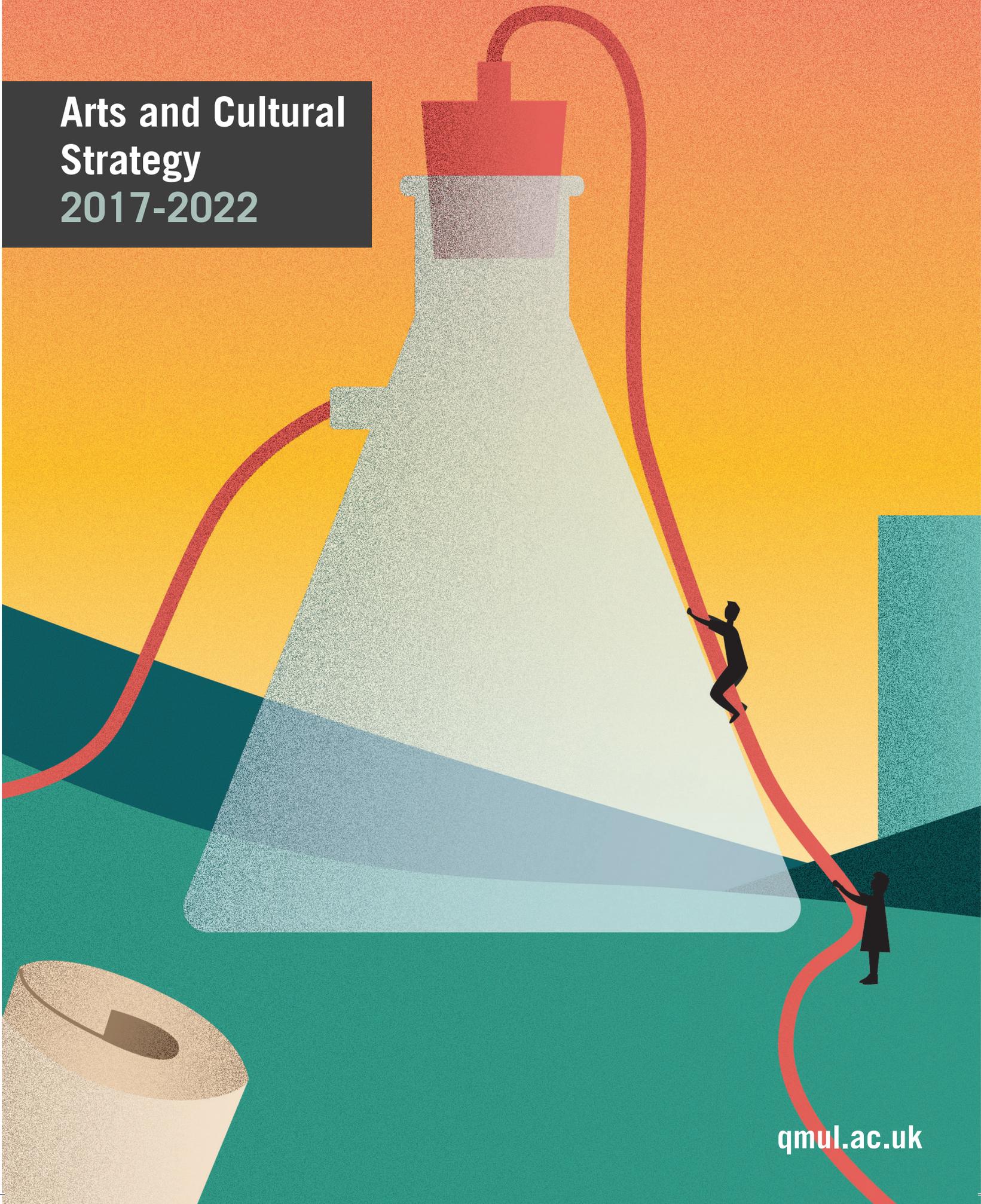




Queen Mary  
University of London

**Arts and Cultural  
Strategy  
2017-2022**



[qmul.ac.uk](http://qmul.ac.uk)

# Contents

Introduction	<b>4</b>
Governance	<b>7</b>
Strategic Aim 1	<b>8</b>
Strategic Aim 2	<b>10</b>
Strategic Aim 3	<b>12</b>
Strategic Aim 4	<b>16</b>



# Introduction

Announcing his 2030 cultural infrastructure plan in 2016, Sadiq Khan described culture as ‘the DNA of our city, the glue that binds us together; it contributes to our economy and our reputation around the world, improves our well-being and benefits society.’ The Mayor’s commitment to making arts and culture one of his ‘top four’ priorities demonstrates their importance to the diversity and prosperity of London as a global city.

Queen Mary is a major contributor to London’s diverse artistic and cultural ecology, and has built strong relationships with its local, national and international publics through the arts. Our cultural activities are underpinned by a commitment to social justice which has been central to the university’s identity since its founding.

The Arts and Culture Strategy showcases Queen Mary’s strengths as a centre of excellence in arts and culture and public engagement, and as a focus for diversity and inclusion. It builds on the university’s international reputation for distinctive and challenging cultural activity that has a positive impact on global challenges including poverty reduction, social justice, inclusion and health. It also positions the university to continue to shape agendas for the arts and culture in HE, as well as within our wider society. It provides a clear focus for innovative teaching, research, and public engagement, and contributes to establishing a strong global Queen Mary brand for innovative, risk-taking artistic work.

This strategy is timely. Elite US universities are engaged in an ‘arts race’,<sup>1</sup> and countries around the world are investing in art and culture as forms of ‘soft power’. Pisa (Programme for International Student Assessment) rankings will soon incorporate measures of creativity. The Creative Industries Foundation has warned that the UK’s historic ability to punch above its weight in cultural terms is at risk, particularly from the effects of Brexit and funding cuts.<sup>1</sup> In these challenging circumstances, the Arts and Culture Strategy will support Queen Mary’s work as an ethical and values-based institution seeking to foster equality and participation.

The arts make a significant contribution not only to social cohesion, health and well-being, but also to the economic strength of the nation. The UK’s creative economy is vibrant and dynamic. In January 2017, the UK Government Industrial Strategy emphatically underlined the value of the creative industries and their potential for growth. The green paper Building our Industrial Strategy<sup>3</sup> recognises the creative industries amongst the sectors that are highly productive, have competitive advantages at a global level, and have actually generated significant growth in recent years. An estimated 2.9m people are employed in this sector, or one in eleven of all UK jobs (2015 statistic). According to the DCMS Creative Industries: Focus on Employment (2016) report, the creative economy added new jobs at more than twice the UK economy average. As a percentage of GDP, the British creative economy is the biggest in the world. Between 1997 and 2014, the Gross Value Added by the UK creative industries increased by almost 6% each year, two points higher than the rest of the UK economy.



# Introduction (cont)

London has almost one-third of the UK's creative work force. One in six jobs are within the creative economy, ensuring the UK has the highest level of creative industry concentration in the world. The creative industries are an important provider of internships and employment for Queen Mary students and a significant driver of social mobility. Queen Mary can help its partners in the creative industries to develop inclusive cultural policies and practical activities that extend access to art and opportunity to all. As a values-driven institution with a long history of widening participation, Queen Mary has both the expertise and the authority to provide leadership in such developments.

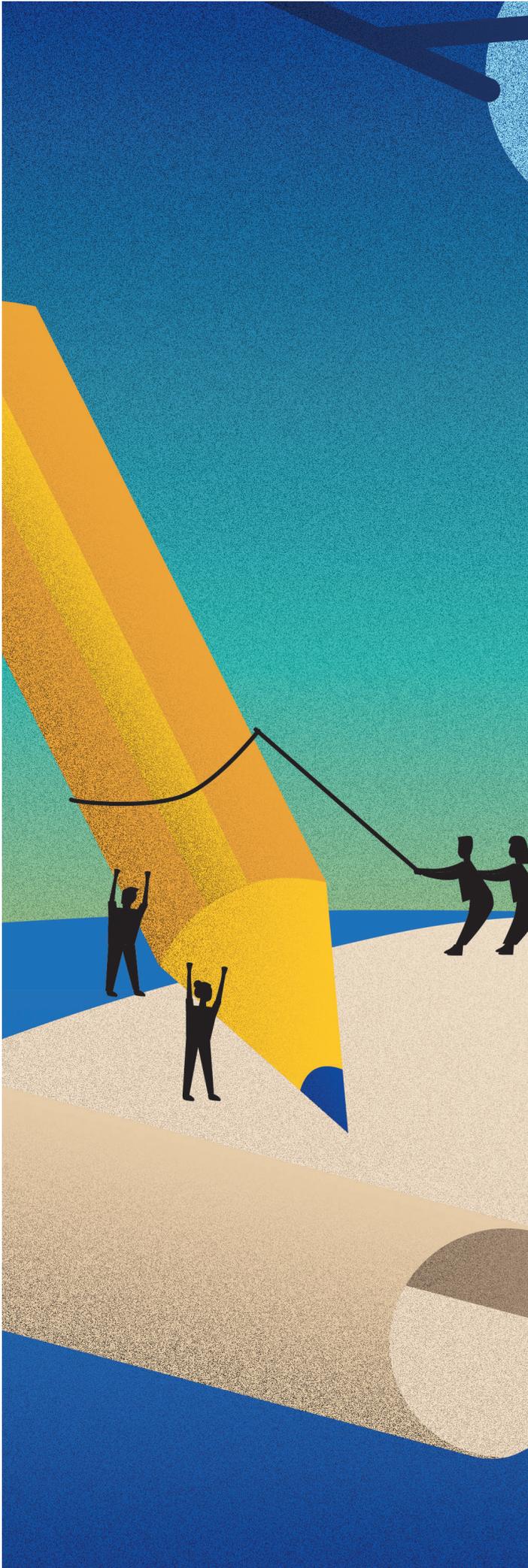
The university has identified a need to enhance students' social capital and employability, which is being addressed through the innovative QMUL Model. The Arts and Culture Strategy can make a significant contribution to the aims and success of the Model, particularly around employability. College statistics for 2013-14 graduates show that 2% were employed in Arts, Entertainment and Recreation, 1% in Motion Picture Production, 1.6% in Publishing. These numbers represent a real opportunity for further resourcing, active development, and growth. Cultural activity in the form of creative practice on campus and sustained collaboration with external partners also presents an opportunity to support student entrepreneurship and students as active producers of research, aided by QProjects and the Careers Services.

The Strategy has three themes: global research (T1), community engagement (T2), and creative leadership (T3). These themes, which have emerged in dialogue with Arts Council England, are central to each of the four strategic aims, and will provide the clear focus for all documentation and promotional materials. The correlation between the themes and the objectives are specified throughout the following document.

The arts and culture are integral to who we are at Queen Mary. They help us to communicate our research, deliver innovative teaching, promote employment and economic prosperity, and foster inclusion and well-being. The Arts and Culture Strategy will enhance the transformative cultural experiences that students, staff and members of the public enjoy at Queen Mary as a global research university, firmly anchored in its East London community.

---

1 James Russell, 'On Elite Campuses, An Arts Race', New York Times 13 Nov. 2014  
2 Brexit Report, October 2016, [www.creativeindustriesfederation.com/assets/userfiles/files/Brexit%20Report%20web.pdf](http://www.creativeindustriesfederation.com/assets/userfiles/files/Brexit%20Report%20web.pdf)  
3 Green paper, Building our Industrial Strategy, January 2017, [https://beis.gov.uk.citizenspace.com/strategy/industrial-strategy/supporting\\_documents/buildingourindustrialstrategygreenpaper.pdf](https://beis.gov.uk/citizenspace.com/strategy/industrial-strategy/supporting_documents/buildingourindustrialstrategygreenpaper.pdf)



# Governance

The Strategy's implementation will be overseen by an Academic Lead for Arts and Culture, who will provide leadership in developing partnerships, liaising between the Steering Group and university management, and engaging with high-profile external organisations and policy makers; and by an Arts and Cultural Manager (professional services), who will evaluate and report on cultural projects, provide practical support, and manage the website and calendar.

The Academic Lead will have primary responsibility for ensuring the targets outlined in this document are met. The Academic Lead will chair an Arts and Culture Steering Group consisting of representatives of all the Faculties, professional services, and industry partners, which will meet quarterly. The Academic Lead will also regularly update the VP for HSS and VP for Public Engagement on the Strategy's progress, and submit an annual report to them.

## Strategic Aim 1:

# To develop Queen Mary's role as an institution committed to diversity, inclusion, and well-being through artistic and cultural research

### Context

The first strategic aim puts the aims of social justice, diversity, inclusion and well-being at the heart of our activities. Queen Mary has a strong commitment to enhancing the diversity of its student body and its staff, and to policies that support inclusion, including Equal Opportunities and Dignity at Work.

The Arts and Culture Strategy will sustain those commitments. It will also facilitate Queen Mary's engagement with communities who are often excluded by the cultural profile of other London institutions. The Strategy will ensure that these communities continue to be at the centre of our programming. Cultural activities can foster a sense of belonging for staff, students, and alumni, and so will have additional benefits for recruitment, staff retention, and the student experience.

Correlates to: strategic aim 5 of Queen Mary strategy, strategic aim 1 of CPE strategy, EDI Strategic Objectives 2 and 3, strategic aim 3 of International strategy.



<sup>4</sup> Targeted increases will be achieved by the end of the strategy period (2022).

<sup>5</sup> The 'global challenges' have been set out by RCUK: [www.rcuk.ac.uk/funding/gcrf/challenges/](http://www.rcuk.ac.uk/funding/gcrf/challenges/)

Objectives	Indicators of Progress	Target <sup>4</sup>	Implementation
1.1 to address global and national challenges through a bold range of cultural research, public engagement projects and partnership activities (T1) <sup>5</sup>	<p>Number, size (measured in income and number of participants) and/or quality of economically and environmentally sustainable, impactful cultural projects around the world increased</p> <p>Links between Arts and Culture staff and partners, and Life Sciences Initiative, established</p>	<p>Assist researchers to secure funding from RCUK Global Challenges funds to support at least 3 arts-related projects</p> <p>Identify opportunities to co-curate exhibitions or spaces with Life Sciences</p>	<p>Led by: Academic researchers</p> <p>Assisted by: CPE, JRMO, QMIInnovation and Business Development offices, Deans for Research, Life Sciences managers</p>
1.2 to support local cultural ambitions, contribute to university and community cohesion and well-being, and improve the life-chances of students, staff and the local community (T2)	<p>Queen Mary staff and students engaged in cultural activities in the East End, Docklands, the City, and across the wider London arts ecology</p> <p>Collaborative cultural activity working with community organisations, including resident NPOs, increased</p>	<p>Queen Mary and/or its subsidiaries to sponsor a minimum of 10 arts and cultural projects per year in London</p> <p>Establish partnerships with 2 organisations serving East London per year</p> <p>Develop relationships with at least 8 arts and cultural providers in Docklands and the City (to involve co-hosted events, publicity, sharing research or data; draw on database of ACE-sponsored projects)</p>	<p>Led by: Academic researchers</p> <p>Assisted by: Academic Lead; Arts and Cultural Manager, CPE, Engagement, Retention and Success team, QMIInnovation</p>
1.3 to facilitate new public engagement opportunities through the arts (T3)	<p>Number, scale and quality of cultural activities funded by the CPE improved</p> <p>Engagement of staff, students and members of the public with the 'Festival of the Communities' (CPE) and other festivals improved</p>	<p>Increase number of applications to the CPE for cultural activities by 15%, and improve quality of applications to the CPE for cultural activities applications (measured by success rates and reviewers' feedback)</p> <p>Increase cultural proposals for events as part of the 'Festival of the Communities' by 20%</p>	<p>Led by: CPE</p> <p>Assisted by: Arts and Cultural Manager</p>
1.4 to become an international centre of excellence for the development of artists and practice-based research (T1)	<p>Diversity of practices represented by artists in residence and practice-based researchers enhanced</p> <p>Experiences of resident artists improved (captured in project evaluations)</p> <p>Opportunities for mutually beneficial exchange between artists and researchers identified</p>	<p>Establish an Artist's Academy which provides practical support, mentoring, and community for artists in residence and their host academics and departments.</p> <p>Host 2 annual social events for artists to discuss and exhibit work and collaborations.</p> <p>Increase number and quality of artistic and cultural projects in REF outputs, research environment and impact case studies, and income from Hefce funding associated with these (quality measured by REF rating)</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Steering Group, Events and Hospitality team, Academic leads</p>
1.5 to advance equality of opportunity for participating in arts and cultural activities between those who share a protected characteristic and those who do not, and to foster good relations between these groups	<p>Diversity of people participating in arts and cultural activities improved</p> <p>Data gathered and focus groups held to identify impediments to participation in arts and cultural events and other activities for people with protected characteristics</p> <p>Project planners advised on ensuring accessibility</p>	<p>Report on Equality and Diversity themes arising from benchmarking research and focus groups to the Arts and Cultural Steering Group and the Equality &amp; Diversity Steering Group, and develop a plan to take forward recommended actions</p> <p>Increase diversity of audiences, practitioners and staff members engaging in cultural activities (measured through audience questionnaires, EO data collected in funding applications)</p> <p>Map accessible campus arts venues, drawing on information from accessible student guides and the DisabledGo</p> <p>Embed Arts Council England's Creative Case for Diversity in all arts and cultural activity</p> <p>Include budgeting for accessibility in all funding applications</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Steering Group, HR Diversity team, Widening Participation, JRMO</p>

## Strategic Aim 2:

# To contribute to the creative economy and enhance student employability

### Context

Queen Mary is an important catalyst in developing collaborative and culturally, educationally and economically valuable relationships between research and the creative industries.

The university was the driving force behind new collaborations between HE and the creative industries, most notably through Creativeworks London. Our experience of leading collaborations between creative industry partners and HEIs, and our location midway between 'Silicon Roundabout' and the City, mean that Queen Mary is perfectly positioned to share in investment in the creative industries both by government and private capital. It also makes us an ideal mediator between the HE sector and the creative industries.

This strategic aim will promote Queen Mary's outstanding leadership in building synergies between HE and the creative industries. It will build on Queen Mary's experience to provide new opportunities for funding, recruitment, teaching and research in the creative economy.

Correlates to: strategic aim 5 of Queen Mary strategy, Strategy for Music, strategic aim 1 of International strategy.



6 This is an institutional target to which the Arts and Culture Strategy will contribute.

Objectives	Indicators of Progress	Target	Implementation
2.1 to deepen and sustain quality existing partnerships and develop new partnerships with creative economy SMEs (T1)	<p>Number and quality of creative industry partnerships increased</p> <p>Creative industries featured in Impact case studies for REF2021</p>	Integrate data on existing relationships with creative industry partners held by Careers and by individual academic departments into benchmarking census of arts and culture activity	<p>Led by: Queen Mary Innovation</p> <p>Assisted by: Academic Lead, Arts and Cultural Manager, Business Development office, Careers and Enterprise</p>
2.2 to increase the scale and quality of collaborations conducted with the creative economy (T1, T3)	<p>Number and value of consultancies with SMEs and non-commercial organisations increased</p> <p>Creative industry start-up companies with links to Queen Mary fostered by Queen Mary Innovation</p> <p>Commercialisation of cultural IP supported</p>	<p>Contribute to 50% increase in number of Queen Mary marketable products and processes for the creative industries (measured in HE-BCI return)<sup>6</sup></p> <p>Contribute to 50% increase in investment and income for Queen Mary creative start-ups (measured in HE-BCI return) (institutional target)</p>	<p>Led by: Academic leads</p> <p>Assisted by: Queen Mary Innovation, Academic Lead, Arts and Cultural Manager, Business Development office</p>
2.3 to provide students with opportunities to develop skills and employability and entrepreneurship through volunteering, placements and apprenticeships in the creative sector (T3)	<p>Number and quality of student placements in creative industries improved</p> <p>Number of Queen Mary graduates employed in graduate arts and culture jobs increased</p> <p>Graduate employment statistics for the creative industries improved</p> <p>Number of student-led cultural enterprises still trading two years after receipt of Queen Mary enterprise funding increased</p>	<p>Contribute to 10% year-on-year increase in number of students participating in Careers Taster Scheme in the creative industries by</p> <p>Contribute to 10% year-on-year increase in number of students accessing the enterprise programme for creative economy projects</p> <p>Improve quality of placements for students and providers (measured in quantitative and qualitative metrics from surveys, and debriefs of students by Career Services)</p> <p>Contribute to increase in number of Queen Mary graduates employed in graduate jobs to match Russell Group median (measure: HESA employability data) (institutional target)</p> <p>Sign partnership agreements with at least 10 creative industry organisations per year to host internships for Queen Mary students</p> <p>Ensure Employer Engagement and Internships Coordinators with training in the creative industries are available to all Schools</p> <p>Establish trailblazer groups for students seeking employment in the creative industries</p> <p>Ensure space for reflection on cultural activities is incorporated into the design of students' QM+ e-portfolios</p> <p>Establish a cultural mentorship programme for Queen Mary students which provide coaching and networking opportunities (intake: 50 per year)</p> <p>Host 2 creative entrepreneur events per year for students, alumni and the public to connect with professionals from the creative industries and recruiters</p> <p>Communicate student talent and employability through creative industry case studies, to be hosted on Arts and Careers websites</p>	<p>Led by: Careers and Enterprise</p> <p>Assisted by: Academic Lead, Arts and Cultural Manager, Engagement, Retention and Success team, Widening Participation, Vice-Principal for Student Experience, Teaching and Learning</p>
2.4 to support the development and delivery of innovative teaching programmes in arts and culture (T3)	<p>Number of programmes, enrolment and (for existing programmes) improvements in entry tariffs for UG and PGT programmes in arts and culture grows</p> <p>Number of secondments from cultural organisations to Queen Mary grows</p>	<p>Develop UG and PG programmes in creative leadership, including professional MAs and practice-based doctorates</p> <p>Increase enrolment on arts and cultural taught programmes by 10% year-on-year</p> <p>Host 1 arts guest lecture and 2 visiting fellowships for creative industry partners each year</p>	<p>Led by: Academic researchers</p> <p>Assisted by: Academic Lead, Arts and Cultural Manager, Careers and Enterprise, Teaching and Learning Committees</p>

## Strategic Aim 3:

# To support quality partnerships and build capacity for students and staff to engage in cultural activities

### Context

Queen Mary is already engaged in major interdisciplinary research partnerships with such important cultural providers as the Victoria and Albert Museum, the Live Art Development Agency, the Natural History Museum, the Geoffrey Museum, and Historical Royal Palaces. It hosts three Arts Council National Portfolio Organisations (People's Palace Projects, Project Phakama, and Wasafiri Magazine) and numerous partnerships with innovative, smaller organisations proliferate across the university.

This strategic aim shows how Queen Mary can provide creative leadership in developing headline partnerships with major international organisations, national funders and local government, and in supporting and deepening relationships with cultural SMEs. By coordinating activities and enhancing the support available to staff and students, it will promote coherence, interdisciplinary collaboration, and better communication. It will also establish mechanisms for developing staff and students as cultural leaders.

This strategic aim will extend opportunities to engage in arts programming to all members of the university community. The consultation conducted in 2016 revealed that there is significant enthusiasm across the university for such work, but a perception that it is too difficult and lacks administrative support. The Strategy will meet those concerns, and connect staff and student artists and societies with resources which will enhance their work. It will help arts project leaders

to demonstrate evidence of impact and sustainability for funders, and support more robust pathways to impact and the documentation of that impact for REF and RCUK purposes.

Correlates to: strategic aim 2 of Queen Mary strategy, strategic aim 4 of International strategy.



Objectives	Indicators of Progress	Target	Implementation
3.1 to develop new strategic cultural partnerships with influential organisations (T1)	<p>Number of new, headline arts and culture partnerships with major organisations and World 100 universities increased</p> <p>Expertise, data and resources exchanged with organisations which have significant impact on policy and arts provision at a national or international level</p>	<p>Sign at least 2 Memoranda of Understanding with such organisations per year</p> <p>Queen Mary representatives to give 3-5 presentations per year at conferences and colloquia hosted by such organisations</p> <p>Queen Mary represented on steering groups of at least 5 significant arts and cultural providers</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Steering Group, Arts and Cultural Manager, Partnerships office, Business Development office, Academic leads, Strategic Planning office, QMIInnovation</p>
3.2 to deepen the university's relationships with a wide range of SMEs which contribute social, economic, and political value to the university and to the London, national and international communities (T1, T2)	<p>Best practice models for partnerships developed and disseminated across the institution</p>	<p>Create a central repository for Terms of Reference and MoUs for existing partnerships; develop specimen ToRs and MoUs for those wishing to start new partnerships</p> <p>Undertake yearly data-gathering on partnerships, with nonsensitive data published on the website</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Steering Group, Partnerships office, Strategic Planning office</p>
3.3 to build the capacity of Queen Mary and partner organisations to engage in meaningful collaborations (T2)	<p>Partners and artists mentored by Queen Mary staff and affiliated organisations</p> <p>Productivity, performance or impact for cultural collaborations between Queen Mary and partner organisations enhanced</p> <p>Strategies for evaluating the quality and impact of artistic projects developed</p>	<p>Hold annual symposium for Queen Mary partner organisation and collaborating practitioners</p> <p>Identify improvements in partners' productivity, performance or impact (through their annual reports, project evaluations, and interviews with Arts and Cultural Manager)</p> <p>Draw up toolkits for evaluating artistic quality and impact and disseminate these (through Arts and CPE websites, JRMO)</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Partner organisations, Steering Group, QMIInnovation, CPE, JRMO</p>
3.4 to attract funding for cultural projects, particularly interdisciplinary ones which also meet the Frascati definition of research (T1)	<p>Funding calls and other grant information circulated to mailing list</p> <p>Arts-specific workshops on applying for grant funding for cultural work hosted</p> <p>Database of successful funding applications and project evaluations ('lessons learned') produced</p>	<p>Contribute to 50% increase in grant funding, income for Impact case studies, and grant application conversion for cultural projects</p> <p>Contribute to 20% increase in proportion of research income from sources other than UK public purse</p>	<p>Led by: Academic leads</p> <p>Assisted by: Arts and Cultural Manager, Business Development office, JRMO, QMIInnovation, Deans for Research and Directors of Development</p>

Objectives	Indicators of Progress	Target	Implementation
3.5 to develop staff and students as cultural leaders and build their capacity to engage meaningfully in cultural work with partners (T3)	<p>Advice on partnerships and engaging in artistic and cultural work circulated to all staff</p> <p>Artistic and cultural contributions recognised in promotion, staff development and other policies</p> <p>Media profiles of academics engaged in cultural activity and practice based research, and media coverage of these projects, enhanced</p> <p>Opportunities for work-shadowing with key cultural partners identified</p>	<p>Provide comprehensive advice (Memoranda of Understanding and sample terms of reference, budgeting, delivering events, expediting internal payments processes, meeting health and safety and safeguarding responsibilities, entering and leaving partnership agreements) to staff on internal website</p> <p>Collect evidence that more staff and students are engaging with arts and cultural work (through surveys, audience numbers at events, and reporting from the CPE and Partnerships office, and website usage figures)</p> <p>Improve responses to NSS q. 21 (or equivalent), 'I feel part of a community of staff and students'</p> <p>Host 2 annual public engagement training and networking events to help staff and students to engage meaningfully in cultural partnerships</p> <p>Increase number of successful research and other grant applications to fund staff participation in major cultural projects</p> <p>Ensure 100% of Schools and Institutes have participated in an artistic or cultural project or public engagement activity</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Human Resources, CAPD, Steering Group, Engagement, Retention and Success team, Students' Union, CPE, and Vice-Principal for Student Experience, Teaching and Learning</p>
3.6 to promote best practice in collaboration, particularly interdisciplinary collaboration (T1, T3)	<p>Reflective spaces for academics and artists to develop models of best practice for mentoring and collaborating created</p>	<p>Host an annual matchmaking event in collaboration with Phakama's Associate Artist team to bring together artists, members of the creative industries, academics, staff and students in order to incubate research projects, new enterprises and public engagement activities</p> <p>Disseminate best practice for working with artists nationally and internationally</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Events and Hospitality team, Engagement, Retention and Success team, Phakama</p>
3.7 to streamline project administration (T1, T2, T3)	<p>Satisfaction with administrative process demonstrated in reports on funded activities improved</p> <p>Opportunities for efficiencies in administrative processes, particularly for the payment of artists, identified</p> <p>Co-ordination between academic departments and relevant professional services developed</p> <p>Improvements made in Queen Mary's reputation as a partner particularly within the artistic community</p>	<p>Achieve a minimum of 90% satisfaction rating in annual surveys of artists and partners about their experience of working with Queen Mary</p>	<p>Led by: Arts and Cultural Manager</p> <p>Assisted by: Finance office (esp. Accounts payable and Procurement), Events and Hospitality team, Estates, Marketing and Communications, Audio Visual Support</p>



## Strategic Aim 4:

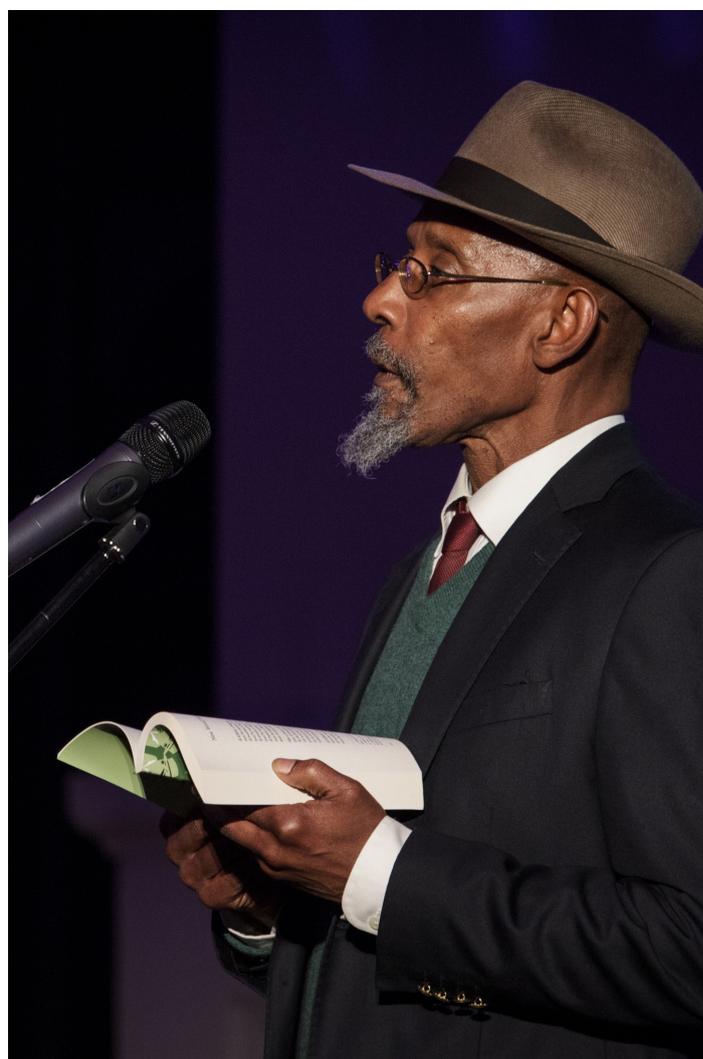
# To communicate the range and value of Queen Mary's cultural work

### Context

Queen Mary has developed a significant portfolio of arts activities, and should be internationally renowned for its model of using the arts to engage the public in research, develop innovative teaching, promote employment and economic prosperity, and foster inclusion. The Strategy must develop a coherent and robust marketing plan to celebrate the unique and transformative cultural experiences which students, staff and members of the public have here, and ensure that those experiences are recognised across the sector.

This strategic aim will build new local and national audiences for the university while also promoting its work to international audiences. It focuses on publicising Queen Mary's unique strengths as an internationally renowned and innovative university with a firm commitment to its local community. In addition to a strong communication strategy, this aim also sets out a plan for the strategic use of external and Queen Mary spaces to build audiences for Queen Mary's creative work. Infrastructure and new public facing spaces on campus would facilitate current arts and cultural activities in and across academic departments, and build links with the creative industries.

Correlates to: strategic aim 5 of Queen Mary strategy, Strategy for Music, Queen Mary Marketing and Communications strategy, strategic aim 1 & 3 of CPE strategy, strategic aim 5 of International strategy.



Objectives	Indicators of Progress	Target	Implementation
4.1 to communicate clearly and consistently to internal and external audiences why Queen Mary engages in artistic and cultural work; to show how arts and culture enhance research, teaching and learning, and well-being (T2, T3)	<p>Cultural activities included in REF2021 Research Environment profiles</p> <p>Awareness of Queen Mary's arts and cultural activities internally and externally improved</p>	<p>Produce an Arts Website (including case studies, maps of cultural engagement, heritage, videos and podcasts, facility for ticket sales, embedded Events calendar, reciprocal links to partner websites; link on the main Queen Mary homepage</p> <p>Circulate promotional brochure which celebrates Queen Mary's artistic achievements to partners, cultural organisations, and other HEIs, as well as usual routes</p> <p>Circulate semi-annual arts and culture briefings as e-newsletters</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Marketing and Communications, CPE, Strategic Planning office; Heads of Departments, Directors of Research</p>
4.2 to enhance Queen Mary's reputation as a distinctive arts and cultural provider, and develop a visible and robust Queen Mary Arts and Culture brand (T1, T2, T3)	<p>Acknowledgment of Queen Mary's arts activities in media, league tables, and reviews enhanced</p> <p>Stakeholder perceptions improved</p>	<p>Produce benchmarking survey of existing arts and cultural activities at Queen Mary, including media work</p> <p>Produce benchmarking survey of the cultural activities of other Russell Group universities as basis for comparison</p> <p>Track improvements in reputation year-on-year in research commissioned by Marketing and Communications</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Marketing and Communications, CPE, Strategic Planning office</p>
4.3 to build and sustain audiences for Queen Mary's artistic and cultural activities (T2)	<p>Growth in number of subscribers to QMULArts social media accounts, click-throughs, hits on Events pages sustained year-on-year</p> <p>Queen Mary's priority external and internal audiences identified through market research and segmentation exercise</p> <p>Number of audience members returning to Queen Mary for more than one event increased</p> <p>Number of high-profile public venues and community venues which regularly host Queen Mary-branded events increased</p>	<p>Develop a full communications strategy including a website and visual identifiers</p> <p>Sign agreements with high-profile public and significant community venues to host Queen Mary branded events</p> <p>10% increase year-on-year in HE-BCI return for attendees at performance arts and 'other' events</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Marketing and Communications, Alumni office, Events and Hospitality team</p>
4.4 to celebrate Queen Mary's distinctive artistic heritage and East End location (T2)	<p>Number and quality of artworks donated to or acquired by the university increased</p> <p>External stakeholders' perceptions of Queen Mary's locus improved</p> <p>Relations with alumni and other stakeholders enhanced</p>	<p>Publish an inventory of university's artistic collections</p> <p>Develop an arts donation policy</p> <p>Produce films celebrating the cultural life of the East End and the Queen Mary heritage</p> <p>Complete and install the Blue Plaque trail</p> <p>Investigate the potential for a Friends / Patrons / Ambassadors scheme with Alumni Relations</p>	<p>Led by: Arts and Cultural Manager</p> <p>Assisted by: Estates, Marketing and Communications, Library Archives, Alumni Relations</p>
4.5 to develop campus spaces for the production and sharing of artwork (T2, T3)	<p>Spaces across Queen Mary's campuses which can be used for cultural activities identified</p> <p>Use of such spaces for cultural activities increased</p>	<p>Map 'incubation spaces' and spaces which can be used to host public events across Queen Mary</p> <p>Create a dedicated weekly slot for arts and cultural events at the People's Palace</p>	<p>Led by: Arts and Cultural Manager</p> <p>Assisted by: Estates, Engagement, Retention and Success team, Events team</p>
4.6 to scope a major capital project: a Centre for the Arts on the Mile End Campus (the QMCA) (T1, T2, T3)	<p>Business case for a major capital project, with input from Estates, Development, and Finance departments developed</p>	<p>Integrate the QMCA into the University's long-term planning</p>	<p>Led by: Academic Lead</p> <p>Assisted by: Arts and Cultural Manager, Estates</p>

# What we offer

Queen Mary is an internationally renowned university, with extensive academic expertise in a huge range of subjects. The Arts and Culture strategy underlines our fundamental belief in the power of art and creative collaboration to improve people's lives. Queen Mary is determined to put its resources and expertise to use, for the benefit of our local, national and international communities, based on the model of cooperation and sharing rather than top-down interventions.

## Queen Mary hosts many research centres with an arts and culture focus, including:

- Centre for Anglo-German Cultural Relations
- Centre for Catalan Studies
- Centre for Digital Music
- Centre for Film and Ethics
- Centre for the History of the Emotions
- Centre on Labour and Global Production
- Centre for Law and Society in a Global Context
- Centre for Mind in Society
- Centre for Poetry
- Centre for Studies of Home
- Centre for the Study of Migration
- The City Centre
- Doctoral Training Centre in Media and Arts Technology
- GLOCUL: Centre for Culture and Law
- The Leo Baeck Institute
- People's Palace Projects
- Project Phakama

## Queen Mary also has extensive spaces and facilities for developing, performing and exhibiting artistic work. These include:

### Drama

- The Harold Pinter Studio
- Three rehearsal studios
- Postgraduate Film and Drama Studio

### Film

- Two film studios with professional lighting grids and large-scale green screen facilities
- 41-seat Hitchcock cinema
- Edit suites
- Postgraduate Film and Drama Studio

### Music

- Music Centre with music rehearsal room, bandroom and practise facilities
- Two full-sized concert grand pianos including Steinway Model D

### Electronic Engineering and Computer Science

- Augmented Human Interaction Lab

### Media Arts & Technology Studios

- Performance space, which can be used for a variety of performance research and recording applications, including motion capture, audio recording of large ensembles, interactive arts installations, and used as a film/video sound stage.
- Listening Room and Studio Control Room
- MAT Workshop, MAT Lab, Mac Lab and Materials Lab
- MAT VR and AR Equipment
- Antenna Measurement Lab Robotics Lab (ARQspace)

### Engineering and Material Science

- Design StudioSEMS Laboratory Facilities (including the Centre for Advanced Robotics, Computational Modelling facilities)

## Queen Mary also has numerous unusual and historic venues, including:

- The People's Palace (Mile End)
- The Octagon (Mile End)
- Old Library (Whitechapel)
- The Great Hall, Barts (West Smithfield)
- Barts Pathology Museum (West Smithfield)
- St Benet's Chapel (Mile End)



Proud to be a member  
of the Russell Group



**For further information contact:** Queen Mary University of London  
Mile End Road  
London E1 4NS  
Tel: +44 (0)20 7882 8542  
email: [qmul-arts@qmul.ac.uk](mailto:qmul-arts@qmul.ac.uk)  
[www.qmul.ac.uk/artsandculture](http://www.qmul.ac.uk/artsandculture)

Any section of this publication is available in large print upon request. If you require this publication in a different accessible format we will endeavour to provide this where possible. For further information and assistance, please contact: [designandbranding@qmul.ac.uk](mailto:designandbranding@qmul.ac.uk)

The information given in this publication is correct at the time of going to press. We reserve the right to modify or cancel any statement in it and accept no responsibility for the consequences of any such changes. For the most up-to-date information, please refer to the website [qmul.ac.uk](http://qmul.ac.uk)

This publication has been printed on environmentally friendly material from well-managed sources.