



**QUEEN'S
UNIVERSITY
BELFAST**

**FACULTY OF
MEDICINE, HEALTH
AND LIFE SCIENCES
ACADEMIC PLAN 2030**

**PLANETARY,
PUBLIC AND
PERSONAL
HEALTH ARE
FUNDAMENTAL
TO A
FLOURISHING
SOCIETY**



PREFACE

ACADEMIC PLAN 2030

This Academic Plan for the Faculty of Medicine, Health and Life Sciences (FMHLS) has been developed alongside the University's Academic Plan, and undertaken in consultation with colleagues in our Schools and other Faculties. The Plan focuses on Faculty specific areas but it is aligned with the planning of the Directorates and Professional Support Teams, who are key to providing an agile operational environment to deliver excellence in education, research and innovation.

This Academic Plan is set to deliver the University's Vision, initially to 2025, but on towards 2030 and has been developed during the turbulent times in 2020/21. Tempered by the unprecedented demands of the past two years, our Vision and Academic Plan embrace ambition, resilience and optimistic challenge. This Plan will deliver robust, innovative and financially sustainable ways of educating and training future generations of graduates for the healthcare and life sciences sectors, will empower discovery research and its translation to enhance the health of our planet, society, and individuals, and will drive innovation and entrepreneurship in Northern Ireland, across these islands and internationally. Through the Plan, we will embed a "Queen's Global" culture within our Faculty, reflecting our ambition to significantly enhance our international activities and reputation.

The overarching ambition of the Belfast Region City Deal (BRCD), the investments in All-Island and UK collaborative initiatives, coupled with collaborative working with colleagues in Further and Higher Education, the Government and Public Sector and with Northern Ireland based international companies and Small and Medium-sized Enterprises, provide enormously exciting opportunities for Queen's to make a major contribution to improving the health of the planet and the people and economy of Northern Ireland.

We look forward to delivering our Vision with our students, staff, stakeholders and collaborative partners over the next 10 years.

Faculty of Medicine, Health and Life Sciences Leadership Team

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Pro-Vice-Chancellor

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Associate Pro-Vice-Chancellor

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Dean of Research

Prof Karen Morrison,
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MHLS STRATEGIC DEVELOPMENT

SCHOOL OF PHARMACY



PLANETARY, PUBLIC AND PERSONAL HEALTH



SCHOOL OF MEDICINE, DENTISTRY, AND BIOMEDICAL SCIENCES

SCHOOL OF BIOLOGICAL SCIENCES

SCHOOL OF NURSING AND MIDWIFERY

MHLS TARGETS & OPPORTUNITIES



Reputation

- QS 175: Pharmacy Top 50; Nursing and Midwifery Top 50; Medicine, Dentistry and Biomedical Sciences Top 150; Biological Sciences Top 200
 - Build our global reputation, focused on our distinctive strengths and interdisciplinary impact
-



Opportunity

- BRCD: Institute of Research Excellence for Advanced Clinical Healthcare (iREACH), Global Innovation Institute (GII) and Advanced Manufacturing Innovation Centre (AMIC)
 - Institutes and Centres with world-class disciplinary strengths, a clear, interdisciplinary vision and robust capability to deliver global impact
 - Strategic and operational integration of our Research and Innovation strategy
 - Nurture strong interdisciplinary teams and maximise the impact of key appointments
-



Sustainability & Resilience

- Deliver ambitious targets of >1,000 international students, with a focus on International Postgraduate Research (PGR)
- Build resilience through employment of staff on sustainable funding to deliver core business
- Establish academic positions for high performing Fellows
- Invest in strategic posts to facilitate delivery of Global Recruitment Strategy and Research Targets
- Achieve a sustainable research contribution through grant income and commercial partners to a value > £7.3M per annum
- Maximise MHLS endowments and non-recurrent income for investment

STRATEGIC PRIORITIES

SCHOOL OF PHARMACY



Education, Skills, & Student Experience

- ✓ Provide education for societal impact
- ✓ Enhance the learning experience
- ✓ Deliver a transformative student experience



Research & Innovation

- ✓ Invest in and support our People
- ✓ Maximise our Research Quality and Impact
- ✓ Promote Partnerships and Place



Global Reputation & Partnerships

- ✓ Enhance our reputation through the quality of our education, research and innovation
- ✓ Realise our Global rankings ambition
- ✓ Deliver sustainable partnerships driving enhanced influence and impact



Social & Civic Responsibility, & Economic Prosperity

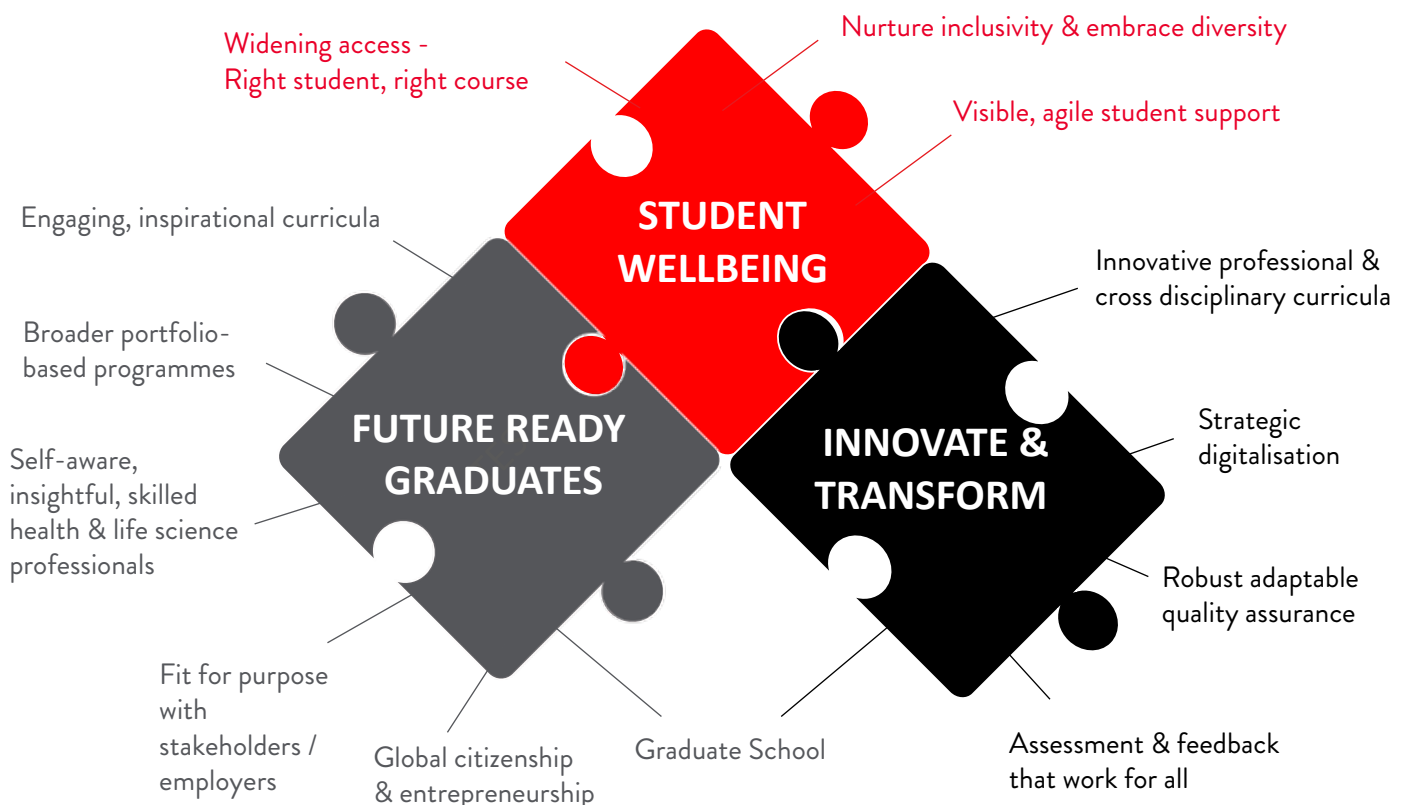
- ✓ Promote International citizenship
- ✓ Empower Civic leadership
- ✓ Underpin Economic Prosperity

SCHOOL OF NURSING AND MIDWIFERY



EDUCATION, SKILLS & STUDENT EXPERIENCE

Our **education, skills and student experience** will be founded on the United Nations Sustainable Development Goals (UNSDG), to best prepare and equip our graduates for future challenges and opportunities. We will deliver transformative professional healthcare programmes in Medicine and Dentistry, Nursing and Midwifery and Pharmacy, aligned with the demanding standards of associated regulatory bodies. In Biological Sciences, through theoretical, practical and placement-based undergraduate and postgraduate student experience, we will provide the skills and knowledge to deliver scientific expertise required for the life sciences commercial and public sectors and policy areas critical for a healthy and flourishing society. Our educational delivery will be underpinned by our research and innovation that will impact society through a transformative student experience, learning and skills. Our education programmes will be founded on evidence-based practice and will leverage the opportunities of blending digital tools, simulation-based experiential learning through our new interdisciplinary InterSim Centre (KN Cheung SK Chin InterSim Centre) and skills development through placements across health and life sciences disciplines. We will ensure our graduates have additional qualifications and transferable skills to equip them for the workplace and make them globally competitive. In collaboration with our Graduate School, we will provide training in coding and analytical computer skills, entrepreneurship, leadership, planetary health and global citizenship. We are also developing a proposal in collaboration with the Department of Agriculture, Environment and Rural Affairs (DAERA) and Ulster University (UU), for a veterinarian programme to meet the needs of food and agriculture sectors in Northern Ireland.



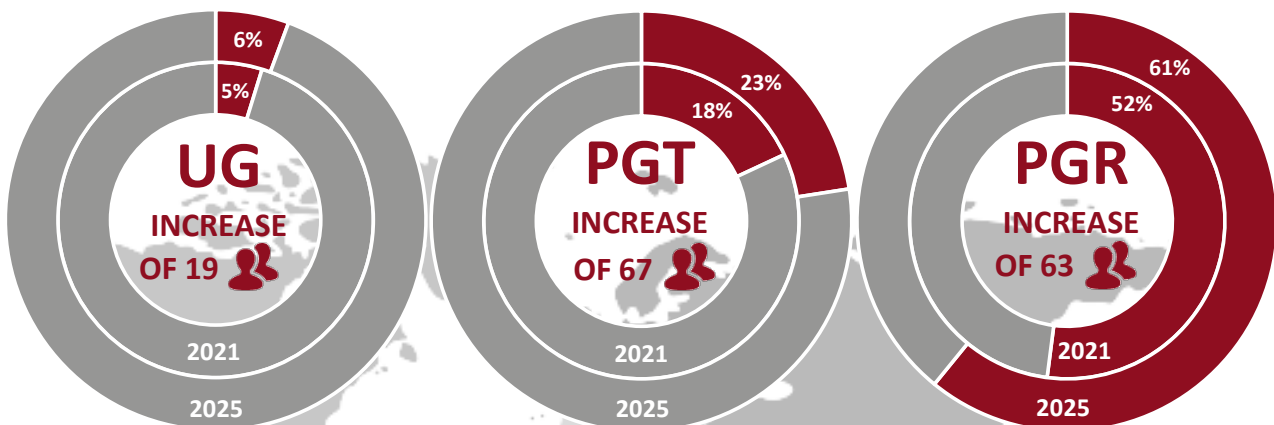


EDUCATION, SKILLS & STUDENT EXPERIENCE

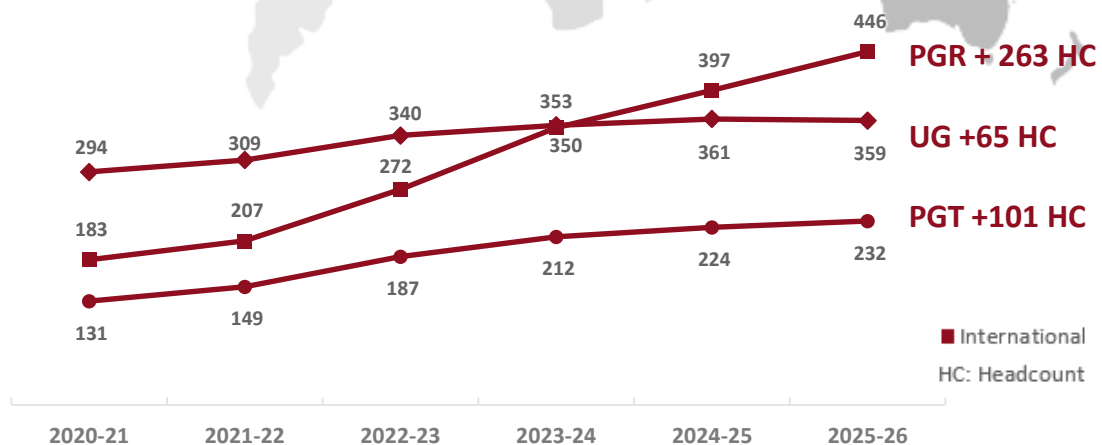
INTERNATIONAL GROWTH PLANS

MHLS aim to grow international student intake by +39% by 2025, a population increase from 13% in 2021 to 17% in 2025.

INTERNATIONAL STUDENT INTAKE



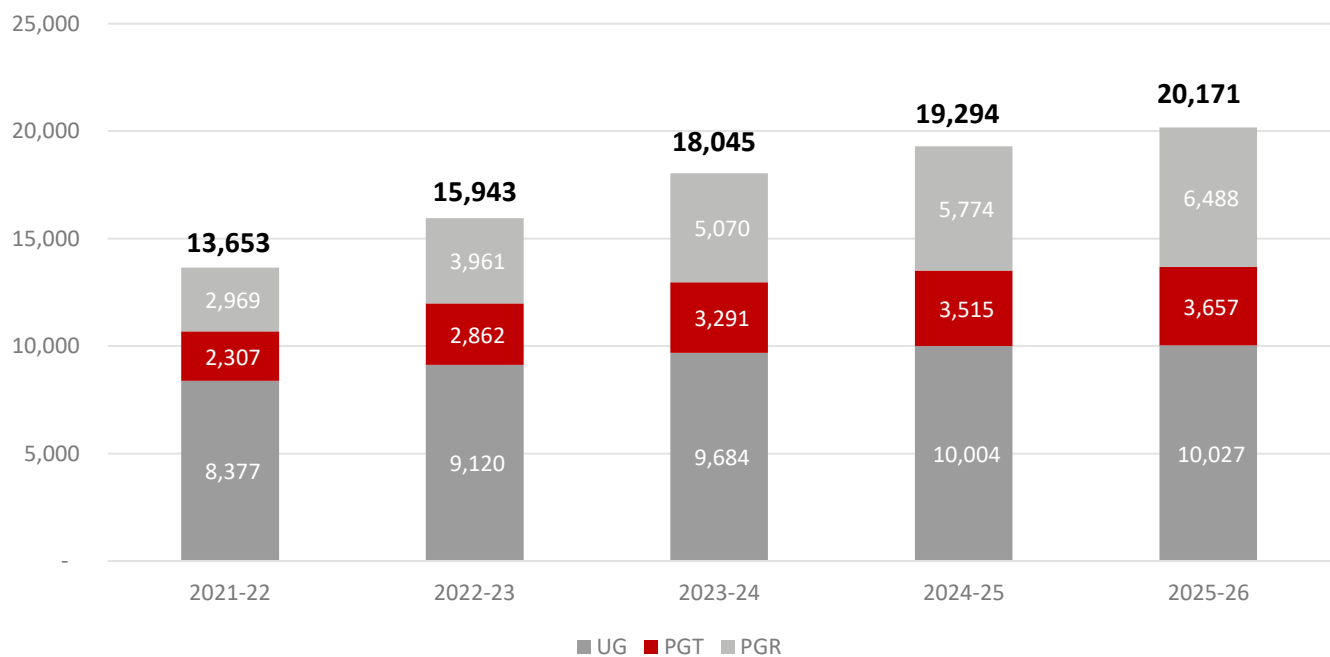
INTERNATIONAL STUDENT POPULATION





EDUCATION, SKILLS & STUDENT EXPERIENCE

INTERNATIONAL TUITION FEE INCOME FORECASTS (£000)



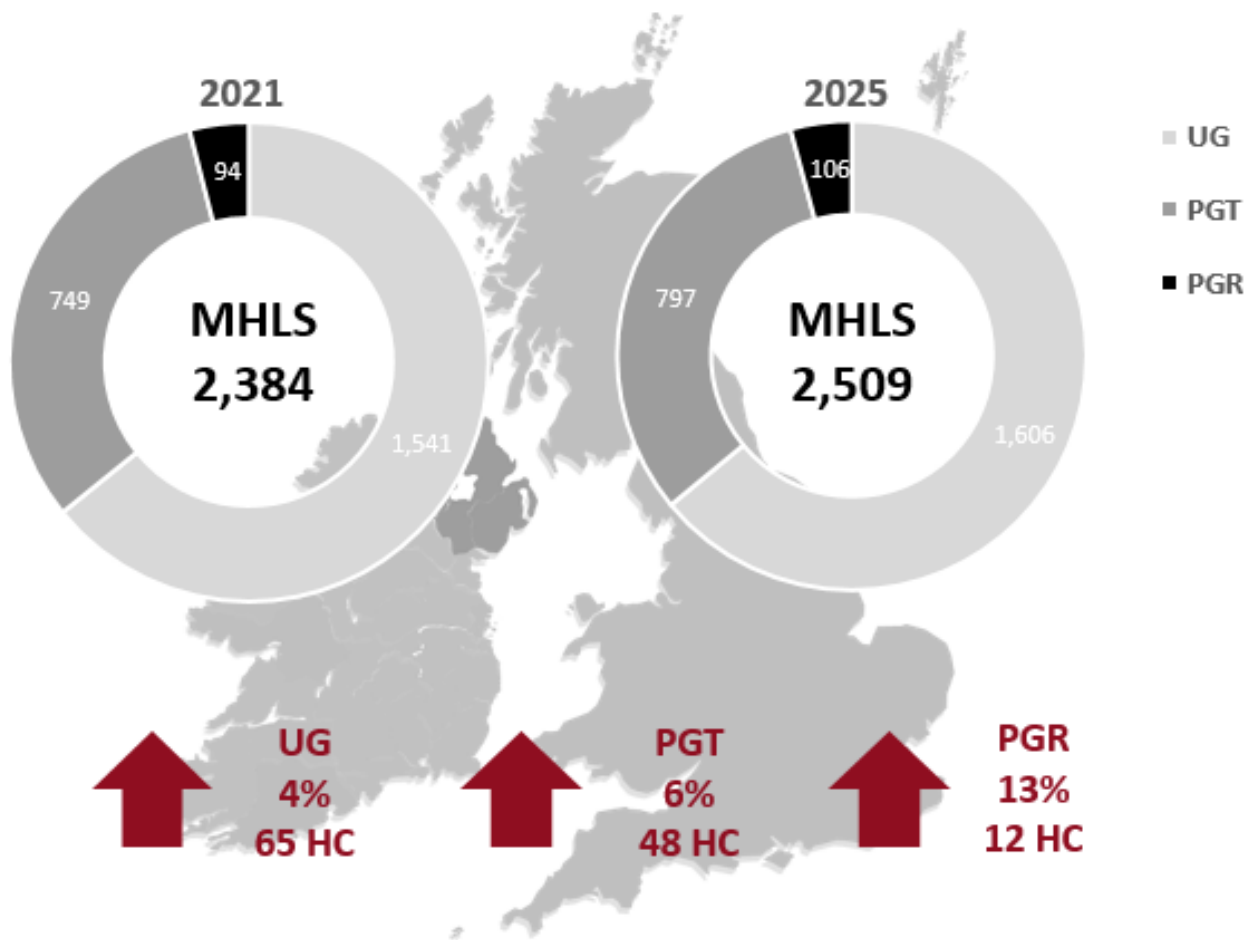
*Excludes additional fee income from new market development projects



EDUCATION, SKILLS & STUDENT EXPERIENCE

DOMESTIC GROWTH PLANS (NI, ROI & GB intake)

MHLS will uplift intake in Domestic and PGT markets by 5%, constrained by capped numbers in healthcare professional courses (excluding Pharmacy).



Note: Domestic student numbers are capped by national quotas for Nursing, Midwifery, Medicine and Dentistry degrees.



RESEARCH & INNOVATION

Our **research and innovation** fully embraces enterprise and will be founded on excellence, integrity and partnership. We will encourage and celebrate the development of Team Science approaches across our research and innovation activities. Underpinned by disciplinary expertise in key areas of Planetary, Public and Personal Health and Wellbeing, we will integrate capability across the Faculty, University and local and national collaborations in our areas of research excellence. We will nurture our disciplinary strengths in agri-food systems, cancer, chronic illness, epidemiology, environmental sustainability, healthcare technologies, infection biology, ophthalmology, population health and respiratory disease. We will work with colleagues across the University and external collaborators to enhance and advance our interdisciplinary research activities and capabilities in the areas of discovery science, data science, clinical trials, health improvement and environmental sustainability. Key to translating our research towards impact will be building sustainable partnership opportunities for our four Schools and Global Research Institute (GRI), including through the BRCD pillars of iREACH, GII and AMIC, with the Agri-Food and Biosciences Institute (AFBI), and through establishment of the new Centre for Advanced Technologies in Healthcare (CATch). We will work with colleagues in the other Faculties, the Research and Enterprise Directorate and the Graduate School to build an internationally leading postgraduate research programme for the most talented local and international students, deliver an enabling Postdoctoral University Hub, ensure that our Fellowship Academy helps develop future research leaders, whilst developing enhanced support mechanisms for early and mid-career researchers. New businesses emerging from academic discovery and partnerships with local and international commercial collaborators will be prioritised and supported.





RESEARCH & INNOVATION

Targets for MHLS Research Contribution to 2025/26

The external assessment of research ideas/plans is routinely undertaken through the peer review processes of prestigious funders, we will encourage and incentivize our researchers to focus on quality funding sources as these can provide assurance of the quality and ambition of our research ideas. A major advantage of some of the largest, prestigious funders is their provision of significant research overheads, critical to our sustainability. Therefore, we will promote the enhancement in our overhead-bearing research funding profiles with a drive to increase both application number and success rates to ensure we drive up overhead recovery to support sustainability and allow further investment in our research. Specifically, we will aim to sustainably increase our research awards to at least £44.4m by 2025/26 with an adjusted profile of overhead-bearing awards providing contribution of at least £7.3m. In this respect, we will have a particular focus on growing our: (i) United Kingdom Research and Innovation / National Institute for Health Research (UKRI/NIHR) portfolio to over 29% of our research awards portfolio by 2025/26 through enhanced engagement, mentoring/coaching and peer review; and, (ii) increasing the overhead recovery on our industry funding to £1.5m by 2024/25, with a minimum contribution level set at 25%.



2026 TARGETS

INCREASE UKRI FUNDING FROM 20.6% TO 29.3%

INCREASE CONTRIBUTION RECEIVED FROM INDUSTRY FUNDED RESEARCH, FROM £700K TO £1,500K PER ANNUM



RESEARCH THEMES

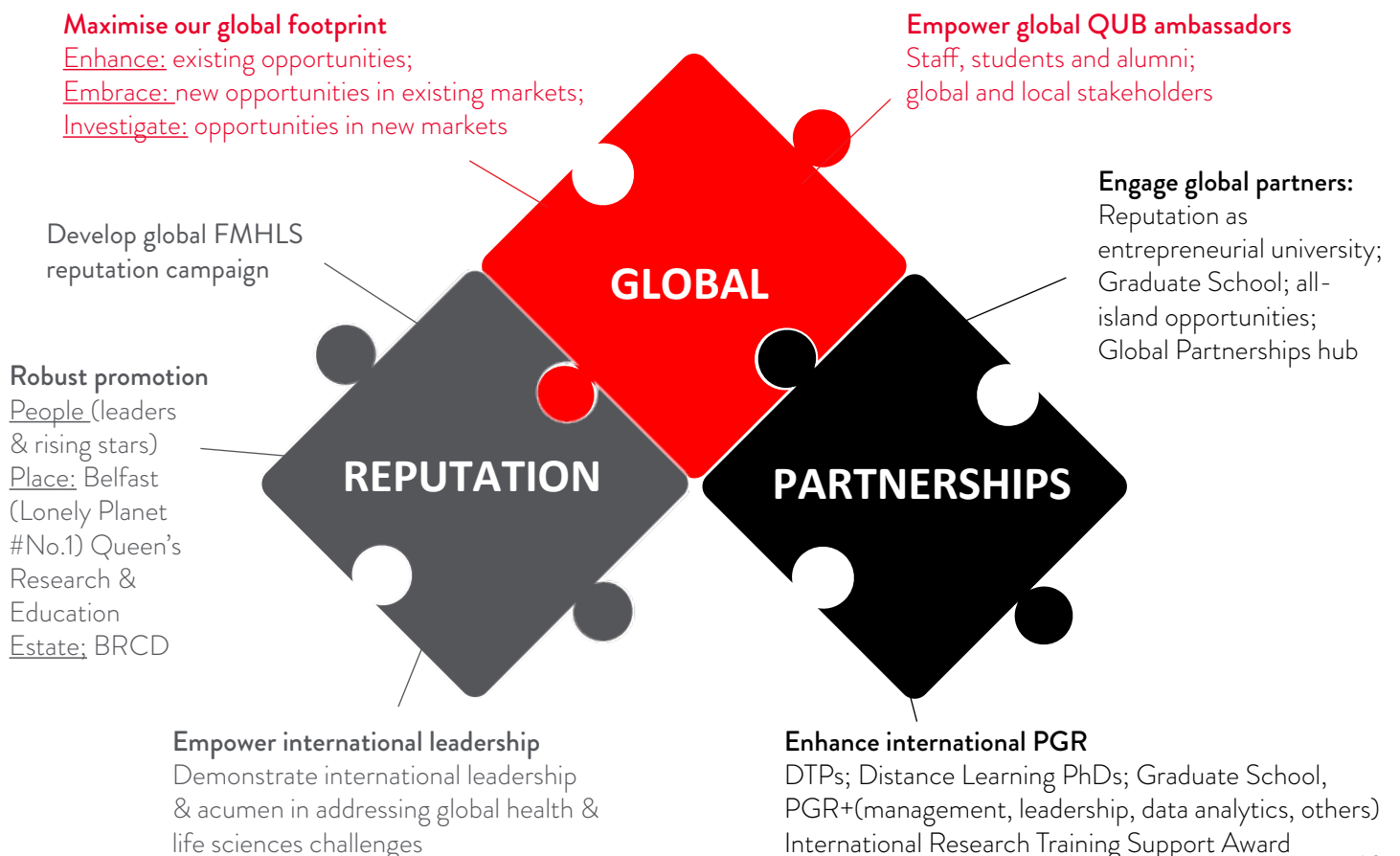
HUMAN / ENVIRONMENT RELATIONS & HEALTHY LIVING FOR ALL

- ✓ Improving life course health and community wellbeing
- ✓ Tackling cancer, infection, respiratory and eye diseases
- ✓ Precision medicine and digital innovation to enhance healthcare solutions
- ✓ Interventions to reduce inequality
- ✓ Promoting safe, sustainable environments and agri-food systems



GLOBAL REPUTATION AND PARTNERSHIPS

Vision: A “Queen’s Global” culture, empowered by our educational, research and innovation, investment, and recruitment activities. We will ensure that all aspects of our culture and activity empower our ambition to be a global nexus of excellence in education, research and innovation. This will be achieved through a combination of our new global recruitment and partnerships strategy, allied to a targeted approach to enhance our global reputation, based on our education, research and innovation excellence, our international leadership in addressing some of this planet’s greatest challenges and our high-quality estate. Strategically, we will build on our two key embedded international partnerships with China Medical University (CMU) through China Queen’s College (CQC), and with The Mohammed Bin Rashid University of Medicine and Health Sciences (MBRU), introducing new courses at Queen’s and on our partners’ campuses and driving an international PGR agenda in close collaboration with our Graduate School. With our sister faculties at Queen’s, we will develop a new Global Partnerships Hub, deploying the experience and models developed in CMU and MBRU to embrace international opportunities to deliver our educational and research excellence globally. This will include innovative models of collaborative working with other highly ranked universities and institutes, focused on high impact research and innovation and quality education.

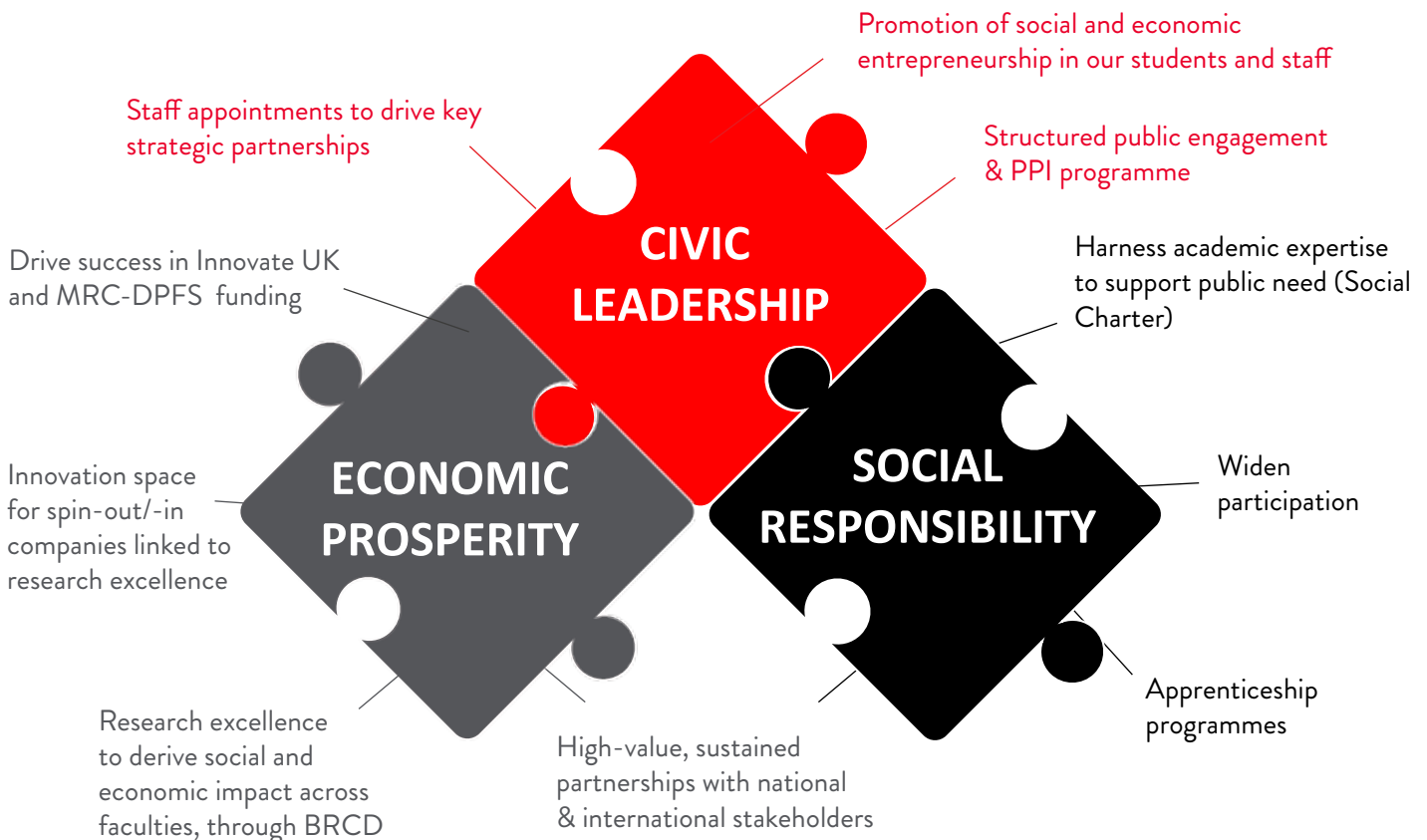




SOCIAL & CIVIC RESPONSIBILITY, & ECONOMIC PROSPERITY



We are committed to driving societal impact that protects our planet and people locally, nationally, and internationally, with concomitant alignment to the UNSDGs. In Northern Ireland, our research and education activities will seek wider participation, patient and public involvement (PPI) and public engagement to enrich our society. We will seek to further develop our work with the Department of Health (DoH) to ensure we are equipping future graduates for the healthcare workplace. Through the BRCD (iREACH and GII), we will provide evidence for the transformation of healthcare, supporting the Bengoa Report and the current initiatives in connected public, primary and secondary care delivery. We will also partner with DAERA and AFBI to drive environmental protection, support for the new Green Deal and innovation in the agri-food sector. We will also work closely with the Health Innovation Research Alliance Northern Ireland (HIRANI), Invest Northern Ireland (Invest NI) and other stakeholders, ensuring that our underpinning scientific excellence, innovation and entrepreneurship will enhance our society and help drive the 10X economy in Northern Ireland.



IMPLEMENTATION ENABLERS



Our People

- ✓ Ensuring their Wellbeing
- ✓ Supporting their Personal Development
- ✓ Delivering Key new appointments



Infrastructure - Estates Planning

- ✓ BRCD – iREACH, GII
- ✓ Development of Medical Biology Centre (MBC) Site
- ✓ Optimising our existing estate



Technology & Equipment

- ✓ Core Technology Units (CTUs)
- ✓ KN Cheung SK Chin InterSim Centre
- ✓ Digital learning



Financial Sustainability

- ✓ Baseline existing staff
- ✓ Transition Fellows to academic positions
- ✓ Optimising income streams

IMPLEMENTATION ENABLER:



OUR PEOPLE

We commend our staff for their commitment and resilience over the past 18 months, as we have navigated our way through this global pandemic. This has altered the way we work, and whilst it has created many challenges, we will embrace the positive changes. We will enable staff to work in a connected, collaborative, and flexible way, as we move into the post-pandemic phase to continue to deliver world class education, research and innovation.

With People & Culture and our HR Business Partners, we will develop a People Plan to ensure an inclusive and equitable working and learning environment. We will promote awareness and sensitivity to issues of equity, diversity, and gender and take a strategic approach to staff development to ensure staff avail of the right opportunities at the right time. We will develop a succession strategy, beginning with the recruitment of Deputy Heads of School within the faculty.

Staff wellbeing is crucial to the success of our Faculty Plan, and we will promote and support wellbeing at all levels through School, Faculty and University initiatives. Capacity is a key component to wellbeing, and we will implement fair and reasonable work allocation to maximise effectiveness and efficiency, driving down absenteeism and improving retention.

We will seek to enhance the quality of our recruitment processes and will make a number of key strategic appointments to help support our global recruitment strategy and deliver our research targets. We will enhance the quality and availability of HR data to underpin decision-making.

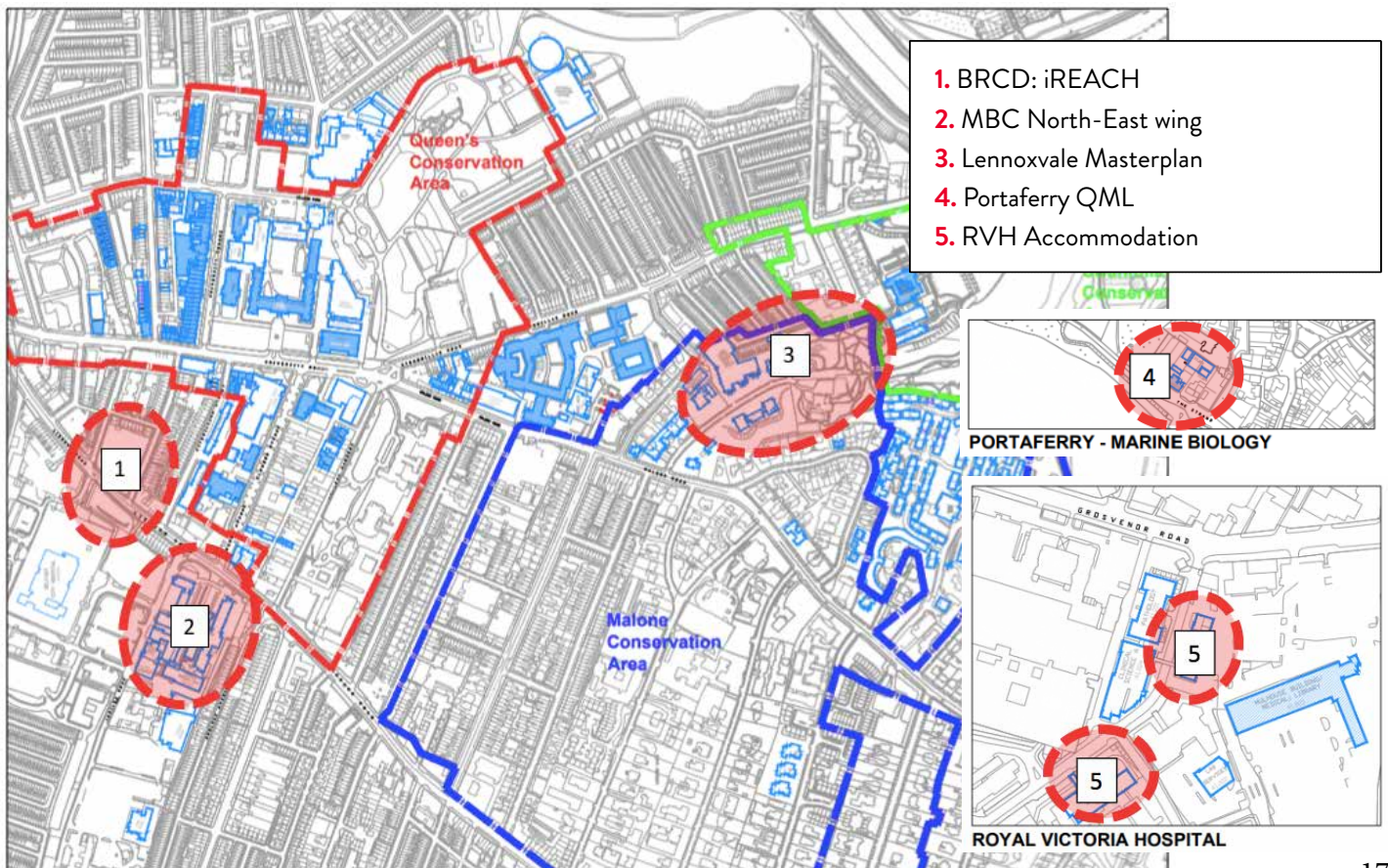




INFRASTRUCTURE - ESTATES PLANNING

In MHLS, we have exceptional laboratory estate including the School of Biological Sciences (SBS), the Wellcome-Wolfson Institute for Experimental Medicine (WWIEM) and the Patrick G Johnston Centre for Cancer Research (PGJCCR). We have ambitious plans, with our colleagues in the Estates Directorate, to develop the iREACH site on the Lisburn Road to meet the needs of the BRCD, with additional capacity for innovation and industry collaboration. Further development of this site will bring together public health research on the Lisburn Road campus. The North-East wing of the MBC will be developed to provide innovative teaching space across healthcare-related disciplines and critical interdisciplinary laboratory and research space. The location of the Queen's Marine Laboratory (QML) will be carefully considered to ensure we have the most relevant estate in the most appropriate place.

MHLS is committed to the creation of interdisciplinary space for education, research and innovation and looks forward to other new developments across faculties in Lennoxvale, the Belfast Titanic Quarter (where GII will be based) and on other sites, to meet the challenges of preparing future-ready graduates with relevant skills and delivering excellence in our research and innovation. The map below outlines areas on the Queen's campus where our ambition will be delivered.





INFRASTRUCTURE - ESTATES PLANNING

BELFAST REGION CITY DEAL (BRCD)

The Belfast Region City Deal (BRCD) represents an unrivalled opportunity to enhance our research and innovation activity, deploying our scientific excellence to address some of the planet's greatest challenges. This will be achieved through collaborative activities at scale, devised and delivered within five innovation pillars of BRCD. MHLS is deeply embedded within two of the five pillars:



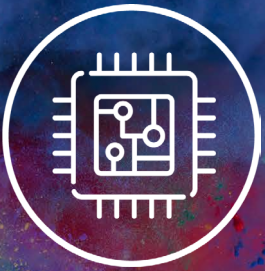
Institute of Research Excellence for Advanced Clinical Healthcare (iREACH)

iREACH is a hybrid HSC, industry and academic research facility, focusing on the innovative design and delivery of Phase I/II clinical trials and innovative real world evidence studies. It provides the environment and physical space to support industry and the commercialisation of innovations, with differing spaces and levels of support for large businesses, new spin-out/ start-ups, clinical trials services and patient and public engagement. iREACH will facilitate the modelling and design of a much more efficient pipeline to deliver treatments through to the clinic – with the advantage of developing an efficient and effective ecosystem to attract inward investment through optimal design and agile delivery of clinical trials.



The Global Innovation Institute (GII)

GII is an inter-faculty partnership between the MHLS and EPS Faculties, representing an exciting opportunity to use a data-driven approach to address significant global challenges in health, wellbeing, food systems. GII combines world leading expertise in EPS across cyber security, advanced wireless technologies, data science/ analytics and scalable computing (secure-connected-intelligence), alongside internationally-recognised excellence in MHLS in food security/sustainability and life and health sciences (One Health), working in partnership to deliver healthier lives for citizens and economic and societal benefit locally, nationally, and globally.



TECHNOLOGY & EQUIPMENT

KN Cheung SK Chin InterSim Centre

The InterSim Centre will focus on the development and delivery of our innovative and effective healthcare programmes. We will expand delivery of inspirational interprofessional healthcare simulation, equipping our students to develop clinical and behavioural skills in realistic, simulated environments, underpinned by expertise in simulation-based pedagogy. We will extend the cross-Faculty activity in the Centre to include students from Schools in AHSS and EPS, and develop postgraduate and professional healthcare training activities. The Centre aims to provide innovative and inspirational outreach and public health activities for our local community and civic groups, and a portfolio of enterprise activity to ensure financial sustainability and reputation of Queen's innovation in Education.



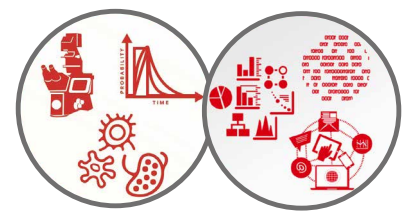
**QUEEN'S
UNIVERSITY
BELFAST**

**KN CHEUNG
SK CHIN
INTERSIM
CENTRE**

Core Technology Units (CTUs)

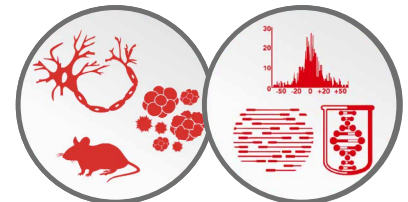
Over the last four years, MHLS has operated four Core Technology Units (CTUs) that provide access to high-level technology and expertise relating to advanced imaging, advanced informatics, biological services and genomics. These CTUs operate under a business model of economic cost recovery which has enabled sustainability of their equipment and technical staff. The success of the CTUs is underscored by an established faculty-wide user-base which has driven high impact publications and enhanced grant success. In the next five years, our CTUs will move beyond their initial remit to support both academic research and deliver a hybrid business model whereby a high proportion of their income will be generated through commercial alliances and Contract Research Organisation (CRO)-type business development.

This evolution of the CTUs is integral to our strategic goal to develop high value, high-impact academic-commercial partnerships and synergises with our BRCD ambitions. Importantly, the new business model will provide entrepreneurial leadership opportunities for our CTU managers, enabling them to both broaden their capability and respond to new technological developments that will, ultimately, enhance the MHLS Research and Innovation Strategy.



**ADVANCED
IMAGING**

**ADVANCED
INFORMATICS**



**BIOLOGICAL
SERVICES**

GENOMICS



FINANCIAL SUSTAINABILITY

Staff costs account for approximately 90% of the allocated general funds budget. Additional core staff costs have been absorbed through other short term funding mechanisms, with a large proportion of staff funded via research, and other sources. A key priority for MHLS is to build resilience through the employment of staff who are undertaking essential work on sustainable funding. The Business Intelligence Model currently being developed will be a key tool to empower decision-making around financial commitments.

MHLS will continue to invest in our future leaders, such as the Vice-Chancellor, Patrick G Johnston, and Illuminate Fellows as well as those winning prestigious externally funded fellowships, by enabling high performers to transition to academic posts in Faculty, to support the delivery of research targets and international PGR recruitment. Our success in recruiting high-quality fellows has resulted in the need to create additional posts to facilitate their transition into academic posts.

A number of strategic appointments focused on key areas for the Faculty, such as digital health, simulation and CATCh, have been factored into the growth strategy around excellence in education, research, and internationalisation. Whilst the majority of posts are factored into 2022/23 and beyond, there is a pressing need to appoint the Dean of Internationalisation, and the International Officer within the Faculty Hub to ensure we deliver our Global Partnerships strategy and facilitate a presence at “in market” events once international travel is possible. The Director of InterSim is also an immediate priority as we wish to underpin the significant investment already made, with an appropriate staffing structure.

We will develop new opportunities to strengthen the Faculty financial position and will aim to optimise current funding streams, including research funding, endowments, and other external sources of funds.

The total expenditure of the proposed investment in staff costs is set out below, along with a request for funds for enhanced start-up packages to attract the appropriate calibre of academics, a leverage fund to support external bids, and a modest uplift to non-pay and equipment in order to facilitate the increase in staff and student numbers.

Proposed Investment

Category	FY21/22 £m	FY22/23 £m	FY23/24 £m	FY24/25 £m	FY25/26 £m
Total Pay Costs	1.58	3.31	3.98	4.24	4.34
Enhanced Start-Up Packages	0.15	0.50	0.55	0.00	0.00
Leverage Fund	0.10	0.10	0.10	0.10	0.10
Non-Pay	0.84	0.71	0.71	0.71	0.71
Equipment	0.40	0.40	0.40	0.40	0.40
Total Investment	3.07	5.02	5.74	5.45	5.55

Realising Our Ambition & Sustainability

Through a commitment to excellence and alignment to the aspirations of the UNSDGs, MHLS will strive to address grand challenges and set new global agendas through education, research and innovation.

Excellence can only be built upon diversity, and a culture of equality, inclusivity, fairness and collegiality. Therefore, we reaffirm the importance of our Athena SWAN programmes and are committed to ensuring that the Queen's Core values pervade what we do across all aspects of our work.

Our four Schools will be the custodians of our strategy, aligning to deliver our education and research and innovation programmes and overseeing the evolution of our culture and behaviours. They will nurture and develop our people and attract new talent - their shape will evolve to support our goals and long-term ambitions. Our education programmes will ensure our graduates are future-ready, with a global outlook and the skills needed to contribute to the health and well-being of our communities and the planet we live on. Our research will enhance the quality and impact of what we do, through the promotion of Team Science and the integration of research and enterprise. We will ensure that a global outlook is embedded within our Schools and their activities. Integrity, openness, and innovation will provide the bedrock for impactful collaborations that seed enduring partnerships to tackle local and global challenges.

In addition to our education, research and innovation activities, we will embrace the Net Zero challenge through local actions, seeking efficiencies where we can, promoting sustainable working, values and behaviours, moving quickly towards Green Laboratories with reduced carbon footprints, reducing our use of disposable plastics and ensuring that all of our travel is necessary and productive.

Through the education, research and enterprise activities outlined in this Academic Plan, we will contribute to a flourishing local society, embrace our global citizenship and help support the journey to a better world.

FACULTY OF MEDICINE, HEALTH AND LIFE SCIENCES

SCHOOL OF
BIOLOGICAL
SCIENCES

SCHOOL OF
MEDICINE,
DENTISTRY AND
BIOMEDICAL
SCIENCES

SCHOOL OF
NURSING AND
MIDWIFERY

SCHOOL OF
PHARMACY

School of Biological Sciences



STRATEGIC PRIORITIES

IMPLEMENTATION ENABLERS

EDUCATION, STUDENT EXPERIENCE & SKILLS

- *Integration of partners in public and private sectors to equip most able future graduates*

The key alliance of the School and AFBI with industrial partners in food and agriculture, animal and human health, and environmental sustainability, provides integrated

degree pathways to equip our students to be the most competitive future graduates in the Agri-Food and Life Science sectors, locally and internationally.

RESEARCH & INNOVATION

- *Develop IGFS through GII and AFBI alliances*
- *Focus on climate, food security and integrity, and agriculture and sustainable land use*

The key implementation enablers of the critical alliances between the School and the Institute of Global Food Security (IGFS), with the Agri-food Biosciences Institute (AFBI) and key stakeholders in food security, agriculture and sustainable land and marine environment.

Through this key three-way partnership, digital technologies will be developed to support sustainable land-use and understand the impact of the food and agriculture sector on climate, while sustaining economic viability.

GLOBAL REPUTATION & PARTNERSHIPS

- *International partnerships across Asia and Africa*

Global reputation partnerships will continue to work with their key collaborations in Asia and Africa on specific areas in food security and sustainable land-use.

We will be consistently in the top 150 in the world QS rankings for biological sciences.

CIVIC LEADERSHIP, SOCIAL RESPONSIBILITY & ECONOMIC PROSPERITY

- *Underpin the scientific integrity of NI 'Green Deal' for sustainable land use.*

We will underpin the scientific integrity of the Northern Ireland Green Deal, sustainable land-use agriculture and integrity of food production.

Our alliance through AFBI and the DAERA provides us with opportunities to inform basic science, develop implementation and translational programmes and have a significant impact on strategic thinking.

School of Medicine, Dentistry and Biomedical Sciences



STRATEGIC PRIORITIES

IMPLEMENTATION ENABLERS

EDUCATION, STUDENT EXPERIENCE & SKILLS

- *Future ready graduates (C25)*
- *Deliver an excellent UG and PG student experience*
- *International PGR recruitment*
- *PGT focus on programmes which are relevant to local, national, and global needs*

We will nurture outstanding future graduates in Medicine through our recently introduced innovative C25 Curriculum. We will continue to deliver high quality Dental, Biomedical Sciences, and postgraduate programmes and work collaboratively across the Faculty to ensure that our graduates have developed the

necessary professional skills to make leading contributions to healthcare and life sciences regionally and globally. Planetary health and UN SDGs will be core to all curricula. We will increase our international postgraduate student recruitment with a major focus on PGR students.

RESEARCH & INNOVATION

- *Work in Research Centres will leverage BRCD (iREACH and GII) opportunities*
- *Focus on disciplinary strengths with interdisciplinary impact*

Our research will focus on discovery science, public and global health, implementation science, and relevant educational pedagogy. We will prioritise areas of strength in cancer, infection and inflammation, respiratory disease, eye disease, multi-morbidity,

and public health. These areas will leverage the BRCD opportunities through iREACH and GII, in part via collaboration with the Public Health Agency (PHA) in data analytics and the use of healthcare data through the Encompass programme.

GLOBAL REPUTATION & PARTNERSHIPS

- *Build on existing partnerships with MBRU and CMU*
- *Develop new strategic international partnerships in both research and education*

Using our research and education strengths as beacons of global excellence, we will consolidate and further develop our successful partnerships with MBRU and CMU, including leverage of new opportunities in the Middle East and Far East. Such reputation enhancement activity will support our ambition to

be consistently ranked as a top 150 School in the global QS rankings. Working collegially across MHLs and Queen's, we will develop an enabling international hub to exploit our pedagogical and curricular expertise in support of wider sustainable educational partnerships.

CIVIC LEADERSHIP, SOCIAL RESPONSIBILITY & ECONOMIC PROSPERITY

- *Develop future leaders in healthcare and life sciences*
- *Implementation and policy impact*
- *Innovation and entrepreneurship*

We will work strategically with regional and national government departments and industry to support the development of the health and life sciences sectors, aiming to enhance health and wealth opportunities and benefits for our citizens. We will

continue to support entrepreneurial activity and further develop long-term collaborations with leading international industry partners. Our work will have significant impact, support innovation, and underpin relevant policy development.

School of Nursing and Midwifery



STRATEGIC PRIORITIES

IMPLEMENTATION ENABLERS

EDUCATION, STUDENT EXPERIENCE & SKILLS

- *Quality assure delivery of new curriculum*
- *Provide innovative programmes that add value to individuals & NMW workforce*
- *International students*

We will quality assure implementation of the new Nursing and Midwifery Council approved curriculum at undergraduate and MSc level. We will expand the development of innovative skills-based courses that meet the needs of modern healthcare, building on our success in widening participation and broadening access.

Through our partnerships in the Middle East and Asia, we will attract increased numbers of high quality postgraduate students for our taught and PhD research programs. We will extend our expertise in patient and public involvement in the education of our healthcare teams and inform practice across the University in this key area.

RESEARCH & INNOVATION

- *Translational Healthcare part of iREACH, CoPH, CESI and international partners*
- *Lead on patient and public involvement (PPI)*

We will focus on translational healthcare in multi-morbidity, palliative care and maternal and child health. This will be enabled through further integration and collaborations of our research programmes within iREACH, CPH and CESI.

We will extend our international partnerships and sustain our impact on policy and practice. We will lead the Faculty in patient and public involvement (PPI) in research and inform practice across the University in this key area.

GLOBAL REPUTATION & PARTNERSHIPS

- *MBRU College of Nursing*
- *Programmes with Saudi Arabia and Qatar*

We will further develop our global reputation through our innovative collaboration with Mohammed bin Rashid University (MBRU) and lead the development of their new College of Nursing. We will further our reach and reputation in the Middle East, with

new programmes in Saudi Arabia and Qatar. We will invest in strategies that enhance our reputation and be firmly within the top 50 Schools of Nursing and Midwifery in the worldwide QS rankings.

CIVIC LEADERSHIP, SOCIAL RESPONSIBILITY & ECONOMIC PROSPERITY

- *Underpinning PG training for the profession*
- *Healthcare policy and implementation strategy*

Our civic leadership will be further enabled through the underpinning professional success of our undergraduate and postgraduate alumni, and their education and skills in nursing and midwifery in Northern Ireland. This will extend

nationally and internationally and deliver world-leading education and policy development, with associated implementation science. Digital transformation of healthcare will be a key enabler and link to iREACH and GII.

School of Pharmacy



STRATEGIC PRIORITIES

IMPLEMENTATION ENABLERS

EDUCATION, STUDENT EXPERIENCE & SKILLS

- *Future ready graduates*
- *International PGR students*

A revised MPharm will equip future-ready graduates in pharmacy for practice with enhanced clinical and prescribing skills, developing high ethical and behavioural standards.

Embedding leadership and management skills in our courses will equip students to succeed as professionals in diverse workplaces, including industry, pharmaceutical science, pharmacy and academia.

RESEARCH & INNOVATION

- *Centre for Advanced Research Technologies in Healthcare (CATCh)*
- *AMIC*
- *iREACH*

Our innovative research in healthcare, advanced materials, therapeutics and intelligent manufacturing will be developed. Evolution of our Pioneer Research Programme (PRP) to become the Centre for Advanced Research Technologies in Healthcare (CATCh) to drive new collaborations

and forge cross-disciplinary links with advanced manufacturing research in the BRCD. The use of medicines in translational healthcare and global health will be a parallel priority. Both areas will be underpinned by data science, smart networks and new technologies.

GLOBAL REPUTATION & PARTNERSHIPS

- *CMU & CQC*

Global reputation partnerships will continue to be driven with our flagship partner, CMU, through CQC. Additional partnerships with Universities in the Middle East, Far East and some African countries will

be further developed, emphasising doctoral student recruitment. The School will prioritise activities to remain in the top 50 of QS world rankings for Pharmacy and Pharmaceutical Sciences.

CIVIC LEADERSHIP, SOCIAL RESPONSIBILITY & ECONOMIC PROSPERITY

- *Underpinning PGT for the profession*
- *Policy and Practice*

We will provide academic and educational delivery for postgraduate training in the profession of pharmacy, both in these islands internationally.

We will continue to support engagement with large and medium-sized pharmaceutical companies and support the development of spin out companies from our research base.



GLOSSARY

AFBI Agri-Food Bioscience Institute	DfE Department for the Economy	ICARE QUB Core Values (Integrity, Connected, Ambition, Respect, Excellence)
AMIC Advanced Manufacturing Innovation Centre (BRCD)	DoH Department of Health	IGFS-SBS Institute for Global Food Security (SBS)
Athena SWAN Athena SWAN and Queen's Gender Initiative	DTP Doctoral Training Programmes	InterSim Centre KN Cheung SK Chin InterSim Centre
BRCD Belfast Region City Deal	EDI Equality, Diversity and Inclusion	Invest NI Invest Northern Ireland
Bengoa Report Systems, Not Structures – Changing Health and Social Care – Full Report	ESC European Society of Cardiology	iREACH Institute of Research Excellence for Advanced Clinical Healthcare (BRCD)
CATcH Centre for Advanced Technologies in Healthcare	FAHSS / AHSS Faculty of Arts, Humanities and Social Sciences	MaSN Maximum Student Numbers
CESI Centre for Evidence and Social Innovation	FEPS / EPS Faculty of Engineering and Physical Sciences	MBC Medical Biology Centre
CMU China Medical University	FMHLS / MHLS Faculty of Medicine, Health and Life Sciences	MBRU The Mohammed Bin Rashid University of Medicine and Health Sciences
CPH Centre for Public Health (SMDBS)	GB Great Britain	MBRU-CN&M The Mohammed Bin Rashid University of Medicine and Health Sciences – College of Nursing & Midwifery
CQC China Queen's College	GII Global Innovation Institute (BRCD)	MRC-DPFS Medical Research Council – Developmental Pathway Funding Scheme
CRO Contract Research Organisation	GRI Global Research Institute Green Deal, The Green Deal	NetZero Net Zero
CTUs Core Technology Units	HC Head Count	NI Northern Ireland
C25 Curriculum 2025	HIRANI Health Innovation Research Alliance Northern Ireland	PGJCCR Patrick G Johnston Centre for Cancer Research (SMDBS)
DAERA Department of Agriculture, Environment and Rural Affairs	HSCNI Health and Social Care Northern Ireland	



GLOSSARY (CONTD.)

PGR

Postgraduate Research

PGT

Postgraduate Teaching

PHA

Public Health Agency

PRP

Pioneer Research Programme

PPI

Patient and Public Involvement

QML

Queen's Marine Laboratory (SBS)

QUB

Queen's University Belfast

QS Rankings

Quacquarelli Symonds Rankings

ROI

Republic of Ireland

RVH

Royal Victoria Hospital

SBS

School of Biological Sciences

SMDBS

School of Medicine, Dentistry and
Biomedical Sciences

SNaM

School of Nursing and Midwifery

SoP

School of Pharmacy

UEB

University Executive Board

UKRI/NIHR

United Kingdom Research and Innovation
/ National Institute for Health Research

UG

Undergraduate

UN SDGs

United Nations Sustainable
Development Goals

UU

Ulster University

WHO

World Health Organization

WWIEM

Wellcome-Wolfson Institute for
Experimental Medicine (SMDBS)

10X Economy

10X Economy - DfE

APPENDICES

Appendix 1: Deans' Strategies

Appendix 2: Finance