaches:

- Work with schools to raise both aspirations and attainment, building on our experience with Drapers' Academy and St Paul's Way Trust School.
- Provision of targeted financial assistance when this facilitates enrolment at QMUL and continuation of studies.
- Focused personal assistance to students to smooth the transition to university study and to maximise academic progress and career success.
- Work internally and externally to ensure that all students who would benefit from a postgraduate education are able to do so.

Recruitment of a student is an expression of our confidence in their ability to benefit fully from a QMUL education and to succeed in their studies; we therefore commit the best efforts of the QMUL community to the achievement of these goals.

The opportunity to study at a campus-based university represents a key aspect of the appeal of QMUL to students. We intend to increase the provision of affordable residential accommodation to allow a greater proportion of students to live on or adjacent to our campuses, should they wish to do so.

The complete student experience requires attention to specialist academic provision, intellectual broadening, social and recreational activity, volunteering, and attention to future career development. We will work increasingly

closely with the Queen Mary Students' Union to promote a sense of community amongst our students, whether of UK or international origin. We will focus on student welfare and all aspects of the student experience, recognising the importance of balancing the educational and experiential wisdom of the university with the freshness and currency of ideas provided by students.

The success of QMUL in both knowledge creation and dissemination depends critically on the quality and commitment of its staff, both academic and professional service colleagues. Recognising that much is expected of all members of our community, QMUL commits to promoting a collegial environment with opportunities for the personal and academic advancement of its staff. We celebrate the diversity of our staff as much as that of our student body. We will reinforce targeted programmes of staff support and personal development, including opportunities related to teaching skills and student support, the High-Potential Leaders Programme, Women into Leadership, and tailored provisions for new senior office holders. We will build on recent success to further extend our accreditation in Athena SWAN and related diversity schemes.

Our commitment to the nurturing of student and staff careers involves also a determination to enhance physical facilities; these aspects are covered under Strategic Aims 2 and 3.

We intend to develop a new and deeper relationship with our alumni as continuing members of the QMUL community. This will involve the provision of additional services to them, together with an increased recognition of the input they can make to the benefit of current students, for example through the provision of careers information, networking opportunities and internships.



Objective	Indicator of Progress	Target
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.	Undergraduate Entry Qualifications	UCAS tariff to match the Russell Group median by 18/19
	Higher Education Statistics Agency (HESA) Widening Participation Performance Indicators	Meet or exceed our institutional benchmark each year
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 development.	Percentage of students commencing their studies who complete the degree programme	Year-on-year decrease in the percentage of students who do not complete their programme
	HESA Employment Performance Indicator	QMUL performance to at least match Russell Group median by 18/19
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 the knowledge creation/knowledge dissemination continuum.	Number of academics receiving honours and accolades/awards from national academies and other national and international bodies	Year-on-year increases across the Strategy period
	Proportion of non-professorial academic staff who merit promotion within four years of appointment to QMUL	Year-on-year increases in the proportion of such staff being promoted within four years
	Recognition of work to promote equality of opportunity amongst staff	Institutional Athena SWAN Silver Award by 2016. Progress on achieving equivalent recognition for Humanities and Social Sciences disciplines
1.4 Develop stronger links with our alumni as continuing members of the QMUL community, through enhanced engagement activities and enlisting their support in achieving QMUL's goals.	Number of alumni volunteers engaged by QMUL per 10,000 contactable alumni	80 per 10,000 contactable alumni (1,000 total) by 18/19

Strategic Aim 2

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.

We affirm the fundamental contributions that knowledge creation makes to the cultural, intellectual and material life of nations, and the paramount role that university-led research plays in ensuring open and unfettered enquiry.

QMUL has made extraordinary progress in recent years in achieving prominence in research areas distributed across all three Faculties (Humanities and Social Sciences, Medicine and Dentistry, Science and Engineering). We will continue to encourage and facilitate (in part through the further improvement of research support services) outstanding research across a wide spectrum, from basic curiosity-driven work through to applied research and innovations that deliver more immediate benefits, whether economic, cultural or social. The expertise and experience of our academic staff provide the most potent contribution to our collective ability to determine major research directions, both within QMUL and with respect to national priorities. We will periodically review our activities to ensure that we remain at the forefront of the national research enterprise.

We recognise that the framework of academic disciplines provides appropriate support for research in some areas; in others, the fast-moving and diverse nature of many of the major challenges facing humankind dictate the need to foster interdisciplinary and collaborative approaches to research. We will accordingly undertake major initiatives under this heading, to include for example significant investment into the Life Sciences, bridging all three Faculties, and promotion of research in the digital humanities. Interdisciplinary growth areas will continue to be supported either directly or through the launch of new Institutes.

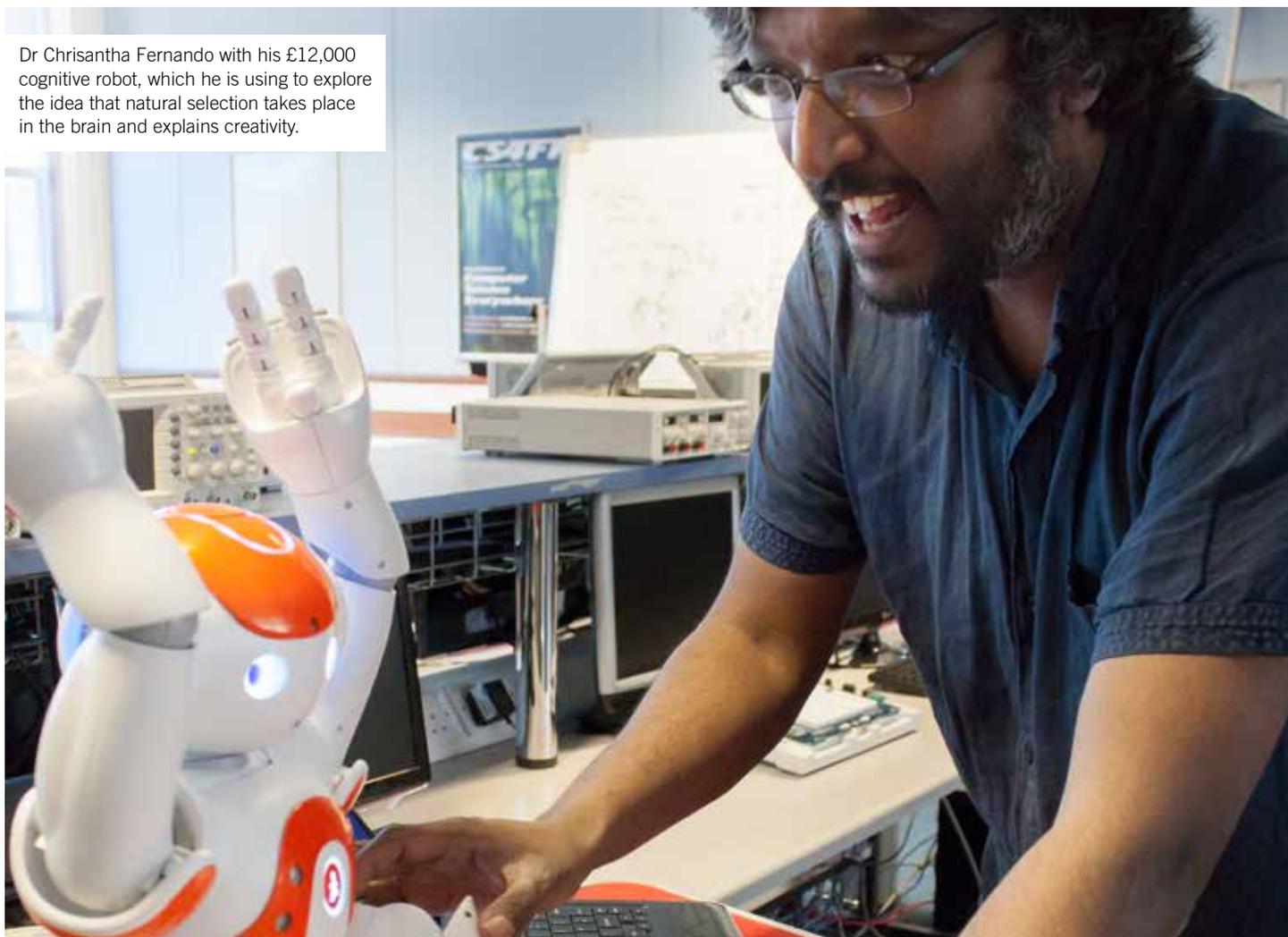
We will exploit our research links with key partners, notably fellow members of UCL Partners and through our strategic alliance with the University of Warwick, and with an increasing number of universities and organisations outside the UK (see Strategic Aim 4).

A healthy research environment requires the active recruitment of talented staff at all levels and we will ensure that we continue to recruit a high level of doctoral, postdoctoral and early career researchers as well as utilising opportunities to attract outstanding new academic staff and build new research teams. The Queen Mary Doctoral College will provide a focus for doctoral and postdoctoral researcher support.

We will foster the application and commercialisation of research by streamlining and focussing the support available to researchers and by ensuring that our intellectual property and other policies explicitly encourage and recognise the value of this work. We will develop our approach to intellectual property rights to ensure the achievement of two fundamental objectives: generous treatment of QMUL staff and optimised achievement of public benefit.

As a research-led institution, it is self-evident that our teaching will be informed by our work in knowledge creation. Furthermore, the most talented students seek an education that is not only underpinned by research but that also enables them to interact with this research and the academics who are conducting it. We also recognise the new insight and perspective brought to our research activities as a result of activities in knowledge dissemination (teaching-informed and public engagement-informed research) and also through our interactions with business and other partners.

Dr Chrisantha Fernando with his £12,000 cognitive robot, which he is using to explore the idea that natural selection takes place in the brain and explains creativity.



Objective	Indicator of Progress	Target
2.1 Enhance QMUL's position as a leading research university.	Placement within rankings of world universities	Top 75 in QS and Times Higher Education Rankings by 18/19
	Grant success rates for major funding bodies	Achieve median Research Councils UK success rate for Russell Group institutions, with similar success rates for other major funding agencies
	Spend on research equipment	Expenditure on research equipment equivalent to 10% of total research income by 18/19.
2.2 Educate to PhD level an increasing number of students, derived both from the UK and overseas.	Number of PhD students.	50% increase by 18/19
	Submission rates	At least 90% submission rate within 4 years (and equivalent for part-time students)
2.3 Recruit and support post-doctoral and other early career researchers.	Number of post-doctoral researchers	50% increase by 18/19
	Number of independently funded research fellows	100% increase by 18/19
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.	Number of inventions disclosed to Queen Mary Innovation Ltd	Top ten UK Higher Education Institution (HEI) by this measure by 18/19
	Number of, and income generated through, licensing agreements and spin-out companies	Top ten UK HEI by this measure by 18/19
	Increase research income from industry and commerce	100% increase by 18/19

Strategic Aim 3

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

A university education prepares individuals for career success and enables both personal development and an enhanced contribution to society. The diversity of the QMUL community provides an unusually rich environment for learning. The high levels of satisfaction recorded by QMUL students attest to the quality of our educational provision. New expectations and opportunities, however, indicate the need for continuing innovation both in delivering courses and in co-curricular activities. We will recognise both exceptional contributions by our staff and extraordinary achievement by our students in developing key graduate attributes.

All our educational programmes will be supported by electronic delivery of services. Increasingly refined opportunities for e-learning can only be fully exploited after significant investment, and challenges remain in achieving secure assessment on-line. Nevertheless, we are committed to an enhanced virtual presence for QMUL and will work with appropriate partners, both public and private, for the benefit of current and prospective students and to enable a continued provision to alumni, thereby securing their continued involvement with the QMUL community. Design, development and delivery will be informed by input from our students, whom we value as co-developers of new approaches in teaching and learning.

Whereas the blend of electronic and in-person delivery of educational programmes will vary by discipline and location, all QMUL students will receive an education that includes substantial personal interaction and dialogue with academic staff.

Increased attention is required to the possibilities associated with multi- and cross- disciplinary teaching at both undergraduate and postgraduate level. The QMUL Life Sciences initiative will incorporate a major expansion of programmes that draw upon the expertise of all three existing Faculties. We will ensure that academic activities are not falsely constrained by current structures or practices.

Whereas the mechanisms of presentation of educational programmes will continue to evolve over the term of the new strategy, continuing imperatives will be the input of dedicated and inspirational teachers and the presence of committed learners. Enhanced attention will be given to the development of skills for teaching and for exploiting new means of delivery; equally, emphasis will be placed on the acquisition by students of broader skills to enhance their preparedness for successful learning.

Dr Chris Miles
lecturing at the
School of Business
and Management



Objective	Indicator of Progress	Target
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.	Proportion of teaching rooms that meet the standards agreed with our students and staff	95% of rooms to meet agreed internal standards by 18/19
	Ratio of informal study space to student headcount	Year-on-year increases across the Strategy period
	Satisfaction with resources reported in main student surveys	At least Russell Group mean/median (as appropriate) for the main survey questions on resources by 18/19
3.2 Facilitate multi-disciplinary education, to ensure responsiveness to the expectations of students and employers and to increase the experience of students outside their principal discipline.	Proportion of undergraduate students taking at least one module from outside of their home School	Year-on-year increases across the Strategy period
3.3 Develop (with external partners where appropriate) a portfolio of on-line provisions designed for both distance and blended learning.	Number of students completing QMUL distance and blended learning programmes	100% increase by 18/19
3.4 Expand educational provision to serve the needs of individuals concerned with their continuing personal and professional development.	Income derived from continuing and professional development programmes	Income of £3m by 18/19

Strategic Aim 4

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

Universities have always been international in nature, reflecting their fundamental purpose in advancing and disseminating knowledge without restriction by national borders. We believe that a true and pervasive international outlook delivers a range of benefits and advantages to QMUL, including:

- The exposure of our researchers to the most advanced ideas in the world, creating a community of “prepared minds”, able to absorb new ideas of international origin and translate them into economic and social benefit.
- Recruitment of the highest quality academics, regardless of national origin, ensuring the highest possible standard of educational provision to students and facilitating the input to research of a broad range of ideas.
- Promotion of the international character of the QMUL community, enhancing the educational value for both UK and international students.
- Supporting the influence of UK ideas and values overseas, through alumni who achieve substantial influence (political, cultural, scientific) in their home countries.
- Ensuring that QMUL's progress is judged in an international context and therefore against the highest standards.

We will advance our international focus in a number of ways, notably by pursuing knowledge creation through international research collaborations with selected partners, recognising that the creative momentum for such partnerships derives from the talents and enthusiasms of individual researchers or research groups.

QMUL will continue to recruit the most talented academics, regardless of national origin. We will also build on our success in recruiting international students to be based on our London campuses, providing a high quality of education to those students and benefiting the entire student body through the encouragement of an international outlook. This includes our Associate Student programme, providing single or two-semester programmes to students from an increasing number of other countries. Of paramount importance is the welfare of international students and their support as they adapt to studying in a new country.

There will also be a focus on enhancing opportunities for our UK students to access opportunities abroad, in order to broaden their cultural awareness and provide them with new skills. A new language strategy will be developed at QMUL to support our international activities.

We will maintain close connections with our international alumni and will deepen these interactions through the Alumni Ambassador scheme to encourage networking between alumni and current students.

QMUL will seek significant expansion of activity in transnational education, always based on a model of genuine collaboration with overseas institutions, but adapted to match the requirements and strengths of our partners in different countries.



Objective	Indicator of Progress	Target
4.1 Promote global research interactions by creating major collaborations and nurturing their success.	Number of new long-term collaborative research agreements with overseas partners (each involving at least three academics from both QMUL and the partner university)	Three major new programmes per year over the course of the Strategy
4.2 Increase study-related opportunities outside of the UK for London-based students.	Number of London-based students who undertake some proportion of their studies and/or work experience outside of the UK	100% increase in students benefiting by 18/19
4.3 Extend the portfolio of QMUL's transnational education programmes.	Number of students studying offshore on QMUL programmes	5,000 students by 18/19
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.	Number of EU and Overseas students studying at QMUL's London campuses	50% increase by 18/19

Strategic Aim 5

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.

The definition of a university's role as the combination of knowledge creation and knowledge dissemination allows full acknowledgement of the importance of a range of exchange and dissemination routes (beyond teaching) as desirable academic activities. Building on the enhanced academic stature of QMUL and the opportunities provided by our London location, we will harness the skills and energy of our students and staff to develop further our engagement with the public and our interactions with business, government, charities and the cultural sector, in order to underpin joint projects for mutual or wider benefit.

Just as our dissemination activities are informed by our research, so we expect aspects of our research to be enhanced by our public engagement activities. Dissemination of research outcomes via explicit commercial exploitation has been presented under Strategic Aim 2.

Many of our engagement activities will be co-ordinated through the Centre for Public Engagement. The Centre will champion the importance and effectiveness of academic-led engagement and will support these initiatives through network and training opportunities. It will also develop models to ensure the sustainability of engagement projects and collaborative initiatives.

We will also ensure the conversion of our work to public benefit via a variety of other mechanisms, such as:

- Leadership of Creativeworks London, a major Knowledge Exchange Hub for the creative economy.
- Queen Mary BioEnterprises, London's largest incubator for early stage life science companies.
- Links with companies, including small and medium sized enterprises.
- Local community initiatives.

We will harness and support the enthusiasm and imagination of our student entrepreneurs – both commercial and social – through initiatives such as start-up funding schemes and by providing enterprise space and support through our advice centre, Qube. We will enhance opportunities for student entrepreneurs to learn from and network with external business experts, alumni and Queen Mary Innovation Ltd.



Objective	Indicator of Progress	Target
5.1 Confirm QMUL's position as a leading institution for public engagement in the UK.	National Coordinating Centre for Public Engagement Chartermark	QMUL within the first tranche of institutions to receive the Chartermark
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.	Number of staff and students attending public engagement training courses	200% increase by 18/19
5.3 Encourage the aspirations of school-age students to attend university and provide support to help them realise these ambitions.	Number of school students directly engaged in QMUL outreach activity (as defined by our Access Agreement with the Office for Fair Access)	2,000 school students benefitting by 18/19
5.4 Provision of opportunities and guidance for both undergraduate and postgraduate student entrepreneurs to exploit innovative ideas in commercial products or services.	Number of individual students using entrepreneur support services	100% increase by 18/19
	Increase in number of student businesses still trading two years after receipt of QMUL enterprise funding	100% increase by 18/19

Strategic Aim 6

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

The financial strength of QMUL will be based on a careful balancing of ambitions and risks associated with our blend of activities; this approach will permeate all levels of the institution. The varying effects of externally imposed constraints on different academic areas will necessitate differential financial support across Faculties, Schools and Institutes. Through a careful assessment of risk, all academic units of QMUL will seek to balance their activities to achieve the optimum financial position consistent with their academic mission of knowledge creation and knowledge dissemination. We will grow our activities alongside a firm commitment to our environmental responsibilities.

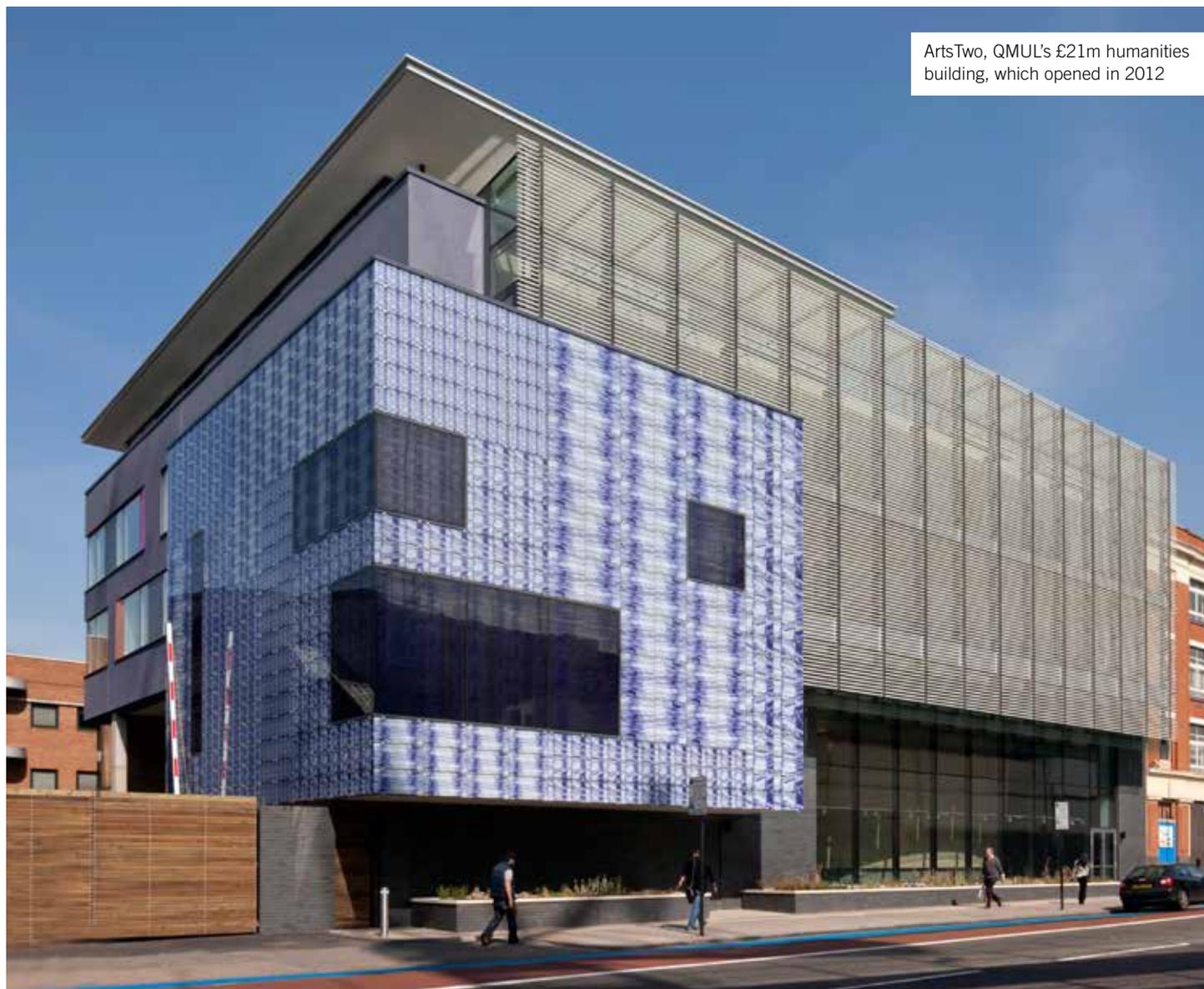
In our educational programmes, we will be alert to opportunities for revenue enhancement but will not seek increased income at the expense of the quality of the student experience or through excessive expectations of our academic and professional services staff. In the education of non-UK students (Strategic Aim 4), we will seek to meet the strong demand from international students to study in London, balancing any associated risks with a measured commitment to e-learning (Strategic Aim 3), and an increased investment of academic and professional support in transnational education.

In research, we will continue to argue for the national benefits of UK government investment but recognise that excessive reliance on the UK public purse is unwise. We will therefore emphasise a diversity of funding sources, both public and private.

We will be rigorous in assessing value-for-money in all aspects of recurrent expenditure and in major investments. Our motivations for doing so include our position as a beneficiary of public support, and our determination to maximise our opportunities for innovative activity in knowledge creation and dissemination. We will be open to the prospect of creative alliances with well-chosen partners, where these serve the QMUL community and where our current size limits our ability to meet the aspirations of our staff and students.

In the absence of a significant endowment, we commit to achieving an increased income from philanthropic sources and a judicious use of borrowing (or equivalent), invariably backed by rigorous financial modelling. Crucially, however, the achievement of our Strategy and the long-term success of QMUL depends on the generation of funds from academic and related activities, sufficient to allow continued investment in our people, infrastructure and services.

ArtsTwo, QMUL's £21m humanities building, which opened in 2012



Objective	Indicator of Progress	Target
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 QMUL.	Operating surplus as a proportion of turnover	Achieve a surplus equating to a minimum 7% of turnover by 18/19
	Condition of academic and residential estate, as defined by HEFCE through the Estates Management Statistics return	At least 95% of estate to be in condition A or B by the end of 18/19
6.2 Increase research income, derived from a greater diversity of sources, with improved coverage of full costs.	Increase in research income per research academic	Top ten UK HEI by this measure by 18/19
	Proportion of research income from sources other than the UK public purse	Over 50% by 18/19
	Average percentage recovery of research overheads	Exceed 15% by 18/19
6.3 Increase income from educational activities through an enhanced portfolio of courses, and more effective use of resources.	Net income from tuition fees and education contracts, per academic	Top ten UK HEI by this measure by 18/19
6.4 Markedly increase income from philanthropic sources to support strategic objectives.	Annual income from philanthropic donations	Income of £12m by 18/19
		Pledges confirmed within-year totalling 15m in 18/19

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