

Institution: University of Kent

1. Context and mission

The University of Kent was founded in 1965 as a new kind of civic university with an interdisciplinary ethos that would enable our research community to venture beyond traditional disciplinary boundaries to address research questions of regional, national, and international importance. This interdisciplinary ethos has endured, and is now complemented by a commitment to research with the potential to achieve significant cultural, economic, and social impact. A key strand in our mission as a civic university is to serve as a cultural and socio-economic hub for the Kent and Medway region. A major step-change in this engagement with the region since 2014 was the opening in 2020 on our Canterbury campus of the Kent and Medway Medical School (KMMS), in partnership with Canterbury Christ Church University. KMMS is an important addition to our broader research and education portfolio in health, social care, and wellbeing. That portfolio includes the East Kent Community Education Provider Network, the Computational Biology Centre, the Personal Social Services Research Unit (PSSRU), the Tizard Centre, and the Centre for Health Services Studies (CHSS). The latter hosts the National Institute for Health Research (NIHR) Research Design Service South East, leads the NIHR Applied Research Collaboration, Kent Surrey, and Sussex (ARCKSS), and has research expertise in public health, primary care, health policy, health psychology, and palliative care. In addition to health, social care, and wellbeing, our research strengths are reflected in our three recently established Signature Research Themes – Environment, Food Systems, and Natural Resources; Future Human; and Migration and Movement – as well as in our four research institutes and numerous research centres.

The Kent and Medway area includes pockets of significant social and economic deprivation, particularly along the coastal belt. To address these challenges, and to develop the Thames Estuary Production Corridor, we work closely with regional partners. These include: the Beaney House of Art and Knowledge (Canterbury); Discovery Park (Sandwich); Chatham Historic Dockyard Trust (Medway); Canterbury Cathedral (with which we signed a memorandum of understanding in 2013); and the Canterbury and District University of the Third Age. The University is home to the Gulbenkian arts complex – an Arts Council England National Portfolio Organisation – and the award-winning Colyer-Fergusson concert hall, as well as two other National Portfolio Organisations: Cement Fields (formerly the Whitstable Biennial) and People United.

Beyond our regional and national focus, our International Partnerships directorate manages the University's International Visiting Academic Network, and coordinates events for the Global Research Opportunities Workshop. Since 2014, our international partnership activities have enabled a range of joint seed-funding programmes, including the Kent-Ghent call, which has supported 45 research projects. We have recently launched an Interregional Internationalisation Initiative (3i) with the universities of Ghent, Leuven, and Lille. Our international joint doctoral programmes include: the EU-funded Text and Event in Early Modern Europe (TEEME), with partner institutions in the Czech Republic, Germany, and Portugal; and MOVES: Migration and Modernity: Historical and Cultural Challenges. In addition to our two main campuses in Canterbury and Medway, we also benefit from two specialist postgraduate centres on the Continent: the Brussels School of International Studies and the Paris School of Arts and Culture, as well as the Kent-Paris Research Institute (a collaboration with Columbia University).

Having grown significantly over the past half-century, the University now consists of over 18,000 students (20% of whom are postgraduates) and an academic staff base of 952.82 FTE, of whom 73.2% are on REF-eligible Education and Research (E&R) contracts and 26.8% on Education, Scholarship, and Professional Practice (ES&P) contracts. In addition, we employ 251 research-only staff, of whom 35 are independent and thus eligible for submission to the REF. Our academic workforce profile reflects our dual-intensity commitment to research and education, and to research-informed teaching in which our students are active participants. The breadth and depth of our research portfolio is reflected in our submitting 26 Units of Assessment to REF2021, including 84 impact case studies.

In 2019-20, the University undertook a large-scale reorganisation (Organising for Success), designed in part to ensure that our interdisciplinary approach to research is appropriately supported by our institutional structures in a 21st-century context. Our research and teaching activities are now housed within six academic Divisions: Arts and Humanities; Computing, Engineering and Mathematical Sciences; Human and Social Sciences; Kent Business School; Law, Society and Social Justice; and Natural Sciences. Prior to this reorganisation, the University's academic units consisted of 19 single or multi-subject Schools and 3 Centres, within three Faculties: Humanities; Sciences; and Social Sciences. Our new Divisions are fully integrated multi- and interdisciplinary structures with localised professional service teams as well as Divisional academic teams working across Schools and Departments. Our Divisional Directors of Research and Innovation and their teams work closely with our central Research and Innovation Services (RIS) team, to support research both within and across Divisions. In addition to the various Schools and Departments within the six Divisions, our researchers also benefit from 4 research institutes (three of which were established in 2020) and over 50 research centres. Our research institutes are: the Durrell Institute of Conservation and Ecology (DICE), which received a Queen's Anniversary Prize in 2019; the Institute of Biotechnology and Molecular Medicine (IBaMM); the Institute of Cyber Security for Society (iCSS); and the Institute of Cultural and Creative Industries (iCCi), which will build on our 2018 memorandum of understanding with Arts Council England.

2. Strategy

Enabling and actualising impact

At the heart of our institutional research strategy is the recognition that cutting-edge 21st-century research needs to address global challenges, and to achieve a positive impact socially, economically, and culturally. Our University Strategy 2025 places the emphasis squarely on socially transformative interdisciplinary research across our institutional portfolio. Our three University-wide Signature Research Themes reflect areas of particular strength in interdisciplinary work, as well as our strategic priorities. These themes are supported by central resource (£150k per annum plus six fully-funded PhD Studentships per annum), and are designed to be both dynamic and responsive. In addition, we are supporting five new University-wide research networks that have been developed alongside our SRTs since 2014. These networks are: Artificial Intelligence in the Public Interest; Conflict, Security, Rights, and Violence; Digital Culture (these three include iCSS); Heritage, Technologies, and Futures; and Inequalities and Diversity. With the opening of our Medical School in 2020, we are also in a strong position to develop further our research profile in health and wellbeing, complementing well-established strengths in social care.

The University is an active member of the Universities Policy Engagement Network, and our researchers have contributed to the growth in research evidence being used by national policy-makers. Recent examples include: one of our researchers being invited to sit on the panel of experts convened for the House of Lords Science and Technology Committee in 2019 to consider how science and technology can enable healthier living in old age; and another of our researchers serving as an expert witness for both the Independent Inquiry into Child Sexual Abuse and the Scottish Child Abuse Inquiry (2016-20). Our support for impactful research sits alongside our longstanding commitment to public engagement with research, reflected in the Kent Public Engagement with Research Network. With funding from the UKRI scheme Strategic Support to Expedite Embedding Public Engagement with Research, we have worked closely with the National Coordinating Centre for Public Engagement to create an action plan for the further development of our infrastructure and our support for researchers to engage with the public.

Our Medway campus is home to Kent and Medway Television (KMTV), a public service OFCOM-regulated television broadcaster. Part-owned by the University, this station transmits locally to the county of Kent and to 13 million households across the UK through the wider local television network. The opportunity to create research documentaries, as well as educational programmes and events, that can reach a mass audience has established a unique pathway to impact for our researchers, both regionally and nationally. Our 'Think Kent' programme curates all events and activities designed for a non-specialist audience. The University participates in several national and international festivals, including Being Human, Pint of Science, and Soapbox Science. Our

Public Engagement with Research Fund enables our researchers to establish relationships with potential research beneficiaries and to test their ideas, often in preparation for research funding applications. The Fund has supported the development of over 60 projects since 2016, including a Festival of Ideas at Canterbury Cathedral.

To enhance the impact of our research, we have embedded knowledge, systems, and processes within our institutional structures. Examples include: an annual University-wide Maximise Your Research Impact conference; bespoke impact training through the University-wide Early Career Researcher Network; regular sessions on achieving research impact delivered by the University's Office for Scholarly Communication; and one-to-one training and support for staff seeking to achieve impact provided by the impact team in our Research and Innovation Services department. Since 2014, we have invested over £300k from central University funds to support research with the potential to achieve significant impact. We have also invested in impact capture software provided by Vertigo Ventures, including training for all our researchers. We have established a University-level Impact Strategy Group to share best practice across the institution, and we employ two full-time Research Impact Officers within our central RIS team.

In 2018, the University signed a memorandum of understanding with Arts Council England to work together on research in arts, health, and wellbeing, and to promote the engagement of children and young adults in the Kent and Medway region with arts and culture, explicitly addressing inequalities of opportunity. In 2019, the University was awarded £4.3 million from the Department for Digital, Culture, Media and Sport's Cultural Development Fund, administered by Arts Council England on behalf of a partnership delivering the Thames Estuary Production Corridor vision. This resource is supporting the development of cultural infrastructure, training, and capacity building for local businesses, and the creation of over 500 creative industry jobs, while also providing skills and qualifications to over 200 workers and 60 apprenticeship opportunities for young people in the region. In order to lead in the development of collaborations between HEIs and regional cultural organisations and networks such as the Kent Cultural Transformation Board and the South East Creative Economy Network, we have recently partnered with other HEIs to form the South-East Cultural Innovation Forum. Established in 2020 to build capacity in culture and creativity, the University's Institute of Cultural and Creative Industries (iCCi) supports our ambitions to be a key partner in Medway's strategic repositioning as a Creative City, with its bid to be the UK City of Culture in 2025. The launch of iCCi has been supported by £608k in central funding. Partnerships developed with industry and national bodies such as the Creative Industries Federation are opening up new opportunities for innovative collaborative research with the potential for significant impact over the next decade, as is our engagement with Creative Estuary.

Research integrity

Reflecting our institutional commitment to maintaining the highest standards of research excellence and integrity, we uphold all the principles in the Concordat to Support Research Integrity (UUK, 2012; revised in 2019), and support our researchers to ensure that they conduct their research with the relevant ethical and legal standards through our Research Integrity: Code of Ethical Practice for Research Policy. The University's Research Ethics and Governance Committee (REGC) regulates and monitors the work of the Research Ethics Advisory Groups (REAGs) within our academic Divisions. (Prior to the establishment of the Divisional structure in 2020, our REAGs sat at Faculty level.) To ensure the highest principles of ethical integrity, the REGC reports directly to Senate and thence to the University Ethics Committee, with a report for note being received by the University Research and Innovation Board.

Our Code of Practice for the Investigation of Allegations of Misconduct in Research sets out examples of poor research practice that can lead to research misconduct, and the procedures for the investigation of allegations of misconduct. The University has a whistleblowing process that enables concerns regarding research integrity or research misconduct to be raised anonymously and then formally investigated by the REGC.

Open research

As a civic university, we believe that open research enhances the sharing of leading-edge knowledge and thus creates greater opportunities to achieve socially beneficial transformation. Since 2014, our commitment to open research has been demonstrated by our being the second HEI in the UK to establish an Office for Scholarly Communication (OSC). Our OSC supports researchers with all aspects of open research across the research lifecycle. Training is provided for our researchers on copyright, intellectual property, and engagement with the media. The OSC participates regularly in national and international debates on metadata, metrics, and open access. For the three-year term 2017-20, it was also represented on the LIBER Innovative Metrics Working Group. The University is a signatory to the San Francisco Declaration on Research Assessment, and subscribes to the principles of the Leiden Manifesto. In 2019, we hosted the first UK Scholarly Communications Conference and also co-authored the Metric Tide Report.

Our Open Access (OA) and Data Management policies mandate OA via any route and facilitate this through the Kent Academic Repository (containing 57,466 items, a third of which are openly available) and the Kent Data Repository. Since 2014, we have invested £968k in OA, including institutional funding of £327k in addition to UKRI grants and contributions to community initiatives. OA is strongly encouraged for all outputs, and extends beyond the OA REF requirements. It is embedded in our research skills training from undergraduate level upwards and also in the management of our central Templeman Library resources. We participate in many Read and Publish agreements.

Supporting interdisciplinary research

Our commitment to interdisciplinary research is a longstanding one, and a core part of our institutional mission. To enable our researchers to take full advantage of regional, national, and international opportunities for interdisciplinary research, in 2020 we established three University-wide Signature Research Themes, these being supported by a University-level leadership team from across all six academic Divisions. The importance of interdisciplinary research is also reflected in our being a founding member of the Eastern Academic Research Consortium (Eastern ARC), a strategic collaboration between the universities of Kent, Essex, and East Anglia launched in 2013-14. Eastern ARC's Enabling Innovation: Research to Application (EIRA) network (supported since 2017 by the UKRI Connecting Capability Fund) has established a collaborative environment focused on delivering knowledge exchange and research support to industry. In its first five years, Eastern ARC's three research themes were Digital Humanities, Synthetic Biology, and Quantitative Social Science. In that period, the consortium funded 21 studentships and 9 fellowships, organised over 60 workshops and other events, resulting in more than £21.4 million in research and innovation funding. In its second phase, starting in 2020, the consortium is focusing on four areas of joint strength that address the UN's Sustainable Development Goals: Health Systems, Social Care and Wellbeing; Human Rights, Equality and Conflict; Sustainability, Natural Resources and Food; and Culture, Connection and Creativity. It has appointed 14 thematic champions across the three institutions to facilitate this, and has already provided seed funding for 11 collaborative projects. Eastern ARC has also launched a research mentoring scheme, and is coordinating the sharing of the three universities' equipment and special collections, including the British Cartoon Archive (Kent), the Essex Collection of Art from Latin America, and the Robert and Lisa Sainsbury Collection (UEA). We lead the NIHR ARCKSS, a collaboration of universities and NHS and social care organisations. This £13.5 million investment by NIHR, NHS, and local authorities is strengthening research activity, capacity, and care services in the region.

3. People**Staffing strategy**

Our staffing strategy is designed to ensure that Kent is an inclusive, diverse, and attractive place to work. We seek to recruit academics with the greatest potential to produce world-leading research and the highest-quality research-informed educational experience. Our Staff Recruitment Policy provides an overarching framework for the recruitment of staff, and promotes equality of opportunity. All members of recruitment and other staffing-related panels are required

to undertake EDI training. The majority of our academic staff are appointed at lecturer level, reflecting our commitment to supporting the next generation of researchers. Since 2014, we have appointed 330 academic staff on Education and Research (E&R) contracts, 170 staff on Education, Scholarship and Professional Practice (ES&P) contracts, and 41 staff on Academic Teaching Only contracts. The University has also engaged 570 individuals onto its Graduate Teaching Programme. As a result of the University-wide Academic Workforce Profile Project in 2018, which was established in order to deliver on our commitment to anti-casualisation and to ensuring the appropriate balance between E&R and ES&P staff across our academic units, we created 14 new ES&P posts for staff hitherto on non-substantive contracts. The result of the project reduced our non-substantive academic staff base by 66%.

For both E&R and ES&P staff appointed to entry-level positions, the standard probationary period is three years. All Probationers are supported by a Probation Supervisor. Those Probationers who are required to complete the Postgraduate Certificate of Higher Education also benefit from a Mentor as well as significant teaching relief during their probationary period: normally a 50% reduction in year one, 25% in year two, and 10% in year three. In the case of Probationers who have already been awarded the PGCHE or a similar qualification on appointment, the standard teaching relief is 10% over the three years of the probationary period. This teaching reduction supports ECRs in developing their research profiles, and is complemented by additional research funding at School/Department level for ECRs as well as research mentoring. Our new Divisional research committees are required to include ECR representatives. Once our academic staff have passed Probation, they are supported through an annual individual appraisal ('Reflect, Plan, Develop') process. In addition, annual Individual Research Planning (IRP) meetings are arranged for all staff on E&R contracts. All academic staff are eligible to apply for University-funded study leave on a regular basis. The accrual period for one term's internally funded study leave is currently 72 weeks. Applications for study leave are supported by subject-specific research teams, and are also planned at the annual IRPs.

In order to support the career development of our academic staff, in 2019 the University established its new Academic Career Map (ACM), a fine-grained framework setting out University-wide expectations for academic staff at all stages in their career, from Probationer and ECR through to Professor. The ACM includes indicative examples of activities, standards, and behaviours, and is designed to incentivise academic staff to undertake the highest-quality research, with an emphasis on external engagement, impact, and research integrity. It also highlights the importance of good citizenship, and of working collaboratively and supportively. Since 2014, 190 academic staff have been promoted from Lecturer to Senior Lecturer, 105 to Reader, and 68 to Professor. Our current professorial profile is 38% female and 62% male, while 14% of our Readers and Professors are black, Asian, and minority ethnic.

The University's Human Resources Leadership and Organisational Development team offers a range of regular development programmes designed for academic staff at various career stages. Courses offered since 2014 have included the Leadership for Areas of Significant Responsibility and the New Senior Leaders programmes, with 155 academic staff (of whom 48% were female) having been enrolled on these two programmes in that period. Also launched since 2014, the Aurora programme addresses career progression barriers faced primarily by female academics. In 2013, the University achieved the European Commission's HR Excellence in Research Award, reflecting our commitment to implementing the Researcher Development Concordat and the European Charter for Researchers and Code of Conduct for their Recruitment. The University successfully retained this Award in 2020, following its six-year review, validating our long-term commitment to the career development of our researchers.

The health and wellbeing of our staff and students is an absolute priority, and this is an area that has received significant additional resource since the outbreak of the Covid-19 pandemic. Support is provided by the University Counselling Service, to which staff are able to self-refer and from which they are entitled to up to five individual counselling sessions. The University's Occupational Health and Wellbeing Team provides guidance to line managers on how to support staff wellbeing. The annual 'Belong and Grow' week of events led by our HR Learning and Organisational

Development team includes sessions covering topics such as EDI, Unconscious Bias, and Wellbeing Awareness. Recent events have included an International Day against Homophobia, Transphobia and Biphobia, a Staff Network Day, and a Deaf Awareness Week.

Support and training of research students

Providing the requisite support and training for our research students is one of the University's highest priorities, and is led by our Graduate and Researcher College (GRC), which in 2020 replaced our Graduate School (founded in 2008) in order to join up our postgraduate support with researcher development across the whole academic life cycle. Like its predecessor, the GRC regularly evaluates its programmes and activities based on student and staff feedback to ensure that they continue to provide the highest-quality postgraduate research experience in line with the guidance of the UK Quality Code for HE and the UKRI Expectations for Doctoral Training. In their first term, all our PhD students undertake a Researcher Development Assessment to enable them to produce a Personal Development Plan. Our Researcher Development Programme, which is mapped onto the national Vitae Researcher Development Framework, offers over 300 research and transferable skills training sessions annually. As well as networking and funding opportunities for our postgraduate research community, including regular research cafés, an annual postgraduate festival, mental health and wellbeing activities, and postgraduate experience awards, since 2020 the GRC has also provided a compulsory development programme for research degree supervisors. The GRC manages our well-established ECR Network, as well as the annual 'Grants Factory' programme for staff at all career stages. In addition, the University's Unit for the Enhancement of Learning and Teaching provides a range of training opportunities for our ECRs, including the PGCHE.

Our research students benefit from a number of well-established doctoral training partnerships (DTPs). The University is a member of the Arts and Humanities Research Council (AHRC) Consortium for the Humanities and the Arts South-East England (CHASE); the Economic and Social Research Council (ESRC) South East Network for Social Sciences (SeNSS); the Natural Environment Research Council (NERC) Advanced Research and Innovation in the Environmental Sciences (ARIES) DTP; and the Biotechnology and Biological Sciences Research Council (BBSRC) DTP: South Coast Biosciences (SoCoBio). In addition, we receive doctoral funding from the Engineering and Physical Sciences Research Council (EPSRC) for 10-12 PhD studentships per annum. All of our DTPs are managed by our Graduate and Researcher College, and provide high-quality research training opportunities for our doctoral students and supervisors. In 2018, the University established its own Global Challenges Doctoral Centre (GCDC), dedicated to research projects that address the challenges to economic development and wellbeing in developing countries. The GCDC is central to our Global Challenges Research Fund strategy.

In addition to our DTPs, our support for graduate research students is also reflected in our having funded over 60 Vice-Chancellor's Research Scholarships per annum across the University since 2014. This scheme has provided financial support to PGRs (tuition fees at the home rate plus a maintenance award at the UK Research Council rate) in return for a limited amount of UG teaching, significantly increasing the number of high-quality junior researchers across our principal research areas. From 2020, as part of our strategic orientation towards interdisciplinary research, 6 of these VC's Research Scholarships will be attached annually to our three Signature Research Themes.

Equality and diversity in research careers

The University is committed to the creation and support of a balanced, inclusive, and diverse community of researchers. This commitment is reflected in our having achieved an Athena SWAN institutional Bronze Award in 2014, and our submitting an application for an institutional Silver Award in 2020. Nine of our academic Schools have achieved Bronze Awards, and the School of Mathematics, Statistics and Actuarial Science has held a Silver Award since 2018. We are a Disability Confident Employer and a Stonewall Diversity Champion. Our EDI activities are led by a dedicated team within Human Resources and supported by an EDI Champion on our University Executive Group. In our new Divisional structure, Deputy Directors of Division are the Divisional

EDI leads, and are members of the University's Senate EDI Committee. Other institutional networks that serve to support equality and diversity for our researchers include our Disability Staff Network, the LGBT+ Staff Network, and the Women's Network. In 2020, we applied for membership of the Advance HE Race Equality Charter.

As our University EDI Policy makes clear, we seek to ensure that our staff and students are not subjected to any form of discrimination, including in relation to a protected characteristic, contract type, or trade union membership. Line managers have direct responsibility, and all members of staff and students have personal responsibility, for the implementation of our EDI Policy, ensuring that our staff have equitable access to internal funding, support for external funding applications and conference attendance, and all career development opportunities, including promotion and rewards. Our academic Schools are responsible for ensuring that the individual circumstances of all staff are taken fully into account when supporting them in their careers. In the new Divisional structure, Divisional EDI leads are required members of Divisional Promotions Committees, and our Executive Group EDI Champion sits on the University Promotions Committee.

In addition to our University EDI Policy, we have established a suite of other HR policies, as well as resources, to ensure that EDI is fully embedded in our governance structures and activities. These include our University policies on Dignity at Work, Flexible Working Practices, and Family Friendly Practices, as well as information for staff and students on protected characteristics legislation and accessibility resources. All new staff are required to complete an e-learning module on EDI and unconscious bias, with regular top-up sessions being provided for existing staff.

The University offers a range of flexible working options that enable our staff to achieve a work/life balance that meets their individual circumstances and needs. These options include homeworking, temporary reduced hours, and term-time-only working, supporting staff with caring responsibilities, those suffering from ill-health, and those returning from periods of leave (including parental and sickness leave). Appropriately reduced teaching loads are arranged for those staff returning from maternity and sickness leave.

4. Income, infrastructure and facilities

Income

As outlined in our University Strategy 2025, one of our core ambitions for research and innovation is to build significantly on our achievement in external income to support the highest-quality research. Since 2014, the University has been awarded 1,383 external grants, with a total value of £124 million. This income has been secured from an increasingly wide range of funders, both national and international, including all of the UKRI research councils, as well as the British Academy, the Leverhulme Trust, the National Institute for Health Research, the Wellcome Trust, and the European Commission. In comparison with the previous REF cycle, our research income has increased by an average of 25.6% per annum since 2014.

In order to support further growth in research income, our Research and Innovation Services (RIS) department includes a Funding and Partnership Development team, a Grants and Contracts Management team, and an Accounts Management team. In addition, each of our six Divisions includes a professional services Research and Innovation Management team. The responsibilities of both the RIS and the Divisional teams include identifying relevant external funding opportunities, as well as working closely with researchers to support larger interdisciplinary cross-Divisional applications. Since 2014, the University has invested £375k per annum to support the production of large and complex collaborative funding applications, including support for pilot projects as well as travel and subsistence.

Infrastructure and facilities to support research and to enable and actualise impact

Since 2014, the University has invested over £190 million in facilities and resources to support research and education at our Canterbury and Medway campuses, with a particular focus on actualising impact. Following consultation with the University population and local stakeholders,

in April 2019 the University published a Framework Masterplan for the continued development of the physical infrastructure of our main campus at Canterbury. Refurbishment and improvement of existing buildings and plans for new physical infrastructure will provide additional space for research activity. Immediate priorities include the development of around 12,000sqm of academic and administrative floor space; an investment in excess of £100 million. Our total institutional investment in laboratory space and equipment since 2014 has been £14.8 million.

Since 2014, the main Templeman Library redevelopment has been completed, increasing the size of the Library by a third so that it now offers over 400 additional study spaces, as well as a 260-seat lecture theatre, a Special Collections and Archives Reading Room, exhibition space, café, and a PG-exclusive study space (the Senate Hub). In 2015, the Dockyard Church and the Sail and Colour Loft (Medway) were completely refurbished to include both research and teaching spaces. In 2016, the Wigoder Law Building opened, offering significantly improved learning facilities for our Law students, including the Kennedy Wong Moot Court, where students can argue moot points of law, and develop advocacy skills. In 2017, the Sibson Building opened, winning the RIBA Regional and National Award. Housing the Kent Business School and the School of Mathematics, Statistics and Actuarial Science, Sibson is equipped with lecture theatres and seminar rooms, as well as breakout spaces for group work, computer labs, and our ASPIRE Lab Space. In 2019, the Kennedy Building opened as the new home for the School of Economics; it includes 4,000sqm of teaching space, IT suites, meeting rooms, breakout rooms, and social spaces. Most recently, in summer 2020 the Kent and Medway Medical School building was completed, with our first cohort of medical students commencing their studies in autumn 2020. Its opening heralds a major new phase in our commitment to developing effective, equitable health services across the region, as well as a robust clinical and applied health research base.