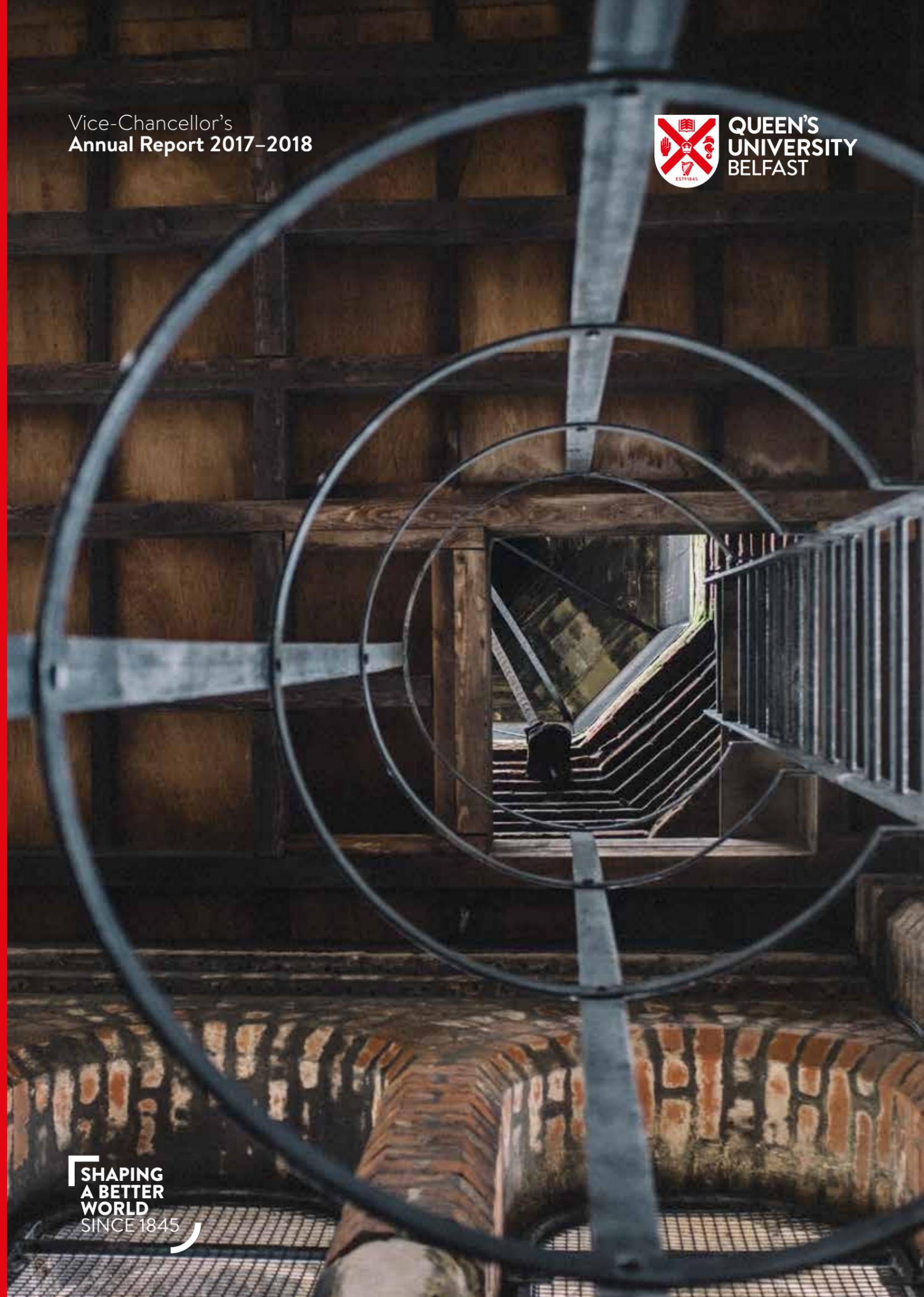


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Vice-Chancellor's  
Annual Report 2017-2018



SHAPING  
A BETTER  
WORLD  
SINCE 1845



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.

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## VICE-CHANCELLOR'S INTRODUCTION



**Queen's is a university that is not only building for the future, but also shaping it. This Report is a story of achievement and ambition, of innovation and impact, of collaboration across the University, across Northern Ireland, and across the world. Social responsibility is a core value for Queen's. By taking exciting strides in education, research and innovation we provide a life-changing experience for all those who work and study here and deliver real economic impact for Northern Ireland.**

The challenges and opportunities that lie ahead in a changing world where Northern Ireland plays a key role, and with specific developments such as the Belfast Region City Deal, where the University plays a major role in innovation that will drive the economy, are very exciting. So I very much look forward to working with all our stakeholders to achieve our goal of transforming lives through education, research, with social responsibility.

I am privileged and proud to be Queen's 13th President and Vice-Chancellor. In introducing this Report I want to offer my congratulations to everyone involved in the success story that unfolds in this Annual Report. In particular, I would like to express my gratitude to Professor James McElnay, who was Queen's Acting President and Vice-Chancellor during the last academic year, and to James O'Kane who retired as Registrar and Chief Operating Officer in April 2018 after 24 years at Queen's.

I would also like to pay tribute to our late Chancellor, Dr Tom Moran, who sadly died in August 2018. Tom's support and commitment were unwavering and his passing is an enormous loss to the Queen's family.

Professor Ian Greer  
President and Vice-Chancellor



## EDUCATION AND STUDENTS

### LEADING-EDGE EDUCATION

During 2017-18, Queen's launched imaginative new initiatives in education designed to enhance employment prospects and to meet the needs of industry and society.

Among them - Queen's University Management School began a new MBA programme in response to the increasing demand from employers for MBA and business school graduates. Offered on a full-time or part-time basis, it has been designed in consultation with leading organisations in the public, private and non-profit sectors and will help to develop the careers of participants who want to increase their strategic management and leadership expertise.

Meanwhile a collaboration between Queen's and PwC has led to a flagship national technology degree apprenticeship being extended to Northern Ireland. This represents a vital investment in talent and skills for the local economy. Queen's is now one of only three universities in the UK to offer the programme, joining the Universities of Birmingham and Leeds to deliver a fully-funded four-year technology degree apprenticeship which will give 100 students a year a degree in computer science or software engineering.

In the Faculty of Medicine, Health and Life Sciences, planning is now under way for a new Simulation Centre for medical education. It will open in 2020 and will focus on interdisciplinary learning with medical, nursing, pharmacy and dentistry students sharing the facility.

The School of Chemistry and Chemical Engineering is helping to address the growing demand for analytical chemists with the opening of a new laboratory. Developed to maximise students' practical lab experience, the laboratory is equipped with a range of instruments from the leading company, Agilent.

### TEACHING RECOGNITION

During the year, our teaching achievements were recognised.

Professor Gerry Gormley in the Centre for Medical Education and Dr Lezley-Anne Hanna in the School of Pharmacy both received National Teaching Fellowships, which celebrate and recognise individuals who make an outstanding impact on student outcomes and the teaching profession in higher education.

Ten Queen's University Teaching Awards were also presented to colleagues in a range of categories in recognition of their excellent learning and teaching practice.



**96% OF OUR STUDENTS ARE IN  
EMPLOYMENT OR FURTHER STUDY SIX  
MONTHS AFTER GRADUATION**  
(HESA DESTINATION OF LEAVERS SURVEY 2016-17)

**WIDENING PARTICIPATION,  
EQUALITY AND DIVERSITY**

Queen's has made further advances in the provision of educational opportunities for students from all backgrounds.

This year, fifteen students from across Northern Ireland were selected from over 2,000 undergraduates who applied to the Lloyds Scholars Programme. The unique social mobility programme for students from a widening participation background involves financial support, paid internships, professional mentoring and opportunities to develop employability skills.

During 2017-18, the first cohort of participants successfully completed the Pathway Opportunity Programme with twelve students progressing onto Queen's to study Computer Science; Electrical Engineering; Law; Food; and Biological Sciences.

This unique programme, which offers entry to under-represented groups, has now welcomed its second group of participants and expanded to six degree pathways. The programme has received strong backing from Queen's Foundation, including bursary funding from alumni and companies such as Kilwaughter Holdings and Linklaters.

A new widening participation initiative has also been introduced in partnership with the Royal College of General Practitioners. The Primary Care Work Experience Programme will help students gain an insight into the work of GPs. It provides 'tasters' for those from lower income families and encourages 16-17-year-olds to consider General Practice as a career.



**EMPLOYABILITY, ENTERPRISE  
AND GLOBAL CITIZENSHIP**

We are committed to ensuring our students are equipped with the skills and attributes necessary to secure graduate-level employment and support the growth of a knowledge economy.

2018 was the second year of our University's Development Weeks initiative – three weeks in the academic year when students are given time and space to take part in extra-curricular activity and gain Degree Plus accreditation.

Around 7,000 students took part in 170 activities, involving concerts and courses, field trips and fairs, internships and innovation, showcases and student-led activity.

During the year, donations of £78,000 from graduates to Queen's Annual Fund supported a wide range of student-focused projects. Among them was Enterprise SU's 'Let's Talk Enterprise' – a project aimed at encouraging students to understand and appreciate the relevance of enterprise to their study and how it can increase employability prospects and options post-graduation.

Enterprise SU and the Graduate School also secured £50,000 from Santander Universities for a range of projects, including a Festival of Entrepreneurship and FinTrU, a leading financial services company, committed £75,000 to support Queen's Management School Trading Room for the next three years.

Throughout the year, our students continued to show their potential for global impact.

Five Queen's students, Courtney Allison, Robyn Dodds, Billie-Jo McDowell, Donnchadh Tierney and Lisa-Claire Whitten, travelled to the US as part of the Washington Ireland Programme which aims to build the next generation of leaders across the island.

Sarah McKenna, a final year BA sociology student, was the global winner in the sociology and social policy category of the Undergraduate Awards (UA), often known as the 'Junior Nobel Prize'.

And two civil engineering students, Claire Hughes and Philip Crosset, were part of a UK team building a suspension bridge in Rwanda with Bridges to Prosperity, a charity committed to ending poverty caused

by rural isolation. They were just some of the 6,169 students who engaged in volunteering activities during the year – with a further 4,403 students involved in volunteering awareness activities and events.



## RESEARCH

### RESEARCH RECOGNITION

The achievements of our researchers were celebrated in many ways throughout the year.

**Dr Marilina Cesario** from the School of Arts, English and Languages was one of six researchers from across the UK to receive an APEX award, funded by the Leverhulme Trust and leading academies including the British Academy, the Royal Society and the Royal Society of Engineering for cross-disciplinary research excellence. She also received a Rising Star award.

**Dr Trung Duong** from the Institute of Electronics, Communications and Information Technology won the 2017 Newton Prize for designing a wireless communications system that can withstand natural disasters. The prize is awarded each year to just five people throughout the world.

**Dr Eileen Parkes**, from the Centre of Cancer Research and Cell Biology, achieved two firsts for Northern Ireland when she received the Prostate Cancer Foundation Young Investigator Award and the Conquer Cancer Foundation Young Investigator Award. Her research focuses on the role of the immune system in the spread of cancer.

The Vice-Chancellor's annual research prizes also recognised the impact and the culture of ambition that is thriving throughout the University. This year's winners were:

- **Dr Sophie Tyrrell**, School of Chemistry and Chemical Engineering – Postdoctoral Research Prize.
- **Dr Leonie Hannan**, School of History, Anthropology, Philosophy and Politics – Early Career Research Prize.
- **Dr Denise Fitzgerald**, School of Medicine, Dentistry and Biomedical Sciences – Research Innovation Prize.
- **Dr Paul Stapleton**, School of Arts, English and Languages – Research Impact Prize.

**EVERY £1M INVESTED IN RESEARCH ACTIVITY AT QUEEN'S, GENERATES AN ADDITIONAL £3.9M ACROSS THE UK ECONOMY**  
(LONDON ECONOMICS REPORT 2018)



**CONNECTING TO TACKLE GLOBAL CHALLENGES**

**Our researchers are addressing many of the problems facing society and we are providing world class facilities in which they can carry out their ambitious work.**

This year, in collaboration with InvestNI, we announced a new £10 million Centre of Excellence in Precision Medicine which will focus on treatment for cancer patients. It will develop an internationally-accredited laboratory examining diagnostics which can be used to predict response to treatment.

The Institute for Global Food Security is establishing a research facility, the Centre for Plasma in Agri-Food (AgriPlas), which will investigate new technology with the potential to reduce harmful chemicals and antibiotics in the food chain.

Other developments included the official opening of the €9.7 million cross-border Bryden Centre for Advanced Marine and Bio-Energy Research. The research will include the use of tidal power at Strangford Lough and the North Antrim Coast, ocean energy sites in Western Scotland, and the potential for wave and tidal power generation in Donegal.

The year also saw the launch at the Centre for Secure Information Technologies (CSIT) of a £5 million multi-university research institute to improve hardware security and reduce vulnerability to cyber threats. Funded by the Engineering and Physical Sciences Research Council (EPSRC), the Research Institute in Secure Hardware and Embedded Systems (RISE) will be a global hub for innovation over the next five years.

**RESEARCH SUCCESS**

**Queen's research continues to change the lives of individuals and society.**

Researchers led by Professor Ryan Donnelly from the School of Pharmacy, are part of an international team developing a drug delivery system to lower the chances of infection for those at very high risk of HIV. The collaboration has been awarded a \$9.4 million grant over three years from the United States Agency for International Development (USAID).

Research by Professor Andy Meharg, of the Institute for Global Food Security, into arsenic levels in rice has led to calls for EU laws introduced in 2016 to be revised in order to ensure a lower concentration of arsenic in baby food.

Alcohol misuse is a major concern for society. Studies by Dr Andrew Kunzmann, Post-Doctoral Researcher at the Centre for Public Health, into consumption and mortality, showing that light drinkers are at a lower combined risk of earlier death or developing cancer, were published in the prestigious US journal PLOS, gaining him international recognition.

Our Centre for Evidence and Social Innovation (CESI) is examining challenges such as educational under-achievement and poor physical and mental health, with the further development of long-term partnerships at the Greater Shankill Children and Young People Zone and the Colin Neighbourhood Partnership in West Belfast. CESI is also forging partnerships with UNICEF, Yale, Harvard and New York University to lead a new global research network that will be part of the international Early Childhood Peace Consortium.

Research led by Professor Caroline Malone from the School of Natural and Built Environment and funded by the European Research Council has discovered that the first people to inhabit Malta arrived 700 years earlier than history books indicate.

**VIBRANT POSTGRADUATE COMMUNITY**

**We continue to develop an exciting and inspiring environment for the postgraduate community, providing opportunities for advancing learning and personal growth.**

During the year, the number of postgraduate students increased to 4,168, with a 31% growth in postgraduate taught provision.

Over the past two years, the leading engineering firm AESSEAL and the Institution of Mechanical Engineers have donated £50,000 to Queen's to benefit female research students, postdoctoral researchers and academics in the School of Mechanical and Aerospace Engineering.

During the year, in partnership with the UK Fulbright Commission, we launched a three-year Fulbright PhD Scholarship in Peace Security and Justice. This is an opportunity for a US student to undertake a PhD programme under the supervision of world-renowned scholars.

Philanthropic support through the Queen's Foundation Board has also funded 11 postgraduate scholarships in Medicine and Nursing and Midwifery, two postdoctoral research fellowships in cardiovascular and oesophageal cancer and one clinical research fellowship in radiotherapy.

During the year, the Dean of the Graduate School, Professor Margaret Topping, secured a €1.6m Marie Skłodowska-Curie Actions COFUND Doctoral Award to support researcher training and career development programmes. We also continued to build our relationship with the Arts and Humanities Research Council (AHRC) and the ESRC through our Doctoral Training Partnerships.

Throughout the year, the Graduate School ran a number of initiatives aimed at developing postgraduate students as leaders, innovators, communicators and thinkers. These included the Master Your Leadership programme, KickStart – testing the viability of turning an idea into an enterprise – and Impact, finding solutions to a social challenge set by a community partner.

**QUEEN'S IS RANKED 180 IN THE WORLD**  
(QS WORLD UNIVERSITY RANKINGS 2019)



## INNOVATION AND IMPACT

### CONNECTING WITH PARTNERS

We are expanding our impact on wider society through the growth of important partnerships at home and around the world.

We announced a new collaborative approach with Ulster University which will support innovation and economic growth. As part of the Belfast Region City Deal, both universities have developed integrated projects in Digital, Creative Industries, Advanced Manufacturing and Health to invigorate the economy.

We also launched, in partnership with Ulster University and local industry, a £13 million creative collaboration called Future Screens NI. Funded by the Arts and Humanities Research Council (AHRC), the collaboration will help to secure the success of the creative industries in Northern Ireland and aims to create 3,000 jobs.

Some of our most enduring global partnerships are in China. During the year, the first cohort of pharmaceutical students graduated from the China Medical University – the Queen's University of Belfast Joint College (CQC) which was established in 2014. We also celebrated the 20th anniversary of the Joint Foundation Programme with Shenzhen University which prepares 50 students each year for undergraduate studies at Queen's and we signed a joint declaration with the Southeast University (Nanjing) to establish a UK-China University Consortium on Engineering Education and Research, led by the two universities.

Other developments during the year included:

- A new alliance with the Agri-Food and Biosciences Institute (AFBI) to pool expertise, facilities and knowledge for the benefit of the local and global food industry.

- The opening of a £7.5 million advanced manufacturing technology facility, a significant collaboration involving Queen's, the UK Government and Northern Ireland Industry.
- Our Centre for Secure Information Technologies (CSIT) was selected by the Department of Digital, Culture, Media and Sport to partner with Plexal and Deloitte to create a £13.5 million cyber innovation centre in London. CSIT also opened a millimeter-wave research lab in collaboration with the US company, Keysight Technologies, which manufactures electronics test and measurement equipment and software.

**QUEEN'S CONTRIBUTES OVER £1.9 BILLION TO THE ECONOMY EACH YEAR**  
(LONDON ECONOMICS REPORT 2018)

**QUEEN'S IS ONE OF THE FIVE HIGHEST-PERFORMING UNIVERSITIES FOR INTELLECTUAL PROPERTY COMMERCIALISATION**

**CREATING NEW ENTERPRISES AND TRANSFERRING INNOVATIONS**

Queen's is one of the five highest-performing universities for intellectual property commercialisation with a total of £13.2 million IP and equity income.

Over the past year, QUBIS, our commercial arm, continued to engage and support enterprise activity with the creation of four new spin-out companies – Oleocycle, MiCARE, GES Solutions and Sonrai. It also doubled the amount of follow investment in portfolio companies with an additional £11.2 million of funding secured.

QUBIS has now created over 80 spin-out companies resulting in some 2,200 knowledge-based jobs.

In 2017, former Queen's spin-out, Fusion Antibodies, was listed on the Alternative Investment Market (AIM). It is the third company from the QUBIS portfolio to be floated on the London Stock Exchange, following Kainos and Andor Technology.

Our track record in securing commercial outcomes from University research saw us become a key player in the £8 million expansion of ICURe, the Innovation to Commercialisation of University Research pilot programme that now includes Northern Ireland, Scotland and the North of England.

The expansion of the Innovate UK funded programme will allow even more commercially-promising ideas to get to market more quickly.

During the year, we celebrated 25 years of the Knowledge Transfer Partnership (KTP) Programme. Queen's remains the UK's leading KTP provider and new partnerships this year included:

- STATSports, the world's leading sports science service. Their KTP with ECIT will develop technology and data analysis capabilities.
- James Leckey Design, global pioneers in posture-support products for children. This KTP is a collaboration with the School of Nursing and Midwifery.

**PUBLIC ENGAGEMENT**

**Our commitment to society and the continued impact that can be made by our students and staff are the foundation of the Queen's University Social Charter which was launched during the year.**

The Charter includes 19 Signature Projects which demonstrate the breadth of activity that Queen's students and staff carry out every day, including global alliances for leading edge cancer research, ground-breaking research in children's healthcare and the homework clubs across inner city Belfast.

Our Social Charter commits us to play a leadership role locally and globally, and we are doing this through public engagement and events.

One of the most significant this year was the 'Building Peace: The Belfast/ Good Friday Agreement Twenty Years On' Conference organised by the Senator George J Mitchell Institute for Global Peace, Security and Justice.

This unique event brought together key figures associated with the Agreement – including President Bill Clinton, Senator George Mitchell, former Prime Minister Tony Blair and former Taoiseach Bertie Ahern.

Senator Mitchell, Professor McWilliams, Lord Trimble and Bertie Ahern were also among those who took part in 'Global Conflict: The Human Impact', a conference hosted at Queen's in collaboration with the University of Chicago.

Our academics continue to play a leadership role in the debate on Brexit and the issues for Northern Ireland. A partnership involving Queen's, Ulster University and the Committee on the Administration of Justice revealed the results of an 18-month research study which exposed risks to human rights and the peace process. The study involved discussions with politicians and officials in Belfast, Dublin, London and Brussels and a range of interviews, consultations and town hall meetings.

During the year, we provided opportunities for people to hear speeches by major figures, including the Irish President, Michael D. Higgins and the Leader of the Labour Party, Jeremy Corbyn. There were also lectures by President Obama's former campaign manager, Jen O'Malley Dillon, and Professor Rafael Bengoa, author of the landmark report on health and social care in Northern Ireland, to mark 70 years of the NHS.





## PEOPLE AND CULTURE

### CELEBRATING EXCELLENCE

'People First' is the title of our strategy to celebrate and support the people and culture of Queen's.

During the year, our staff, students and alumni received recognition for exceptional achievement.

Six of our academics were elected members of the Royal Irish Academy – **Professor Marty Gregg**, School of Mathematics and Physics; **Professor Andy Meharg**, School of Biological Sciences; **Professor Alan Stitt**, School of Medicine, Dentistry and Biomedical Sciences; **Professor Fran Brearton** and **Professor Greg Toner**, School of Arts, English and Languages; and **Professor Christopher McCrudden**, School of Law.

**Professor David Jones**, Pro-Vice-Chancellor for Education and Students, was elected a Fellow of the Royal Academy of Engineering while **Professor Fiona Magowan**, School of History, Anthropology, Philosophy and Politics, and **Professor Paul Connolly**, School of Social Sciences, Education and Social Work, were elected Fellows of the Academy of Social Sciences.

Recognition for our academics included: the Major Individual Award from the Arts Council of Northern Ireland to Queen's composer **Professor Piers Hellawell**; awards from the Royal Astronomical Society to **Professor Stephen Smartt** and **Dr David Jess**; and **Dr Geetha Srinivasan**, Senior Research Fellow at Queen's University Ionic Liquid Laboratories (QUILL), won one of the WeAreTheCity top 100 rising star awards which showcase UK female talent.

There were New Year and Queen's Birthday Honours for several Queen's people:

- **Professor Richard English**, Pro-Vice-Chancellor for Internationalisation and engagement – CBE for services to the understanding of modern-day terrorism and political history;
- **Stephen Prenter**, Pro-Chancellor and Chairman of Senate – MBE for services to the arts, business and education;
- **Paul Wallace**, Head Gardener – BEM for services to higher education and the community in Belfast;
- **Tricia Lock**, School of History, Anthropology, Philosophy and Politics – BEM for services to the community in Northern Ireland.

The 2017 Staff Excellence Awards celebrated exceptional achievement right across the University. From almost 150 nominations from staff and students, the winners were:

- **Claire Lewis**, Strategic Marketing and Communications – Delivering Excellence;
- **Faculty of Arts, Humanities and Social Sciences Recruitment Hub** – Team of the Year;
- **Fergus McGrath**, William J. Clinton Leadership Institute – Achieving Ambition;
- **Dr Denise Fitzgerald**, School of Medicine, Dentistry and Biomedical Sciences – Outstanding Leadership;
- **Deborah Morgan**, Human Resources – Community Impact;

- **Professor Amilra De Silva**, School of Chemistry and Chemical Engineering – Lifetime Achievement;

- **Dr Alison MacKenzie**, School of Social Sciences, Education and Social Work – ICARE Award.

Our students also achieved major success. **Niall O'Hagan** was named Study USA Student of the Year while at home the First Trust Bank Queen's Student of the Year was engineering student **Fionnbharr Brady**, chosen for his contributions to student life, including founding the award-winning Queen's Robotics Society.

Our alumni continued to make their mark throughout the world. **Lisa McGee**, writer of the award-winning TV series Derry Girls, was named as First Trust Bank Queen's Graduate of the Year, and **Fiona Ross**, an expert in governance, was appointed Chair of CIE, the Irish transport system.

### POSITIVE CULTURE

We are committed to providing a positive culture throughout the University that celebrates diversity and is welcoming and inclusive.

At the Northern Ireland Equality and Diversity Awards, there was recognition of the work of two of our champions – Professor Yvonne Galligan, Director of the Queen's Gender Initiative, and Professor Tom Millar, Director of Athena SWAN at Queen's, who received the Individual Award. At the same event, our Diversity and Inclusion Unit and the Students' Union were recognised for their work, along with representatives from SAIL NI, the support group for families, on raising awareness of transgender issues in the workplace.

Another initiative was the launch of PRISM, a new LGBT+ staff network which will provide a safe and welcoming place in which to meet during work hours and discuss relevant issues.

During the year, four of our Schools celebrated the renewal of SWAN awards – School of Psychology (Gold) and Schools of Nursing and Midwifery, Chemistry and Chemical Engineering and Mathematics and Physics (Silver).

Our support for the personal, professional and career development of our researchers has led to us retaining the European Commission's HR Excellence in Research Award until 2020. This raises our profile across Europe and helps to promote Queen's as an attractive prospect for researchers from all over the world.

### QUEEN'S COMMUNITY

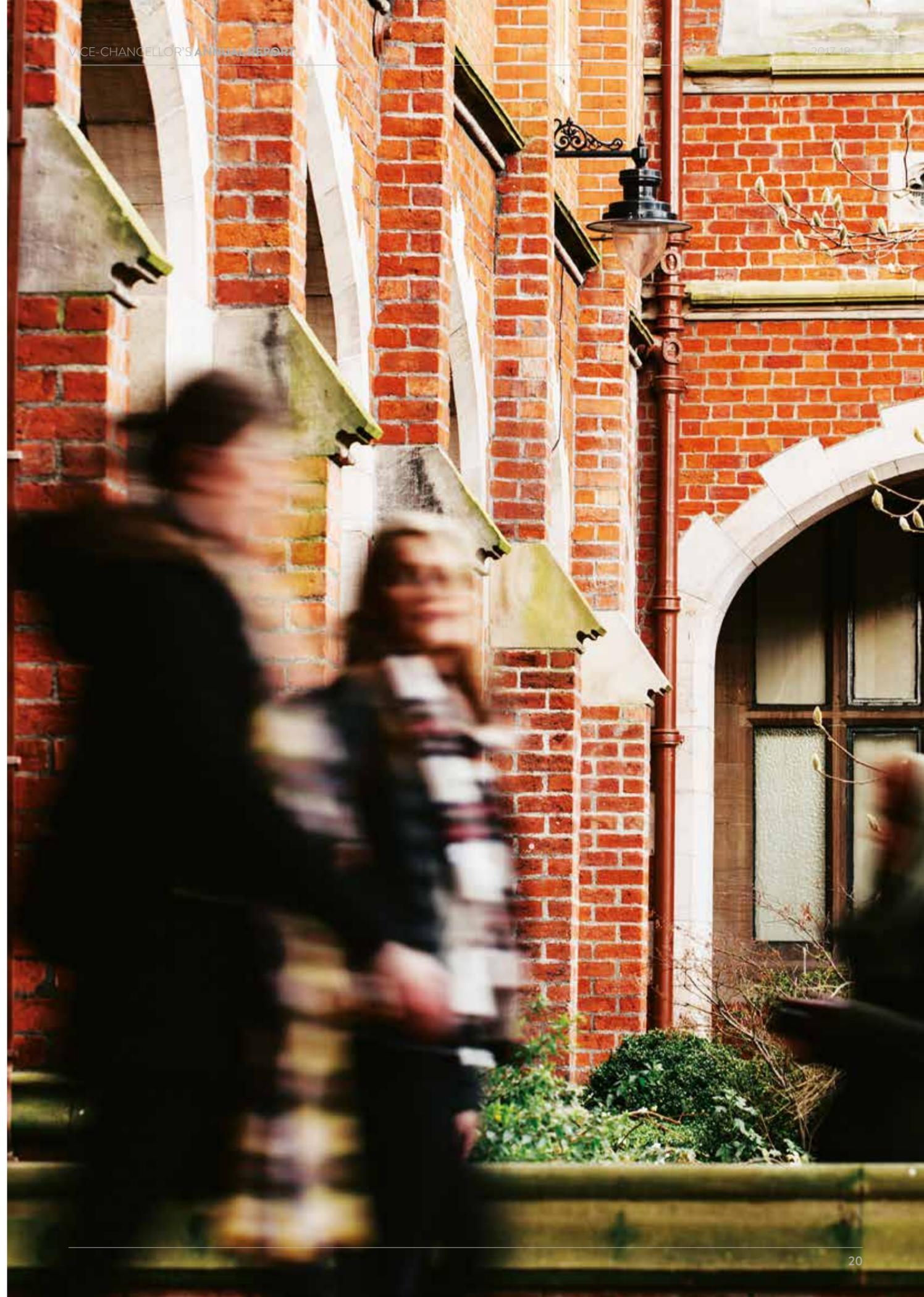
During the year, our total number of international students rose to 2,382. The year's new intake was an increase of 34%, generating income of £30.7 million.

We also welcomed students from the US, Australia, Canada, China, Switzerland, the Netherlands and Germany to our campus as part of our annual International Summer Schools.

Our links with the Mohammed Bin Rashid University of Medicine and Health Sciences (MBRU) provided opportunities for students from Dubai to take up summer placements at the Centre for Experimental Medicine. This year four students took part with two of them being placed in the top three out of 24 for their research project presentations.

During the year, we also welcomed new Fellows to the Queen's community. At the beginning of 2018, the first Seamus Heaney Centre for Poetry Fellows were appointed – the novelist **Jo Baker**, **Doireann Ní Ghriofa**, who writes in Irish and English, and **Peter Wilson**, better known as **Duke Special**.

**EVERY 8 INTERNATIONAL (NON-EU) UNDERGRADUATES STUDYING AT QUEEN'S GENERATE £1M FOR THE ECONOMY**  
(LONDON ECONOMICS REPORT 2018)





## INFRASTRUCTURE

### ENHANCING OUR INFRASTRUCTURE

In 2017-18, we continued to enhance our world class campus with an investment of £76 million in capital development programmes. This equates to around 2,000 jobs, worth £207 million to the local economy.

A key part of the investment is in accommodation. During the year, work completed on two new student developments in Belfast City Centre, providing 1,237 bedrooms in studios and clustered apartments. We also continued our investment in existing accommodation, with over 1,750 rooms upgraded.

Other major projects this year included the new Biological Sciences building at Chlorine Gardens which will be the new hub for the School of Biological Sciences and our Institute for Global Food Security. It will be key to the development of the life sciences and agri-food sectors in Northern Ireland.

Design work is continuing for the new Student Centre on University Road on the site of the former Students' Union building. Before it closed its doors to make way for the new development, an exhibition was held to celebrate its exciting history. The new Centre will consolidate all student services and the Students' Union under one roof.

During the year, important conservation and restoration work was carried out to the iconic Lanyon Building, the showpiece of Queen's. There was also an extensive up-grade of the facilities at the Queen's Film Theatre which celebrated its 50th anniversary.

### DELIVERING A DYNAMIC DIGITAL EXPERIENCE

In the National Student Survey, our Learning Resources maintained a score of 89%, the second highest in the Russell Group and a strong endorsement of the enhancement of the service.

We are continuing to develop new ideas, including a mobile app which has been tested with Students' Union representatives and which focuses initially on building locations, news feeds and library resources. There will be further enhancements in 2019.

Work continued on the implementation of a new digital learning solution with the procurement of Canvas as the Virtual Learning Environment (VLE). Following a phased roll-out in October 2018, the new VLE will be fully accessible to all by October 2019. This will support the embedding of digital learning and assessment progressively across all programmes by 2020-21.

The McClay Library is an accredited depository for all Northern Ireland official publications with one of the most comprehensive collections of this valuable resource material. As print format of this category has almost ceased, we are now harvesting e-publications from government department and agency web pages to create the Northern Ireland Official Publications Archive online which will be freely available for academic and public use.

**QUEEN'S SPORTS FACILITIES RANKED 1ST WITHIN RUSSELL GROUP (2017-18 INTERNATIONAL STUDENT BAROMETER)**

**WE HAVE REDUCED OUR CARBON EMISSIONS TO 21,722 TONNES**

**ENHANCING THE ENVIRONMENTAL SUSTAINABILITY OF THE ESTATE**

During the year, we reduced our carbon emissions to 21,722 tonnes, a healthy reduction on last year and another step towards our goal of becoming a low-carbon university.

Staff and students are engaged in good environmental practices on a day-to-day basis with significant results. For example, waste diverted from landfill is at 80%.

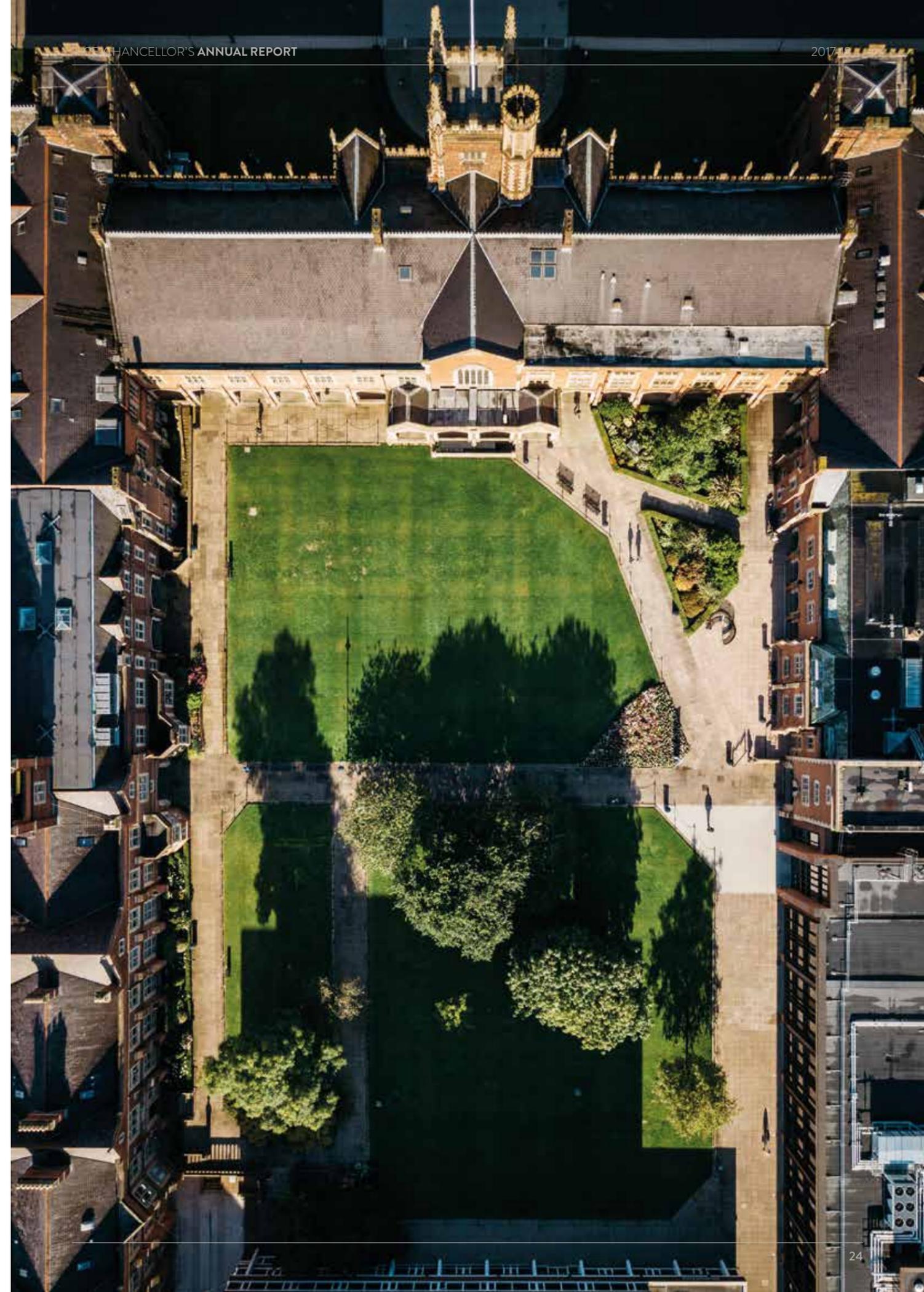
Our Green Impact programme now has 84 teams taking part with the support of 32 student volunteers. This year saw a range of imaginative projects across the University, including a medicinal garden in the Health Sciences campus and wellbeing planters in the David Keir Building triangle. Green Impact awards went to:

- Platinum – **School of Arts, English and Languages and Queen's Marine Laboratory;**
- Student Leadership – **Judith Steele;**
- Community Action – **Centre for Educational Development;**
- Environmental Improvement – **School of Arts, English and Languages;**
- Innovation for Engagement – **McClay Library;**
- Environmental Hero – **Lisa Kirkwood, Research and Enterprise.**

The results of the Staff and Student Travel Survey 2018 show that the number of staff using sustainable modes of travel has increased to 69% with the student number rising to 87%.

The increase in active travel is reflective of the efforts that have been made over the last three years to support walking and cycling. These have included: the Cycle to Work Scheme, Belfast Bikes docking stations, investment in new cycle parking spaces and events such as the Pedometer Challenge and Bike to Work Breakfasts.

We continue to achieve the highest standards in sustainable construction with the new School of Biological Sciences building and our City Centre accommodation on track to achieving BREEAM Excellent.



## FUNDING AND GOVERNANCE

### SUMMARY OF OPERATIONAL SURPLUS POSITION

	2017-18 £m	2016-17 £m
Income	358.2	338.3
Expenditure	(338.2)	(326.2)
Surplus before other gains and losses	20.0	12.1
Gain on disposal of fixed assets and investments	2.1	0.9
<b>Operational surplus before tax and movement in fair value</b>	<b>22.1</b>	<b>13.0</b>

2017-18 was a successful year for the University, with a surplus of £22.1m before tax and movement in fair value. However, a significant element of this surplus is of a non recurrent nature due to the high level of vacant posts in 2017-18 as we continue to aim to recruit, retain and develop the best global talent.

Given the level of surplus generated, the University is in a position to invest further in the delivery of our strategic priorities as set out in our Corporate Plan, make a real contribution to the Belfast City Regional Deal and in Widening Participation activities to ensure that those who have the ability to benefit from higher education have an opportunity to do so.

An unrealised gain of £22.8m on our investments and investment properties was generated. Of this total, some £14.1m relates to an increase in the market value of the Group's shareholding in Kainos Group plc.

The net assets position also remained strong at £565.8m, an increase of £93.3m from the prior year. Financial sustainability continues to underpin the delivery of the Corporate Plan 2016-2021. Effective governance and strong financial performance is critical to the success of Queen's and we are well positioned to meet the challenges facing the sector which include a structural funding deficit; the export of NI school leavers to GB; pension deficits; and Brexit.

A summary of the key financial highlights for 2017-18 is set out in the adjacent page.

## FINANCIAL HIGHLIGHTS 2017-18

2017-18 was a successful year for the University, with an operating surplus of £22.1m

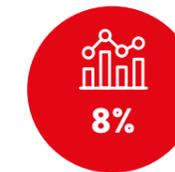
### Notes

1. Surplus is prior to the fair value gain on investments and the actuarial adjustment in respect of the Retirement Benefits Plan (RBP).
2. Non-Government income sources exclude recurrent funding from the Department for the Economy (DfE) in respect of teaching, research and specific grants including the Postgraduate Award Scheme.



**Surplus is 6.2%**

Surplus as a percentage of income increased from 3.9% in 2016-17 to 6.2% (Note 1)



**Growth in Income from Non-Government Sources**

Income from non-government sources has increased year on year by 8% (Note 2)



**Income from Research Grants and Contracts**

Income from research grants and contracts, increased year on year by 15%



**International Student Income**

International student fee income (full and part-time) increased by £6.2m (24%) during 2017-18



**Staff Costs % of Income**

Staff costs represent 54% of income which is in line with the position for 2016-17



**Expenditure in Core Estate**

Expenditure on core estate represents 4.9% of the Insurable Replacement Value. This compares to 4% in 2016-17

## INCOME

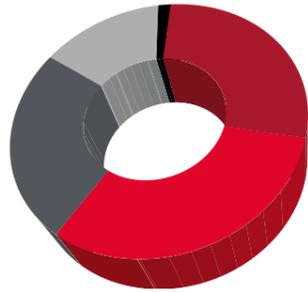


Chart 1  
Income Analysis

● GOVERNMENT GRANTS	28%
● TUITION FEES AND EDUCATION CONTRACTS	30%
● RESEARCH GRANTS AND CONTRACTS	26%
● OTHER INCOME	15%
● INVESTMENT INCOME, DONATIONS AND ENDOWMENTS	1%

Total income for the year was £358.2m, representing an increase of £19.9m (6%). The main components of this income are shown in Chart 1.

Funding from Government was broadly in line with that received in 2016-17.

Income from tuition fees and education contracts increased by £10.8m (11%). Of this total, international tuition fee income increased by £6.2m or 24%.

In total, research income increased in year by £12.0m, reflecting ongoing success in the implementation of our Research Strategy and in excess of the Corporate Plan target for the year.

## EXPENDITURE

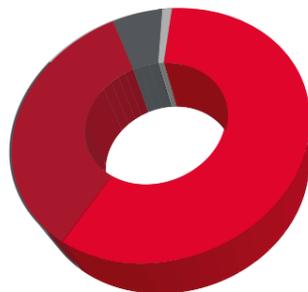


Chart 2  
Expenditure Analysis

● STAFF COSTS	57%
● OTHER OPERATING EXPENSES	36%
● DEPRECIATION	6%
● INTEREST AND OTHER FINANCE COSTS	1%

Total expenditure for the year was £338.2m, representing an increase of £12.0m (4%). The main components of expenditure are shown in Chart 2.

Staff costs increased by £12.3m (7%) mainly as a result of the annual pay award, a full year of the apprenticeship levy, incremental progression and research grant and contract activities.

Queen's staff costs represented 54% of income in 2017-18, compared to the average for the Peer Group of 52% in 2016-17 and the average number of staff increased from 3,710 to 3,949.

Other operating expenditure increased by £4.9m (4%), largely due to increased expenditure on equipment and equipment maintenance; utilities; and collaborative research payments.

Depreciation costs decreased year on year by £5.0m. This reduction was due to the inclusion, in the prior year, of accelerated depreciation relating to the Students' Union building following Senate's decision to develop the site to create a new Student Centre which will transform the provision of student services.



OUR CONTRIBUTION TO THE ECONOMY REPRESENTS AN ECONOMIC BENEFIT TO COST RATIO OF **6 TO 1** (LONDON ECONOMICS REPORT 2018)



## Dr Tom Moran 1952-2018

Queen's University Chancellor, Dr Tom Moran, passed away on 12 August 2018 following a short illness.



Dr Tom Moran, 1952-2018

Tom was a native New Yorker with ancestral roots in Fermanagh and Cavan. He graduated from Manhattan College with a Bachelor of Science degree in mathematics. He had been President and Chief Executive Officer of the Mutual of America Life Insurance Company since October 1994, the first person to have been appointed President from within the Company, until his retirement in 2016.

He was also Chairman of Concern Worldwide (US), Inc., an international humanitarian relief organisation that operates in 30 of the poorest countries of the world. A noted philanthropist when it came to the arts, culture, business and heritage worlds, Tom contributed to many humanitarian and community causes. He was also an influential voice in the peace process, acting as one of a group of unofficial peace envoys to Northern

Ireland throughout the 1990s. Tom was recognised for his steadfast commitment to helping others and for his charitable, philanthropic and educational work. In 2006, the University awarded him an Honorary Doctorate of Science (Economics) for services to business, commerce and to public service and he was appointed our tenth Chancellor in May 2015.

Tom considered it a privilege and honour to be our Chancellor and embraced the role with passion and excitement, often commenting how special it was for him to be part of the Queen's family.

