

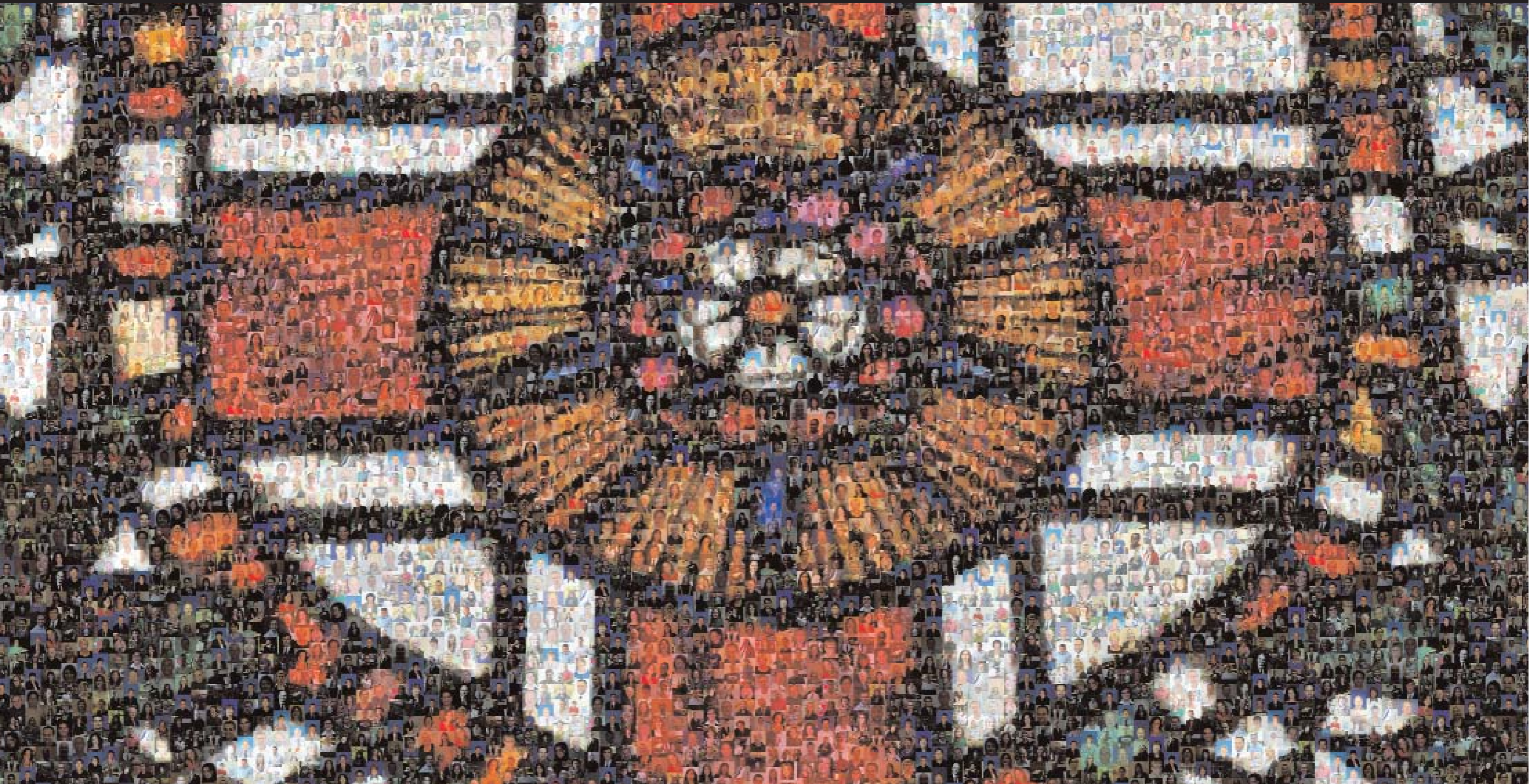
**Annual Report 2008–09**  
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**WWW.LONDON.AC.UK**

**ANNUAL REPORT 2008–09**  
**UNIVERSITY OF LONDON**  
**CENTRAL INSTITUTES AND ACTIVITIES**



## Vision and strategic aims

### Our Strategic Vision for 2014 is that:

The University will continue to be acknowledged, both nationally and internationally, for its excellence in academic achievement. Centrally-provided services will be recognised by Colleges for the value they add in supporting research and learning.

### Strategic Aims

**Aim 1:** To maintain and enhance the academic excellence of the federal University

**Aim 2:** To deliver highly effective services to Colleges, offering excellent value for money

**Aim 3:** To ensure the financial sustainability of all University operations

**Aim 4:** To fulfil the regional, national and international roles of the University

**Aim 5:** Create and retain a workforce with the necessary ethos, working practices and competences to deliver the University's Strategic Plan

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Front cover: The photo mosaic is made up of images of University staff members. The stained-glass window, located outside the Senate Room in Senate House, shows part of the University of London's coat of arms, which was granted on 10 April 1838.

Photo by Robert Harris.

## Welcome

**The University of London has a long and distinguished history; our task now is to secure for it a long and successful future. We have made a great deal of progress towards this goal during 2008–09, with a series of important and far-reaching changes.**

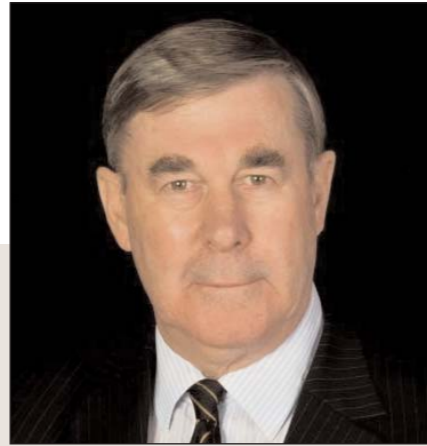
The scene was set on 1 August 2008 with the introduction of our new governance arrangements. It is testament to the hard work and commitment over the years of every member of the University Council, which the new system replaced, that this transition was so smooth.

The new governance, which puts the Colleges at the centre of the University's strategic future while retaining its federal structure, established two new bodies.

The Board of Trustees, the majority of whom are lay members, is our governing body and it has engaged quickly with a wide range of challenging topics.

The Collegiate Council, which evolved from the Heads of Colleges Committee, makes recommendations to the Board on the strategic direction of the University, advises the Board on the collective view of the Colleges and is responsible for the oversight of academic affairs. It is adapting itself well to its developing role and taking forward major issues affecting the Federation.

An early illustration of how the new arrangements can work for the benefit of the whole University was the collaborative creation of a five-year Strategic Plan. This document, which sets out a clear path for maintaining our reputation for academic excellence and adding value to the work of the Colleges, was approved in July 2009.



*I will be able to hand over to my successor, in September 2010, a robust, vibrant institution with a dedicated staff.*

The Board of Trustees and Collegiate Council also worked together to agree a sustainable future for our libraries. The decision that they should continue as a collectively owned and shared resource is very important for the libraries as it brings to an end a prolonged period of uncertainty; it is also important for the future strength of the Federation because the University, through the Collegiate Council, retains oversight of the libraries' governance.

Alongside the smooth running of these two bodies, the five Boards of the central University – the School of Advanced Study; The Careers Group, University of London; the University Marine Biological Station, Millport; the University of London External System; and the University of London Institute in Paris – are functioning well as an integral part of the new governance arrangements.

Physical changes have also been much in evidence during the last year as week by week, floor by floor the refurbishment of the South Block of Senate House, designed by Charles Holden in the 1930s, neared completion.

I remember first visiting Senate House as a young Cambridge academic in the 1960s and being impressed by its imposing structure. Internally, it is a building of great elegance and character and, with my

professional background in metallurgy, I find the many bronze fittings and artefacts particular examples of exquisite craftsmanship.

The major task of moving staff, furniture, office paraphernalia and 25,000 linear metres of library material began in August 2009. Not only does this work give us a revitalised home that meets our needs, but it brings together under one roof staff who previously occupied a series of buildings scattered across Bloomsbury.

I have thoroughly enjoyed the six very rewarding and interesting years I have spent to date as Vice-Chancellor of the University of London. What is more important, I will be able to hand over to my successor, in September 2010, a robust, vibrant institution with a dedicated staff fully engaged in building its future as a university that is 'fit for purpose'.

**Sir Graeme Davies**  
Vice-Chancellor

**It has been a privilege to be involved at the start of a new chapter in the University of London's continued evolution and growth. Chairing the Board of Trustees during its first year has been an exciting and rewarding experience.**

I have been very fortunate to be joined on the Board by a group of lay members who are all experts in their field. They bring with them a very wide range of backgrounds and skills, ranging from accountancy and architecture to quantity surveying and law. They have also ensured that we take a fresh look at the many different, challenging issues that face the University. Together with the academic members of the Board, we have worked well together as a team, with everyone playing to their strengths. The result is discussions that are always thoughtful and considered.

Taking on this role involved an accelerated learning curve for all of us as we got to grips with the unique structure and challenges facing the University and its Colleges. I have benefited from having the opportunity to visit individual Colleges and hear of their different perspectives.

Making the adjustment to the new governance arrangements was not always merely a matter of reading briefing



Credit: Debra Hurford Brown/HLF

documents and attending meetings. As Chair of the Board of Trustees I had the pleasure of participating in Foundation Day, the annual honorary degrees ceremony. For this purpose I inherited the long, flowing robes of the Pro-Chancellor, which had to be adjusted to fit their new owner!

Much has been achieved in the Board of Trustees' first year. I look forward to building on this foundation and working to help ensure that the forward-looking plans that are now in place are carried through to a successful conclusion.

**Dame Jenny Abramsky**  
Chair of the Board of Trustees

Dame Jenny Abramsky, the Chair of the Board of Trustees, is Chair of the Heritage Lottery Fund. She was previously Director of BBC Audio & Music, with responsibility for all BBC national radio networks, for the BBC's digital radio services, and for music across television, radio and online. She was also responsible for the BBC's three English Orchestras and for the Proms. She was a member of the BBC Executive Board, responsible for the delivery of BBC services and day-to-day operations across the organisation.

She is Chair of the Hampstead Theatre, a trustee of the Central School of Ballet and an honorary member of the Royal Academy of Music. She is a governor of the Royal Ballet. Previously she served as Governor of the British Film Institute and on the Economic Social and Research Council.

She was awarded the CBE in 2001 for services to Broadcasting, and was appointed Dame Commander of the Order of the British Empire (DBE) in the 2009 New Year Honours list.

*We have worked well together as a team, with everyone playing to their strengths.*

## Our new governance

**Since its foundation in 1836, the University of London has grown and evolved to become a unique association of 19 separate Colleges, each fully independent, together with a number of Central Academic Bodies and Activities. All are committed to advancing knowledge through teaching and research, academic freedom, intellectual integrity and equality.**

Through a process begun in 2005, following a consultation on the future of the federal University, contributors from the

University and Colleges developed a governance model that reflects the uniqueness of the Federation and combines independent majority membership of a governing body whilst acknowledging the primacy of Collegiate interests.

New University Statutes establishing a streamlined, transparent and flexible system of governance were approved by the Privy Council in June 2008 and introduced on 1 August 2008. These established a Board of Trustees as the governing body, consisting of nine independent lay members, the

Vice-Chancellor and four Heads of College. It has control of University affairs, but has no powers over Colleges' own governing bodies.

A Collegiate Council chaired by the Vice-Chancellor, and comprising Heads of all 19 Colleges and the Dean of the School of Advanced Study, is responsible for determining and advising the Board of the collective view of the Colleges. In addition, the Collegiate Council is responsible on behalf of the Board for the discharge of academic affairs and implementation of the Strategic Plan of the University. 2008 marked the inauguration of a new

and distinctive form of governance that, for the first time, explicitly recognises the Colleges' autonomy and simultaneously places them at the centre of decision-making and strategic planning for the future.

Further details of the new governance, including the functions, constitution and minutes of recent meetings of both the Board of Trustees and Collegiate Council, are available on the University of London website: [www.london.ac.uk](http://www.london.ac.uk)

*The new governance structure has made a good start, and the Board of Trustees and the Collegiate Council have formed a constructive relationship. However, we must not underestimate the challenges the University faces in delivering the new Strategic Plan.*

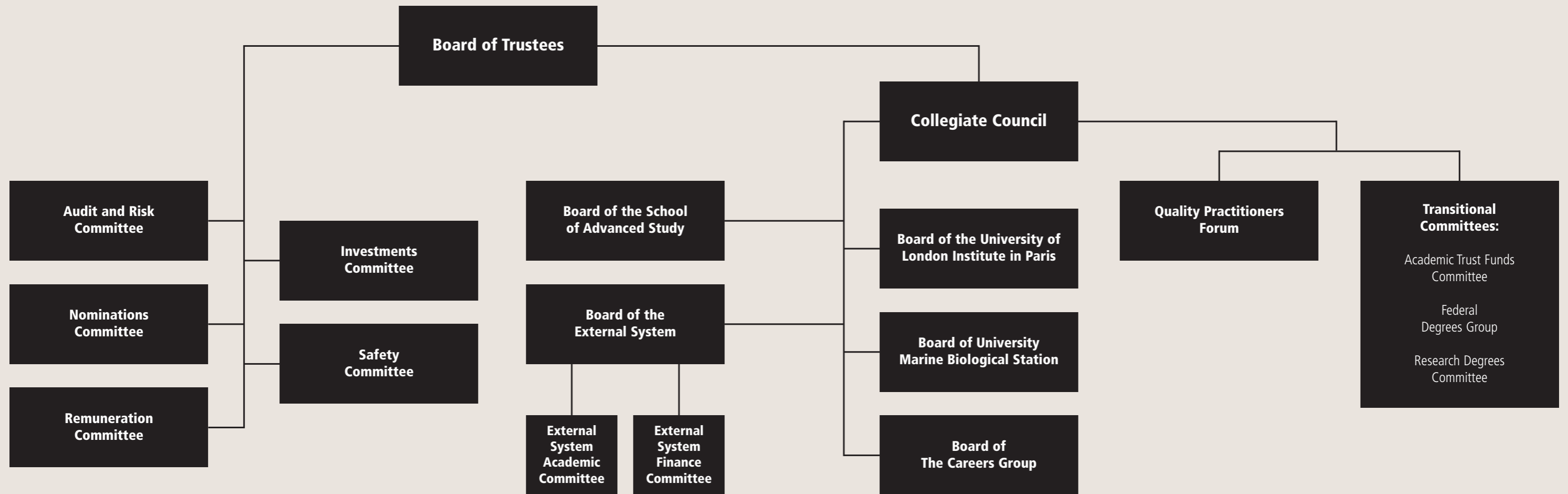
*Suzanne McCarthy, member, Board of Trustees*

*The new governance structure puts the Colleges – through the Collegiate Council – at the heart of strategy setting and the policymaking of the University.*

*Professor Rick Trainor, Principal of King's College London*

*This is definitely a 'working' Board rather than a forum for polite and ineffective discussion. There is a good balance between open-minded and free debate about how best to discharge the duties of the central University, and driving the agenda with urgency and a need for improvement.*

*Steven Fogel, member, Board of Trustees*



## Our new governance continued

### Board of Trustees

The Board of Trustees is the governing body of the University and comprises 14 members: nine independent (including the Chair) from outside the University and the Colleges; the Vice-Chancellor; and four Heads of Colleges. It exercises guardianship over the University's assets and resources, and ensures their effective management, control and use.

### Membership Chair

Dame Jenny Abramsky

### Members of the Board

#### Independent members

Abdul Bhanji  
Judith Evans  
Steven Fogel  
His Honour Judge Ian Grainger  
Edward Hartill  
Maxwell Hutchinson  
Suzanne McCarthy  
Charles Perrin

#### The Vice-Chancellor

Sir Graeme Davies

#### Heads of Colleges

Professor Geoffrey Crossick (Goldsmiths, University of London)

Professor Peter Rigby (The Institute of Cancer Research)

Professor Geoff Whitty (Institute of Education, University of London)

Professor Stephen Hill (Royal Holloway, University of London; to April 2009);  
Professor Rick Trainor (King's College London; from 3 July 2009)

*The new governance arrangements give control of the University back to its Colleges and ensure that decisions are made for the benefit of all.*

*Professor Paul Webley, Director and Principal of the School of Oriental and African Studies*

### Collegiate Council

The Collegiate Council advises the Board of Trustees on the strategic direction of the University, and is responsible for ensuring the proper discharge of its academic affairs. It is chaired by the Vice-Chancellor, and its membership comprises the Heads of the 19 Colleges of the University and the Dean of the School of Advanced Study.

### Membership

Master of Birkbeck, University of London: Professor David Latchman

Principal of The Central School of Speech and Drama: Professor Gavin Henderson

Director of Courtauld Institute of Art: Professor Deborah Swallow

Warden of Goldsmiths, University of London: Professor Geoffrey Crossick

Principal of Heythrop College: Dr John McDade

Chief Executive of The Institute of Cancer Research: Professor Peter Rigby

Director of the Institute of Education, University of London: Professor Geoff Whitty

Principal of King's College London: Professor Rick Trainor

Dean of the London Business School: Mr Robin Buchanan (to January 2009);  
Professor Sir Andrew Likierman (from January 2009)

Director of The London School of Economics and Political Science: Sir Howard Davies

Dean of the London School of Hygiene and Tropical Medicine: Professor Sir Andrew Haines

Acting Principal of Queen Mary, University of London: Professor Philip Ogden

*The University's new governance structure clearly underpins the support which the University provides to its Colleges as world-leading centres of excellence.*

*Professor Geoff Whitty, Director of the Institute of Education*

Principal of the Royal Academy of Music: Professor Jonathan Freeman-Attwood

Principal of Royal Holloway, University of London: Professor Stephen Hill (to April 2009);  
Professor Rob Kemp (Acting Principal from May 2009)

Principal of The Royal Veterinary College: Professor Quintin McKellar

Principal of St George's, University of London: Professor Peter Kopelman

Director and Principal of the School of Oriental and African Studies: Professor Paul Webley

Principal and Dean of The School of Pharmacy: Professor Anthony Smith

Provost of UCL: Professor Malcolm Grant  
Vice-Chancellor, Sir Graeme Davies

Acting Dean of the School of Advanced Study, Professor Sir Roderick Floud

## Securing our future

**On 7 July 2008, the University Council met for the 45th and last time. Since its first meeting in October 1994, the Council had 259 different members, read 935 reports, not including appendices, and considered 1,162 different resolutions; in October 2008, the Board of Trustees and Collegiate Council, created under the new governance arrangements, each met for the first time.**

These two bodies both held six regular meetings during the course of 2008–09 at which they discussed and reached decisions on a wide array of subjects, ranging from the University of London Union Building, Military Education Committee and honorary degrees to the Strategic Risk Register, management accounts and the future of the libraries. Overall, this first year saw steady progress to ensuring a secure and sustainable future for the University.

### Strategic Plan: 2009–14

The new governance provided the opportunity to take a fresh look at the fundamental issues facing the University as an institution, most importantly determining its future direction and purpose based on common goals and the ability to add value.

This task of developing a Strategic Plan was a collaborative effort under the direction of a small Strategic Planning



Carved figure on Senate House

The full text of the University of London Strategic Plan 2009–14 is available at [www.london.ac.uk](http://www.london.ac.uk)

Working Group made up of members of the Board of Trustees and Collegiate Council. This process demonstrated the efficient operation of the new arrangements and the ability of the Board of Trustees and Collegiate Council to work effectively together to reach strategic decisions affecting the University's future.

The outcome, approved at the Board of Trustees' meeting in July 2009, is the University of London Strategic Plan 2009–14.

The Strategic Plan includes a clear vision for where the University wants to be in 2014. The University will continue to be known for the highest level of academic achievement, while the services it provides to the Colleges and the wider community will be recognised for the value they add in supporting research and learning.

In order to achieve this vision, the Plan sets out five clear aims related to the University's role and reputation:

**Aim 1:** To maintain and enhance the academic excellence of the federal University.

**Aim 2:** To deliver highly effective services to Colleges, offering excellent value for money.

**Aim 3:** To ensure the financial sustainability of all University operations.

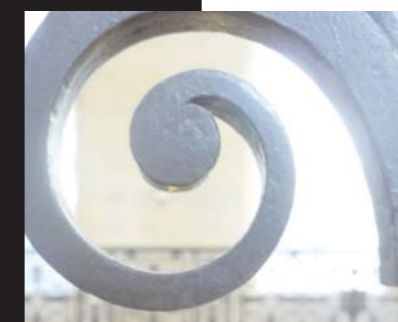
**Aim 4:** To fulfil the regional, national and international roles of the University.

**Aim 5:** Create and retain a workforce with the necessary ethos, working practices and competences to deliver the University's Strategic Plan.

These five aims are being addressed by a set of complementary initiatives, including the Business Change Programme.

*The Board of Trustees is small, meets regularly and is increasingly effective in understanding and dealing with the many issues which need to be addressed both now and in the future.*

*Ted Hartill, member, Board of Trustees*



## Securing our future continued

The full text of the University of London Strategic Plan 2009–14 is available at [www.london.ac.uk](http://www.london.ac.uk)

### Business Change Programme

Fundamental to securing the University's future is the need to put its finances on a sustainable basis. The Board of Trustees has tasked the University with eliminating its current operating deficit and bringing its finances back into recurrent surplus in three years. This task must be carried out against a backdrop of growing economic pressures affecting universities across the higher education sector.

The University's response is the Business Change Programme (BCP), which was approved by the Board of Trustees in July 2009. This University-wide initiative, which builds upon the work started in 2005 under the Corporate Reorganisation Project, consists of a co-ordinated series of cross-divisional projects that seek to increase income, reduce costs, develop staff and improve team performance. The aim by the end of the 2011–12 academic year is an operating surplus, in line with the Higher Education Funding Council for



Refurbished Charles Holden light fixtures

England (HEFCE) recommendation, of not less than 3% of turnover. This surplus will allow us to have funds to reinvest in University products and services for the benefit of our students, the Colleges and our staff.

The BCP sits alongside a number of independent and yet complementary projects that are already under way. These include: the University of London External System's Business Transformation Programme, which aims to optimise the service provided to stakeholders, including the implementation of a new student records management system; the Strategic Plan adopted by the School of Advanced Study to move the School to a sustainable basis by 2012–13; the implementation of a five-year Strategic Plan for the libraries;

and the refurbishment of Senate House to provide the University with a rewired, refurbished and revitalised home that is fit for purpose.

### Libraries: sustainable future secured

On 13 May 2009, the Board of Trustees approved a recommendation from the Collegiate Council that the University of London Research Library Services (ULRLS), which includes Senate House Library (SHL), should continue as a collectively owned and shared library resource, complementary to College resources, and managed on behalf of Colleges by the University.

ULRLS is a unique resource whose collections complement, rather than compete with, College collections by providing a wider, more research-focused range of material. However, its financial difficulties had been brought to a head by the withdrawal by HEFCE of part of the special funding from SHL as a result of a HEFCE review carried out by Sir Ivor Crewe.

The Crewe Report also recommended that a fundamental review should be undertaken of the future role of SHL. This review was carried out by CHEMS Consulting which, after consulting widely with Colleges and other interested parties, submitted its report in December 2008.

The Board of Trustees and Collegiate Council considered a number of possible options for the future of SHL, including proposals from the School of Advanced Study and UCL, before deciding to retain it as a collective resource, thus recognising ULRLS's ongoing value as a shared service.



Detail of painted ceiling in what was originally the Small Refectory, Senate House.



With its future decided, ULRLS has set about implementing a five-year Strategic Plan overseen by the Library Strategic Planning Board. This aims to eliminate the recurrent deficit and establish a balanced and sustainable budget. It is underpinned by a collegial and collaborative approach to collection development and electronic resources that provides a vision for a low-cost, rationalised and modern ULRLS, consistent with the general shift across the library community from print to digital resources and from physical to electronic access.

### Senate House: making a move

It is appropriate in this context that the South Block of Senate House, which provides in the impressive reading and catalogue rooms on the fourth floor the bold set pieces of the library, completed its refurbishment just after the 2008–09 academic year drew to a close.

Senate House is a Grade II\* listed building, putting it in the same company as London landmarks such as the Hoover Building, Royal National Theatre and Westminster Bridge. The sensitive and painstaking works have involved a complete rewiring and full-scale refurbishment in order to provide modern, upgraded and more-cohesive office space for staff. There has also been a remodelling of the library floors, thus offering enhanced facilities for users.

The top-to-toe improvements have included rewiring of power and lighting, new state-of-the-art meeting rooms, new heating, new data and telephone services, new signage, new fire alarms and redecoration with new carpeting throughout. To install the complex modern cabling, all the floorboards had to be taken up and individually numbered; meanwhile the Travertine marble panels that were designed as an early form of storage heater were removed and refurbished.



Detail of bronze railings, Senate House

Vital statistics

22

The length in metres of the purpose-built research vessel, RV Aora.

265,000+

The number of visits made each year to the libraries of the School of Advanced Study, which provide a range of material unmatched anywhere in the world in relation to their specialist subject areas.

150,000+

The size of the Estate in square metres – the equivalent of 20 Wembley football pitches.

18,000

The membership of the University of London External System Alumni Association.

3,915,130

The number of catalogued books in the eight libraries that comprise the University of London Research Library Services.

13,000

The number of doctors and dentists whose training is overseen by the London Deanery.

45,000+

The number of students in the University of London External System in over 180 countries.

25,000,000

The number of emails sent to the University last year.

4,500+

The typical daily footfall in the University of London Union building.

240

The number of in-house training events held during the year as part of ongoing staff development.

5,253

Total jobs advertised on the JobOnline vacancies website.

6,780

The number of applications handled by the London Deanery for postgraduate medical programmes.

3,800,000

Page views on the web repository, set up and maintained by the University of London Computing Centre, of the Linnean Society's unique collections of plant, fish, shell and insect specimens.

12

The number of participants in the 2009 Medi-Café, a creative writing programme for writers from Morocco and Tunisia sponsored by the University of London Institute in Paris in partnership with the British Council.

1,400+

The number of separate events hosted by the School of Advanced Study each year, attracting almost 32,000 audience members.

1,000+

The number of monthly visits to the digitised and fully searchable online records of students, 1836-1926, since their launch in September 2008.

350

Miles of new cable installed in Senate House, sufficient to stretch to Edinburgh.

# Rewind 2008-09

**1 August**  
University of London's new governance introduced.

**November**  
Acquisition by Senate House Library of a facsimile of the 14th-century *Macclesfield Psalter*.

**3 October**  
University of London Computer Centre hosts the Future of Technology in Education event, which brings together 300 delegates from academia and technology to discuss the impact of technology on education.



Credit: Rain Ashford, www.flickr.com

**December**  
Professor Emeritus Peter Marshall, King's College London, is awarded an honorary degree at the School of Advanced Study's graduation ceremony.



**January**  
Work begins on the rewiring and refurbishment of the Tower, phase three of the Senate House project.



**16-17 April**  
1,284 students, many of them studying through the University of London External System, attend Singapore's SIM Global Education graduation ceremony.

**4 February**  
Hull of University Marine Biological Station, Millport's new inshore research vessel, *RV Actinia*, is delivered to Seaway Marine Ltd to begin fit-out. Completion is due in November 2009.



**13 May:**  
The Board of Trustees confirms the future of the University of London Research Library Services, which includes Senate House Library, as a collectively owned and shared library resource.

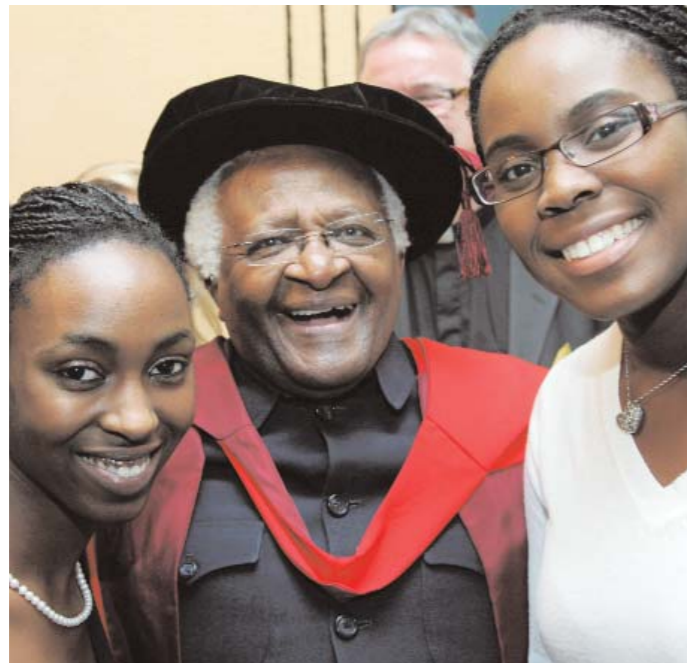


Credit: C. P. Lee

**24 June**  
Agreement is reached to protect the future of the classics library at the School of Advanced Study's Institute of Classical Studies, one of the largest classical studies libraries in the world.

**1-3 July**  
The University of London Institute in Paris hosts a three-day conference to celebrate the 50th anniversary of William Burroughs' landmark publication, *Naked Lunch*.

**AUGUST    SEPTEMBER    OCTOBER    NOVEMBER    DECEMBER    JANUARY    FEBRUARY    MARCH    APRIL    MAY    JUNE    JULY**



**Desmond Tutu** is among six recipients of **honorary degrees...**



**2 December**  
Desmond Tutu is among six recipients of honorary degrees at the annual Foundation Day ceremony, which celebrates the grant by William IV of the University's first charter on 28 November 1836.

**January**  
The Board of Trustees confirms the decision to grant the University of London Union a five-year lease on its building.

**24 February**  
The Careers Group celebrates its 100th birthday. It was 'born' in 1909 as the University Appointments Board.



**18 March**  
The University of London Union's annual Purples Ball is held recognising student sporting excellence.



**21 April**  
The School of Advanced Study hosts the launch of the Consortium of Institutes of Advanced Study, a new initiative bringing together institutes of advanced study in the UK and Ireland.

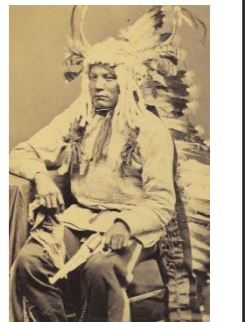
**April**  
Accommodation Bureau opens to provide a central point of contact for the University's eight Intercollegiate Halls of Residence.

**30 June**  
Opening of the new state-of-the-art London Dental Education Centre, a joint enterprise between the London Deanery, working as part of NHS London, and King's College London.



Credit: Samuel Kirkby Photography

**July**  
Acquisition by Senate House Library of a selection of late-19th-century David Frances Barry photographs of Native Americans.



**21 July**  
The Careers Group launches *Helping Graduates into Work*, a website built for the Mayor of London's office.

## The Chancellor's engagements

**HRH The Princess Royal is Chancellor of the University of London, a post she has held since 1981. In this capacity she attends a wide range of engagements across the University.**

### 25 September 2008

The Chancellor visited St George's, University of London to unveil a sundial plaque celebrating 10 years of research at the Vaccine Institute.

The Vaccine Institute has pioneered developments such as the nasal delivery of vaccines against diseases ranging from meningitis to HIV and TB. It is currently working to develop new vaccines, particularly those associated with poverty and deprivation.

### 6 October 2008

The Chancellor officially opened the £26 million Clinical Neuroscience Centre, UCL.

The Centre is a partnership between the UCL Institute of Neurology and the National Hospital for Neurology & Neurosurgery. It features three specialist MRI scanners, will promote world-class treatment of conditions such as epilepsy, Parkinson's disease, strokes and brain tumours.

### 29 October 2008

The Chancellor was given a tour of the new Clinical Research Facility at St Thomas' Hospital, King's College London, before officially opening it.

Researchers from King's College London and clinical staff at the Hospital will undertake a range of multi-disciplinary research at the Facility focusing on nutrition, obesity and cardiovascular health.



### 6 November 2008

The Chancellor attended a reception in the Council Rooms, Strand Campus to celebrate a decade of innovation at King's College London.

The Chancellor viewed an exhibition highlighting key achievements from each of the College's nine Schools and also demonstrating cross-disciplinary working. Examples on display included leading research initiatives in law, psychiatry, medicine, dentistry, and midwifery and nursing.

### 28 January 2009

The Chancellor visited the Royal Veterinary College's Camden campus to meet young people from academy schools.

This visit provided the opportunity to discuss how elite higher educational establishments can work in partnership with sponsors of academy schools to raise aspirations and achievement among young people, regardless of their background, and encourage them to join the veterinary professions.

### 11 February 2009

The Chancellor officially opened the new £70 million Elizabeth Garrett Anderson Wing at University College Hospital.

The new wing, equipped to deliver some 5,000 babies per year, has three floors dedicated to the care of mothers and babies.

### 18 March 2009

The Chancellor participated in a panel discussion at London Business School's Centre for Management Development.

The event, entitled 'Business and Charity – More Than Just Cheque Book Philanthropy?', was hosted by Sir John Ritblat, Chairman of the School's governing body.

### 19 March 2009

The Chancellor presided at the University of London External System's 2009 graduation ceremony. More than 600 graduates from 70 countries received their degrees from The Princess Royal at the event, which was held at London's Barbican Centre.



### 14 May 2009

The Chancellor officially opened The School of Pharmacy's Molecular Pharmacy Wing, which includes research laboratories, teaching laboratory, meeting rooms and event space.

The new wing creates a world-class centre for collaborative research into the discovery, design and development of medicines.

### 19 May 2009

The Chancellor visited the London School of Hygiene and Tropical Medicine to open its new South Courtyard Building.

The five-storey development houses new circulation, function, research and teaching space. The building can accommodate up to 90 staff and as far as possible uses renewable energy sources for heating, cooling and power generation.

### 29 June 2009

The Chancellor attended a cocktail reception in the grounds of London Business School which followed its sixth annual Global Leadership Summit entitled 'Leadership in Challenging Times'.

The Summit, attended by 750 of the School's corporate guests and alumni, saw business leaders discuss and debate how businesses can emerge stronger once the recession is over.

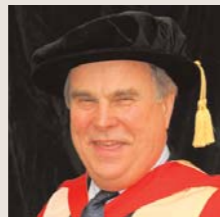
# Foundation Day 2008

Foundation Day, held in Senate House on 2 December, is the annual celebration of the grant by William IV of the University's first charter on 28 November 1836. The Chancellor presided at the evening ceremony and conferred six honorary degrees.



**Sir Harrison Birtwistle**  
Doctor of Music

Sir Harrison Birtwistle is a British contemporary composer. In 1975 Birtwistle became musical director of the newly established Royal National Theatre in London, a post he held until 1983. He has been honoured with a knighthood (1988) and as a Companion of Honour (2001). Works include: *The Mask of Orpheus* (1984) and *Gawain* (1990).



**Sir David Brewer**  
Doctor of Science (Economics)

Sir David Brewer, whose chosen career was marine insurance, served as Lord Mayor of London for 2005-06. He is a past Master of the Worshipful Company of Merchant Taylors. Sir David was also a Parish Clerk of St Pancras Church, and he was admitted as a member of the Parish Clerks Company in 2006. In 2008, he was appointed as the Lord-Lieutenant of Greater London.



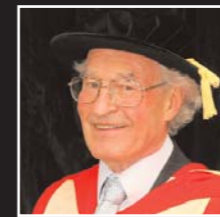
**The Right Reverend  
The Lord Eames of Armagh**  
Doctor of Divinity

Lord Eames was the Anglican Primate of All Ireland, as well as the Archbishop of Armagh, from 1986 to 2006. In mid-2007, he was appointed co-chair, along with Denis Bradley, of the Consultative Group on the Past in Northern Ireland, which aims to work out how to deal with the legacy of the Troubles in Northern Ireland, especially as it affects the victims of the Troubles and their relatives.



**Lord Renfrew of Kaimsthorn**  
Doctor of Literature

Lord Renfrew is an English archaeologist. He developed the Renfrew Hypothesis, which argues that Proto-Indo-Europeans lived 2,000 years before the Kurgans, in Anatolia, later diffusing throughout the Mediterranean and into central and northern Europe. Lord Renfrew served as Master of Jesus College, Cambridge from 1986 until 1997.



**Sir Michael Rutter**  
Doctor of Science (Medicine)

Sir Michael has been described as the 'father of child psychiatry'. He is recognised as contributing centrally to the establishment of child psychiatry as a medical and biopsychosocial specialty with a solid scientific base. He has published over 40 books including *Maternal Deprivation Reassessed* in which he evaluated the maternal deprivation hypothesis.



**Archbishop Desmond Tutu**  
Doctor of Divinity

Desmond Mpilo Tutu is a South African cleric and activist. He is well-known for his role during the 1980s as an opponent of apartheid. Archbishop Tutu is also vocal over issues such as AIDS, poverty and racism. He received the Nobel Peace Prize in 1984, the Albert Schweitzer Prize for Humanitarianism in 1986, and the Gandhi Peace Prize in 2007.

## Our activities

### Estates and Facilities

The Estates and Facilities Division is responsible for all aspects of the operation, management, maintenance and development of the University of London Estate within the framework and policies established by the University's strategy. The Division also provides facilities management, offers a housing advice service for students and runs eight Intercollegiate Halls of Residence and a number of flats and houses.

### London Deanery

The London Deanery works to improve the quality of patient care by ensuring the supply of doctors and dentists are educated, trained and motivated to play their part in a first class modern health service. It is responsible for the management of postgraduate medical and dental training for nearly 13,000 doctors and dentists across the capital and beyond.

[www.londondeanery.ac.uk](http://www.londondeanery.ac.uk)

### School of Advanced Study (SAS)

SAS is the only institution of its kind in the UK publicly funded to facilitate and promote research in the humanities and social sciences. It brings together the specialised scholarship and resources of 10 prestigious postgraduate research institutes offering academic opportunities, facilities and stimulation across, and between, a wide range of subject fields for the benefit of the national and international scholarly community.

The School's member Institutes are the Institutes of Advanced Legal Studies, Classical Studies, Commonwealth Studies, English Studies, Germanic & Romance Studies, Historical Research, Musical Research, Philosophy, Study of the Americas, and the Warburg Institute.

[www.sas.ac.uk](http://www.sas.ac.uk)



Detail of painted ceiling, Senate House

### The Careers Group, University of London

The Careers Group provides career development education, information, advice and guidance to higher education institutions, professional bodies and the business community. Its mission is to help individuals maintain job satisfaction throughout their working lives.

[www.careers.lon.ac.uk](http://www.careers.lon.ac.uk)

### University Marine Biological Station, Millport (UMBSM)

The Station, which has Higher Education Funding Council for England recognition as the National Facility for Marine Biology Fieldwork Teaching, provides undergraduate courses in marine biology and marine microbiology for the Colleges of the University, has a special association with the University of Glasgow and accepts visiting classes from higher education institutions from the UK and overseas. It is located on the eastern shore of Great Cumbrae Island in the Firth of Clyde, Scotland, near the transport hubs of Glasgow and Prestwick.

[www.gla.ac.uk/centres/marinestation](http://www.gla.ac.uk/centres/marinestation)

### University of London Computer Centre (ULCC)

ULCC is a highly respected and innovative centre of excellence within the academic and not-for-profit market. It offers leading-edge information technology solutions and services including web development, desktop support, e-learning, digital preservation, networking and hosting.

[www.ulcc.ac.uk](http://www.ulcc.ac.uk)

### University of London External System

The External System provides worldwide access to the internationally renowned programmes and awards of the University, in full collaboration with the Colleges of the University.

[www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)

### University of London Institute in Paris (ULIP)

ULIP is devoted to the study of French and francophone culture through its contemporary programmes and profound insight into cultural history. The Institute has newly refurbished state-of-the-art facilities and its staff comprise both French and British academics and visiting lecturers from Paris universities.

[www.ulip.lon.ac.uk](http://www.ulip.lon.ac.uk)

### University of London Research Library Services (ULRLS)

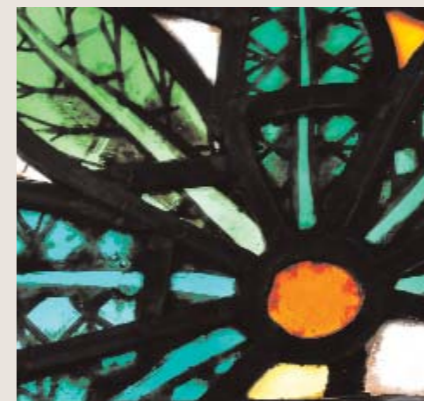
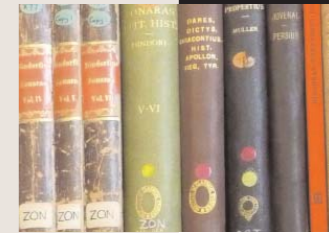
ULRLS comprises eight libraries of the central University – Senate House Library and the School of Advanced Study Institutes' libraries. Together, they provide essential academic support across the Colleges of the federal University, and to wider national and international audiences.

[www.ulrls.lon.ac.uk](http://www.ulrls.lon.ac.uk)

### University of London Union (ULU)

ULU is the federal students' union for students of the University's Colleges and Institutes. It aims to enhance the student experience by providing opportunities for personal and social development as well as an extensive activities programme. From its base in Malet Street, ULU also houses a number of bars, a celebrated live music venue, shops and restaurants. It is also home to a health club and the largest swimming pool in central London.

[www.ulul.co.uk](http://www.ulul.co.uk)



## Estates and Facilities

### Senate House refurbishment

The complex and demanding task of rewiring, refurbishment and restoring Senate House to meet the current needs of the University has occupied the entire year. The focus has been on the completion of South Block, with work completed in time to begin the moves in August 2009; work has progressed simultaneously on the Tower, which is mainly occupied by the bookstacks for Senate House Library, and will now progress to the North Block.

The movement of staff back into Senate House is part of the ongoing strategy of reducing the amount of space the University occupies, thus releasing surplus space to the Colleges and for income-generating occupation by others.

As a result, most staff will be located in either Senate House or the adjoining Stewart House. A result of this physical concentration is that five outlying Georgian houses and a property in Guilford Street formerly occupied by the University can be released for occupation by the Colleges.

### Halls and Housing Services

Reorganisations in 2008-09 saw the creation of an Accommodation Bureau for the University's eight Intercollegiate Halls of Residence, which provides a central point of contact for all Halls accommodation enquiries and administration. This change streamlined the whole application and admissions process to the benefit of students and their Colleges. Thirty new student bedrooms were created during the year by converting redundant space in the Halls.

Housing Services continued to provide much-needed advice and support to over 35,000 students living in the private rental sector. It also offered training for individuals and organisations involved in housing provision and guidance, and a number of publications for landlords and tenants including the annual *London Student Housing Guide*.

### Conferences and events

The refurbished Senate House will offer a diverse range of state-of-the-art meeting rooms in a central and historic London location. In preparation for the reoccupation of the Senate House South Block, the Conferences and Events team was strengthened and a computerised room booking system installed. The team focused on promoting Senate House, and the rest of the Estate, as an events venue. This has resulted in a steady stream of bookings and the team is looking forward to a successful future.

### Environmental issues

The University is working hard to reduce its effect on the environment with a range of measures both large and small. These include:

- Senate House is now floodlit only on special occasions
- University of London Computer Centre has arranged for the automatic shutdown (and start-up too, in some cases) of open-access computers across the Estate
- Lights have been altered to switch off automatically
- The Intercollegiate Mail Service was reorganised, ending the need to employ two vans to deliver post to the Colleges.



*The refurbished Senate House will offer a diverse range of state-of-the-art meeting rooms in a central and historic London location.*

## London Deanery

### Pursuit of excellence

It has been a year of real progress in the pursuit of the Deanery's stated aim of 'Excellence in Education'. High on that list must be the new state-of-the-art London Dental Education Centre (LonDEC), complete with operating microscopes and a full immersion simulated dental surgery, which opened in June 2009.

LonDEC has been developed in partnership with King's College London and is based on their site. It was one of the biggest projects in part supported by the new Simulation and Technology-enhanced Learning Initiative (STeLI). This strategy is nearing completion following investment of £11 million in equipment and training

for senior medical staff, including consultants, who also take on the role as trainers within NHS trusts. This has greatly enhanced the use of simulation in medical and dental education, which aids learning and is beneficial for patient safety. It was encouraging to see the Deanery's efforts commended in the Department of Health's Chief Medical Officer's annual report.

### Quality training in reduced hours

The Simulation Strategy is one of the ways training is being supported in response to the challenges of the working-time directive, which lessens the working hours of doctors. Another is the Faculty Development programme. Trainers will have to train more efficiently and

effectively given the reduced hours. The Professional Development Framework for Supervisors has been well received and will support trainers in their important work, as will having time in their job plans to train, supervise and assess their trainees.

### Regulator's visit

The Deanery was visited in April 2009 by the regulator, the Postgraduate Medical Education and Training Board (PMETB). The full report is on the Deanery's website. In brief, they were commended for: the introduction of trust liaison deans (clinical staff who work with NHS trusts to ensure the quality of education); working to ensure trainers had time for the role; the STeLI project; the training and support of lay chairs and board members; and encouraging trainees to develop guidelines for whistle-blowing.

The Deanery is required to develop clearer processes for supporting doctors in difficulty; enforce more rigorous quality management; require more local action in response to the PMETB National Trainee Survey; and improve systems for involving external advisors in its work.

The numerous successful initiatives detailed in the PMETB report demonstrate that the Deanery, with its medical specialty schools and network of educators in primary and secondary care, is well placed to respond to the many changes and challenges that lie ahead for postgraduate medical and dental education.

[www.londondeanery.ac.uk](http://www.londondeanery.ac.uk)



*It was encouraging to see the Deanery's efforts commended in the Department of Health's Chief Medical Officer's annual report.*

## School of Advanced Study

### Activities

2008–09 was an important year for the School. Strong progress continued to be made in meeting the recommendations set out by Sir Ivor Crewe's review of the School in 2007–08, carried out on behalf of the Higher Education Funding Council for England (HEFCE). The review concluded that the School is a unique centre for research promotion and facilitation in the humanities and social sciences and should continue to receive special funding for a further five-year period.

The School's Strategic Plan, from 2009–10 to 2012–13, was agreed in June 2009. The Plan, which covers the period to the next HEFCE review in 2012–13, identifies strategic objectives and priorities to fulfil the School's national mission.

Two new international consortiums were launched in 2009. The Consortium of Institutes of Advanced Studies, a new initiative bringing together institutes of advanced study in the UK and Ireland, was launched in April 2009. In June 2009, the School launched a Human Rights Consortium, which draws on the School's multi-disciplinary expertise in human rights to bring together researchers, policy makers and practitioners across the UK and internationally to collaborate on a range of activities.

In May 2009, the first in a series of international research workshops was held entitled 'What role do museums play in the globalisation of culture?'. The three-day 'London Debates' workshops brought together invited senior researchers and selected outstanding early career researchers from across Europe to debate a subject of broad concern in the humanities and social sciences.

### Fellowships

During 2008–09, University Research Fellowships were held by Professor Michael Questier (Department of History,

Queen Mary, University of London), Dr Ariel Hessayon (Department of History, Goldsmiths, University of London), and Dr Dilwyn Knox (Department of Italian, UCL).

The School's two Visiting Professorial Fellows for 2008–09 were: Professor Virginia Valian (Professor of Psychology, Hunter College) and the S T Lee Visiting Professorial Fellow Professor David Nelken (Professor of Law, Cardiff University).

Professor David Cannadine was appointed Distinguished Senior Fellow of the School in 2008. In January 2009, Professor Cannadine was awarded a knighthood in the New Year's Honours List for services to scholarship.

### Events

SAS continued to provide a rich programme of activities during 2008–09, with over 1,400 separate events. Conferences were held on a wide range of subjects, including:

- War Crimes: Retrospectives and Prospects
- Turkey and the Byzantine
- Easier Said Than Done: 20 Years of Children's Rights Between Law and Practice
- Russia in Britain, 1880–1940: Reception, Translation and the Modernist Cultural Agenda
- Opera, Exoticism and Visual Culture: The Fin de Siècle and Its Legacy
- Metropolitan History: Past, Present and Future
- The Musical Body: Gesture, Representation and Ergonomics in Musical Performance
- Philosophy and Intellectual Property
- The Making of the President 2008: The Contemporary and Historical Significance of the US Presidential Election
- The Cosmography of Paradise: The Other World from Ancient Mesopotamia to Medieval Europe

Professor Emeritus Peter Marshall, King's College London, was awarded an honorary Doctor of Literature degree at the School's graduation ceremony in December 2008.

[www.sas.ac.uk](http://www.sas.ac.uk)

*SAS continued to provide a rich programme of activities during 2008–09, with over 1,400 separate events.*

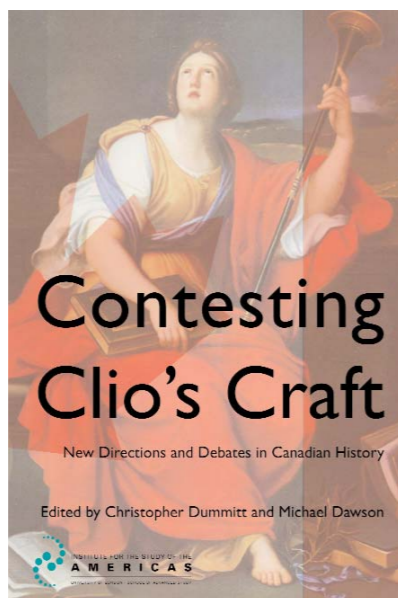


Image cover from *Contesting Clio's Craft* (2009). The School has a large and thriving publishing programme

## The Careers Group, University of London

The Careers Group relies on commercial income to subsidise its services to Colleges of the University. Despite challenging economic conditions, the Consultancy team exceeded last year's revenue by 50%, bringing in £330,000. Successes included a year-long mentoring project at Guy's and St Thomas' NHS Foundation Trust and the Take it Higher website for the South East London Lifelong Learning Network. More support was provided by the new JobOnline graduate vacancies site, which provides constant access to more than 500 graduate vacancies and new professional development courses including 'Profiling Facebook' and 'Blogging for Beginners'.

Staff appeared on BBC 1's Breakfast and Radio 4's Today and The World Tonight news programmes, and commented on graduate employment in many other media. Presentations at conferences were very broad-ranging including social media in careers work, guidance theories, the academic/employer relationship and impact measurement at venues from Johannesburg to Liverpool.

### Prospective students & graduates

Twenty-one institutions, including 14 of the University's Colleges, participated in the London Taster Course Programme, which ran from January to July 2009 and provided the opportunity to sample university life. The 161 courses on offer attracted 7,023 applications, including a successful new session for parents, 'Choosing a University Course During a Recession'. The University's Undergraduate and Postgraduate Open Days, held each year in September and November respectively, attracted 5,750 visitors.

The Graduate Research team surveyed 44,000 graduates from 16 institutions within the University and eight externally. The top three jobs were pre-registration house officer (trainee doctor) and primary and secondary teacher. The average salary was £30,149 for men and £25,801 for women, with only 4% unemployed.



The Mayor of London launches the 'Helping Graduates into Work' website

*Despite challenging economic conditions, the Consultancy team exceeded last year's revenue by 50%, bringing in £330,000.*

### Regional partnerships

The Careers Group collaborated with the London Development Agency to produce a unique online resource for London's job-seeking graduates. The new employment and careers website, Helping Graduates Into Work ([www.london.gov.uk/graduates](http://www.london.gov.uk/graduates)), built on the huge database of London-based destination data that The Careers Group holds. The site was launched by the Mayor of London, Boris Johnson.

### College-based services

King's College London Careers Service engaged students with Facebook groups built around specific labour markets, whilst the Careers Service at Goldsmiths, University of London moved into sparkling new premises. Royal Holloway, University of London employed a dedicated Entrepreneurship Careers Adviser and reorganised its library, reducing paper information and adding an interactive white board.

UCL was awarded £125,000 from the Economic Challenge Investment Fund to provide dedicated career coaching for

2009 graduates. At Queen Mary, University of London, the service led a College-wide audit of work-related learning. Resulting initiatives include an end of Year 1 appraisal for all students and an employability-focused volunteering stream.

Elsewhere, 'Take an Alum for Coffee' at the School of Oriental and African Studies encouraged current students to learn from graduates' experiences. The Specialist Institutions' Careers Service launched an online careers resource and vacancies board for staff, students and alumni of the London School of Hygiene and Tropical Medicine and St George's, University of London. The Careers Service of St Mary's University College, Twickenham became the college's official volunteer hub and held a successful 'employability opportunities' lunch for academics and local businesses.

[www.careers.lon.ac.uk](http://www.careers.lon.ac.uk)

## University Marine Biological Station, Millport

### Governance

During 2008, the University of London engaged in detailed discussions on possible transference of ownership of the Station to the Scottish Association for Marine Science. As part of this process, the University of London took careful note of extensive input from UMBSM stakeholders and the requirements of the Higher Education Funding Council for England and the Scottish Funding Council in relation to fieldwork provision at Millport. In January 2009 it was decided, given the University's investment at Millport, the scientific value of the site and the views of stakeholders, to maintain ownership of the Station.

### Teaching and facilities

The usage pattern was similar to that in previous years with over a thousand students, mainly from the UK, passing through the Station and around 500 other visitors, including specialist training groups, school groups and visiting researchers.

The Station has on-site hostel accommodation, teaching classrooms and a well-provisioned library. Computer facilities for visitors have been improved during the year with an increase in wireless provision. Diving facilities are available for teaching and research, supported by staff divers and a state-of-the-art hyperbaric chamber. This chamber is operated to National Health

Service standards and this year provided treatment to 15 NHS referrals.

Two research vessels support teaching and research requirements and are available for charter. The larger vessel, RV *Aora*, a modern 22-metre vessel with extensive capability, was used for in-house and contract research in the Irish Sea, Clyde Sea and North Sea, with topics as diverse as environmental impact studies, underwater TV-based assessment of scallops and associated species in fished and no-take areas, and investigation of factors affecting the quality of Norway lobsters (langoustines). Construction of a new 11-metre vessel, RV *Actinia*, designed to serve inshore teaching needs, commenced at the beginning of 2009 and is on schedule to replace the 32-year old RV *Aplysia* in November 2009.

The Station continued to operate a specimen supply service to provide marine material for teaching and research, primarily to UK institutions. Two additional accommodation buildings, which provide self-catering flats for postgraduate students, visitors and staff, were renovated during the year. The Station houses a small museum and public aquarium, also used for teaching. The aquarium was completely refurbished during the year by Station staff. The University has commenced a facility upgrading programme which includes site development.

### Research

Research at the Station is carried out by in-house and visiting researchers, with a number of research programmes linking Station staff to researchers elsewhere in the UK and overseas. The main themes are crustacean biology and fisheries (especially Norway lobster), molluscan biology, marine protected areas, historical aspects of marine biology, and planktonic and microbiological studies that relate to aspects of water quality, aquaculture, ballast water and biofouling.



*Research topics included an investigation of factors affecting the quality of Norway lobsters.*

## University of London Computer Centre

ULCC continues to build on the momentum of previous years' successes and endeavours to deliver business-critical IT projects to the central University and win new external business across all its services.

### Hosting and Security

The Hosting team delivered the infrastructure for the Web Portal and Strategic Information Technology Systems for the University of London External System, both crucial projects of strategic importance.

The team also secured hosting contracts for the British Library and European Library, while a virtual desktop environment was also successfully provided for The National Archives. These contracts were worth a combined total of £750,000.

Planning permission was received for a stand-by generator installed in June 2009, allowing ULCC to improve service provision further by enhancing resiliency for customers' digital assets, adding to an already impressive set of security and environmental features in the data centre. This puts ULCC in a strong position to bid for and secure high-profile contracts which require this level of security and resiliency.

The Hosting team replaced the core switch – a critical and important component of the University's network infrastructure – connecting every University desktop computer to the internet. This means that ULCC can provide the University with a far more robust and secure network, minimising any user down-time.

### Preserve and protect

As a result of the introduction of the University's new finance system in August 2008, the Digital Archiving and Preservation team began work on the digital preservation of the old finance records, thus ensuring their future accessibility. Development of an online repository system for images from The School of Oriental and African Studies' Fürer-Haimendorf Collection is under way,

*The e-learning service is going from strength to strength, doubling its customer base from 50 to more than 100 by the end of June 2009.*



Linnean Society butterflies digitised by ULCC

allowing remote access for researchers across the world.

The Digital Archiving team gained accreditation as a secure store for sensitive data, an important step for its ongoing work with the National Digital Archive of Datasets. The Digital Preservation Training Programme received sponsorship from the Digital Preservation Coalition and ULCC digitised wartime advertisements for British Telecom, as well as Imperial College's award winning student newspaper, *Felix*.

### Making it personal

The e-learning service is going from strength to strength, doubling its customer base from 50 to more than 100 by the end of June 2009. ULCC's personalisation of learning framework has gained adherents nationwide and early adopters, such as Redbridge and Barnsley Colleges, reaped the rewards with impressive Ofsted reports.

### Multimedia anyone?

ULCC's integrated media services platform makes it quick and easy for organisations

to create podcasts and stream flash video. The service has been enhanced so that it now offers the ability not only to host and manage podcasts, but to upload video material and stream it online. Customers include King's College London, LSE, City University, University of Sheffield, Dyslexia Action and Number 10, Downing Street.

### Events

October 2008 saw the successful inauguration of the Future of Technology in Education (FOTE) event, part of ULCC's efforts to engage actively with the community it serves, which was attended by more than 300 delegates. Other events included a podcasting seminar with Apple, the e-learning conference 'Moodle Wonderland' and, in July 2009, Mahara UK, the first conference in the UK to promote Mahara, the leading open source e-portfolio from New Zealand.

[www.ulcc.ac.uk](http://www.ulcc.ac.uk)

## University of London External System

Student enquiries, applications, registrations, examinations and graduate numbers were at an all time high during 2008, making the 150th anniversary year an exceptional one for the University of London External System. With new student registrations numbering more than 14,000, the External System's worldwide student population now stands at over 45,000. This reinforces the External System's position as a leader in the provision of high quality education internationally.

### New developments

The success of the External System is due in part to constant innovation. While Economics, Management, Finance and Social Sciences (a partnership with The London School of Economics and Political Science) and the Undergraduate Laws Programme (a partnership with the six law schools within the University) are the most popular options, the External System continues to add to its suite of more than 100 study programmes. Additions this year include an MSc/Postgraduate Diploma in Petroleum Geoscience and a new range of finance-related postgraduate programmes, whilst a Diploma in the Common Law and a Certificate of Higher Education in Philosophy, Religion and Ethics are the latest undergraduate additions.

To support the delivery of its internationally acclaimed study programmes in more than 180 countries, the External System has a Business Transformation Programme scheduled for completion by 2012. This multi-million pound investment will create a more efficient student life cycle and enhance the support available to students.

### VIP visits

Climate change expert, joint Nobel Peace Prize winner and External System alumnus, Dr Rolph Payet, visited us in May 2009.

He delivered a special lecture entitled: 'Countdown to Copenhagen: What Next for Climate Change and Development?' and launched a new study module entitled 'Climate Change and Development'.

In June 2009, the former President of the Republic of Trinidad and Tobago, The Honourable Arthur N R Robinson, attended an External System reception in Port of Spain, hosted by the Dean of the External System, Professor Jonathan Kydd.

### Alumni relations

The Honourable Sir Anerood Jugnauth, President of Mauritius, was guest of honour at an External System Alumni Association reception in Port Louis, which was attended by a diverse range of stakeholders in May 2009.

The External System Alumni Association continues to grow with 18,000 members.



Professor Jonathan Kydd (left) with the Honourable Arthur N R Robinson

These include leading figures in government, business, banking and legal industries. The Association currently has 60 Student Ambassadors, providing advice to new and prospective students, and 20 Chapter Leaders who help organise networking and socialising opportunities with the support of the Alumni Office.

### Key appointment

Andrew Bollington took up his new post as Chief Operating Officer of the External System in June 2009 following the retirement of John McConnell. Andrew has extensive experience of the education sector through his former role as Regional Director and Strategic Planning Director with the International Baccalaureate.

[www.londonexternal.ac.uk](http://www.londonexternal.ac.uk)

The **success** of the External System is due in part to **constant innovation.**

## University of London Institute in Paris

### Academic developments

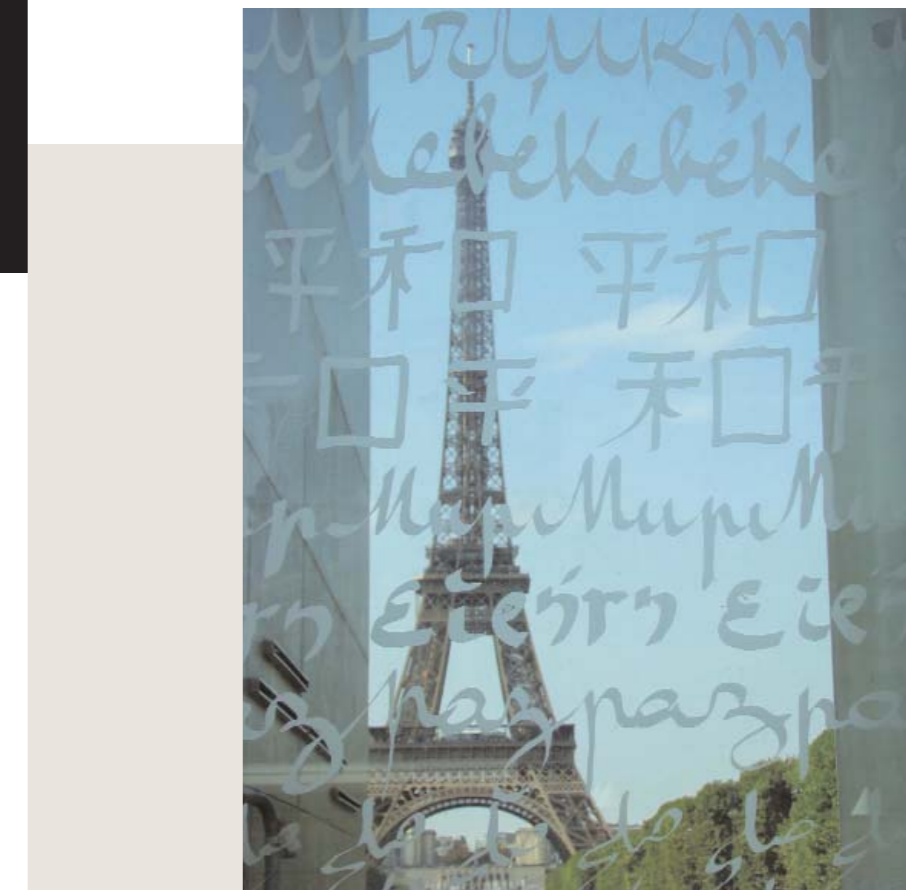
Within the framework of a consortium, established in 2004 with two partner Colleges of the University – Queen Mary, University of London and Royal Holloway, University of London – ULIP increased undergraduate modules from 20 to 24 in 2008–09. There is strong demand for these modules, with two students applying for each of the 60 places available on the BA in 2009–10.

Two new second and third year level history courses have been developed by Dr Simon Kitson, ULIP's Director of Research and an expert on the occupation of Paris. At postgraduate level, the Master's degree entitled 'Paris: History and Culture' has continued to attract more students than in previous years. This course draws on world-leading expertise from within the Consortium and is establishing a growing international reputation for excellence. ULIP now has a thriving community of PhD students working on topics such as the French postcolonial experience, the history of Situationism, the letters of Colette Peignot and the gender politics of the Parisian avant-garde.

### Research programmes

A major international conference, 'Naked Lunch at 50', took place at ULIP in July 2009, celebrating the 1959 publication in Paris of William Burroughs' landmark novel, *Naked Lunch*. The event was jointly sponsored by ULIP and The David Bruce Centre for American Studies at Keele University. A collection of essays, edited by Professor Oliver Harris of Keele University (and including work by ULIP staff), has been published by Southern Illinois University Press and was launched at the conference, which attracted major speakers from around the world.

The conference *Génétique et Culture Française*, organised by Dr Louise Lyle (ULIP) and Dr Douglas Morrey (University of Warwick), was held at the Institute of



*At postgraduate level, the Master's degree entitled 'Paris: History and Culture' has continued to attract more students than in previous years.*

Germanic & Romance Studies in July 2009. Dr Lyle secured the participation of internationally renowned geneticist, broadcaster, author and Honorary Director of the Institut National de la Santé et de la Recherche Médicale, Professor Jacques Testart, whose plenary was chaired by Consortium colleague, Professor Colin Jones (Queen Mary, University of London). Funding for the conference came from the French Embassy in the UK and the Society for French Studies. A book, edited by Dr Lyle and Dr Morrey, has been proposed from the conference proceedings.

The conference 'Performing Tangier', sponsored by ULIP in partnership with Moroccan, UK and US universities, took

place in Tangier, Morocco in May 2009. Professor Andrew Hussey, the Dean of ULIP, chaired a plenary session with Professors Mohamed Laamiri (Rabat), Hassan Ouraid (Casablanca), and Erika Fischer (Berlin).

Together with the British Council (London and Morocco), ULIP led on 'Médi-Café: The Trans-Maghreb Creative Writing Project 2008–09' in collaboration with the Universities of Durham and Sheffield; a conference took place in Tunis in February 2009.

[www.ulip.lon.ac.uk](http://www.ulip.lon.ac.uk)

## University of London Research Library Services

### Sustainable future secured

2008–09 saw the outcome of the various reviews that have dominated the library agenda in recent years. In May 2009, the Board of Trustees approved a recommendation from the Collegiate Council that ULRLS should continue as a collectively owned and shared library resource, managed on behalf of the Colleges by the University.

A five-year plan will take effect from the 2009–10 academic year to implement a range of measures, which include:

- a reduction of Library space in 2010 following the completion of the refurbishment and upgrading of Senate House facilities;
- a reduction in the federal print holdings by de-duplication, deselection and removal to store, as part of an agreed Collection Development Strategy, providing efficiencies for Colleges and potential savings;
- a gradual shift to increased reliance on e-resources and digitised materials;
- Service Level Agreements (SLAs) with Colleges and SAS, including the development of consortia for the purchase and delivery of e-resources; for collection development/management; and for digitisation/preservation of archives and special collections;
- a new Library Strategic Planning Board, reporting to the Collegiate Council, responsible for the development and implementation of the Strategic Plan.

### Making a move

The library facilities within Senate House will be greatly enhanced as a result of the rewiring and refurbishment of the building. The main focus during the year was the South Block, although from January 2009 work took place simultaneously on the Tower, which houses much of Senate House Library's bookstacks, starting with floors 16 to 19 and working downwards.

By the summer of 2009, the next phase of moves was ready to take place. Among those moving into the refurbished facilities

in South Block will be the Institute of Classical Studies Library, certain collections of Senate House Library and the Digital Resources Centre. Temporary library facilities will operate in the Senate House North Block as the refurbishment work continues.

### Acquisitions and achievements

Senate House Library holds an impressive range of Special Collections, rare books and archives. A notable addition during 2008–09 was the facsimile of the *Macclesfield Psalter*, which was published in November 2008. The facsimile is a faithful reproduction of this 14th-century prayer book, held at the Fitzwilliam Museum, Cambridge.

The Institute of Advanced Legal Studies Library was awarded the prestigious Halsbury's Award for the Best Legal Information Service (Non-Commercial Sector) 2009 by the LexisNexis Halsbury's Awards in association with the British and Irish Association of Law Librarians.



*A five-year plan will take effect from the 2009–10 academic year.*

A project to merge the Latin American collections of Senate House Library and the Institute for the Study of the Americas Library was completed. The integrated collection will be available to all library users following the move of the Institute's Library into Senate House.

### All change

Three members of staff left the ULRLS team with over 70 years service at Senate House Library between them: David Pearson, Director of ULRLS, who at the end of April 2009 took up a new post as Director of Libraries, Archives and Guildhall Art Gallery Department with the City of London; Ross Woollard, History subject librarian; and Steve Clews, Information Systems Manager, who retired.

[www.ulrls.lon.ac.uk](http://www.ulrls.lon.ac.uk)

## University of London Union

2008–09 followed on from the financial success of the preceding year with an increased financial surplus. This enabled ULU to start its ground-floor development in June 2009, ready for the return of students in late September. The contemporary-styled development opens up the circulation spaces and provides an expanded seating and cafe area.

### Governance

ULU's Board of Trustees continued to play a key part in the ongoing development of ULU and worked closely with staff. ULU's medium-term future is more secure after the University's Board of Trustees at its meeting in January 2009 confirmed the decision to grant ULU a five-year lease on the ULU building. Representation from the Colleges' Students Unions was effectively communicated to the ULU Board of Trustees via the ULU Senate, which consists of an elected officer from each College.

### Celebrating achievement

In May 2009, the annual Laurels awards ceremony was held which recognises students' contributions to ULU and its activities. The ceremony was again presided over by the Warden of the Laurels and Director of The Careers Group, Anne-Marie Martin. Major Phil Packer received the William Ross Murray Award for his extraordinary courage and selfless determination.

The annual Purples Ball was held on 18 March, with 26 Full Purples and nine Half-Purples awarded to the University's top sportsmen and sportswomen. The title of Sportsman of the Year was awarded to Jonathan Quinn, from the University's Swimming Club, in recognition of his success in national competition, including bronze and silver medals in British university championships; Philippa Sprake



*Approximately four thousand students participated in the 38 league and 24 cup competitions run by ULU last season.*

was named Sportswoman of the Year for her outstanding captaincy of the ULU Lifesaving Club and her individual success at international championships. She was the only female student competitor to reach the final of her event and, under her captaincy, the team reached 21st place in the world rankings. The event was hosted by former Olympic hockey player and UCL graduate, Rob Thompson, who is the Warden of the Purples.

### Intercollegiate League Programme

ULU continued to provide its highly valued flagship intercollegiate sports league competition and cup programme again in

2008–09. Approximately four thousand students participated in the 38 league and 24 cup competitions run by ULU. The London Business School entered into the ULU Cricket League for the first time and the year also saw the creation of the ULU Invitational Cricket Team, composed of students from small and specialist college such as Birkbeck, University of London, School of Oriental and African Studies and The Royal Veterinary College.

[www.ulul.co.uk](http://www.ulul.co.uk)

## Our year in figures

### Overview

Compared to the previous year, the University's total income in 2008–09 increased by 0.4%. However, total income for 2007–08 included a 'one-off' surplus of £7.6 million from the disposal of an investment property. Excluding this, the underlying increase from £136.1 million to £144.3 million was 6.0%.

Set against this adjusted increase in income, total expenditure increased by 2.0%. Therefore, the underlying performance of the University was much improved; margins were increased and efficiency gains secured. This enhanced performance particularly stemmed from increased income from the External System and the University's residences and catering.

Staff costs were constrained during the year and, excluding the Deaneries and London Higher, full-time equivalent staff numbers fell from 814 to 767. The University's staff costs, therefore, expressed as a percentage of income (excluding the Deaneries and London Higher), reduced from 34.1% (on income of £97.4 million) to 33.1% (on income of £102.3 million).

### Capital expenditure

The University has continued to invest consistently in improving and upgrading its teaching and research infrastructure, its student facilities and its estate generally. Over the last five years expenditure has averaged in excess of £25 million per annum. In July 2009 the University, pending the completion of certain anticipated asset sales during 2009–10, arranged a further £10 million borrowing by way of an unsecured facility repayable in October 2010 which bears a variable rate of interest set at 1.0% above the London Interbank Offered Rate.

Cash and short term deposits at 31 July 2009 amounted to £12.6 million, down by £4.8 million from the previous year, reflecting the impact of the capital expenditure programme whereby costs have been incurred in advance of the pending property realisations which are anticipated to total some £15 million.

### Endowments

On a total return basis, the performance of the endowment investments for 2008–09 was a negative return of 7.8% (compared to the Fund's benchmark which showed a negative return of 2.0%). This was disappointing but, nevertheless, on a five-year basis, the return of 6.2% is substantially in line with the benchmark of 6.4%. As at 31 October 2009 the value of the endowment funds has increased by some 11% to £60 million, which reflects the performance of the underlying investments since the balance sheet date.

### Investment properties

The University's investment properties were professionally valued as at 31 July 2009 by Knight Frank, Chartered Surveyors. This has resulted in an uplift to their carrying value of £6.4 million to £27.7 million (ie an increase of 30.2%).

### Outlook

The imperative is to secure financial sustainability. Whilst real and tangible progress has been made, substantial challenges remain to be met and are at the forefront of our endeavours.

**The full report and financial statements for the year ended 31 July 2009 were approved by the Board of Trustees on 1 December 2009.**

**Copies may be obtained from the Director of Finance or the University's website ([www.london.ac.uk](http://www.london.ac.uk)).**

### Financial information

	2009 £M	2008 £M
<b>Consolidated income and expenditure account</b>		
<b>Income</b>		
Funding body grants	12.7	12.3
Tuition fees and educational contracts	38.4	34.8
Research grants and contracts	3.0	3.8
Other income	87.4	82.1
Endowment and investment income	2.8	10.7
	<b>144.3</b>	<b>143.7</b>
<b>Expenditure</b>		
Staff costs	49.2	48.6
Other operating costs	89.8	86.5
Interest payable	1.8	2.2
Depreciation	4.1	4.9
	<b>144.9</b>	<b>142.2</b>
<b>Operating (deficit)/surplus for the year</b>	<b>(0.6)</b>	<b>1.5</b>
<b>Consolidated balance sheet at 31 July</b>		
Fixed assets	153.6	140.4
Investments	31.0	25.1
Endowment investments	54.3	60.6
Current assets	20.0	24.4
Current liabilities	(32.7)	(32.3)
<b>Total assets less current liabilities</b>	<b>226.2</b>	<b>218.2</b>
Long term liabilities and provisions	(61.6)	(51.2)
<b>Net assets</b>	<b>164.6</b>	<b>167.0</b>
Deferred capital grants	19.0	18.8
Endowments	54.3	60.6
Revaluation reserve	28.3	22.3
General reserve	63.0	65.3
<b>Total funds</b>	<b>164.6</b>	<b>167.0</b>
<b>Consolidated cash flow statement</b>		
Cash from operations	0.6	1.3
Returns on investment and servicing of finance	1.0	20.7
Capital expenditure	(16.2)	(14.2)
Management of liquid resources	(0.3)	(8.0)
Financing	9.8	8.8
<b>(Decrease)/increase in cash</b>	<b>(5.1)</b>	<b>8.6</b>

## About us

**The University of London is a federal University and is one of the oldest, largest and most diverse universities in the UK. Established by Royal Charter in 1836, the University is recognised globally as a world leader in Higher Education.**

**It consists of 19 self-governing Colleges of outstanding reputation, together with a number of prestigious Central Academic Bodies and Activities.**

### Colleges

Birkbeck, University of London  
The Central School of Speech and Drama  
Courtauld Institute of Art  
Goldsmiths, University of London  
Heythrop College  
The Institute of Cancer Research  
Institute of Education, University of London  
King's College London  
London Business School  
The London School of Economics and Political Science  
London School of Hygiene and Tropical Medicine  
Queen Mary, University of London  
Royal Academy of Music  
Royal Holloway, University of London  
The Royal Veterinary College  
St George's, University of London  
School of Oriental and African Studies  
The School of Pharmacy  
UCL

### Central Academic Bodies

School of Advanced Study  
Institute of Advanced Legal Studies  
Institute of Classical Studies  
Institute of Commonwealth Studies  
Institute of English Studies  
Institute of Germanic & Romance Studies  
Institute of Historical Research  
Institute of Musical Research  
Institute of Philosophy  
Institute for the Study of the Americas  
Warburg Institute  
University Marine Biological Station, Millport  
University of London External System  
University of London Institute in Paris

### Central Activities

Central and Administrative Support Services  
Intercollegiate Halls of Residence  
London Deanery  
The Careers Group, University of London  
University of London Computer Centre  
University of London Housing Services  
University of London Research Library Services  
University of London Union