Strategic Prospectus to 2030

September 2023

Advancing the humanities

The humanities are crucial to navigating the challenges we face. They help us to understand our past and present, to forge connections between people with diverse backgrounds and perspectives, to build and convey knowledge through the generations, and to reveal the huge extent and value of human accomplishment.

Yet the humanities themselves face critical challenges, which left unaddressed could impede their progress or even threaten their survival. Our expectation is that the UK research system will experience significant ongoing change and challenge over the next five years, and beyond. Humanities researchers must operate in an environment where the financial model for higher education is under significant pressure. But we can meet these challenges and realise the full potential of the humanities, working across disciplines and breaking down boundaries, ensuring our work is relevant and engaged with the public, organisations outside higher education, and shaping policy and practice.

It is clear that the UK needs a national centre for the advancement of the humanities, a focal point for our research communities as they transition to new ways of working, new thinking, and knowledge creation. The School of Advanced Study can play this role, and that is our ambition. Our work supports the conditions for humanities scholarship to thrive and make a difference to society. We bring together outstanding national institutes, cross-cutting activities and programmes, special resources, and essential support for engagement and publishing. We train the next generation of humanities researchers, devise innovative methods for new discoveries, connect humanities researchers and practitioners across disciplines and sectors, and provide strong underpinning foundations to create new knowledge.

This strategic prospectus builds on existing work in the school since 2018 to create this focal point for supporting the humanities disciplines, as we take the next steps in reaching our ambitions for the school and the communities we serve.

To deliver this we will bring together researchers from all sectors and disciplines to undertake humanities-based and humanities-led initiatives that seek to have a significant impact on society, culture, economy, wellbeing and the environment. We seek to convene conversations that respond to the current challenges and tensions within the humanities. We will work to build a sense of community and trust, taking an inclusive approach to participatory research that involves the public in discoveries and underlines the value of the humanities to public life.

In short, our mission is to advance the humanities.

Strategic context and positioning

The School of Advanced Study was formed by the University of London in 1994, making 2024 our 30-year anniversary. Our unique role within UK humanities is to provide promotion and facilitation of research and research-related practice such as public engagement. We do this through a wide range of activities including research training, fellowships, events, capacity building, pioneering new models, generating insights, delivering special projects and initiatives, convening and networking functions, publishing, and others.

A critical aspect of the constant renewal of the humanities is to ensure that they remain relevant to contemporary needs and demands. SAS convenes disciplinary communities to lead and support them (and the humanities as a whole) during this process. SAS provides a neutral space where the opportunities for and tensions within humanities' research and its continuing importance to education, well-being, the economy, society and culture may be explored and pursued. SAS builds understanding of current practice, identifies points of change and innovation, and positions the humanities in the wider research landscape. This ensures that humanities researchers' knowledge and expertise is put to work in ways that benefit all UK research.

SAS is funded recurrently by Research England to carry out this role, and we are accountable to Research England for our delivery of these activities and for our performance. This works well, is highly valued, and provides vital support for the humanities disciplines. We deliver key projects for the Arts and Humanities Research Council, supporting its broader role in funding arts and humanities research; we are developing our relationship with AHRC to become a key delivery partner for its work. Our role is also complementary to the British Academy, which has a much larger funding function, conducts higher education policy work, and has a wider disciplinary remit including social science. We collaborate with these partners, and other organisations connected with the humanities around our focus on the practice of research and engagement and on the need for humanities to speak with one voice on critical matters.

SAS has much to offer in delivering our unique role:

- **Track record and developed expertise** in delivering research promotion and facilitation for the humanities over many years, with a longer track record of humanities-focused development for individual disciplines.

- **A distinctive university home** that means that we are free to operate across the UK in service to all researchers and with support and investment from the University of London to pursue a national mission.

- **Neutral positioning** within the higher education sector, as a non-entrant in the REF and KEF, not in receipt of QR or HEIF funding, and uninhibited by competition in full-time undergraduate recruitment.

- **Build research infrastructure** that is not possible for other Institutions to do alone. For example, the [Being Human Festival](#) offers humanities scholars, across HEIs as well as the GLAM sector, a structured format to offer public engagement on a large scale, while the [Mapping the Arts and Humanities](#) project, plots the infrastructure of the sector in existence in real time.

- **Growing recognition of our work** across the sector and beyond, evidenced by increasingly deep partnerships with key stakeholders and new, UK-wide programmes and initiatives that secure our place as a leading source of support for the humanities.

- **Extensive networks** with deep disciplinary roots which also extend across the research landscape.

- **Reputation as a trusted broker and convenor** which allows us to bring researchers and others together to pursue activities and objectives of shared interest and benefit.

Key strategic actions

There are also challenges, which we intend to address.

Clarity and visibility of mission

The 'research promotion and facilitation' role is not visible enough within the higher education sector or related sectors such as GLAM and the creative economy, and it can be difficult to explain to stakeholders. In addition, in the fifteen years since the role was formally established (following the review of SAS chaired by Professor Sir Ivor Crewe in 2007), the importance of the engagement and impact agendas have increased dramatically and are not fully captured by the terminology of 'research promotion and facilitation'. A further problem is that the word 'humanities' does not appear. As part of our strategy in the next 5-year cycle, we want to amend 'research promotion and facilitation' as the top-line description of the unique role we play, updating it to reflect contemporary academic practice and values, and making it clearer and easier to communicate. This would not be a change in substance – the central purpose of our role and activities would remain the same – it is a modernisation of the way we describe the role and ourselves. We propose to consult stakeholders on a new statement describing who we are and what we do.

The text for consultation will be:

> Our mission is **to advance the humanities** through promotion and facilitation of **research, engagement, and impact**.
>
> The key activities we deliver are leadership and advocacy, research training, fellowships, provision of essential resources, convening events, and publishing.
>
> We focus on humanities in an interdisciplinary context, actively making links to the arts, science, and social science wherever we can. We treat humanities knowledge as a public good and a dynamic resource to be shared beyond the boundaries of higher education, making a positive impact in a fast-changing world. We call this 'the humanities plus approach'.
>
> We work primarily in the UK, and beyond the UK where we can form valuable connections across the world. Our ambition is to be the UK's national centre for the humanities.

Focus and profile of mission-critical activities

We need to go further to capitalise on the gains already made through our current strategy. This means sharpening and supporting our most important activities which directly serve the core mission, and implementing an ambitious plan to strengthen what we offer and how we deliver it.

The body of this strategic prospectus outlines what we will do next in **six clearly defined areas of activity** – leadership and advocacy, fellowships, research training, resources and facilities, events, and publishing. It also sets out the strategic positioning of our specialist institutes. These plans map onto our existing four strategic objectives, shown in the 'strategic overview' diagram on the following page, although for the next period we intend to adopt a simpler strategic structure built around key activities. These are clear, simple to understand and relate directly to how we work within SAS and how others can work with us.

In keeping with this document's status as a prospectus rather than a full strategy, these proposals are in outline form and we welcome feedback, and suggestions for amendment or re-shaping. Taken together they will require a combination of additional funding and reallocation of existing funds to deliver. They will be fully costed once the desired profile of activities is agreed.

Equality, diversity and inclusion

The strength of any research culture and environment is determined by the diversity of the cognitive skills and expertise it possesses and an inclusive culture that supports and nurtures research talent. This issue is more pressing now than ever, with data demonstrating the leaky pipeline and the slow pace of change in diversifying the arts and humanities research community. SAS has a critical role to play in leading initiatives that will lead to meaningful change in our disciplines and across the sector more broadly.

There is much work on equality, inclusion, diversity and social justice undertaken across the school – but this is not joined up, and it lacks strategic focus. To 2030, we will focus on **key EDI initiatives** designed to promote inclusive practice in the humanities and related areas:

- With partners, we will undertake research that brings together all the work across the arts and humanities disciplines (e.g. learned societies etc) to report on the 'state of play' in relation to equality, diversity and inclusion and to identify the barriers we anticipate in the next 5-10 years. We will survey supervisors, postgraduates and post-docs on the shape of an inclusive research community for arts and humanities (linking to archival cultures, performance cultures, and other inclusive cultures in a research setting). We will then use this research to devise and run a programme that mirrors Wellcome's Research Cultures programme and 'Reimagine Research Cultures Festival' to envisage what this means for arts and humanities research cultures and to connect to existing work in STEM.

- We will expand our Inclusion and Participation Fellowship scheme and work with partners to scale up this pilot project across the UK. This will include an evaluation of the impact of the current scheme and develop a fellowship alumni community who will act as champions for the work.

- We will implement an apprenticeship and training scheme across our libraries and archives, explicitly designed to train and nurture new and diverse talent and bring innovative thinking to our libraries and the wider profession.

International agendas

Since 2020, the School has developed and nurtured a series of partnerships and networks that will form the basis of a new **international strategy**. Changes to the research environment have made it more important than ever to ensure that UK researchers remain connected to and engaged with global research communities and that UK research has an international presence.

The School has a key role in creating the conditions that enable and facilitate UK

participation and leadership of international humanities research. To that end, we will:

- use the transfer of the University of London in Paris to the School to create a base for collaboration of UK humanities researchers across Europe and encourage uptake of funding opportunities among humanities researchers, particularly the Horizon programmes;

- deepen our existing international partnerships to pursue joint initiatives to promote and facilitate global humanities research, to convene international discussions over the future of the humanities, and to create opportunities for the 'export' of our key initiatives (e.g. through supporting *Being Human Australia* and, from 2024, *Being Human USA*);

- seek new partnerships with cognate organisations in the global south (the newly-positioned Institute for Commonwealth Studies is likely to be of particular importance) and by engaging more systematically with global south diasporas in the UK;

- ensure that our research collaborations focus on critical global challenges where humanities research can play a key part (e.g. in environmental humanities, on food security, international governance, human rights, social justice etc.).

Building support for public humanities

Our expertise in **public humanities** provides a focal point for understanding and promoting humanities as a public good, with an emphasis on ethos,values and engagement in humanities practice. SAS will host the proposed Leadership and Development Unit for Public Engagement, provide a central point of coordination for existing and new policy engagement activities, and take a leading role in the cross-cutting programme on critical challenges with special attention to achieving strong public involvement in that programme. The School will convene networks of the increasing number of scholars in the UK with an explicit role for public humanities either on its own or alongside their academic specialism. It would work alongside the proposed humanities insight function, built on the success of our Mapping the Humanities project, to understand how humanities infrastructure, broadly conceived, connects with the public.

SAS and University of London delivery capabilities

We also know that to realise these ambitions, we will need to make changes in how we work, developing some aspects of the School, discontinuing activities which are no longer needed by the disciplines, and ensuring we are fully leveraging our position within the University of London to create full value from

the Research England grant and other sources of UKRI funding. Alongside this we will need to review how we measure and review our performance.

The final sections of this prospectus set out how we will do this, through a set of **enabling strategies** to secure organisational change and development, and a new model for performance monitoring. This includes our approach to partnerships, systems and processes, spatial resource development, and capital investments.

Strategic overview

UK-Ireland Digital Humanities Association

Increased support for CIAS, and build improved international links

Support for a wide range of networks, linking them to key programmes

Policy engagement unit 'PolicyAHEAD'

Supporting the disciplines with actions to build resilience and responsiveness

Critical Challenges Programme to strengthen the humanities response to key social issues

New programme of major humanities promotion events

Dedicated and targeted support for mid-career researchers

ReSHAPED programme to transform online research training

Initiating and developing disciplinary, cross-disciplinary and cross-sector initiatives

New Public Engagement Leadership and Development Unit

Place-Based Humanities Programme supporting stronger social and cultural infrastructures

Extension and expansion of Inclusion, Participation and Engagement Fellowships

Creating and supporting the next generation of advanced humanities researchers

Advancing the humanities

Innovating and facilitating new humanities research approaches and methods

Creative Practice Programme including an extended Practitioners in Residence scheme and toolkit for researcher-freelancers

SAS Associate Fellowships to fill career gaps

Advanced Study Fellowships, cross-school, creating concentrated fellowship centre

Providing unique resources and capabilities for humanities research

Launch UoL Press instance of Manifold, an innovative platform for open-access publishing

Innovation projects for re-inventing academic events and new forms of digital interaction

Refreshed in-person research training with support for networking and professional development

Promotion and development of technicians and technical skills in humanities

Deliver new research capabilities through our Library transformation programme

GLAM Futures Programme, connecting, collections fellowships and engagement.

Development of an Environmental Humanities Network

Lever our specialist libraries to support training provision and national research environment

Humanities insight function to understand current structure, practice, and coming trends

Space for small humanities organisations to work and collaborate

Facilitate preparation for new requirements in REF2028

Leadership and advocacy

In recent years, SAS has been working much more explicitly to take the lead in promoting the vital impact of the humanities, engaging stakeholders across multiple sectors to build understanding of the work humanities can do and the difference we can make. We work with institutions and independent research organisations, humanities departments, and researchers to respond to and manage the implications of change in policy and market dynamics in the higher education sector. In the next strategic period, we want to do much more of this, helping the humanities to move forward in a challenging environment.

We will:

- Use our **neutral convening power** to bring together new networks of researchers with common interests in an agile way, and sustain networks which require support, linking these networks proactively into our wide range of other programmes and streams of work, including with stakeholders outside the HE sector.

- Work across the sector to promote **resilience and responsiveness**, supporting humanities departments facing turbulent environments, rapid change and major challenges; support colleagues to **rethink and reposition humanities research training**, including rethinking the doctorate, ensuring humanities provision is fit for the present and future, and supports a strong talent pipeline.

- Provide advice and convene networks to **assist humanities leaders approaching REF2028**, building understanding and readiness for any new requirements for submissions at the disciplinary level.

- Strengthen our support for **policy engagement**; host a national Arts and Humanities Policy Engagement Advice and Dissemination Hub ('PolicyAHEAD'), to broker connections between humanities researchers and policy practitioners across a range of sectors, working with the Institute for Government and others; develop connections between our policy-focused centres of expertise e.g. History and Policy, the Information Law and Policy Centre, Institute of Commonwealth Studies, the Refugee Law initiative.

- Work with AHRC to develop a new **Leadership and Development Unit for humanities public engagement**, delivering a relaunched Being Human Festival and going beyond this to provide stronger year-round support for researchers and engagement professionals.

- Complete the establishment and build a strong foundation for the **UK and Ireland Digital Humanities Association**, and foster links with **international networks** of advanced study institutes establishing pathways to use those links for the benefit of UK scholars.

- Establish an **Environmental Humanities Network** to bring together researchers working through this perspective across the sector, using the digital humanities network as model, with a view to build this into a substantial programme with dedicated funding.

- Create a small number of focused **cross-cutting programmes of work** to ensure concentration and collaboration in key areas, with contributions from across SAS in multiple forms of activity. These programmes will run through the strategic period and will have mixed leadership at professorial and mid-career levels to help build career development. They might include:

  o **Critical Challenges Programme**, bringing people and resources together to apply humanities knowledge and approaches to issues such as **climate change**, **artificial intelligence**, **human rights,** and **the future of democracy** (precise scope to be determined through development work), leveraging our work in environmental humanities, law and humanities, anticipatory humanities, and other relevant themes.

  o **GLAM Connections Programme**, bringing together our work on the present and future of collections with innovative practice-based fellowships, and connected engagement work, focused on building connections with the GLAM sector, facilitating and strengthening cross-sector research in both directions.

  o **Creative Practice Programme**, uniting humanities researchers with creative practitioners in related sectors, creating reciprocal flows of knowledge; extend our Practitioners in Residence scheme involving other HEIs, and develop a toolkit for creative researcher-freelancers.

  o **Humanities and Place Programme**, supporting the development of the humanities contribution to stronger social and cultural infrastructures in the UK through a range of initiatives co-produced with local and community partners, and aligned to AHRC's Place-Based Research programme.

Fellowships

To ensure the humanities thrive, we need to support and develop talented people in all aspects of the disciplinary ecosystem. Fellowships are a key instrument we have at our disposal to deliver this.

We will:

- Establish a cross-school **Advanced Study Fellowship** scheme, bringing together leading humanities researchers at early-career and mid-career levels, from the UK and across the world. This would be created through a combination of new provision with some consolidation of existing provision, and would be:
  o Focused on visiting fellowships around interdisciplinary projects working with multiple SAS institutes and making connections across the UK humanities disciplines.
  o Designed so every fellowship can be held jointly at both SAS and another UK university, benefitting humanities departments across the sector, promoting interdisciplinarity, and making deeper connections.
  o Shaped to become a catalyst for opportunities for peer-to-peer support, mentoring, and building links with other national fellowship schemes.
  o Scoped to deliver a target of 120 researcher/months per year, meeting recognised standards for institutes of advanced study fellowship schemes.

- Deliver a new scheme of **GLAM Professional Practice Fellowships** (in collaboration with the AHRC) for researchers based in GLAM-sector institutions, building on a pilot programme run in conjunction with Research Libraries UK; this will be rolled out after a completion of a scoping study that will clarify the needs of GLAM researchers and their institutions.

- Extend and grow our **Inclusion, Participation and Engagement Fellowship** scheme, exploring how to embed inclusion in the humanities and equip researchers to pursue participatory research, thus demonstrating a model for low-cost short-cycle fellowships aimed at promoting inclusion in the humanities which could be adapted for other institutions.

- Broaden the scope of **SAS Associate Fellowships** to create bridging support for researchers in-between funded fellowships and/or fixed-term staff roles in higher education or related sectors.

Research training

We support the development of talented people in humanities through our research training, with a particular focus on doctoral students and early-career researchers. In the next strategic period we will consolidate and build these activities and strengthen the support we provide to mid-career researchers, complementing our fellowships schemes.

We will:

- Deliver **ReSHAPED** as a national digital research training resource and portal. Through this we will deliver new training programmes online to include increasing digital literacy, policy engagement, working with social media, promoting the arts and humanities through research and engagement, KE, working with industry, interdisciplinary training.

- Increase the emphasis on **networking and continuous professional development** in our in-person training offer to ensure it meets researchers' needs, and fully complements ReSHAPED, creating additional value to reflect the greater resource commitment made by users over distance options.

- Work through the **Consortium for Institutes of Advanced Study** (CIAS), which we co-ordinate, to deliver enhanced training and support on interdisciplinarity and engagement (including the development of an interdisciplinary tool kit), establishing regular network meetings and an annual international virtual symposium, leadership in interdisciplinarity and engagement activities.

- Work with AHRC to investigate and develop the vital role of **technicians and technical skills** in research and engagement work, ensuring our disciplinary and sector needs are reflected the higher technical education agenda and exploring new technician pathways and apprenticeships.

- Build on our role in leading the UKRI Future Leaders Fellowships (FLF) Development Network, continue to **offer interdisciplinary support for the next generation of leading researchers**, working from a humanities perspective to drive change in key development themes.

Resources and facilities

Researchers need excellent resources to do outstanding research – including libraries, collections, archives, digital and spatial resources. They also need to collaborate with others, inside and outside higher education, to find new ways of working and achieve effective use of complex and limited resources.

We will:

- Lever a major University of London capital investment in **Senate House Library** to create a key resource centre for preserving, uniting, digitising, and researching specialist collections and archives (£13m in phase 1 with further phases to come). Take advantage of new opportunities created by recent capital investments in both the **IALS Transformation** and the **Warburg Renaissance** project to host novel research and innovative programmes and conduct public engagement activities which will complement our ambitions for Senate House Library.

- Strengthen the involvement of SAS's **specialist libraries** in research training provision and provision of resources across relevant disciplines; improve coordination between the libraries, with a focus on extending our reach and broadening the support we offer through our libraries.

- Use the unique **spatial resources** available to us in Senate House to create the means for small organisations in the world of humanities scholarship, such as small learned societies and subject associations, to be flexibly hosted by the University of London on fair, consistent, and transparent terms. This will help these essential organisations in a tough financial climate, and over time building a fertile physical environment for collaboration.

- Build on the Mapping the Humanities project to create a long-term **humanities insight function** to ensure these maps are maintained and promoted, and understand the changing shape, structure, practice, and future trends in the humanities. To deliver this we will work with social science researchers specialising in higher education to form innovative interdisciplinary collaborations.

Events

Events are an essential tool for bringing research communities together, within disciplines, between disciplines, and with stakeholder communities and audiences outside higher education. Yet events are often time-consuming, costly to deliver and participate in, and create challenges for accessibility and sustainability. The events challenge in an increasingly time restricted and financially restricted working environment is significant. Our role is to innovate and work with the disciplines to draw value from this activity.

We will:

- Organise a programme of **major events** related to the future of humanities, building on those we have delivered in recent years (e.g. AHRC national series on impact, curriculum reform with DASSH, Britain as a Science Superpower with CaSE, Hepi policy breakfast, etc.). Examples of events under consideration include a new national humanities lecture, larger interactive showcase events at Senate House and elsewhere, and working with GLAM institutions to deliver high quality exhibitions.

- Conceive and deliver a project **re-inventing academic events** for a digital post-pandemic age, pioneering and demonstrating new event formats; use investment in audio-visual capabilities to explore new forms of digital interaction and engagement, pushing the boundaries of what can be done in remote events and preparing for the possibilities created by rapidly developing technologies.

- Rationalise our events programme, establishing clear event categories with different purposes and levels of support, differentiating strategically important major events and significant disciplinary conferences from our broad ongoing programme of seminars and development events, ensuring **staff time and spatial resources are effectively allocated and concentrated**.

Publishing

The University of London Press has a special remit in service to the arts and humanities and supporting SAS to deliver its national role. The press will publish work which opens up new research agendas and supports our disciplinary communities, offers new models and space for experimentation in open access publishing, and highlights the challenges and opportunities arising from change in academic publishing and open scholarship. It will also continue to support several externally published humanities journals.

We will:

- Launch the UoL Press instance of **Manifold**, a new open access platform for innovative and enhanced shorter-form humanities books. Working closely and creatively with authors on selected projects which showcase new publishing models for humanities research, we will also openly share insights from the publishing process for these projects and invite authors to do the same.

- Play a leading role in developing and running the new **Open Institutional Publishing Association** (OIPA) which is creating a new national infrastructure for collaboration, support, advice and networking to support open access publishing and bibliodiversity in the UK.

- Participate in a range of sector-wide **open access pilot projects** to ensure that the specific requirements of humanities discipline and researchers and smaller non-profit publishers are recognised, building on existing work and success in this space in recent years such as our inclusion in Jisc's Open Access Community Framework and the Knowledge Unlatched scheme.

- Develop and commission several **new book series addressing humanities promotion and facilitation**, including digital cultural heritage, research methods and skills for humanities researchers in the 21st century, approaches to policy engagement, and exploration of the future of our disciplines and the value of humanities research in tackling contemporary challenges.

- **Support humanities researchers** at all career stages navigate an increasingly complex and fast-changing publishing landscapes. Aligned to SAS research training provision, we will offer guidance and advice for researchers on open access, peer review, book and journal publishing and key career transitions (e.g. from PhD to a first book).

Institute-specific strategic positioning

An important strength of the School of Advanced Study is that it is comprised primarily of specialist national institutes embedded in their disciplines. The institutes provide the academic foundation supporting the shared strategic goals of the school, and will underpin delivery of the shared programme of strategic work outlined in the main body of this prospectus, and they also have their own plans to develop their capabilities and position in the humanities.

The **Institute of Classical Studies** (including the Combined Classics Library) is focusing upon supporting the current and next generation of classical researchers through development of researcher training, and partnerships. It is deepening and extending collaborations with other UK universities, subject associations, and international partners including the British International Research Institutes to develop provision that connects researchers across institutions (given the small to medium size of most classical units and distributed character of sub-disciplinary expertise) and responds to research agendas around engagement and impact, knowledge exchange, and societal challenges. It is developing opportunities to interact with the Institute and Library through revised fellowship, internship and engagement offers, and piloting initiatives on inclusive and participatory research and on breaking down barriers between research and practice in heritage and the creative industries.

The **Institute of Commonwealth Studies** was reviewed by Sir Malcolm Rifkind in 2021 and is now in the process of realignment under new leadership, working to position the institute at the crossroads of research, policy, human rights practice and diplomacy. Its vision is that people around the world, including throughout the Commonwealth, live in societies grounded in democracy, human rights and the rule of law. The institute will contribute towards this vision by developing effective, evidence-based, policy solutions to the challenges facing the modern Commonwealth; supporting the Commonwealth's global network of civil society; and engaging with Commonwealth stakeholders, including its member states. It will strive to achieve this through a culture of integrity, inclusion, diversity, innovation and collaboration.

The **Institute of English Studies** works with key partners in the subject community and in the book world to drive innovation in policy and in practice. The IES speaks for and about books. It supports and promote multi-disciplinary book studies from manuscript to print and publisher, from digital book to archive, collection, and library, and from editing and textual studies to creative and critical practice. Mid-way through an ambitious repositioning of its offer in skills training, researcher support and professional development, the IES aims become a national centre for the study of the book, underpinned by strong cross-School relationships and resources, and by partnerships with the GLAM sector and with industry.

The **Institute of Historical Research** (including the Wohl Library for Historical Research), will go further to champion the value and importance of history in public life and as an academic discipline. Over the next five years IHR will meet the evolving training and resource needs of all career stages within and beyond the academy. IHR will build intellectual capacity and cross-disciplinary collaborations in our priority areas of place, policy and practice. IHR will action its commitment to EDI through an inclusive histories programme of events and support. It will launch a 'New Spaces for History' initiative and create a National Digital Common Room for Historians.

The **Institute of Languages, Cultures and Societies** serves a key strategic purpose in coordinating and facilitating the development of the disciplinary area of languages and cultures. The Institute will enhance the processes through which the subject field addresses issues of core societal concern – from inclusivity to climate change – and how it contributes to large-scale interdisciplinary and challenge-led research. ILCS will ensure that the research of the disciplinary area actively contributes to the development of the educational landscape as a whole. It will extend its transformative function in connecting research with civil society and with policy makers. It will support pioneering initiatives with creative practitioners and the GLAM sector. It will, in a rapidly evolving subject area, ensure that training is available to researchers at all levels.

The **Institute of Advanced Legal Studies** (including the IALS Library) will continue to focus on enabling and supporting the national and international community of legal researchers. The IALS Library, which serves academic researchers and legal practitioners from around the world, leads in the field through its provision of research training and its focus on equality, diversity and inclusion. IALS will collaborate with key partners, such as the Socio Legal Studies Association and the Westminster Foundation for Democracy. IALS research centres will serve as hubs of activity for policy related research and training, embedding knowledge exchange in this work. IALS will expand its profile to include a thematic programme of work on 'Law and Humanities', creating an important bridge to support interdisciplinary research and engagement.

The **Institute of Philosophy** promotes and develops the best research and key innovations in philosophy. Its special role is to support philosophers to navigate the research landscape, find opportunities and demonstrate the value and reach of philosophy by collaborating with other disciplines and sectors, and bringing the benefits of our research to public audiences. The IP will develop new thinking about the future of the philosophy discipline, working with academics at different career stages and partners from other sectors to foster collaborations, locally, nationally and internationally. The IP will create an early and mid-career network of philosophers across the UK, and run an annual meeting to discuss innovation in philosophical research and conceive new cross-institutional and interdisciplinary projects. It will lead in staging large-scale, high-impact conferences on urgent issues of concern, connected to the cross-school critical challenges programme, focusing on areas which need a wide range of perspectives to address.

The **Warburg Institute** (including the Warburg Library and Photographic Collection) is a unique and world-leading centre for the study of cultural memory through the interaction of ideas, images and society. The £15m Warburg Renaissance project is the first major transformation project of the Warburg's building since it moved into its permanent home within the University of London in 1957. The project will restore our founder's original mixture of discovery, display and debate, open the institute's holdings and expertise to new audiences, extend support for researchers, and enable a wider range of partnerships. Scheduled for completion in late Spring 2024, the project will create new facilities for special collections, events exhibitions—including a long-needed ground-floor gallery and lecture theatre, open to the public for the first time. A major engagement programme will follow, as a cornerstone of the institute's contribution to innovative and interdisciplinary humanities.

New institute for digital humanities

In the next strategic period, we will support evolution of the Digital Humanities Research Hub towards becoming a full institute within the school structure, consulting with relevant stakeholders, and subject to approval through relevant governance processes. The **Digital Humanities Institute** would build on and amplify the work of the Digital Humanities Research Hub, delivering and coordinating key digital initiatives,and advising internal and external stakeholders on digital development. It would deliver underpinning support for the UK-Ireland Digital Humanities Association, which will create a tailored provision supporting digital humanities collaboration and networks in the UK and Ireland. It would develop partnerships with Jisc, RLUK and other national bodies with an interest in supporting digital scholarship. It would deliver a comprehensive portfolio of digital humanities research training and visiting fellowships within the schemes outlined in this prospectus.

Enabling strategies

To deliver the commitments outlined in this prospectus we will need to build on the restructuring undertaken in 2020 with new underpinning 'enabling strategies' – subsidiary strategies for changing aspects of the structure, operating model, processes and resources of SAS. These enabling strategies fall into four areas.

Organisation and structure

- Create alignment and unlock additional capacity within the University of London (communications support, Library Transformation Programme, UoL estates strategy, and University of London in Paris).

- Clarify organisational structure to support a small number of cross-SAS programmes of work, with institutes providing delivery and support. Develop our digital humanities function towards becoming an institute.

- Review plans for public engagement, with a view to ensuring that this activity is embedded across the whole of the School and its Institutes.

- Strengthen our collegial collaborative culture, capitalising on foundations laid to enable deeper cross-School working (including more staff interaction and improving our working environment and spaces) whilst supporting critical disciplinary engagement.

- Put in place a new 'Framework Agreement' with AHRC to consolidate AHRC-funded activities complementing our promotion and facilitation role within a single flexible funding arrangement, with alignment of governance and reporting processes.

Practice and process

- Full review of underpinning processes within SAS to ensure alignment with strategic priorities outlined in the prospectus (with specific focus on rationalising ongoing high-volume activities e.g. events, to ensure that resource is not spread too thinly).

- Full review of our Fellowship programmes to ensure alignment with the needs of the sector and to create capacity for the Advanced Study Fellowships.

- Appoint a Project Manager to oversee the process of project initiation, co-ordination, and delivery tracking (PMO function).

- Produce and implement a new University of London research strategy, aligning with the school's national promotion and facilitation role (e.g. collaborative, participatory, method-influencing, practice-led).

- Implement new communications strategy (designed by UoL Comms team, THEM and Four Comms) to increase our brand awareness, with a two-year targeted approach to improving national reach and visibility across key constituencies and cognate sectors in the first instance.

- Review and consolidate SAS websites and online resources outside the scope of UoL core websites (e.g. project sites, research resources), to achieve consistency of user experience and visual identity.

- Review our approach to data collection and open data, including its research data management provision, and enhance our approach to measuring the impact of its own activities and humanities research more broadly.

People development and skills

- Working with the new University Head of EDI to implement local EDI strategy aligned with the promotion and facilitation mission.

- Support colleagues through cultural change that will enable the delivery of the strategic prospectus and engage staff with the process of implementation.

- Work with HR to devise recruitment and retention strategies better aligned with the promotion and facilitation mission (this has already been addressed in part by the revision of the promotions criteria and professorial banding); work with the University Head of Organisational Staff Development to implement a new staff development and skills programme.

Financial management

- Identify and unlock new income streams to maximise and stretch the value of the RE funding (e.g. overheads on external funding, AHRC framework agreement, CPD/seasonal schools, realistic growth of PGR base given small academic FTE and limitations on PGR funding, implementation of philanthropic plan – UoL has prioritised the Senate House Library, SAS Libraries, Commonwealth Studies and Warburg Institute).

- Continuing to seek efficiencies, best value and work collaboratively where possible; model impact of pay inflation and other rising costs on operations and build in contingency. New posts to be focused on priorities identified in theprospectus, and all vacancies to be reviewed to ensure focus on priorities.

- Establish a clear capital investment plan for Research England to consider alongside the recurrent promotion and facilitation grant, taking into account theUniversity's own plans and other potential sources of investment.

Understanding and reporting our performance

In line with the strategic prospectus and the eventual outcomes of the strategic review of SAS, we will revise and simplify our performance monitoring approach to focus on headline evidence of performance aligned to the key activity areas outlined above. Wherever possible we will also create performance tracking reports for EDI, cutting across these areas. In the final version, this approach will also be extended to cover the school's non-promotion/facilitation activities, i.e. in relation to our own research, teaching, and knowledge exchange work.

Promotion and facilitation of research, engagement, and impact	Key evidence sources - examples
Leadership and advocacy	+ participation rates for key projects and programmes + attendance at major school events + narrative accounts and case studies showing impact
Fellowships	+ fellowship application data by type and region (applicants' details inc. career stage, sector) + fellows' reports and outputs + mapping of reach and connections through fellowships
Research training	+ engagement and participation rates and user surveys for ReSHAPED + participation rates and user surveys for in-person research training, short courses, summer schools
Events	+ type of events and location + attendance data inc. location, sector and career stage + collaborators and sponsors, location and sector + key events attendees' survey
Resources and facilities	+ library membership, footfall, and engagement + range, scope, usage of digital resources + case studies showing impact from resource investments
Publishing	+ usage and downloads of OA titles + number of publications and their impact and profile + participation in publishing-related training events

Organisational health	Key evidence sources - examples
Financial sustainability	+ key overall financial data + containment of expenditure + diversity of income sources + efficiency of working practices
Effective financial control	+ regular budgetary monitoring + effective risk mitigation + Internal performance reviews + internal and external audit
Resourcing and support for activities	+ effectiveness of professional services support + provision of central services to meet need + alignment of Strategy with resourcing plan
Staff satisfaction	+ staff satisfaction levels + staff turnover + sickness rates
Workforce profile	+ ratio of professional services to academic + diversity of whole staff profile
Staff development	+ range and uptake of development opportunities + mentoring for staff at all levels + staff development budget + skills and training plan in place