

School of Advanced Study, University of
London – Review of performance and
future plans.

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September 2023

This is a report on the performance of, and future prospects for, the School of Advanced Study, University of London. The School supports research in the Humanities, and occupies a unique place in the UK University sector. It is not simply a centre of excellence for Humanities scholarship, but distinctively it focusses on promoting and facilitating Humanities research, with a UK-wide remit. In order to support this role, the School receives a special grant from Research England.

In recent years there have been important changes to ensure that the School is geared to fulfilling this remit. It has made impressive progress in this core role, though inevitably there are new opportunities to be grasped. The report spells out this in more detail.

Introduction and Background

1. The School of Advanced Study (SAS) at the University of London was founded in 1994, as an amalgamation of nine of the university's Institutes in the Humanities and, where appropriate, associated disciplines. Currently there are eight Institutes making up the School.¹ Through its Institutes, SAS conducts research in the Humanities, and the School as a whole has a national role in promoting and facilitating research in the Humanities.² The principal focus of the School is on Humanities research, with appropriate linkages increasingly to research in the Arts. The School also includes the University of London Press.
2. SAS's activities in promoting and facilitating research in the Arts and Humanities have previously been supported through special funding from the Higher Education Funding Council for England (HEFCE). Research England assumed responsibility for this funding from April 2018. SAS constitutes a resource of national importance, facilitating advanced scholarship and excellent research in the Humanities across the UK. Given the specific role of SAS, the School does not make a submission to the Research Excellence Framework (REF) and does not receive an allocation from Research England's Quality-related Research (QR) funding.
3. SAS consists of 188 staff of which 36% are academic staff and 64% professional services, reflecting the research promotion and facilitation role of SAS. The School has around 200 postgraduate students, evenly split between PhD candidates and students on taught courses.
4. The Research England grant to SAS has been at around £8.5M per annum since Academic Year 2018-19. Full details of the funding provided to SAS in recent years is shown in the following table. The Research England grant has accounted for 48-52% of the School's external income. In addition to the resource funding, the University of London has also been in receipt of capital funding much of which has recently been invested in the School.

¹ The current Institutes making up SAS are: the Institute of Advanced Legal Studies; the Institute of Classical Studies; the Institute of Commonwealth Studies; the Institute of English Studies; the Institute of Historical Research; the Institute of Languages, Cultures and Societies; the Institute of Philosophy; and, the Warburg Institute.

² Further details on SAS's history and role are available at: <https://www.sas.ac.uk/about-us-6>

| | Funding provided (£000s) in each Academic Year | | | | |
|---------------------------------|--|---------|---------|---------|---------|
| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| SAS Special funding | 8,572 | 8,572 | 8,624 | 8,572 | 9,072 |
| Supplementary funding | – | – | – | 500 | – |
| Capital funding | 83 | 81 | 241 | 77 | 109 |
| Additional funding | | | | | |
| Global Challenges Research Fund | 0.4 | – | – | – | – |
| Knowledge Exchange Funding | – | – | – | 200 | 194 |
| Enhancing Research Culture Fund | – | – | – | 54 | 50 |
| Participatory Research Fund | – | – | – | 5 | – |

5. HEFCE and, more recently, Research England have commissioned a series of periodic reviews of SAS. Reviews were conducted in 2000, 2004, 2007, 2012 and 2018. In all cases the reviews have recommended the continuation of the special funding arrangements for SAS. A key recommendation of the 2012 review was the establishment of a Strategic Advisory Group (SAG) made of experts in the Humanities external to SAS.
6. The review commissioned in 2018 was conducted by an independent panel of experts, chaired by Professor Greg Walker (University of Edinburgh). The 2018 Review made a number of recommendations to the Research England Council, including a continuation of the special funding arrangement for a further five years³, and the reinvigoration of the SAG. The 2018 Review report and its recommendations are provided in full at Annex A.
7. Building on the recommendations of the 2018 review, SAS constituted a successor group to the previous SAG, the Research England Advisory Group (REAG), chaired by Professor Dame Janet Finch, a member of the Research England Council. The terms of reference and membership of REAG are provided at Annex B. REAG met for the first time in November 2020 and has met formally five times in total, with informal engagements both collectively and individually.
8. The 2018 Review recommended that the work of SAS should be further reviewed in 2023 and this report presents the outcomes of the review. In November 2022, the Research England Council agreed that the 2023 review should be led by Professor Dame Janet Finch, drawing on advice and input from REAG.
9. The purposes of the current review are:
 - To evaluate the performance of SAS since the 2018 Review (including an assessment of progress against the recommendations of the 2018 Review);
 - To consider the strategy and forward plans of SAS, and make recommendations for improvements or refinements;
 - To make recommendations to the Research England Executive Chair and Council concerning the allocation of special funding for SAS.
10. In order to conduct the review a range of evidence sources have been assembled. The leadership of SAS have conducted a self-assessment of progress against the recommendations of the 2018 Review (Annex C), and also provided qualitative and quantitative evidence of performance (Annexes D and E). In addition, the leadership of SAS have developed a Strategic Prospectus setting out future plans and direction (Annex F). Through a survey, feedback on the

³ The five-year funding period concludes with the funding provided in academic year 2023/24

School's performance was sought from key stakeholders and REAG members. A report of the key themes emerging from survey responses is provided at Annex G. The wealth of written evidence was considered and discussed at a workshop with current and future members of REAG⁴ in July 2023. A summary of the workshop discussion (including an attendance list) is provided at Annex H.⁵

11. This report summarises the findings from this evidence. First, the report considers the performance of the School since the 2018 Review. The following section considers the future ambition of the School, and then there is a consideration of the delivery of that future ambition. The final section of the report draws together conclusions and recommendations from the review.

Assessment of past performance

Development of SAS 2019-2023

12. There was general agreement across evidence sources that SAS has been through a remarkable transformation over the last 5 years. Early in the period there was a change of leadership, with Professor Jo Fox being appointed as Dean and Chief Executive of the School in 2020. Under Professor Fox's leadership, and in response to the recommendations of the 2018 Review, SAS developed a new Strategy covering the period 2022-26 and also restructured the School to better align function with the delivery of the strategy.
13. Professor Fox has other responsibilities in the University. She is the Pro Vice Chancellor for Research and Engagement, and, in that capacity, she manages the Senate House Library. Recently the oversight of the University of London in Paris (ULIP) has been added to her portfolio. The review of SAS did not cover these activities, save to note that SAS can capitalise on some useful synergies.
14. REAG members and wider stakeholders have welcomed the transformation of SAS. Areas that have been highlighted include:
 - The development and focus on SAS's national role as a leader in Humanities research, alongside the Arts and Humanities Research Council (AHRC) and the British Academy, its focus and skills being complementary to these important bodies.
 - The quality of leadership through this period by the senior team has been excellent, delivering major changes with positive outcomes, with Prof Jo Fox playing a leading role.
 - The clarification of SAS's digital strategy and its relationship to the archives, collections and libraries for which the School is responsible. The establishment of the Digital Humanities Research Hub has been very successful, and the Hub has developed into an important national asset.
 - The work, with partners across the system to act as an advocate for Humanities research, demonstrating the value that research across disciplines makes to the economy and society.
 - Building the foundations to make progress in increasing interdisciplinary work, both within the Humanities and across the full disciplinary landscape.
 - A significant role in moving forward the agenda for equality, diversity and inclusion (EDI) in Humanities research, again building solid foundations on which future work can be built.

⁴ A round of recruitment of new members of REAG was conducted early in 2023. New members are joining the group in 2 tranches, in June and October 2023. Existing members are retiring in sequence

⁵ The strategic prospectus (Annex F) was revised following discussion at the REAG Workshop.

- The School's public engagement activities, especially the internationally-renowned *Being Human Festival*, are well regarded, and the professional capability in public engagement has been enhanced.

Together these achievements have led to a significantly enhanced standing for the School, and for its leadership role for the Humanities.

Progress against recommendations of the 2018 Review

15. The review received evidence that SAS have responded positively to the recommendations of the 2018 review, as summarised in the following paragraphs.⁶
16. *Recommendation 1: SAS are encouraged to use the special funding [from Research England] efficiently and ambitiously to facilitate the research effort in the Humanities and social sciences nationally.* Through the development and delivery of the new strategy SAS has embarked on an ambitious programme and provided evidence of progress against the strategy in the form of qualitative case studies (Annex D) and quantitative indicators (Annex E). The restructure of SAS has contributed to increased efficiency, evidenced by increased delivery against a backdrop of relatively flat funding from Research England during a period of high inflation (see Table at paragraph 4, above). Where additional funding has been provided by Research England this has generally been used to support new initiatives in line with the strategic objectives.
17. *Recommendation 2: Research England special funding should be used only for the facilitation of research nationally and not for original research production. SAS should be strongly encouraged to seek additional funding alongside the Research England special funding to grow and enhance their activities, thus reducing reliance on the special funding over time.* Detailed monitoring of every item of expenditure is not feasible, but through its monitoring of financial data, REAG has found no evidence that SAS has been using the RE funding for anything other than the purposes for which it was intended. The new SAS strategy focuses on an ambitious programme of research facilitation activities. Alongside these activities the School continues to conduct excellent research in the Humanities, supported by competitive grants and funding from the University of London. SAS has been seeking additional funding and has been successful in securing additional resource (including from the University of London). Research England special funding has been a similar proportion of the School's total income across the period (see the summary of SAS's accounts at Annex I).
18. *Recommendation 4: The SAS Strategic Advisory Group (SAG) should be reinstated to provide oversight and direction for SAS and to enable Research England to monitor SAS's use of special funding.* As noted at paragraphs 6 and 7, REAG has been constituted as a replacement for the previous SAG. REAG has been heavily involved in the development of SAS's new strategy and programmes, as well as monitoring progress and providing advice to Research England. The membership of REAG is being renewed, as members serving since its inception complete periods of office. The recruitment of new members has brought in an impressive new group, drawn from Wales, Scotland, and various regions of England.
19. *Recommendation 5: SAS should be strongly encouraged to continue to enhance their role as a research facilitator with national reach by undertaking cross-institute, cross-disciplinary, collaborative work through the mechanisms they see as appropriate to this and by using the newly reinstated SAG to provide strategic oversight and accountability for such activity. The*

⁶ Recommendation 3 from the 2018 Review was directed to Research England not SAS, so is not included here. The text for Recommendations 1 and 4 has been edited.

School should also engage more consistently and directly with the challenges of digitisation, developing a clear digital strategy for the collections and archives in their care. A key focus of the new strategy has been cross-institute and interdisciplinary working. A key example is the establishment of the Digital Humanities Research Hub, which has been at the heart of a new digital strategy for the libraries, archives and collections in the School. In increasing its on-line offerings (much accelerated by the pandemic) and by holding more events in different parts of the UK, SAS has made good progress in establishing itself as a body with UK-wide reach. There is considerable evidence of this UK-wide reach in the analysis provided in Annex E.

20. *Recommendation 6: SAS are expected to continue upon the path they have outlined in their submissions by demonstrating leadership, national reach, ambition and boldness in their efforts to facilitate research and in their strategic activities to make SAS greater than the sum of its parts.* The ambitions of the new strategy are strongly aligned with this recommendation. SAS has provided evidence (Annexes C, D and E) of progress against these objectives, and a key message emerging from both stakeholder consultation (Annex G) and the REAG workshop (Annex H) is that SAS is indeed delivering against this recommendation. It is now possible to see that SAS has become greater than the sum of its parts, without undermining the role of the Institutes.

Areas for improvement and increased focus

21. While the overwhelming weight of evidence received is consistent with a very strong performance of SAS over the period since 2018, discussion at the REAG workshop identified some potential areas for improvement and focus for the future, including suggestions from SAS leadership.
22. Over the period of the review SAS has developed its role in thought leadership in the Humanities. This role should be further enhanced in the future, with a focus on the tensions and challenges for the Humanities, including the possible tension between disciplinary depth and delivering societal impact. SAS could also have a greater role shaping and defining the priorities for Humanities research, that are linked to societal grand challenges and in collaboration with other disciplines.
23. SAS has made considerable progress in a role as an advocate for the Humanities, both through public-facing activities and through diligent work 'behind the scenes' on debates concerning the support of research. This role should be continued and enhanced, building on existing work with disciplinary communities. A key objective is for Humanities research to speak with one voice; sometimes SAS will itself be that voice, while on other occasions SAS's role is to support and amplify the voice of other organisations.
24. Alongside developing its national mission, SAS has also had a key role internationally, which should be expanded and enhanced. There has been significant progress, for example, in disseminating the good practice and learning from the *Being Human Festival*, a version of which has been adopted in Australia and the United States. In parallel to national work with other Institutes of Advanced Study, there is the potential for SAS to become more prominent in international networks linking similar organisations.⁷
25. In considering its international role, there are two further areas to which the School should give consideration. The first is improving its engagement with the Global South, through developing partnerships with similar organisations in those territories. Secondly, SAS should consider its

⁷ Example networks include the University-Based Institutes for Advanced Study (UBIAS), the Consortium of Humanities Centres and Institutes (CHCI) and the Consortium of Institutes of Advanced Study (CIAS).

role in securing funding from overseas sources (including philanthropy), both to support the work of the School itself and to also co-ordinate on behalf of the wider UK Humanities community. In the latter context, the government has recently confirmed that the UK will re-join the Horizon programme. SAS will have an important role, working with partners, in positioning the Humanities community to engage fully with the opportunities that this affords.

26. A key challenge for SAS for the future is evidencing its impact. While the quantitative evidence provided for the review (Annex E) demonstrates impressive levels and activity and reach, there needs to be more focus on measuring outcomes and impacts. The case study evidence provided (Annex D) goes some way to addressing this, but a priority for the future is to increase the scale and depth over which impact is demonstrated. This will be important not only for showing the impact of the School's activities, but work in this area also has the potential to provide tools, approaches and evidence for the broader impact of Humanities research. Whilst not claiming to have all the answers, REAG will offer further support and advice on developing the approach to evidencing impact.
27. Building on the recommendations of the 2018 Review, continued attention and focus is required on diversifying funding sources to support the research promotion and facilitation activities of the School. There is potential to build further relationships with Trusts, Foundations and philanthropic donors, including internationally, and this should be a focus. The recent establishment of the Centre for the Politics of Feelings within the School is a positive example that should be built upon.⁸

Ambition for the future: the Strategic prospectus

Summary of future plans

28. In considering SAS's plans for the future, REAG focussed on two documents: the School's Strategy 2022-26 (summarised in Appendix to Annex C) and a draft Strategic Prospectus for the period beyond 2026. At the workshop a draft was considered, and subsequently the Strategic Prospectus was revised as a response to that discussion. Thus, the Strategic Prospectus was developed with the input of REAG. The comments in this section are reflections on the draft Prospectus; the revised version is available at Annex F. It is important to note that the present strategy period extends for a further three years. The Strategic Prospectus builds on the current strategy and sets the long-term strategic direction for SAS.
29. At the core of the Strategic Prospectus is the development of an updated mission for the School as a National Centre for the advancement of Humanities research, with a focus on promoting and facilitating research, engagement and impact. Working across the Institutes and in an interdisciplinary context, SAS aims to deliver a suite of interrelated activities to support this mission, organised under six areas:
 - Leadership and advocacy
 - Research training
 - Fellowships
 - Provision of essential resources
 - Convening events
 - Publishing

⁸ See <https://www.politics-of-feelings.com/>

30. Woven into and across these work areas are a number of key priorities identified in the Strategic Prospectus. There will be an increased focus on Equality, Diversity and Inclusion, including building on a recent pilot of an Inclusion, Participation and Engagement Fellowship. Increased partnership with the Galleries, Libraries, Archives and Museums (GLAM) sector will be delivered through a new cross-cutting programme and GLAM Professional Practice Fellowships.
31. The Strategic Prospectus defines ambition to deepen even further the relationship with the AHRC, through the prospective development of a Framework Agreement. This will facilitate a range of joint activities including a new Leadership and Development Unit for public engagement with Humanities research, the GLAM fellowships mentioned above, and a new Humanities insight function that builds on the current *Mapping the Humanities* project.
32. The Strategic Prospectus also proposes some changes to the School's structure to deliver these ambitions. Two new Institutes are planned, a Digital Humanities Institute which builds on the current successful Hub, and an Institute for Public Humanities to co-ordinate and consolidate work on public engagement. It was also reported at the workshop that the School is likely to take responsibility for the University of London Institute in Paris (ULIP), which offers considerable opportunities to develop the School's international offering and presence.

Reflections on future direction

33. Overall, the direction of travel set out in the Strategic Prospectus was welcomed by REAG, including the revised mission for SAS "To advance the Humanities through promotion and facilitation of research, engagement, and impact". The Strategic Prospectus represents a natural and ambitious extension of the current strategy. During the workshop a number of observations and suggestions were made concerning the future direction of SAS, which are summarised in the following paragraphs (see Annex H for details).
34. REAG members were supportive of the core purpose for SAS set out in the Strategic Prospectus and agreed that the School has a distinctive role to act as a co-ordinator and advocate for Humanities research, and to provide the support and central infrastructure needed for a thriving Humanities research community. It is hard for individual universities to deliver against these roles on a national scale. Although SAS has these unique roles it is important to note that there will be other organisations playing an important role in the overall landscape and it will be important to get buy in from the whole community. In this context it might be better to frame SAS as 'a National Centre for the Advancement of the Humanities' rather than 'the National Centre'.
35. As detailed earlier, the School has developed a strong track record in partnership working, including having forged strong partnerships with the AHRC and the British Academy. The importance of SAS working in partnership with others will be central in delivering the ambitions set out in the Strategic Prospectus. The focus for the future should be in deepening existing partnerships and developing further collaborative activity. Partnership working should also be key to SAS's strategy for securing both research grant funding, and additional funding to support the promotion and facilitation of research, impact and engagement.
36. As part of its work to promote Humanities research and its resilience, SAS is proposing to work to consider routes towards Humanities scholarship, working with partners (the AHRC and the RSA) across the education 'pipeline'. REAG agreed that this was important. The focus for SAS should be on the further development of people with the skills and ambition to engage in Humanities research, rather than more general educational issues.
37. The relationship between the School as a collective and its constituent Institutes is a key enabling factor for the strategy. Over recent years the focus has been to emphasise the

collective and cohesive nature of SAS, without undermining the importance of the disciplinary depth provided by the Institutes. REAG welcomed this as essential to the progress made in fulfilling the core purposes for which Research England funding is provided. It also addresses a key recommendation of the 2018 report, that SAS should become 'more than the sum of its parts'. REAG would wish to see this continuing to be a central characteristic of the School.

38. Members of REAG were supportive of the creation of a new Institute for Digital Humanities building on the successful Digital Humanities Hub. REAG were less persuaded of the need for an Institute for Public Humanities. While recognising the importance of public engagement for the work of the School, it was suggested that this work needs to be embedded across all activities and all of the Institutes. The same applies to EDI, which also needs to be embedded across all Institutes. REAG welcomed the focus on EDI in the Strategic Prospectus. There are a range of important and innovative interventions planned and this should be more strongly emphasised in the School's mission statement and objectives.
39. In order to achieve the ambitions set out in the Strategic Prospectus, it will be important to have a focus on communications and, especially, brand recognition. While SAS is very well known to some of its constituencies, as it seeks to extend its reach and impact it will encounter stakeholders who are less familiar with the School, its mission and activities. A specific example is the GLAM sector where familiarity with SAS is low. A clear communications strategy will be required alongside future plans for delivery. This should include consideration of whether the present name should be changed, in order to make the School's role immediately clearer. REAG is agnostic about whether this is desirable but recommends that it should be considered as part of strategy development and would expect to be consulted before any change is made.

Delivery of the strategy

Key elements for delivery

40. The recent restructuring of SAS has created a strong foundation for the delivery of the current strategy and the ambitions set out in the Strategic Prospectus. The prospectus also includes a focus on 'enabling strategies' that will continue the reform of the School's structures and operating model. These plans are welcomed. There are a number of areas that will merit particular focus, as set out in the following paragraphs.
41. Ensuring that the School has access to sufficient funding to deliver its priorities will be key. While the Research England funding is likely to remain central, it will be important for SAS to continue to diversify its funding streams, both to support continued research and scholarship and for the promotion and facilitation of research, impact, and engagement. As outlined earlier in this report, there are opportunities to seek further philanthropic funding. SAS should also explore the potential of other income streams including consultancy and training and continued professional development offerings. The key objective here is to develop a diversity of funding streams to increase the resilience of the School.
42. It is important to note that, despite some increases over the period since the last review, Research England funding has not kept pace with inflation. This has been managed by SAS through clear prioritisation and efficiency savings, but below inflation increases may not be sustainable going forward. Recent changes to the eligibility for Research England capital funding

mean that the University of London will no longer be receiving a capital allocation,⁹ so there will need to be a special arrangement to ensure that the School's requirements for capital funding are met.

43. Recent years have seen a deepening of the partnership between SAS and the AHRC. This is to be welcomed and the further development of the partnership will be a central requirement for the delivery of the School's ambitions. To bring the relationship onto a more strategic level and make collaboration as easy as possible, SAS and the AHRC are currently moving towards a framework agreement. While SAS will continue to compete for project funding for research from the AHRC, the framework agreement will simplify strategic investment to support the development of the national infrastructure for Humanities research, impact and engagement.
44. REAG has been an invaluable source of advice and strategic input to SAS, alongside its role in providing accountability to Research England. The group will continue to be a key feature in the delivery of SAS's ambitions, and the membership has recently been refreshed to achieve a balance between continuity and fresh perspectives. During 2024/25 a new chair from within the membership of Research England's Council will be identified as Professor Finch ends her term on the Council. Broadly speaking, the role and terms of reference for REAG remain fit for purpose, although the group should review the terms of reference, in discussion with Research England. Two aspects in particular merit some attention: first, whether the strategic role that REAG plays should be formally recognised in the terms of reference; and, secondly, whether REAG should have a formal role in supporting the School's assessment of risks to delivery (see the following section).

Risks and mitigations

45. As part of this review REAG considered a draft outline strategic risk register provided by SAS. SAS has Risk Register which is part of the Register kept by the University of London. This is entirely appropriate as the University has ultimate responsibility for the School and its staff. At the same time, as SAS grows, becomes more diverse in its activities and raises its profile, there are risks specific to the School. Discussion by REAG of the draft outline Register was welcomed as a helpful development. It was agreed that the Register should be refined further to make it more comprehensive and specific to SAS, without compromising the University's role. This should be updated and discussed at every REAG meeting, enabling members to understand better the risk position of SAS and to offer advice. The following paragraphs highlight some of the risks that SAS should consider.
46. Given the wider challenges facing the higher education sector, financial sustainability will remain a key risk for the School. In particular, it was noted that the School has received considerable financial support from the University of London, alongside the central role of Research England funding. Research England funding accounts for around 50% of the School's income, and the notional contributions from the University of London have been between 50-75% of the Research England grant (see Annex I). This is in addition to strategic capital investments made by the University. The commitment from the University is to be welcomed, but there is a risk that this level of contribution may not be sustainable in the future. The principal mitigation against the risk of financial sustainability is to further diversify the sources of funding for the School, as outlined in paragraphs 27, 41 and 42.

⁹ From 2024/25 Higher Education providers will only be eligible for formula capital funding if they participated in the 2021 Research Excellence Framework (REF) or have formally notified Research England of their intention to make a submission to the 2028 REF.

47. To deliver its strategy SAS needs an appropriate balance between the focus on cross-institute working and nurturing disciplinary depth within its constituent Institutes. While the current balance is appropriate there is a risk that changes in the balance could undermine delivery against the strategic objectives of the School. This will also need to be considered as any new Institutes are developed (see paragraphs 38). The incorporation of ULIP into the School brings many opportunities, but also risks around focus and 'mission creep' that will need to be managed.
48. SAS's focus on partnership working and collaboration is to be commended. In order to deliver its strategy relationships will need to be maintained with an increasing range of stakeholders and subject associations and learned societies will be essential partners. If this is not achieved there is a risk that the School's ambition to support Humanities research to speak with a single voice will be undermined. Nuanced positioning of the School in relation to other stakeholders will be an important mitigation of this risk (see paragraph 34).
49. Finally, it will be important to consider the risks afforded by the political positioning of Humanities research in the broader national discourse. While SAS has a role in shaping that positioning, there is also a risk that events outside of the control of the School impact perceptions of Humanities research. While, in some senses the whole of SAS's programme mitigates against this risk, it could be useful to develop, with partners, contingency plans to respond to such changes.

Conclusions and recommendations

Summary of findings

50. This review has considered a range of evidence on the past performance and future trajectory of SAS. The consideration has included feedback from stakeholders alongside the deliberations of current and future members of REAG. The overall conclusion is that the School has been through transformational and positive change since the last review was conducted. SAS is now an important component of the national infrastructure for Humanities research in the UK and has an international role of increasing prominence. The strategy developed during this period is aligned with the recommendations of the 2018 Review, is being delivered effectively, and there is confidence that this strategy will be built on for the future.
51. Based on the overall conclusions of the review and the detailed considerations within this report, there are a number of recommendations which are set out in the following paragraphs.

Recommendations for Research England

52. Recommendation 1: Research England should continue to provide special funding to SAS for a further 5-year period (from academic year 2024-25 to 2029-30). As long as Research England's overall budget position allows, special funding should be at least maintained in real terms over the funding period (paragraphs, 16, 17, 41 and 42).
53. Recommendation 2: Research England should agree a 5-year plan for capital funding with SAS, taking advice from REAG as appropriate (paragraph 42).
54. Recommendation 3: Research England Council should nominate one of its membership to assume the chair of REAG during 2024/25 (paragraph 44).

Recommendations for the SAS Research England Advisory Group

55. Recommendation 4: REAG should review its terms of reference to ensure that they continue to be fit for purpose (paragraph 44). The terms of reference should reflect role of REAG in providing strategic advice to SAS and advising on strategic risks (paragraph 45).

Recommendations for SAS

56. Recommendation 5: SAS should continue to develop its role as an advocate for Humanities research, working with and through the research community, learned societies and subject associations to ensure that the Humanities speak with one voice concerning research (paragraphs 22, 23, 34 and 48).
57. Recommendation 6: SAS should develop a strategy for its international work, expanding its reach and impact, including in the Global South (paragraphs 24 and 25).
58. Recommendation 7: SAS should enhance its approach to evidencing the impact of its own activities and Humanities research more broadly (paragraph 26).
59. Recommendation 8: SAS should continue to extend and diversify its sources of funding, both for research and for the promotion and facilitation of research, impact, and engagement. This should include exploring further funding from trusts, foundations and philanthropic donors (paragraphs 17, 27, 41 and 46).
60. Recommendation 9: SAS should continue to strive to be 'more than the sum of its parts' whilst maintaining disciplinary depth in the Institutes. SAS should proceed with plans for the creation of a new Institute of Digital Humanities (paragraphs 37, 38 and 47).
61. Recommendation 10: SAS should review its plans for public engagement, with a view to ensuring that this important strand of activity is embedded across the whole of the School and its Institutes (paragraph 38).
62. Recommendation 11: SAS should continue with its focus on EDI in Humanities research and ensure that this strand of work receives sufficient prominence (paragraph 38).
63. Recommendation 12: SAS should develop a communications strategy to ensure that all of its stakeholders are aware of its role and activities. Increasing awareness of the School in communities where it is currently less visible should be a priority. As part of this, and without pre-determining the outcome, SAS should review whether its name should be changed, in order to facilitate the understanding of its role (paragraph 39).
64. Recommendation 13: SAS should develop a strategic risk register for regular consideration by REAG. The focus of the strategic risk register should be the School's work on the promotion and facilitation of research, impact, and engagement (paragraph 45).

List of Annexes

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| Annex A | SAS Review Report 2018 |
| Annex B | Terms of Reference for the School of Advanced Study Research England Advisory Group (REAG) |
| Annex C | Self-assessment report against the 2018 Review recommendations |
| Annex D | Research facilitation and promotion insights 2018-23 |
| Annex E | Quantitative indicators |
| Annex F | SAS Strategic Prospectus 2023 (revised) |
| Annex G | Summary of feedback survey responses |
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