

My Vision For Queen's University Belfast



VISION

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.**



Queen's University Belfast

- Current University Position
- Changing University Context
- My Vision for Queen's University



QUB - Current Position

Achievements

- Sunday Times University of the Year runner up -2012
- Ranked 26th in the UK (Sunday Times University Guide 2013)
- NSS overall satisfaction Score 90%. 12th overall in UK
- Students Union - Ranked 6th in the UK
- One of the top 10 Erasmus universities for work placement throughout Europe
- 93% of Graduates are in employment or further degree courses



Achievements

- A Russell Group university:
- The Research Power Index placed Queen's in the top 20 universities in the UK
- Five Times Higher Education Awards (2008-2013),
- Five Queen's Anniversary Prizes for Higher and Further Education
- SWAN Institutional Silver award
- A world class university campus



While much has been achieved

- Not a top 100 University
- Currently 19th position in the Russell Group
- Underperforming in RCUK grant income
- Underperforming in research income (£70m pa)
- Underperforming in graduate and international student recruitment
- Small number of academics members of national academies, FRS, FBA
- Limited international recognition

Many challenges still remain



Changing University Context

- Universities are in a paradigm-shifting era, the most dramatic since the emergence of the printing press
- Digital technologies and globalisation are driving and influencing conceptual changes in education and research
- Universities' roles are increasingly about solving the issues that matter to people and societies globally
- All of this is happening at a time of shrinking resources



Changing University Context

Universities require interdisciplinary engagement in the educational and research effort:

- Across the University
- Between Universities and Industry
- Connecting Universities and communities
- Connecting Universities globally

Standing still is not an option. We must build on what we have done and move forward with ambition and conviction.



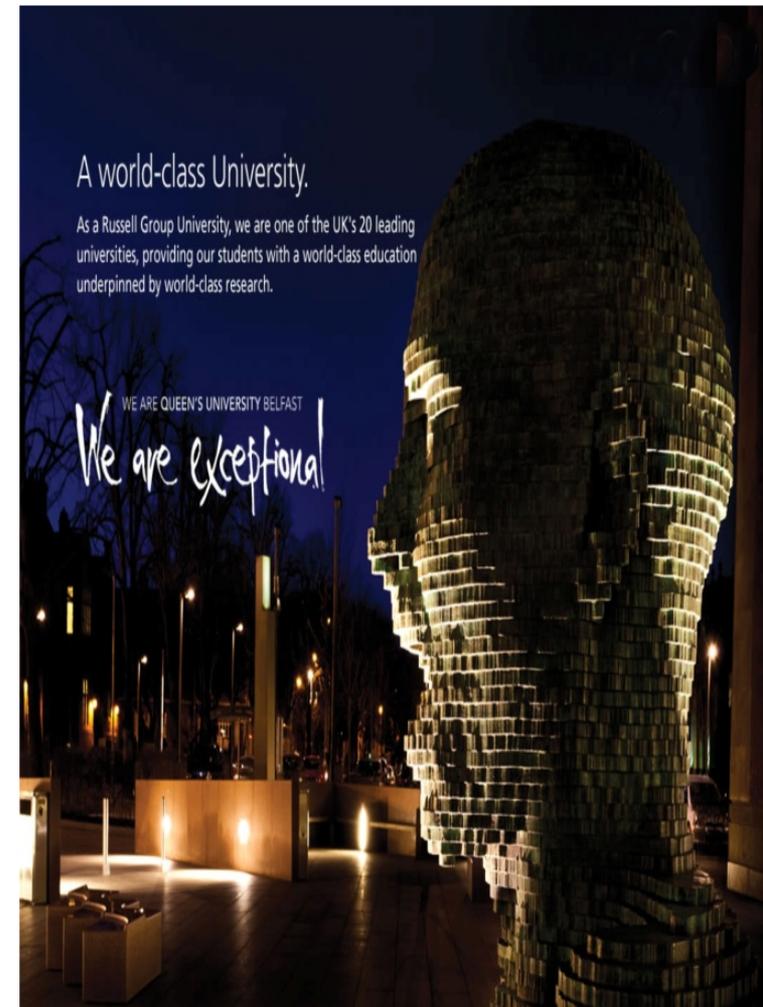
My Vision for Queen's University Belfast

How will we address this paradigm shift and become a world class international University?



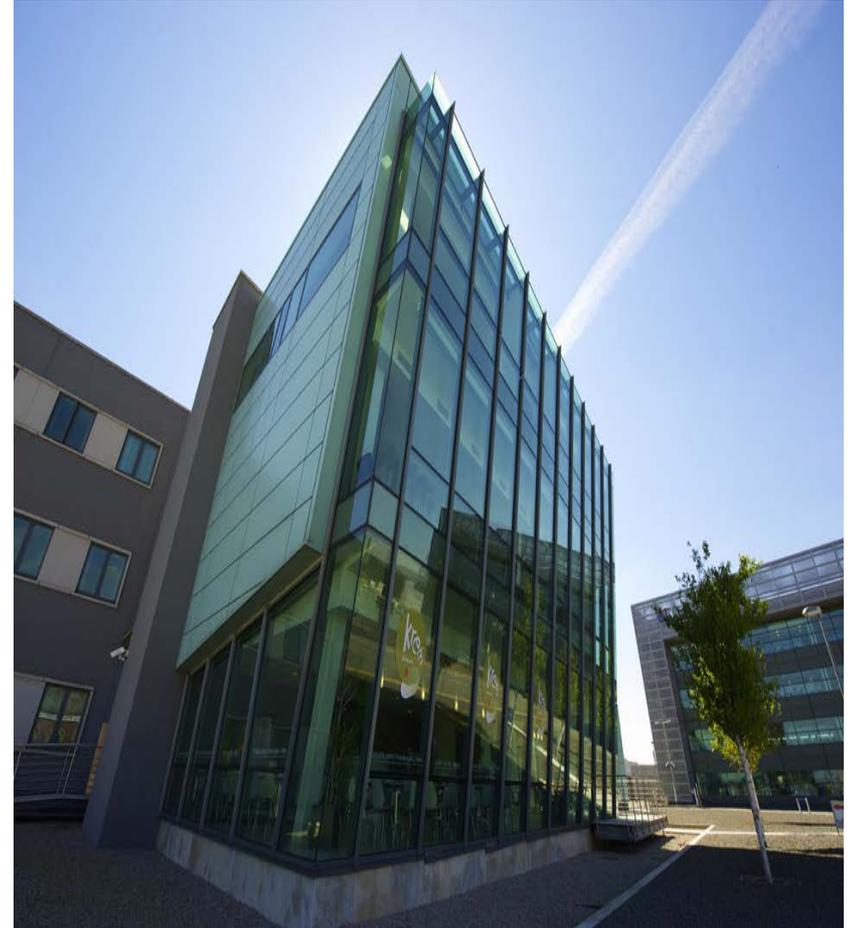
1. Leadership - Culture and Ambition

- Strong unified and dynamic leadership across the university
- Balance of empowerment of innovative academic leadership, alongside accountable academic performance
- Reward academic and administrative excellence and achievement
- Culture of leadership, ambition and conviction



2. International World Leading Institutes

- Strategic and selective investment in high quality interdisciplinary research institutes
- Pick financially viable areas where we have a comparative advantage
- Partner with Industry and other top global universities
- Focus on the graduates and postdoctoral fellows and be inclusive of undergraduates



3. Student Experience and Learning

- Focus on interdisciplinary, cross Faculty/School courses and curriculum
- Focus on efficiency, effectiveness and employability
- Focus on creating enhanced on-line and E learning opportunities
- Drive forward partnerships with industry within the curriculum
- Develop global alliances that enhance the diversity of our student population



4. Community & Society

- Strong relationship with our local political parties, our local government and City council
- Economic – enhancing Northern Ireland's economy
- Widening participation - Special initiatives with schools and community groups within deprived social communities
- Special initiatives and partnerships with Further Education Colleges



A Graduate School

- Focus for cross- faculty graduate and postdoctoral development
- Dedicated courses for graduates (PGT and PGR) and postdoctoral fellows
- Promote co-operation and integration across academic disciplines
- Enhance career development opportunities and partnerships with industry
- Focus for internationalisation and differentiation of the university



World Class University Next Steps

Establish Project Groups

- Leadership – Tom Millar
- University Structures - James O’Kane
- Postgraduate Culture - James McEInay



World Class University

Leadership

- Values and Principles – Committed Leadership, Meritocracy and Transparency
- Leadership aligned with the Vision
- World class students and staff
- Rigorous academic standards
- Dynamic and innovative culture and curriculum
- Global impact generating benefits for society



Leadership Structures

- Leadership Structures aligned with the Vision
- Empower academic leadership and accountability
- Support interdisciplinarity – responsive to societal needs
- Focus on unified and integrated leadership/creating one university



World Class University Postgraduate Vision

Postgraduate Culture

- Focus on development of postgraduate culture and activity across the University
- Significantly increase PGR and PGT numbers
- Major growth in Postdoctoral numbers funded through increasing research income
- Explore the development of a Graduate School



Keys to Success

- A clear vision and strong leadership
- Recruit world class students and staff
- Develop a strategic and distinctive focus
- Develop a dynamic and innovative culture
- Ensure the support and partnership of government

