

Annual Report 2009–10
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**ANNUAL REPORT 2009–10
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

Front cover: The Senate Room – then and now

When Senate House opened in 1936, the 55-member Senate – including heads of Colleges and representatives of teachers in the faculties and of the graduates in Convocation – was the University's supreme governing and executive body. It met in the grand surroundings of the Senate Room, its ceiling of South American cypress, its walls lined with English walnut. Today the refurbished room is available for everything from formal meetings to training sessions and filming.

Photo by Lloyd Sturdy.

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Welcome

It is a great privilege to succeed Sir Graeme Davies as Vice-Chancellor of the University of London. Sir Graeme achieved a huge amount in his seven years in office and the University owes him a great debt. He established the firm foundations on which the future of this world-leading institution will be built and he travelled and campaigned tirelessly to further the University's worldwide reputation for excellence.

My time as Warden of Goldsmiths, University of London coincided with the last five years of Graeme's time in office. I remember the patient and skilful way in which he led the discussions to modernise the governance structure of the University and to bring it into line with its federal character. The process was not always easy, and it was Graeme's wealth of experience and consultative style that helped him carry the support of the Colleges and others for what we now recognise to be a momentous change for the University.

What I had not realised before taking up the role of Vice-Chancellor in September 2010 was that I was to be the 50th person to hold the post, a clear indication of the University's longevity and historic importance. However, I am also convinced of the University's continued relevance and that some of its most important times are yet to come.

From its inception, the University of London has been made up of a group of independent Colleges whose individual character and achievements have given us added strength and flexibility. The tough times that lie ahead for the whole of the higher education sector make the federal nature of the University of London even



The tough times that lie ahead make the federal nature of the University even more important.

more important. There is, for example, much talk of shared support services and academic collaboration as a way forward for universities – well, this is something that the University of London already does extremely well and on a very substantial scale. This Report shows just how substantial that collaboration is.

Adapting to changing times, and the evolving requirements of our constituent Colleges, has always been one of the great strengths of the University. Our current five-year Strategic Plan gives us a very clear path and direction, which will ensure that we continue to stand for excellence in everything we do, from academic achievement to shared service provision. The pages of this Report show the many different ways in which the varied components of the University, both the Central Academic Bodies and Central Activities, are working together to achieve these goals.

The size, scope and role of the University of London has changed much in the nearly 175 years since it was founded. In its early days the University's offices were located in Somerset House on the Strand in London. They outgrew a handful of different homes before coming to rest in their current location in Bloomsbury, which includes the

impressive portals of Senate House, which opened in 1936. This building, like the rest of the University, is changing to meet modern needs and the current refurbishment and enhancement of its facilities is detailed on page 6.

What has not changed in all this time is the quality and commitment of the staff. The University now encompasses an extremely wide range of talented individuals, from world-leading academics to experts in computer digitisation and procurement professionals. The diversity and talent of the 700 or so staff that comprise the central University is one of its core strengths. A snapshot of this talent is portrayed on page 8.

It is a great privilege to have been appointed to succeed Sir Graeme as Vice-Chancellor of such a prestigious institution and to capitalise on the work he did to secure our collective future.

Geoffrey Crossick

Professor Geoffrey Crossick
Vice-Chancellor

If the first year of the Board of Trustees' existence was spent on a steep learning curve as we got to grips with our roles and the unique challenges facing the University and its Colleges, the second year has seen us get into our stride with growing assurance.

The balance of perspectives and skills represented on the Board of Trustees – which includes both independent and academic members – has served us well as we have discussed and debated an extremely wide range of issues. These have ranged from the University's finances, its various strategic plans and the refurbishment of Senate House to management of the Estate, the spending challenge and the preparations for the next Quality Assurance Agency review in 2011.

I have been pleased to see a raft of senior appointments during the year that amply demonstrate the University's strength and standing. These include Professor Geoffrey Crossick, former Warden of Goldsmiths, University of London, as the University's Vice-Chancellor; Christopher Pressler as Director of the University of London Libraries, where he oversees one of the country's top five humanities collections and a renowned international learning resource; and Professor Peter Mack, on secondment from the Department of English and Comparative Literary Studies,



Credit: Debra Hurford Brown/HLF

Warwick University, as the eighth Director of the Warburg Institute, which includes an archive, library and photographic collection dedicated to the study of the classical tradition.

A year of new appointments has also inevitably seen some departures. Firstly, Professor Geoffrey Crossick left the Board in April 2010 when he stepped down as Warden of Goldsmiths, University of London. He was succeeded on the Board by Professor David Latchman, Master of Birkbeck, University of London and as Deputy Vice-Chancellor by Professor Paul Webley, Director and Principal of the School of Oriental and African Studies.

Secondly, on 31 July 2010, Charles Perrin finished his term of office as one of the nine independent members of the Board of Trustees. As well as his professional attributes as a qualified barrister and former Chief Executive of the merchant bank Hambros Bank Ltd, Charles brought to the role that most valuable of assets: continuity.

Charles' service to the University is legendary: he was a member of the University of London Council since its inception in 1994–95 and, at various times, a member of the Estates, Finance, Investments, Honorary Degrees, and Nominations and Remuneration Committees. He personifies the twin aspects of continuity and adaptability that have enabled the University to flourish over the decades.

It was vitally important to the University that Charles' vast experience and knowledge in so many areas was not lost during the transition to, and embedding of, the new governance arrangements in August 2008. His diligent and conscientious approach to Committee, Council and Board work, combined with his impressive knowledge and intellect have been of huge benefit to me personally, as well as three Vice-Chancellors and two Directors of Finance.

The issues that will be put before the Board of Trustees in the coming year will be as varied as those we have seen to date. They will reflect the profound changes currently affecting higher education as well as our evolving priorities; but whatever the issues, I am confident that the University's robust governance structure is ideally placed to handle them.

Jenny Abramsky

Dame Jenny Abramsky
Chair of the Board of Trustees

Our balance of perspectives and skills has served us well as we have discussed and debated an extremely wide range of issues.

Fulfilling our strategic aims

Aim 1 Academic excellence

- Launched a new research vessel to enable the delivery of improved marine biology fieldwork teaching and research
- Enhanced fellowship opportunities for outstanding visiting researchers
- Active at major conferences worldwide

Aim 2 Highly effective services

- Expanded the Housing Advice Service to provide an improved service to the Colleges
- Facilitated the provision of University of London theses to the British Library's online digitisation project
- Installed state-of-the-art careers service management system to enhance and measure employer-student contact

Aim 3 Financial sustainability

- Sold licences for our graduate destinations database to a broad range of Higher Education Institutions
- Increased revenue from conference and events based around refurbished meeting rooms
- Provided a wide range of computing services to an expanding customer base across the UK

Aim 4 Regional, national and international roles

- Improved the delivery of more than 100 study programmes to 50,000 students worldwide through the External System
- Ran an events programme that maximised intellectual outreach to the academic and non-academic sectors
- Became a Holder Institution of the UK Research Reserve, a collaborative and coordinated approach to safeguarding print journals

Aim 5 Workforce

- Improved staff skills and performance through the introduction of a new staff competency framework
- Accredited to deliver the internationally recognised qualifications from the Chartered Management Institute

Building for the future

On 26 June 1933, on a plot of land opposite the British Museum bought with a donation from the Rockefeller Foundation, King George V laid the foundation stone for Senate House. Three years later, a century after the University was granted its first Charter, the building welcomed its first occupants. After decades of wandering, in which it occupied five different buildings, the University of London finally had its first permanent home.

Senate House, from its Portland Stone-clad exterior to its carefully co-ordinated interiors, was designed by Charles Holden, who had made a name for himself with his work for London Underground. Senate House is his mature masterpiece intended, as described by former Vice-Chancellor Sir William Beveridge, as 'something that could not have been built by any earlier generation than this, and can only be at home in London.'

In this Holden succeeded. From the tip of its 209-foot-high Tower, making it the tallest secular building in London upon completion, to its tile-clad basement, the building was the epitome of 1930s modernity. As well as the University's world-famous library, whose book stacks were located in the Tower, the building contained administrative offices and meeting rooms. In these, according to a contemporary source, 'electric light, bell, and telephone positions can be varied without disfigurement'. It was the first large-scale building in the country to be heated by electricity, using an early form of storage heater. The offices were naturally ventilated, but an early form of air conditioning was installed in the main public rooms.

Refurbished, rewired, restored

After 70 years, in which time Senate House was taken over by the war-time Ministry of Information, Holden's Grade II* listed masterpiece was in need of attention. The £55 million refurbishment, which

South Block refurbishment: the facts & figures

- The refurbishment covered a combined floor area more than double that of St Paul's Cathedral
- The total area decorated was greater than 22 Wembley pitches
- The work involved replacing 1,513 heaters, providing 1,562 new electrical sockets, creating 3,904 new data IT points and installing 1,048 fire alarm detector heads
- If laid end to end, the length of library shelving refurbished would stretch from here to Windsor Castle

- Enough carpet was removed to cover the turbine hall at Tate Modern five times
- The total length of new cable installed was enough to run from Senate House to Edinburgh University, with room to spare
- The refurbishment involved removing and reinstating the Travertine panels from the heating units. If laid end to end they would form a metre-wide marble pavement running from Senate House to the Chancellor's offices at Buckingham Palace

The refurbishment has allowed the University to improve the functionality and efficiency of the space it occupies.

began in 2006, is the largest programme of works undertaken by the University since Senate House opened. The works are divided into four, interlocking phases, including the installation of state-of-the-art switch gear and new transformers in the basement; the enhancement of the library floors and Tower; and, still to come, the refurbishment of the North Block. The largest part of the works centred on the building's South Block, providing it with modern, upgraded and more-cohesive office space, improved meeting and teaching facilities and new and enhanced library resources.

Fit for purpose

By the time staff moved back into South Block in August 2009, both Senate House and the University were very different from their 1930s' selves. The Senate and Council have given way to a modern, stream-lined governance structure; the cypress- and walnut-lined rooms built to house these bodies and their attendant committees now offer modern meeting and function

space. The University's work of overseeing examinations has evolved into the provision of a wide range of value-added activities and services to the 19 Colleges in the University and beyond, services ranging from distance learning and research facilitation to career development advice and information technology solutions.

The refurbishment of Senate House has allowed the University to rationalise and improve the efficiency and cost-effectiveness of the space it occupies. Whereas it originally housed approximately 165 staff, the building, along with the neighbouring Stewart House – built on the site originally intended for a grand Ceremonial Hall – now houses some 700. The concentration of staff into these two main buildings not only has brought with it gains from physical proximity, but also has released outlying buildings for income-generating occupation by others. Holden's 20th-century masterpiece is now equipped for the next stage of the University's evolution.

A page from the past

'The Tower on the ground floor serves as a large open vestibule giving access to the Senate House to the south and to the Institute of Education, School of Slavonic Studies and, in the future, also to the Institute of Historical Research to the north. This vestibule is lined with Portland stone and paved in Travertine marble. The clerestory lights are fitted with wrought iron grilles and the doorways with wrought iron gates.

'The Senate House is entered through the Tower by an entrance hall from which two large lifts serve all floors in the Senate House and the main floors of the University Library. From the lift Hall the visitor passes into the main Hall at the end

of which is the grand staircase leading to the first floor where are situated the rooms for the Vice-Chancellor and Principal, the Chairman of Convocation and the Chairman of the Court; the Court room, Senate Room and the principal administrative offices of the University.

'The Hall and grand staircase are lined throughout in polished Travertine marble, the floor being of unpolished Travertine. A wrought-iron and bronze balustrade is carried around the Gallery. The ceiling is moulded in plaster, with shallow coverings, and the London plane tree leaf supplies the chief decorative motif.'

The Senate House and Library (University of London, June 1938)



Our people

Carl Grindrod

*Senior Management Accountant,
Finance*

Behind the University's diversity is a common goal to ensure the University's future is secure and successful. I feel I can help by providing accurate, up-to-date financial information to inform decision making at all levels, while the common systems and controls we have in place ensure effective financial management.

Gundi Nabi

*Head of Student Assessment,
University of London External System*

We are a team of 24 and responsible for ensuring the smooth running of the huge variety of examinations held in more than 600 examining centres worldwide. We work tirelessly to provide a top service to our students and colleagues both within and outside the University.

Christina Rensburg

*Office Co-Ordinator, Housing
Services*

With more than 35,000 students from across the University using our services, I need to ensure that all our systems are running smoothly so that the rest of the team can carry out their responsibilities effectively. Tasks range from handling College, student and public enquiries to organising events.

Rosalind Sector

Deputy Head, Central Secretariat

My team's job is to maintain an efficient and effective governance structure so that the committees can make decisions that are in the best interests of the University. Our work includes committee servicing, risk management and other corporate governance work.

Leroy Clarke

Pensions and HR Manager

I love meeting people so this role is ideal and it offers a good mix of dealing with both HR and pension issues. I need to keep up with ever-changing legislation, but this enables me to make a professional and effective contribution to all aspects of the University's work.

Steven Whittle

*Information Systems
Manager, Institute of
Advanced Legal Studies*

My job combines service management and development roles, helping us provide important national online services for law. It's very rewarding to help legal researchers worldwide obtain the hard-to-find but essential foreign, international and comparative law materials they need to support their work.

Rory McNicholl

*Lead Developer, Digital Archives
and Repositories, ULCC*

Digital archives and repositories are increasingly important both inside and outside the academic sector. Our wide range of clients means that on the same day I might be working with centuries old botanical samples and complex government datasets, as well as sharing ideas with leading developers nationwide.

Rewind 2009-10



November
The London Deanery's Simulation and Technology-enhanced Learning Initiative (STeLI) wins the Health Service Journal (HSJ) National Patient Safety Award; the HSJ's awards are the most prestigious awards for the healthcare sector.

September
Intercollegiate Halls staff prepare for the new term's intake of 3,000 students.

November
Professor Charles Kuen Kao, a former University of London External System student, jointly wins the Nobel Prize in Physics for 'groundbreaking achievements concerning the transmission of light in fibres for optical communication'.

February
The University of London Computer Centre commences work with UCL on the Bentham Papers Transcription Initiative, providing the customised software to collect outputs from the crowdsourced transcription project.



April
The University of London Computer Centre welcomes over 250 delegates, from as far afield as Australia, the USA, the Caribbean and Lebanon, to MoodleMoot 2010.

June
Jules Winterton, IALS Associate Director (pictured left above), and Steven Whittle, Information Systems Manager, both receive awards from the British and Irish Association of Law Librarians at the Association's annual conference.

16-18 June
Dr Simon Kitson of the University of London Institute in Paris gives a talk on the Resistance in Paris at the London conference, attended by President Nicholas Sarkozy and Prime Minister David Cameron, to commemorate the 70th anniversary of de Gaulle's speech calling on the French to continue to resist after their defeat.

2 July
The Centre for Metropolitan History at the Institute for Historical Research is awarded a £60,000 grant by the Clothworkers' Company to fund a one-year research project, 'People, Property and Charity: The Clothworkers' Company, 1500-1750'.

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



August
A steady stream of people, furniture, books and equipment move into the refurbished South Block of Senate House.

September
The London Deanery marks the completion of training for the UK's first doctors in sport and exercise medicine.

30 October
University of London Computer Centre's e-repository team make 10,000 rare, anthropological images from SOAS's Fürer Haimendorf online collection available to researchers and the general public.

© SOAS; N Haimendorf



14-15 November
The University of London Union's Sailing Club successfully hosts one of the major competitions in the racing calendar, the London 6 Pack at the Welsh Harp Reservoir in Brent.



January
RV *Actinia*, UMBSM's 11m inshore research vessel, is launched and gets as far as a secure marina in the Caledonian Canal before the winter freeze immobilises boat traffic. It remains ice bound for two months before being able to complete its journey to Millport.

22 February
London Fashion Week transforms Senate House into a catwalk to display the new collection of the fashion designer Erdem Moralioglu.

March
A selection of books from the M S Anderson Collection – comprising about 3,000 printed volumes relating to Europe's changing awareness of Russia – goes on public display in Senate House Library.



May
Almost 32,000 external students start undertaking examinations in more than 400 centres across the world.

June
David Willetts MP, Universities Minister, cites the External System, which enables 50,000 students to be educated without government funding, as an alternative model to be considered for higher education provision.



23 & 24 June
The Summer Guardian London Graduate Recruitment Fair from The Careers Group takes place at the Business Design Centre in London attracting more than 4,700 visitors.

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.

12 January 2010

The Chancellor officially opened the £2 million Molecular Beam Epitaxy (MBE) Laboratory of the Department of Electronic and Electrical Engineering, UCL.

The purpose of the advanced ultra-high vacuum MBE research facility, the first in central London, is to create new and improved devices using special materials built by controlling their structure atom by atom.

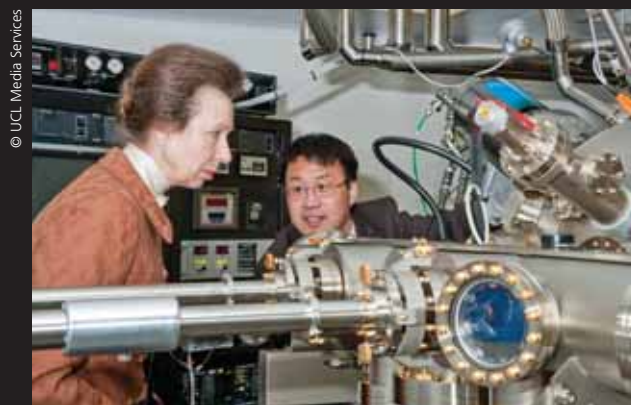
MBE is used worldwide for growing a wide range of high-quality complex semiconductor structures for electronic and photonic devices, including high-speed transistors, light-emitting diodes, high-efficiency solar cells, and solid state lasers.

24 February 2010

The Chancellor visited the UCL Eastman Dental Institute to open a new clinical skills training facility for dental professionals.

The state-of-the-art facility includes a laboratory, seminar room and clinical chairs with the latest equipment including microscopes, digital radiography and a cone beam scanner.

UCL Eastman CPD is the Institute's lifelong learning department, offering an extensive range of didactic, hands-on and e-learning courses to support all dental professionals throughout their careers.



© UCL Media Services

5 May 2010

The Chancellor opened the £10 million Cicely Saunders Institute of Palliative Care, which improves the way care is given to the dying, at the Denmark Hill Campus of King's College London.

The world-class research and care Institute brings together, for the first time in one building, clinicians, educators and researchers in palliative care, as well as facilities for patients and carers.

This pioneering Institute was named in honour of Dame Cicely Saunders who is recognised the world over as the founder of the modern hospice movement.



6 July 2010

The Chancellor presided over a dinner in Senate House in honour of Sir Graeme Davies to mark the end of his seven-year tenure as Vice-Chancellor, University of London.

In her speech, the Chancellor reflected on the many varied, University-wide engagements they had attended together since 2003 including the annual Foundation Day ceremony. She also recounted some of Sir Graeme's many achievements:

- travelling the world in support of the University in general and the External System in particular, attending numerous meetings and graduation ceremonies from Accra to Singapore;
- ensuring the smooth and harmonious entry of the Central School of Speech and Drama into the University of London federation and the orderly withdrawal of Imperial College;
- overseeing the successful introduction of a new governance structure and the creation of a five-year strategic plan;
- overseeing the major refurbishment and restoration of Senate House.

The Chancellor unveiled a portrait of Sir Graeme, by the artist Bryan Organ, which now hangs in Senate House.

Foundation Day 2009

Foundation Day, held in Senate House on 25 November, 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 five honorary degrees.



Professor Sir Graeme Catto
Doctor of Science (Medicine)

Graeme Catto is a Scottish physician. His career includes being Dean and Vice-Principal at King's College London, Pro Vice-Chancellor of the University of London and President of the General Medical Council. He was knighted in 2002 for services to medicine and medical education.



Professor Robert W Fogel
Doctor of Science (Economics)

Robert William Fogel is an economist at the University of Chicago Booth School of Business. Renowned as one of the original proponents of cliometrics (the application of quantitative methods to the study of economics and history), he received the 1993 Nobel Prize in economics.



Professor Dame Julia Goodfellow
CBE
Doctor of Science

Julia Goodfellow is Vice-Chancellor of the University of Kent and Chair of the British Science Association. She was Chief Executive of the Biotechnology and Biological Sciences Research Council and received a CBE for services to biosciences in 2001. She was previously Vice-Master at Birkbeck, University of London.



Mr Nicholas Hytner
Doctor of Literature

Nicholas Hytner is the Director of the National Theatre in London. He has directed widely, including Royal Shakespeare Company, opera and West End productions. His films include *The Madness of King George* and *The History Boys*.



Mr Richard Serra
Doctor of Literature

Richard Serra is a major international artist living and working in New York City and Cape Breton, Nova Scotia. He has produced unparalleled large-scale, site-specific sculptures for architectural, urban and landscape settings and his sculptures are in major museum and private collections worldwide.

Our activities

The Central Academic Bodies and Activities of the University of London, as distinct from the 19 autonomous Colleges within the Federation, enhance the academic excellence of the federal University and deliver highly effective, value-added services to the Colleges, while ensuring the financial sustainability of all their operations.

CENTRAL ACADEMIC BODIES

School of Advanced Study (SAS)

The School of Advanced Study 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 research institutes offering academic opportunities, facilities and stimulation across, and between, a wide range of subject fields in the humanities and social sciences 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. The School also hosts a cross-disciplinary centre: the Human Rights Consortium.

www.sas.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/marinestation

University of London External System

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

Following extensive consultation, and in response to student feedback, the name of the External System is changing to the University of London International Academy. From August 2010, the University of London International Academy (the Central Academic Body) collaborates with the Colleges of the University to develop and deliver the University of London International Programmes.

www.londoninternational.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

CENTRAL ACTIVITIES

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 contribute to the public benefit by enabling individuals to maintain job satisfaction throughout their working lives.

www.careers.lon.ac.uk

Estates and Facilities

Estates and Facilities is responsible for all aspects of the operation, management, maintenance and development of the University of London Estate, which encompasses a wide range of both occupied and leased properties. It 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 over 13,000 doctors and dentists across the capital and beyond.

www.londondeanery.ac.uk

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



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

University of London Union (ULU)

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

www.uluc.co.uk



School of Advanced Study

Activities

2009–10 was an important year for SAS. Having met the recommendations made 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), we turned our attention to implementing the School's Strategic Plan 2009–10 to 2012–13, which covers the period to the next HEFCE review.

The Plan identifies strategic objectives and priorities to fulfil our national and international research promotion and facilitation role for the humanities and social sciences. Key strategic objectives, underpinned by excellent research and high-quality publications, include:

- **The continued development of innovative digital resource provision.** Planned upgrades continued to be made to PhilPapers, a collaboration between the Institute of Philosophy and the Centre for Consciousness in the Australian National University which provides a comprehensive index of the literature in philosophy.
- **Enhanced fellowship opportunities for outstanding visiting researchers.** The first NZ–UK Link Visiting Professorship, in collaboration with the University of London and to be undertaken at the School, was awarded in April 2010 to Professor Margaret Wilson, Professor of Law and Public Policy at Waikato University and a former Speaker of the New Zealand Parliament.
- **An events programme that maximises intellectual outreach to the academic and non-academic sectors.** The 2010 T S Eliot International Summer School, hosted by the Institute of English Studies, was opened in July by Sir Tom Stoppard.
- **National and international research and policy-making networks and collaborative opportunities.** The Consortium of Institutes of Advanced Studies (CIAS), administered from the School of Advanced Study, welcomed its 23rd and newest member in 2009–10: Arts Lab, Glasgow, founded in October 2009.



PhD candidates meet with their supervisor

We turned our attention to implementing the School's Strategic Plan 2009–10 to 2012–13.

On 1 April 2010, we welcomed our new Dean and Chief Executive, Professor Roger Kain CBE FBA. Professor Kain was formerly Deputy Vice-Chancellor for Research and Knowledge Transfer at the University of Exeter and Treasurer and Vice-President of the British Academy.

Fellowships

Our two Visiting Professorial Fellows for 2009–10 were Professor Pat Rogers (Distinguished University Professor and DeBartolo Chair in the Liberal Arts, University of South Florida) and the S T Lee Visiting Professorial Fellow, Professor Michael Williams (Chair, Department of Philosophy, Johns Hopkins University).

During 2009–10, University of London Research Fellowships were held by Dr Peter Adamson (Department of Philosophy, King's College London) and Professor Penney Lewis (School of Law and Centre of Medical Law and Ethics, King's College London).

Distinguished Senior Fellow Professor Sir Brian Vickers was awarded an honorary Doctor of Literature degree at our graduation ceremony in December 2009.

Events

The School continued to provide a rich programme of activities during 2009–10, with over 1,400 separate events. Conferences were held on a wide range of subjects, including:

- Regulating and Deregulating Lawyers in the 21st Century;
- The Peripatetic School Through Alexander of Aphrodisias;
- Policing and the Policed in the Postcolonial State;
- Representations of London in Literature;
- Gender, Agency and Violence: European Perspectives From Early Modern Times to the Present Day;
- The History of Families and Households: Comparative European Dimensions;
- The Symphony Orchestra as Cultural Phenomenon;
- Rorty and the Mirror of Nature;
- The Traditions of Liberty in the Transatlantic World;
- 14th Century Classicism: Bernat Metge and Petrarch.

Our Sawyer Seminar series 'Fratricide and Fraternité: Understanding and Repairing Neighbourly Atrocity', funded by the prestigious Andrew W Mellon Foundation, held its opening conference in February 2010. The series, organised under the auspices of the Human Rights Consortium, brings together the 10 Institutes of the School, as well as a range of distinguished British and international scholars, to investigate neighbourly atrocities from an extensive range of thematic, disciplinary, methodological, geographic, and temporal perspectives.

www.sas.ac.uk

University Marine Biological Station, Millport

Teaching

During 2009–10 we provided for the needs of the Colleges by delivering high-quality teaching to students from Royal Holloway, University of London; King's College London; Queen Mary, University of London; Birkbeck, University of London; and The Royal Veterinary College.

We also promoted the University's reputation more widely by hosting visiting classes from other higher education institutions, including classes from 21 UK and three overseas universities. We have a special relationship with the University of Glasgow for which we provide a range of field courses and on-campus teaching. In addition, around 500 other visitors used the Station's facilities in 2009–10, including schools and specialist groups.

Improved facilities

A significant addition to our facilities was receipt, in December 2009, of RV *Actinia*, a new in-shore research vessel to replace its 32-year-old predecessor. RV *Actinia* is an 11-metre, 30-tonne, twin-hulled glass-reinforced plastic vessel that is superbly equipped to meet near-shore teaching and research needs. This replaced the larger (22 metres and 300 tonnes), custom-built RV *Aora* for an increased proportion of income-generating research and contract work away from base. Much of this contract work has been in relation to impact surveys related to renewable energy.

Other improvements included computer and software upgrades, and extended wireless internet access, enabling a better service to be delivered to customers as well as addressing in-house needs.



Students aboard the new inshore research vessel RV *Actinia*

A significant addition to our facilities was receipt of RV Actinia, a new in-shore research vessel.

www.gla.ac.uk/centres/marinestation

We commissioned an options appraisal of the Marine Station's facilities and operations. This led to the appointment of a business manager to help achieve the objectives identified in the appraisal report, to formulate an appropriate business plan and generate additional income.

Research

Research at the Marine Station is undertaken by in-house and visiting researchers. The Marine Alliance for Science and Technology Scotland initiative was launched in November 2009 and the Marine Station is a participant in the scheme. This has provided new opportunities for cross-linked research with Scottish institutions. We also have research links with other universities in the UK and abroad.

The Scottish Industry Science Partnership provided funds for research into methods of assessing in-shore fish populations. Research is also taking place on crustaceans, including the important Norway lobster (langoustine) fishery, molluscs, plankton, microbiology, applied environmental issues such as biofouling, ballast water treatment and plastics pollution, and on historical aspects of marine biology.

University of London External System

We have undertaken a number of initiatives over the past year aimed at improving the overall student experience. These included the phased introduction of improved business processes; the introduction of the Institutions Policy Framework (IPF); and a new name that better describes what we do and who we are.

Business Transformation Programme

To support the delivery of more than 100 study programmes to 50,000 students worldwide, we are undertaking a Business Transformation Programme to deliver a more efficient student lifecycle. It will also improve the support available to the students, teaching institutions and Lead Colleges of the University, involved in delivering our programmes.

A key component of our Business Transformation Programme is the introduction of the SITS management information system, which is designed to manage the student administration process from initial enquiry through to graduation and alumni stages. The new system is being implemented in phases until scheduled completion in 2012.

2009–10 saw SITS deliver in three key areas of the student lifecycle – Enquiries, Admissions and Fees. The Enquires module was delivered in November 2009, and is now being used to process student enquiries, while the Admissions and the Student Accounting modules allow students to apply for admission online. In time they will be able to view their online student statements and use the online facility to pay any outstanding fees.

Learning standards

August 2009 saw the introduction of the Institutions Policy Framework (IPF) which aims to help improve the student learning experience through a network of approved centres worldwide.

More than 70 institutions have been given recognised status by the University as either an Affiliate or Registered Centre.



2010 London Graduation Ceremony

We ended the academic year with a new name.

Affiliate Centre status is the higher of the two classifications and is awarded to institutions having demonstrated a sustained commitment to maintaining high standards of teaching, support and administration, while Registered Centres have demonstrated acceptable standards.

All Recognised Centres are subjected to two quality assurance activities – annual monitoring and a periodic, formal visit to the institution by a panel of University of London academics. Seventeen Periodic Reviews were carried out in spring 2010 and their written reports are now progressing through the University's governance system.

Our new Name

We officially ended the 2009/2010 academic year with a new name. Although we are very proud of what the External System stands for and has achieved over the past 152 years, feedback from our students told us the name had become dated. Adopted on 1 August 2010, our new name, the University of London International Programmes, will appear on all our materials. The name University of

London International Academy, the Central Academic Body collaborating with the Colleges of the University to offer these programmes, will mainly be used internally. Student feedback shows real support for the change, made with approval from the University of London Board of Trustees.

This remarkable collaboration works because the Colleges of the University contribute subject matter expertise – leading on curriculum, assessment and the development of learning resources – as well as, in certain cases, playing a significant role in supporting independent teaching institutions and promoting programmes. The University of London International Academy leads on managing the student lifecycle and quality matters for which it is responsible to the Collegiate Council and the Board of Trustees. Our new name helps us to explain who we are more clearly, while students feel more included, no matter where in the world they may be.

www.londonexternal.ac.uk

University of London Institute in Paris

Academic developments

In 2009–10 we initiated a curriculum review of our Bachelor's degree in French Studies and the Master's degree: 'Paris Studies: History and Culture'. Changes included new courses in comparative literature at BA level, and in politics and philosophy at MA level.

Our reputation was underlined by high student demand for the BA and an especially high proportion of Firsts and 2:1s in the 2010 examinations. The MA continues to attract high-quality European and international students, several of whom come from journalism, fashion/design and other such professional backgrounds. Recent students have moved on to doctoral research in the US and Europe with one now embarking on a PhD with ULIP.

Our MA course draws on world-leading expertise from within the Consortium, established in 2005 with Queen Mary, University of London and Royal Holloway, University of London. We also have a busy community of PhD students working on topics such as the French postcolonial experience, the histories of Lettrism and Situationism, the life and work of 'Laure', and the histories of the Parisian avant-gardes. Visiting speakers to the ULIP postgraduate research environment have come from Sciences PO Paris; Yale University; New York University; Aberystwyth University; and Abdelmalek Essaadi University, Morocco.

We have recently appointed a project manager to oversee the development of a new suite of Master's programmes in Business, Law and International Relations, to be delivered by the Consortium partners from 2012.

Research programmes

A major conference celebrating the Anglo-French poet Renée Vivien took place at ULIP in November 2009. We also organised a series of seminars on French history with colleagues from the Sorbonne.



The Institute in Paris

Our MA course draws on world-leading expertise from within the Consortium and we also have a busy community of PhD students.

Throughout 2009–10, our staff were active at major international conferences in Los Angeles, Salt Lake City, Brussels, Amsterdam, Rabat and Istanbul.

Together with the British Council (London and Morocco), ULIP led on 'Médi-Café: The Trans-Maghreb Creative Writing Project 2009–10' in collaboration with the universities of Durham and Sheffield. A conference took place in Rabat in November 2010; for the first time, Algeria was included in the project. Professor Andrew Hussey led a series of lectures and

workshops related to the project in Algiers in October 2009.

We are a partner with the British Council in the international project 'Our Shared Europe'. As part of this, ULIP has participated in workshops in Paris and Cologne.

www.ulip.lon.ac.uk



The Careers Group, University of London

Enhancing impact

Employability has been high on the national agenda. In 2009–10, The Careers Group delivered training, open to all English higher education institutions, to assist in the creation of the new, mandatory institutional employability statements.

King’s College Careers Service launched a new experiential learning-based employability programme and joined Warwick University in researching good practice in the development, acquisition and recognition of employability skills within the UK’s undergraduate population. Our Careers Service at Goldsmiths, University of London supported the Gold Award, which recognises students’ skill development through their participation in extra-curricular activities. The Service at Queen Mary, University of London successfully bid to the Student Experience Investment Fund to run three new work-experience projects.

Employers and academic staff attended the UCL Careers Service’s world café on Developing Employability Skills in Partnership. The Entrepreneurship Careers Adviser at Royal Holloway, University of London designed and delivered a comprehensive student entrepreneurship strategy, which included the launch of a business incubation centre and the creation of a student entrepreneurship society which won the National Consortium of University Entrepreneurs (NACUE) New Society of the Year Award.

Adding value

We installed Interfase, a state-of-the-art careers service management system, to enable all member Colleges and the central office to manage employer and student contact and to measure both usage and impact across 12 different sites. A number of cross-College working groups were launched to share expertise and good practice and develop ideas for commercial opportunities. Funded by the Higher Education Innovation Fund, websites containing videos, blogs and forums were



Attendees at the Spring Graduate Fair

*The cost of services to member institutions is **offset** by our commercial activities.*

established for two communities of interest: *Reach* aims to help students who feel they face a barrier to employment; and *International Futures* supports the 24,565 international students within our member institutions.

Attendance at our events was high, for example the Summer Guardian London Graduate Fair from The Careers Group attracted 16 more employers and higher numbers of pre-registered visitors than last year, despite clashing with the England versus Slovenia World Cup football match. Attendance at School of Oriental and African Studies’ events increased dramatically with 85% more visitors to the Volunteering Fair. Students, employers and alumni attended a new Creative Industries Forum at St Mary’s University College, Twickenham.

Financial sustainability

The cost of services to member institutions is offset by our commercial activities. Despite the recession, commercial income rose by 10%. Sales effort ensured that the number of vacancies advertised on JobOnline increased, ensuring that our students were presented with a wide range of employment opportunities. Ten licences

and one outsourcing contract were sold to external institutions for Destinations Interactive, which allows students and academics to view the destinations data of their graduates.

National Role

AGCAS (Association of Graduate Careers Advisory Services) Scotland commissioned us to create a new web tool called ‘What Scottish Graduates Do?’ The site links degree subjects to destination data and allows users to search details of jobs, employers and salaries gained by previous graduates in specific disciplines. In September 2009 we launched a careers service for the Chartered Institute of Library and Information Professionals (CILIP), adding to the portfolio of services to professional bodies that the Consultancy unit delivers. We won new contracts with, for example, Frontier, which is part of the London Deanery, the South East London Lifelong Learning Network (SELLLN), the Cornwall Partnership Trust and Unilever.

www.careers.lon.ac.uk

Estates and Facilities

Our need to deliver effective, value-for-money services to the Colleges and to ensure the financial sustainability of all operations has been a priority throughout the year and much has been achieved.

Space rationalisation

The University aims to ensure the optimum use of the space it occupies. Put simply, the less space we use the lower the cost. The refurbishment of Senate House (see page 6) has allowed us to vacate a number of outlying buildings. Subsequently, we have sold five Georgian houses to the Colleges and an office building in Guilford Street to Great Ormond Street Hospital Children's Charity. The money from the sales is being used, as planned, towards the ongoing refurbishment of Senate House, while the concentration of staff in fewer buildings has led to a much more efficient and cost-effective use of space. However, we continue to look for further improvements



Senate House becomes a film set for *Nanny McPhee and the Big Bang*

The eight Intercollegiate Halls of Residence and our Housing Services **generate over a fifth of the University's income.**

in the way we use space and more changes are planned for 2010–11.

Halls and Housing Services

Together, the eight Intercollegiate Halls of Residence and our Housing Services generate over a fifth of the University's income; they also provide much-needed and highly regarded services for the Colleges' students. Over 3,000 of them are housed in our centrally-managed accommodation, while we provide housing advice and support to the 35,000 or so students who live in the private rental sector.

There is a shortage of appropriate, affordable accommodation for students in London and recent changes in planning legislation and in local authorities' attitudes are making the situation worse. Housing Services has made representations about this to the London Mayor's office and is taking part in the public examination of

the Mayor's spatial development strategy, known as the London Plan.

Our Housing Advice Service is being expanded, allowing us to strengthen and improve our services to the Colleges and to extend the service to the wider student community, earning additional income in the process.

Conferences and events

The refurbished meeting and function rooms in Senate House have proved popular, and the building and its surroundings continue to be much sought after by everyone from lecturers and conference organisers to film makers and advertisers. Even though the rooms were not available for full use until mid-way through year, income in 2009–10 exceeded pre-refurbishment levels. To reinforce our updated facilities, we developed a new website, and forward bookings are already strong.

Highlights of the year include the filming of *Nanny McPhee and the Big Bang*, a fashion show by Erdem Moralioglu as part of London Fashion Week and the making of a TV commercial for Boots.

Reducing waste

All the activities mentioned above are underpinned by the existence of a safe, secure, accessible and environmentally sustainable Estate. Constant monitoring and review of our maintenance and repair programme has become more important than ever, and we have had the condition surveys of our buildings updated to make this process as effective as possible.

We appointed a new energy manager who, with assistance from the Carbon Trust, is leading the development of a Carbon Management Plan for the University. This will lead to reduced energy consumption, thus cutting the University's energy bills, and reduce carbon emissions as a contribution to meeting the challenge of climate change.

London Deanery

The London Deanery is proud that its ideas, innovation and high standards of work have been recognised locally and nationally over the last year. London Deanery staff, trainees and initiatives received a range of awards, with its Simulation Technology-enhanced Learning Initiative (STeLI) winning the 2009 HSI Award for Patient Safety.

The Careers Unit's careers service for doctors in training, which is run in partnership with the University of London's Careers Group, also celebrated being runner up in the Outstanding Student Service category of the 2010 Times Higher Education (THE) Leadership and Management Awards.

Improving quality

With our partners across the Capital, we have continued to improve the quality of postgraduate medical and dental education during 2009–10 through our medical and dental specialty schools.

As quality is high on our agenda, we were pleased to see that several areas of our work were included in the 2010 notable practice report by our Regulator, the Postgraduate Medical Education Training Board (PMETB).

There is growing evidence demonstrating clear links between the quality of supervision of doctors in training and the quality of patient care. Therefore we have focused efforts on enhancing clinical teaching and supervision. This includes a new professional certificate in supervision and enabling consultants to work one to one with an education facilitator to reflect on their skills and the process of teaching.

Our community of lay chairs for trainee recruitment and lay members of our specialty school boards have been extremely valuable. They provide an independent view



Mannequins in theatre

We have **focused efforts** on **enhancing clinical teaching and supervision.**

that ensures our training is first class and reflects the needs of patients. Recognising the importance of this independent view, we have now appointed our first lay chairs for school boards.

Innovating

The Simulation and Technology-enhanced Learning Initiative (STeLI) continues to fund new, exciting projects that enable trainees from many specialties to develop their clinical and team working skills. And a year after opening, the state-of-the-art dental education centre, LonDEC is helping trainees to become more-confident, competent practitioners.

Clinicians must be able to work within, and improve, whole systems of care, as well as continue to deliver clinical excellence. With this in mind, London Deanery has sponsored a number of leadership development projects in trusts, an approach that will take forward in 2010–11 through a newly established network of trust leadership champions.

More training

Some areas in London and elsewhere are historically underserved with GPs and we need to increase the number of GP trainees. Likewise, we need more NHS dentists across the capital.

To help achieve this, London Deanery has invested £16.19 million, on behalf of NHS London, in upgrades and expansions to practices for training. One hundred and twenty-six GP practices in predominantly underserved areas and 56 dental practices across London benefitted from the funding, and an additional 309 training places were created.

www.londondeanery.ac.uk

University of London Computer Centre

Three years ago we lost nearly two-fifths of our revenue when JANET UK, the country's education and research network, took the ULCC-managed service 'in-house'; today we deliver services to over 250 customers across the UK, including 13 Colleges of the University, and contribute to the University's sustainability by making a substantial financial contribution.

All of these customers selected ULCC as a supplier through the normal competitive tender process. The range of services being provided is expanding, to include remote firewall management and IT strategy support, and the 'cloud computing' delivery model ensures continuing low costs for customers.

Hosting services – 30% growth

In 2009–10 a third of the revenue generated by our Hosting and Networking team came from new customers, while revenues from existing customers, such as City University, King's College London and New York University in London also increased.

New customers include three Colleges – Heythrop College, The School of Pharmacy and Queen Mary, University of London – as well as London Metropolitan University and St Mary's University College, Twickenham, which all chose ULCC because of the quality of its service and competitive pricing.

The School of Oriental and African Studies moved their core IT infrastructure and growing digital collection into ULCC's data centre for a fully Managed Hosting Service and the University of London External System expanded to well over 100 servers in order to support 50,000 distant learning students worldwide.

Managed Desktop Services

Our Managed Desktop Service is heavily involved in supporting the University's IT strategy and has been instrumental in delivering key projects – including virtualisation and data management, disaster

recovery provision and green IT – to reduce overall costs and/or realise efficiencies.

Current Managed Desktop clients also include Heythrop College, The School of Pharmacy, London Higher, Association of Colleges and University of Notre Dame in London.

Digital archives & repositories

Digital Archives continued its work as a centre of excellence in preservation, repositories and systems supporting research and scholarly communication.

Recent work includes: a new system for SOAS Special Collections; the MERLIN text-mining project with UCL; a major upgrade to the SAS-Space Repository; and designing the customized software for the UCL's Arts and Humanities Research Council-funded Transcribe Bentham project, which aims to engage the public in the transcription of manuscripts written by Jeremy Bentham.

E-Learning – continued strength

ULCC reinforced the University's role in advancing knowledge and learning by

hosting MoodleMoot UK 2010. This conference, which attracted 250 delegates from the worldwide Moodle community, the leading open source e-learning software, further established us as a key player in the UK e-Learning scene.

A third of the prestigious 157 Group, which represents 28 of England's large Further Education colleges, are now ULCC customers, while in the higher education sector we have won new business from institutions like University College Plymouth, University of Glyndwr and University of Exeter to take the total number of students supported close to half a million.

ULCC's Assessment Manager is the latest addition to our successful Personalisation of Learning framework. Designed and developed in-house, it provides an efficient and cost-effective solution for evidence-based assessment across all qualification types.

www.ulcc.ac.uk



Delegates at MoodleMoot UK 2010

*The range of services being provided is **expanding** and the 'cloud computing' delivery model ensures **continuing low costs** for customers.*

University of London Research Library Services

Preparing for a bright future

The future for library users is close at hand. The ongoing refurbishment of the library areas of Senate House (see page 6) will create well-lit, comfortable reading rooms, with wi-fi connection, purpose-designed furniture and an array of modern research and e-delivery tools. While some of our material had to be housed in temporary accommodation during 2009–10, other areas were released from the builders' grasp to reveal their new aspect.

In addition, three Institute libraries – Institute of Germanic Studies, Institute of Commonwealth Studies, Institute of the Study of the Americas – and their special and archive collections moved into the Senate House Library envelope in September 2009, in some cases significantly extending the hours they are accessible to researchers.

In preparation for the completion of the library refurbishment, we have reclassified and merged the Senate House Library and Institute of the Study of the Americas collections to form a significant integrated collection for scholars.

We have also continued to develop the automation of key processes. For example, it is now possible to book materials held in Special Collections online for consultation on a specified date, and work is continuing on remote registration.

New developments

ETHOS (Electronic Theses Online System) is an initiative between the British Library and higher education institutions to digitise research theses and make them available online. Senate House Library facilitated the provision of University of London theses from participating Colleges and, as of July 2010, three of these were among the top 10 most requested items. At the same time, we returned duplicate copies of theses to the Colleges, thus freeing over 5km of shelving at the Egham offsite store for alternative use.



Page from *The Story of the Campaign of Sebastopol*, part of the M S Anderson Collection in Senate House Library

*The ongoing refurbishment of Senate House will create **well-lit, comfortable reading rooms** and an array of **modern research and e-delivery tools.***

Significant new collection listings were created by archive volunteers including: the papers and photographs from the Ternan family, which included Charles Dickens' mistress Ellen Ternan (1839–1914); the Ron Heisler Collection, which comprises photographs and radical archives from 1891 onwards; and the David Barry collection of photographs of native Americans, including portraits of Sitting Bull's son and Iron Horn.

Awards

Once again the Institute of Advanced Legal Studies Library (IALS) was honoured for the quality of the work it does within the legal information sector. At the British and Irish Association of Law Librarians annual conference in June 2010, Jules Winterton,

Associate Director and librarian at IALS, was awarded the Wildy BIALL Law Librarian of the Year 2010, while Steven Whittle, IALS Information Systems Manager, received the Wallace Broom Memorial Award for innovations in law librarianship.

www.ulrls.lon.ac.uk

University of London Union

In line with the ULU Sports Strategy and the University's strategic aim to deliver highly effective services to the Colleges, we continued to develop our student activities programme in the 2009–10 academic year.

Sports leagues and clubs

ULU's intercollegiate sports leagues programme was expanded to include swimming galas and is set to continue with the introduction of a tennis tournament. We also aim to increase participation in our activities by women and ethnic minority students through the Development Days initiative.

The ULU Invitational Cricket Team returned for a second season and enabled students from small and specialist institutions that are unable to field a full team to take part in the ULU Leagues. The Central School of Speech and Drama entered teams into the ULU Leagues for the first time and won the Vase Cup for men's football.

ULU sports clubs also enjoyed considerable success in 2009–10. The ULU Polo Club was crowned National Champions and placed as runners up in the first International University Polo Championships held in Thailand.

The women's volleyball team won the London Premier League title for the sixth consecutive year and were placed third in the National Student Cup. Two players from the club were selected to represent British Universities & Colleges Sport in the European Universities Beach Volleyball Championships. Meanwhile, the ULU Fencing Club reached a record membership of 124 students, representing 17 out of the 19 Colleges.

Clubs and societies

Our clubs and societies are renowned for promoting a spirit of Collegiate co-operation and offering a wide range of opportunities for students of all abilities and interests to broaden their experience as a University of London student. For instance, the ULU Jazz Band played at a number of prestigious venues, including the 606 Club in Chelsea, culminating in a tour to Malta.

The ULU Shaolin Kung Fu Society held a women's self-defence course from across the University. At the other end of the spectrum, the Harry Potter Society held a hugely successful Wizard Rock Show at ULU.



Our clubs and societies are renowned for promoting a spirit of Collegiate co-operation.

A better building

The development of the ground-floor of our building, which took place over summer 2009, has been very successful in opening up the space and making it more inviting. The extended Lunchbox Café has been extremely profitable and the social space provided at the front of the ground floor is always full, with students either eating or relaxing with their friends. This has increased the footfall into the building to around 4,000 people a day during term time.

www.ulucollege.co.uk

Our year in figures

Overview

The University's total income increased by 8.8% in 2009–10 compared to 2008–09. Set against this, total expenditure increased by 5.2%. Therefore, our underlying performance was, for the second year in succession, much improved; we increased margins and secured efficiency gains. Our operating surplus of £2.8M represented 1.8% of the annual turnover for the year. A significant turnaround was thus achieved from the deficit sustained in the previous year of £2.3M or 1.6% of turnover.

Examples of this turnaround included the University of London Research Library Services (ULRLS), which reduced its deficit by £1.2M to £0.9M, reflecting the progress being made on its restructuring, and Student Services (principally the Intercollegiate Halls of Residence), which

increased its surplus by £1.6M to £3.7M. There was also strong income growth within the University of London External System from £38.3M in the previous year to £43.0M and in Student Services from £20.7M to £22.7M.

We also constrained staff costs during the year. Excluding the London Deanery and London Higher, the number of full-time equivalent staff fell from 767 to 755. Therefore staff costs, expressed as a percentage of income (again excluding the London Deanery and London Higher), fell from 33.1% (on income of £102.3M) to 30.1% (on income of £111.9M). On the same basis, other operating expenses reduced from 61.3% of income to 59.5%

These improvements in our underlying performance reflect the ongoing impact of

our corporate reorganisation programme and the specific divisional restructuring initiatives.

We have also benefited during the year from the substantial surplus of £23.2M arising from the sale of properties vacated after the completion of the refurbishment of the South Block of Senate House (see page 24).

Income analysis

An analysis of the growth in income over the last five years is set out in figure 1 below.

Expenditure analysis

An analysis of the University's expenditure over the last five years is set out in figure 2 below.

Figure 1 Income analysis

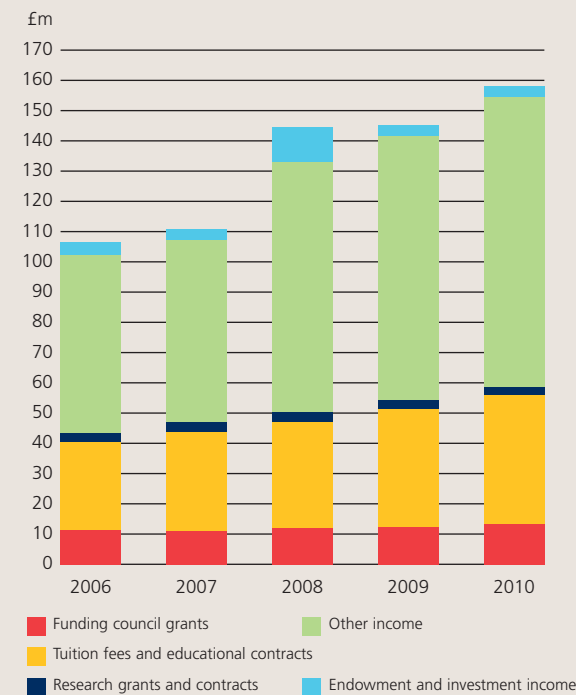
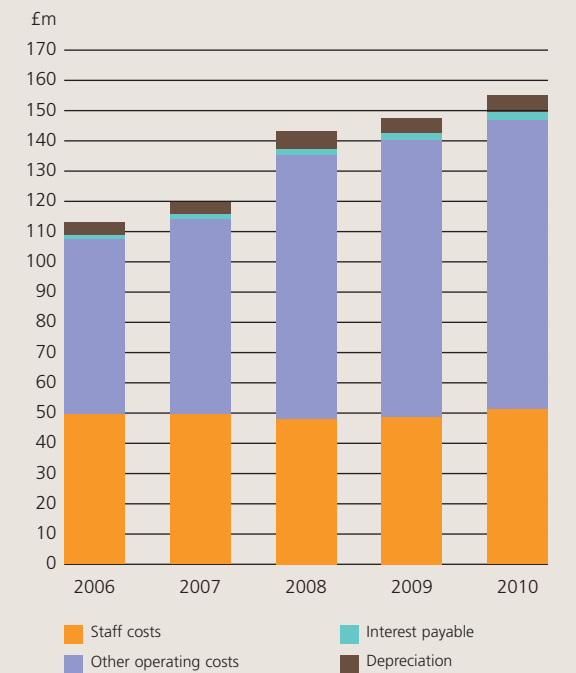


Figure 2 Expenditure analysis



Our year in figures continued

Capital expenditure

Figure 3 (right) shows the cumulative capital expenditure of the University over the last five years.

We have continued to invest consistently in improving and upgrading our teaching and research infrastructure, our student facilities and our estate generally. Over the last five years our expenditure has averaged in excess of £18M per annum and, as at 31 July 2010, a further £5.9M of expenditure, to be financed from future asset sales, has been contracted to complete the current phase of the refurbishment of Senate House as well as Connaught House, one of the University's Intercollegiate Halls of Residence.

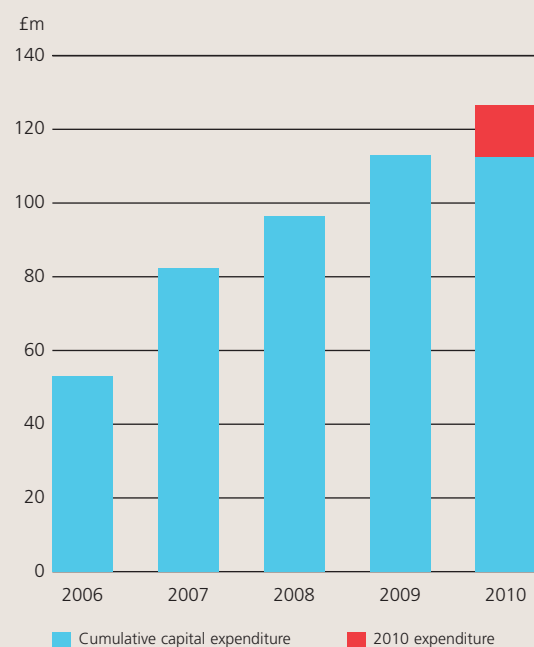
In June 2010, we refinanced the further £10M of borrowing that had first been drawn-down in July 2009. The £10M facility remains unsecured but now with a repayment date of 30 September 2015 bearing a variable rate of interest set at 0.95% above LIBOR. We will review whether to prepay this facility, in whole or in part, when the feasibility study for the refurbishment of the remaining part of Senate House (ie the North Block) is completed in early 2011.

Cash flow

Our liquidity was enhanced as at 31 July 2010 compared to the previous year. This reflected both the receipts from the sale of its surplus properties in the year (£24.9M) and the positive net cash-flow from its operating activities of £8.1M. Cash and current asset investments at the year end amounted to £32.3M, up from £12.6M at the previous year end.

Throughout the year, we have pursued a conservative treasury management policy with appropriate counterparty limits and security criteria in place. Accordingly, we have avoided any exposure to the instability and liquidity issues which have affected certain deposit-taking institutions.

Figure 3 Capital expenditure



Investment performance

During 2009-10 our endowment funds were managed by Newton Investment Management Limited and are invested in the University's Unified Trust Fund which has the investment objective of maintaining income growth at least in line with inflation and providing some capital growth. The long-term objective for the Fund is to achieve a real return of 4% per annum. On a total return basis the performance of the Fund for 2009-10 reflected the underlying market conditions and was a return of 16.3% (compared to the Fund's benchmark which showed a return of 16.1%). This represented a turnaround from the position in the previous year when the Fund underperformed its benchmark. The extent of the recovery in 2009-10 is such that the Fund now

outperforms its benchmark over one year, three years and five years.

Our investment properties have been subject to an internal revaluation on an open market basis as at 31 July 2010. The valuation has resulted in their carrying value being uplifted by £5.0M to £32.7M, ie an increase of 17.9%.

Outlook

Our financial performance in 2009-10 demonstrates the progress which has been made in securing our financial sustainability. The outcome for 2009-10 builds on the real and tangible progress of earlier years and, notwithstanding the operating surplus and strong balance sheet position, there remain, of course, considerable challenges for us and our community.

The full report and financial statements for the year ended 31 July 2010 were approved by the Board of Trustees on 29 November 2010.

Copies may be obtained from the Director of Finance or the University's website (www.london.ac.uk).

Financial information

	2010 £M	2009 £M
Consolidated income and expenditure account		
Income		
Funding body grants	12.9	12.7
Tuition fees and educational contracts	42.9	38.4
Research grants and contracts	2.4	3.0
Other income	96.2	87.4
Endowment and investment income	2.6	2.8
	157.0	144.3
Expenditure		
Staff costs	51.8	49.2
Other operating costs	93.6	89.8
Interest payable	2.5	1.8
Restructuring costs	1.5	1.7
Depreciation	4.8	4.1
	154.2	146.6
Operating surplus/(deficit) for the year	2.8	(2.3)
Consolidated balance sheet at 31 July		
Fixed assets	160.5	153.6
Investments	36.3	31.0
Endowment investments	60.0	54.3
Current assets	35.7	20.0
Current liabilities	(31.1)	(32.7)
Total assets less current liabilities	261.4	226.2
Long term liabilities and provisions	(60.4)	(61.6)
Net assets	201.0	164.6
Deferred capital grants	18.5	19.0
Endowments	60.0	54.3
Revaluation reserve	33.6	28.3
General reserve	88.9	63.0
Total funds	201.0	164.6
Consolidated cash flow statement		
Cash from operations	8.1	0.6
Returns on investment and servicing of finance	0.0	1.0
Capital expenditure	11.8	(16.2)
Management of liquid resources	(10.3)	(0.3)
Financing	(0.2)	9.8
Increase/(decrease) in cash	9.4	(5.1)

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 range of prestigious central academic bodies and activities.

The 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

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