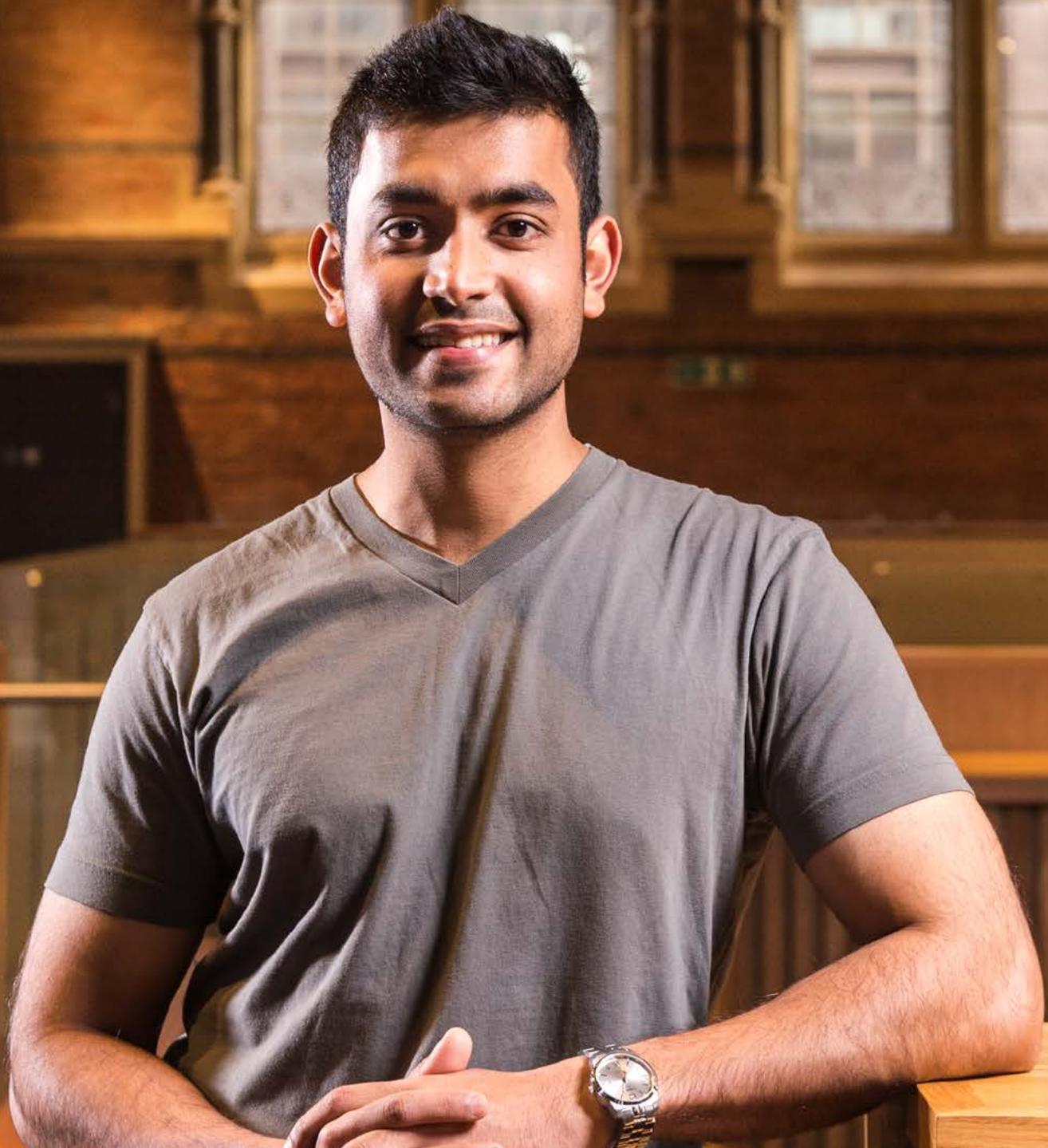




Queen's University
Belfast

Vice-Chancellor's Annual Report

2015-2016





Vision 2020

A world class **international** University that **supports outstanding students** and staff, working in world class facilities, conducting leading-edge education and research, **focused on the needs of society.**

Vice-Chancellor's Annual Report

2015-2016

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Faisal Sayed Amin Kadiri,
MEng in Aerospace Engineering student,
pictured in the Graduate School.



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Reshaping the Landscape

This was a year of milestones as we progress towards the objectives of Vision 2020. It was a year of challenge and change, but one that saw our work being given significant recognition.

Our success as a University depends on developing a culture and environment that attracts new students and staff and supports their talent, creativity and commitment. Underpinning this culture are our core values of Respect, Integrity, Excellence, Ambition and Connected which were developed during the year following extensive consultation with staff and students.

This year saw a significant growth in the number of international students and those from Great Britain coming to study at Queen's. They are joining a university which is providing a world class educational experience for students from all backgrounds, inspiring them to reach their full potential.

They are also joining an institution that is ranked in the top 1% of global universities and is committed to the needs of society, locally and across the world.

In research innovation, our impact was recognised this year with our sixth Queen's Anniversary Prize, on this occasion for our work on cyber security worldwide. We were also honoured with Northern Ireland's first Regius Professorship, awarded by Her Majesty The Queen for our excellence in electronics and computer engineering.

That research impact is set to continue with the formation of our Global Research Institutes and Pioneer Research Programmes which bring leading academics together to tackle some of the greatest global challenges of our time.

During 2016, two were opened officially – the Institute of Electronics, Communications and Information Technology by His Royal Highness the Prince of Wales and the Senator George J. Mitchell Institute for Global Peace, Security and Justice, opened by and named after our former Chancellor.

These, and other research programmes throughout the University, are driving forward an increased focus on interdisciplinarity and collaboration with global industry and institutions.

During the year, we continued to enhance our global partnerships with China Medical University through the China Queen's College (CQC) and in the Middle East with Dubai Healthcare City where the inaugural White Coat Ceremony took place for the first cohort of medical students at Mohammed Bin Rashid University of Medicine and Health Sciences.

We are proud of the role that we play globally and the impact we have locally. In 2016, we made significant new appointments that will play an important part in our journey to extend the impact which Queen's makes locally, nationally and globally.

From the University of St Andrews, Professor Richard English joins us as Pro-Vice-Chancellor for Internationalisation and Engagement while Professor Nigel Scollan, a world-leading expert in animal agriculture and associated supply chains, has been appointed Director of the Institute for Global Food Security.

Further milestones were reached this year with the opening of the redeveloped Main Site Tower, incorporating the School of Law, and the completion of the new Computer Sciences Building. These two major projects are part of a £350 million investment which is reshaping our campus to provide world class facilities for students and staff.

Investment in our University is crucial to fulfill the ambitions of Vision 2020. So, we were delighted during the year when the Queen's Foundation Board 'Beyond' fundraising campaign reached its £140 million target - 12 months ahead of schedule. The impact of over 37,000 gifts to the campaign has been enormous with £43 million allocated to research in areas such as cancer, eye disease, diabetes and genetic illness.

Generosity like this, from individuals and organisations, is another form of recognition for our University and it is truly inspiring to all of us at Queen's as we continue our onward journey.

Professor Patrick G Johnston
President and Vice-Chancellor
Queen's University Belfast

Investing in the Future

The Student Experience

Our world class campus... students committed to society... our diverse student population... teaching that inspires... recognition and reward... first steps to a career.



Our New Horizons

We are continuing to develop as a university for the 21st century that will be a beacon of learning and innovation with world class facilities for our students and staff.

Throughout the year, work continued on the £350 million transformation of our campus.

The redevelopment of the former Library Stack to create the new Main Site Tower is a striking addition to the Queen's skyline. Home to the School of Law, it provides an innovative teaching environment, including a Moot Court Room, as well as a student social hub.

Other developments on the Main Site include the new Mathematics and Physics Teaching Centre with laboratories and computer space to support a transformation in the learning and teaching experience.

The completion of the colourfully-redeveloped Computer Science Building will support the expansion of computer science, an institutional priority for the University and for Northern Ireland. It provides space for new modes of teaching and will ensure that more than 1,000 students reading computing-related subjects have access to the finest facilities.

During the year, the Minister for the Economy, Simon Hamilton MLA, unveiled the foundation stone for a new £39 million School of Biological Sciences which will open in 2018. The building will house the Institute for Global Food Security and will drive the growth of the life sciences and agri-food sectors in Northern Ireland.

Queen's Accommodation is also set to expand with two new schemes by developers McAleer & Rushe given the go-ahead. They will provide 1,200 student bedrooms on two prime Belfast city centre sites.

We have also made progress on our ambitions to become a Digital University, creating an exciting and ambitious modern environment for the students of today and tomorrow.

During 2015-16, we celebrated the completion of the Wireless Campus project, the £1.93 million investment programme which is providing a world class service of connectivity across the University through more than 2,000 access points. And we made further progress towards the completion of our Digital Learning initiative and new online courses.

Employability, Enterprise and Global Citizenship

93.5% of our graduates are in employment of further study six months after graduation.

To help this success rate to continue, we are committed to helping our students gain practical work-related experience to prepare them for leadership and citizenship in a global society.

This year, the School of Law entered into a five-year sponsorship arrangement with Herbert Smith Freehills, one of the world's largest law firms, to develop an education programme focused on legal skills and employability.

The Faculty of Engineering and Physical Sciences also established two new academies – the Software Academy and the Maths Academy – to enhance student employability and closer engagement with industry.

Around 150 students from the School of Biological Sciences began work placements across a range of sectors during 2015-16. Almost 30% of them took up opportunities outside Northern Ireland, including Singapore, Australia, New Zealand, Canada and the US.

Other new developments included extending the range of five workplace study tours to include a Germany tour – five cities in five days, involving engagements with BAYER Leverkusen, Dortmund Fachhochschule, Deutsche Bank Frankfurt, BMW Leipzig and Sound Cloud Berlin.

A visit to Kuala Lumpur allowed a party of Queen's students to network with key figures on the problems of smart cities while the development of a new Boston Scholarships programme, supported by Belfast City Council, will enable Queen's students to take part in year-long placements with a range of employers in Boston.

Also during the year, some 2,300 students took part in Students' Union-led employability, entrepreneurial and enterprise activities.



2016 National Student Survey

Measuring our Success

Our commitment to providing a world class student experience received recognition during the year.

A successful Higher Education Review by the Quality Assurance Agency validated our high academic standards and the quality of our educational and student experience.

We are ranked 8th in the UK for student experience (Times and Sunday Times Good University Guide 2017) and in the 2016 National Student Survey (NSS), we achieved an overall satisfaction score of 90% - up by 2% from last year.

Our Graduate School was ranked first among 159 universities worldwide in the International Student Barometer Autumn 2015 wave.

And in the prestigious Guardian League Table two of our subject areas took the number one spot: Dentistry and Film Production and Photography.

The Students' Union was named 8th out of 119 UK Students' Unions in the 2016 Times Higher Education Student Experience Surveys while Queen's Accommodation featured in the top 10 in the National Student Housing Survey 2015.

Meanwhile, our library and IT services both gained a 94% satisfaction rate in the 2016 NSS, establishing Queen's among the best-performing UK universities in those categories.

Our Outstanding Students

Throughout the year our students demonstrated their talent and made a positive impact.

Our Student of the Year was Computer Science MEng student Diane Murdock, chosen for her contribution to the University and to society. Recognised academically and internationally in IT, she won a Google Anita Borg Memorial Scholarship – a first for Queen's and for Northern Ireland – which she used in order to encourage local students to engage with the IT sector. She has helped to deliver 'QUB Code School' to secondary pupils and created a YouTube channel and an initiative called #SheSTEMs to encourage females to study STEM subjects at GCSE/A Level.

Three of our students competed at the Olympic and Paralympic Games in Rio. Second year finance student Michael Robson was part of Team Ireland Men's Hockey, while accountancy student Cormac Birt (Team Ireland) and Computing and Information Technology graduate David Leavy (Team GB) competed in the Men's Cerebral Palsy Football.

Shona Cotter, a BSc International Business with Spanish student, was named Management Undergraduate of the Year at the national TARGETjobs Awards. As a Student Development Ambassador at Queen's she encourages her fellow students to get involved with opportunities on offer throughout the campus.

Our students were also recognised for their leadership potential – Pharmacy Masters student Ing Ho Kong won the NI Healthcare Student Leadership Award for his work in developing a peer mentoring scheme within the School of Pharmacy for international MPharm students, while seven students from the School of Mechanical and Aerospace Engineering were winners of the Royal Academy of Engineering's Advanced Leadership Awards, which recognise aspiring leaders in the engineering sector.



Meeting the Needs of Society

Queen's students are dedicated to improving the lives of those around them and throughout the wider world.

In 2015-16, 5,552 students were involved in volunteering activities. A total of 135 achieved Millennium Volunteers, a national programme which recognises volunteering and 109 received accreditation through Degree Plus for the learning and skills they developed through extracurricular activities.

In the Students' Union Volunteering Excellency Awards, James Nixon, a medical student, was given a 'Special Contribution' accolade for his work in pioneering a mental health programme for students, helping to raise more than £38,500 through SWOT for healthcare in developing countries, and assisting families who have had a cancer diagnosis.

There are currently 220 active clubs and societies at Queen's with more than 12,000 students engaged in a range of activities. Among them, the Homework Clubs continue to have a significant impact, supporting young people in areas of social disadvantage and educational under-achievement across Belfast.

During the year, 270 students completed 65 community projects through the Science Shop while some 200 Architecture, Civil Engineering, Music, Sonic Arts and Anthropology students worked with community groups on live projects in all five of the Urban Villages in Northern Ireland as part of Street Society 2016.

We are also encouraging the students of the future, including engaging with those 'most able, least likely' to come to university, through the Queen's Junior and Senior Academies.

Our Diverse Campus

Queen's is the 24th most international university in the world. Our students come from over 75 countries, helping to create a multicultural and vibrant campus.

During 2015-16, the total international student population grew by 4% to some 1,800. And through INTO, a college of the University which offers academic courses and English language programmes designed specifically for international students, 179 students progressed to study at Queen's, an increase of 48% on the previous year.

We also have more students from other parts of the UK studying with us than ever before – over 1,000.

Queen's is a diverse and welcoming campus. This year saw students from the China Queen's College at the China Medical University in Shenyang visit the University and tour Northern Ireland during the first summer school as part of this venture.

And the Conflict Transformation Summer School, organised by the Senator George J. Mitchell Institute for Global Peace, Security and Justice, attracted students from the US, Australia, India, Korea, Japan, South Africa and Europe.

A number of new initiatives were introduced to support our diverse student and staff population. One of our students, Nur Fitriani, MEd Educational Studies and a member of the Indonesian Student Society, was involved in organising the first Indonesian student event on campus. Campus Food Markets were introduced to showcase foods from around the world and a Quiet Room was opened in the Students' Union.



Award-Winning Teaching

During the year, Queen's Teaching Awards recognised high quality, innovative teaching.

Among the winners were four staff nominated by students – Johanne Barry and Dr Lezley-Anne Hanna, School of Pharmacy, and Dr Jesus Martinez del Rincon and Angela Allen, School of Electronics, Electrical Engineering and Computer Science.

Team awards went to the Management School for providing imaginative extra-curricular learning through the Queen's University Trading and Investment Club and the Queen's Student Management Fund, and to the Queen's Energy team, a collaboration between the School of Chemistry and Chemical Engineering and the Estates Directorate, using the campus itself as a 'living lab.'

The contribution of staff, students and Schools to enhance the quality of education and student experience was also recognised at the annual Students' Union Education Awards. Five teaching staff received awards, including Christopher Mallon, School of Law, who was presented with the Employability Champion Award.

The Education Awards are supported by the Queen's Annual Fund which this year received a record 84 applications for funding and dispersed £64,400 to support 40 student projects, clubs and societies.



Times Higher Education (THE) 2016



Billie-Jo McDowell An Inspiring Personal Journey

Billie-Jo McDowell graduated in 2016 with a BSc (Hons) in Geography – but her story is about more than academic success. It is one of hope, resilience, determination – and the support of Queen's.

A care leaver, she was experiencing difficulties in her second year and was thinking of dropping out. Then Deirdre Lynskey from the Widening Participation Unit stepped in, and along with academic staff provided encouragement for her to keep going with her studies.

Since then Billie-Jo and Deirdre have worked to raise awareness among public representatives and health authorities of the issues impacting on care leavers in education.

Queen's has created its first bursary for care leavers and has set up an initiative called Get a CLUE – which stands for Care Leavers University Experience – a project where care experienced students work with young people from similar backgrounds to inspire, encourage and prove that going to university is possible. Billie-Jo says, 'My aim is that young people who have been through similar situations can see that our backgrounds don't define us and we can achieve our goals.'

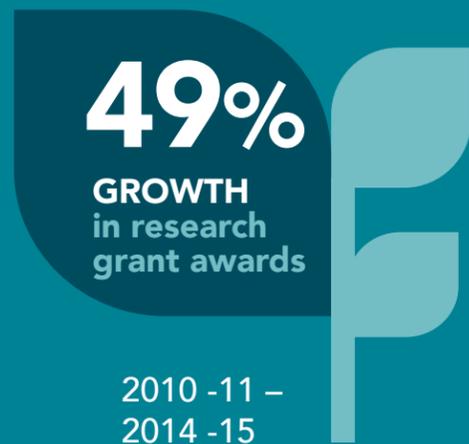
Looking ahead, she is working as a residential assistant at The Elms student village while she goes on to further study. Her ambition – to be a social worker.



**For Knowledge
Transfer Partnerships**
(Innovate UK 2016)



(QS world rankings
2016-17)



2010 -11 –
2014 -15



are in employment or
further study six months
after graduation



Extending Our Impact Global Research Leadership

Our new research strategy... Royal recognition...
our international reach... benefit to society...
our outstanding researchers.

A New Strategic Vision

During the year, we unveiled our new Research Strategy for 2016-21. Its mission – *'to be distinguished by our academic strengths and recognised globally for the social, economic and cultural benefit we deliver through our research.'*

To fulfill that objective, major developments have been made to change the shape of research at Queen's and build on our core skills.

During the year, we officially formed our four **Global Research Institutes** which bring researchers from different disciplines together on a scale that enables them to tackle major societal challenges. These are:

- The Institute of Electronics, Communications and Information Technology;
- The Senator George J. Mitchell Institute for Global Peace, Security and Justice;
- The Institute for Health Sciences;
- The Institute for Global Food Security.

We also announced details of six **Pioneer Research Programmes** – novel collaborations to tackle present and future challenges:

- Securing sustainable affordable energy supplies;
- Understanding what works in tackling social problems through early intervention;
- Designing smart manufacturing systems for tomorrow's world;
- Better understanding the links between risk and social inequality;
- Optimising treatment of cancer patients using radiation;
- Using advanced technologies to improve healthcare outcomes.

All involve interdisciplinary collaboration among researchers across the University, as well as with partners in other institutions and from outside the academic world, regionally and globally.

Meeting needs of society

Our research is changing the lives of individuals and society.

A £4 million project, involving linguists at Queen's, is exploring how Modern Languages research can help societies respond to some of the key global issues they face, including migration, social cohesion, diversity, security, diplomacy and conflict resolution. The project has been funded by the Arts and Humanities Research Council as part of its Open World Research Initiative.

Meanwhile the Senator George J. Mitchell Institute for Peace, Security and Justice, secured an £800,000 award from the Arts and Humanities Research Council for an interdisciplinary study, focused in the Middle East, Brazil and Northern Ireland, looking at the role of sound, music and digital media in conflict and post-conflict regions.

In April, the Science Foundation Ireland (SFI) announced that Queen's had secured five awards totaling £3.58 million under the SFI-DEL Investigators Partnership. The research projects cover areas such as energy, food security, parallel computing, processing technologies and personalised medicine.

Global Impact

Making a global impact through excellence in research and innovation across a range of disciplines is central to what we do at Queen's.

Researchers in the School of Chemistry and Chemical Engineering, along with colleagues at the University of Liverpool and other international partners, have achieved a major breakthrough by making a porous liquid that could pave the way for many more efficient and greener chemical processes.

In Astrophysics, we are leading the hunt for the source of gravitational waves in space. Signals have been detected from black holes colliding and Queen's scientists are using the powerful Pan-STARRS telescope to survey the sky in order to pinpoint these events.

Researchers at the Centre for Experimental Medicine, led by **Dr Denise Fitzgerald**, have begun a £2 million programme aimed at reversing the damage caused by multiple sclerosis. Funded by the Wellcome Trust and BBSRC, it will work to understand how myelin, the insulating layer that surrounds nerves in the central nervous system, can be repaired.

At the School of Pharmacy, research led by **Dr Lorraine Martin** and **Dr James Reihill** has discovered a new molecule which has the potential to prolong the life of people with cystic fibrosis, preventing the lung damage that results from chronic cycles of infection and inflammation.

In addition, an international team, led by public health researchers has conducted the first ever study into the impact of the built environment on levels of exercise and physical activity among people in India.

Rewarding Research

This has been an outstanding year for research at Queen's with our work receiving Royal recognition.

The **Centre for Secure Information Technologies (CSIT)** received a Queen's Anniversary Prize for protecting the online activity of billions of internet users around the world and strengthening global cyber security. This is the sixth time the University has received this honour.

Her Majesty the Queen also awarded our University Northern Ireland's first Regius Professorship. This rare and prestigious award recognises exceptionally high quality research, in this instance in the field of Electronics and Computer Engineering. Only 14 Regius Professorships have been granted since the reign of Queen Victoria, including 12 to mark the Queen's Diamond Jubilee.

There was individual recognition during the year for several of our leading academics.

Professor Isabel Torres, Head of Spanish and Portuguese, was awarded one of Spain's highest accolades, becoming a corresponding member of the Royal Spanish Academy for her outstanding contribution to Spanish Literature.

Professor Usha Chakravarthy was awarded a CBE in the Queen's Birthday Honours for her research and clinical excellence in the preservation of human vision.

Professor Beverley Milton-Edwards, one of the world's leading experts on violence, terrorism and security, was elected to the Academy of Social Sciences for her contribution to research in Political Science and she was awarded a Visiting Fellowship at the think tank, Brookings.

Professor Joanne Hughes, Director of the Centre for Shared Education, was appointed the first UNESCO Chair on globalising a shared education model for improving relations in divided societies.

Professor Ryan Donnelly, School of Pharmacy, was awarded the 'Young Investigator' Award from the Controlled Release Society for his world leading research on microneedles.

Professor Janice Carruthers, Head of the School of Modern Languages, was appointed by the Arts and Humanities Research Council to a new Leadership Fellowship in Modern Languages.

Professor Phil Scraton, School of Law, received the Freedom of the City of Liverpool for his central role in uncovering the truth about the Hillsborough disaster.



Leaders Of The Future

Across the campus, a new generation of researchers is making its mark and looking to the future.

Dr Maeliosa McCrudden, a Research Fellow in the School of Pharmacy won the Gold Medal and was named overall winner at the SET for Britain Awards 2016 in Westminster for her pioneering research on microneedles.

Dr Julie Norman, a Queen's Research Fellow in the Senator George J. Mitchell Institute for Global Peace, Security and Justice, received two British Academy awards. Her work is focused on human rights and security in conflict situations.

Astrophysicists **Dr Neale Gibson** and **Dr Kate Maguire** won the UK's two most prestigious fellowships for physical scientists – a Royal Society University Research Fellowship and an Ernest Rutherford Fellowship respectively. The awards will allow them to continue their pioneering research into exoplanets and supernovae.

From the Centre for Wireless Information, one of the pillars of ECIT, **Dr Trung Duong** has been awarded a Research Fellowship of the Royal Academy of Engineering in recognition of his work in bringing together advances in signal processing to help develop a two-tier network system for wireless traffic.

This year, our commitment to supporting the development of our researchers was recognised when we retained the European Commission's HR Excellence in Research Award.

Creating a vibrant culture that supports the very best of postgraduate and postdoctoral research talent is central to our Vision. Our Graduate School plays an important role, along with our Doctoral Training Centres.

During the year, we had further success with a new ERC Doctoral Training Partnership. Led by Queen's, Newcastle University and Durham University and involving seven universities in all, it represents a step-change in postgraduate research training and provision.

Collaboration and Partnership

Queen's researchers partner with organisations large and small, local and international, and across the public, private and third sectors.

We develop links with industry and institutions across the globe and are ranked 9th in the world for international research collaboration.

During the year, our researchers secured almost £7 million of collaborative research funding with partners such as Novo Nordisk, the global healthcare company, and the Wrights Group, manufacturers of the Wrightbus.

The partnership with Novo Nordisk and the Centre for Experimental Medicine will work on new therapies for diabetic retinopathy through a broad range of cell and molecular biological approaches while the collaboration with the Wrights Group will see the establishment of the William Wright Technology Centre at Queen's.

We are among a team of scientists from the US and Ireland who are collaborating in a 2.25 million euro partnership to develop a novel treatment for diabetes-related blindness – diabetic retinopathy. The research is focused on a gene therapy approach which has the potential to reverse diabetes-linked blood vessel damage to the retina.

In China, the Schools of Chemical Engineering and Chemistry and Mechanical and Aerospace Engineering have now established joint research laboratories in sustainable energy and intelligent manufacturing with the Beijing Institute of Technology and the Nanjing University of Aeronautics and Astronautics.

This year, two collaborative projects were selected for funding as part of an agreement between Queen's and Sao Paulo Research Foundation (FAPESP) in Brazil which enables early stage joint funded research collaborations.



Professor Sean Connolly New recognition for a distinguished historian

Sean Connolly's outstanding work as a historian has been recognised by a Fellowship of the British Academy.

Professor of Irish History, his research is focused on the often dramatic changes that have taken place in Irish culture, politics and social life over the past 400 years. In 2007-8 he summarised 30 years of research in two volumes – *Contested island: Ireland 1460-1630* and *Divided Kingdom: Ireland 1630-1800*, published as part of the Oxford History of Early Modern Europe.

Later he edited *Belfast 400*, published to mark the 400th anniversary of the city's Charter. His current research is on the Irish diaspora and the role of the migrant Irish in the creation of today's world.

The British Academy is a fellowship of around 1,300 leading national and international academics elected for their distinction in the humanities and social sciences. Election is a mark of distinction, as only a very small number of scholars in any field are elected.



A University In Action Economic and Social Impact

Every day, across the University, we take action to promote the further development of Northern Ireland and its people.

As one of the region's largest employers, with over 3,700 staff, we contribute £1 billion to the local economy and support over 9,250 full-time jobs.

We nurture new enterprise. Our spin-out companies, such as Kainos, Andor Technology and PathXL (purchased this year by the Dutch medical giant Philips), provide high value added employment opportunities for our graduates. Through QUBIS, our commercial arm, we have created over 70 spinout companies to date, resulting in 1,700 hi-tech private sector jobs. This year saw the establishment of four new start-ups – Liopa, Sirona, ReVana and Cognition Video.

We are leaders in commercial impact. In the latest Higher Education Business and Community Interaction Survey, we were placed No. 1 in the UK for intellectual property (IP) commercialisation, with a total of £34.5 million generated from IP and equity – this places us ahead of Oxford, Cambridge, the Institute of Cancer Research and Imperial College London.

We are also No. 1 for Knowledge Transfer Partnerships (KTPs). We currently have 40 active KTP projects, at a time when the number of KTPs across the UK has declined by some 10%.

We remain focused on employability. Within six months of graduating, 93.5% of our students are in employment or further study. Our graduates also occupy senior positions in 80 of Northern Ireland's top 100 companies and hold nine of the Ministerial portfolios in the current Northern Ireland Executive.

All of this reinforces the importance of skills and education in the creation of a successful and sustainable knowledge economy. We welcomed the opportunity to emphasise this message when, in July 2016, we submitted our response to the Programme for Government Framework. Building on this response, we now look forward to working constructively with the Executive, the Assembly and other key stakeholders in delivering a Programme that will make a real difference to the lives of everyone in our community, and far beyond.

We have a strong reputation as a university with citizenship and social responsibility in its DNA. During the year, we established a new Public Engagement Unit which will lead the implementation and development of the Queen's Social Charter. The principles of the Charter set out our commitment to provide leadership, locally and globally; to promote a positive impact on society through our research and education; and to drive equality and social justice.

Our position as a leader in equality and diversity was externally validated this year when we became one of the first universities to receive Athena SWAN awards for non-STEMM (Science, Technology, Engineering, Mathematics and Medicine) subjects. Five Schools in the Faculty of Arts, Humanities and Social Sciences received bronze awards, bringing our total number of departmental awards to 15 – the highest for any institution in the UK. The University also holds one of only nine Silver Institutional Awards and is seeking to become one of the first institutions to hold a Gold award.

We continue to make strides towards becoming an efficient, effective and sustainable enterprise, both environmentally and financially. Our Carbon Management Plan remains on target and, to date, we have reduced our carbon emissions by some 5,400 tonnes – realising an annual saving of £1.5 million in our total energy bill. Awards received during the year included the 2015 Sustainable Ireland Energy Efficiency Award and the 2016 Action Renewables Award for the Best Large Energy-Saving Organisation.

All of the above reinforces our critical role in contributing positively to Northern Ireland's global reputation whilst delivering significant local impact.

In seeking to build on this substantial contribution we do, however, remain acutely aware of the challenges which need to be addressed going forward – these include the funding challenges facing higher education in Northern Ireland and the risks and uncertainties created by the UK's decision to leave the European Union. In this context, the need to agree a sustainable funding model for higher education, to underpin the growth of the knowledge economy through increased investment in our human capital, has never been more important.

James O'Kane
Registrar and Chief Operating Officer



Contribute over
£1 billion to the
local economy



for intellectual
property
commercialisation



Rachael McGuickin Our International Vision

Rachael McGuickin joined Queen's as Head of the International Office from Visit Belfast where she was Director of Business Tourism.

Over the last five years, the total international student population at Queen's has doubled to over 1,800, and during 2015-16 this resulted in an economic benefit of over £23 million to the local economy.

As our international student numbers have grown, Rachael and her team have been focused on developing a new international recruitment strategy in support of the objectives of Vision 2020.

A five-year investment plan includes setting up a Queen's China team in Beijing and Guangzhou to lead the University's new China recruitment strategy and the establishment of an in-market team based in Dubai aimed at growing student recruitment from the Middle East and Africa region.

Other initiatives include the launch of an ambitious recruitment growth strategy for South East Asia, the development of a five-year plan for INTO Queen's to increase centre enrolments by 60% and an investment of £1.7 million in International Scholarships.

Rachael says, 'These are exciting times at Queen's. By enhancing our brand and presence across the world we're making this a truly international university.'

Financial Highlights

2015-2016



Surplus is 0.8%

Surplus as a percentage of income reduced from 1.7% in 2014-15 to 0.8% on a like for like basis. Note 1.



Growth in Income from Non-Government Sources

Income from non-government sources has increased year on year by 5%. Note 2.



International Student Income

International student fee income (full and part-time) increased by £2.4m (12%) during 2015-16.



Income from Research Grants and Contracts

Income from research grants and contracts, excluding the non-recurrent RDEC receipts, increased year on year by 11%. Note 3.



Staff Costs % of Income

Staff costs represent 57% of income; this compares to 59% in 2014-15.



Expenditure in Core Estate

Expenditure in Core Estate represents 6% of the Insurable Replacement Value.

Notes

1. Surplus is prior to the fair value gain on investments and the actuarial loss in respect of the Retirement Benefits Plan (RBP). (For 2014-15 the surplus on the Group's disposal of holding in Kainos is excluded)
2. Non-Government income sources exclude recurrent funding from the Department for Economy (DfE) in respect of teaching, research and specific grants including the Postgraduate Award Scheme.
3. Research Development Expenditure Credits (RDEC) of £5.4m and £0.8m were received in 2014-15 and 2015-16.

Income

Total income for the year was £316.5 million, representing a decrease of £3.6 million (1.1%). The main components of this income are shown in Chart 1.

The 2015-16 budget settlement to higher education (HE) within Northern Ireland, reduced the recurrent grant for teaching and research from the former Department for Employment and Learning (DEL) by 8.6%. Furthermore, funding for previously committed undergraduate and postgraduate places through the Economy and Jobs Initiative ceased and was not available in 2015-16.

Income from student fees has increased over the last number of years. The key student recruitment targets were achieved, resulting in an increase of £5.3 million (6.1%) in income from tuition fees and education contracts. Of this total, international tuition fee income increased by £2.4 million or 12%.

Research income, excluding the non-recurrent RDEC receipts, also increased in year by £7.4 million, reflecting ongoing success in the implementation of our Research Strategy.



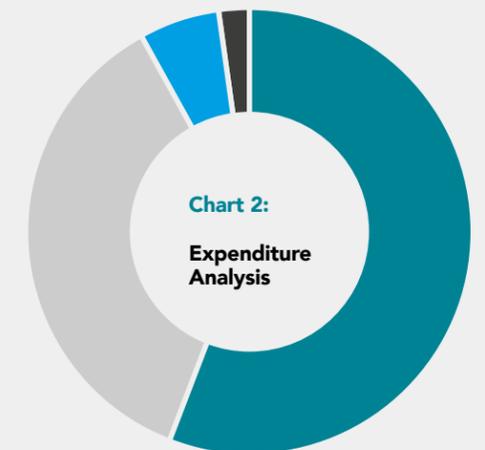
GOVERNMENT GRANTS	29%
TUITION FEES & EDUCATION CONTRACTS	29%
RESEARCH GRANT & CONTRACTS	24%
OTHER INCOME	16%
INVESTMENT INCOME, DONATIONS AND ENDOWMENTS	2%

Expenditure

Total expenditure for the year was £315.9 million. This is broadly in line with last year's recurrent position. The main components of expenditure are shown in Chart 2.

Staff costs decreased by £8.9 million (4.7%), mainly as a result of the movement in the provision to recognise the University's obligations to fund the USS deficit recovery plan. The position also reflects the implementation of the VS/VER Scheme 2015. The Scheme provided a key enabler to resize the institution, in response to the former Department for Employment and Learning (DEL) funding cuts, and was implemented in 2015-16. By 31 December 2015, 142 staff who had accepted the terms of the Scheme, had left the University.

Other operating expenditure increased by £6.8 million (6.4%), and includes expenditure on consumables, laboratory, equipment, equipment maintenance costs and costs relating to the repayment of loan finance.



STAFF COSTS	57%
OTHER OPERATING EXPENSES	35%
DEPRECIATION	6%
INTEREST & OTHER FINANCE COSTS	2%



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