

UNIVERSITY OF
EXETER

Annual Report 2010

Creating a
world-class
University
together
University of Exeter Campaign

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Cover: The new Business School building.



The year at a glance

- Exeter was ranked among the top 200 universities in the world for the first time, coming 184th in the *THE World University Rankings*.
- We were ranked among the top 100 fastest-growing organisations in Europe and top 25 in the UK in a survey by business analysts Dun and Bradstreet.
- We are proposing to charge a £9,000 UK and European Union undergraduate fee across all programmes for new entrants from September 2012. Nobody from these areas has to pay anything upfront and we will have a generous scheme of bursaries and fee waivers in place. This will enable us to continue to provide a student experience of the highest quality and more fully fund widening participation measures so that students can attend Exeter irrespective of family income, subject to approval by the Office for Fair Access.
- We continued our strong performance in national league tables, being ranked 12th in the *Times Good University Guide* and retaining our top 10 position for student satisfaction in the National Student Survey.
- We saw the employability of our students improve, despite the dire economic situation, with 70.3 per cent of them finding graduate-level jobs or further study within six months of leaving.
- The ongoing £275 million capital development programme on the Streatham Campus progressed well. New student accommodation at Birks and Duryard, the INTO international students centre on Stocker Road, the new Business School building and Biosciences refurbishment were all delivered by the early part of 2011.
- At our Cornwall Campus, the Environment and Sustainability Institute won formal approval, securing £30 million in investment from the European Regional Development Fund, the South West RDA, HEFCE and the University.
- The Students' Guild was officially recognised as the best student union in the UK in the 2010 NUS Awards.
- An Environmental Sustainability Policy was launched. For the first time pay and rewards were linked to emissions targets with staff challenged to deliver a five per cent reduction of CO₂ in order to qualify for the annual bonus.
- The HR department delivered the biggest recruitment drive in the University's history. Full-time equivalent academic headcount increased by 13.6 per cent, an increase of 200 staff.
- We received the highest ever level of research awards at nearly £50 million.



The Forum takes shape.

Vice-Chancellor's introduction

Achieving a positive impact on our region, our country and the world

2010 saw the University take another important step in its development after being ranked in the top 200 universities in the world for the first time, coming 184th in the *THE World University Rankings*. It was also named amongst the top 100 fastest-growing organisations in Europe (and top 25 in the UK), having seen its turnover increase by nearly 50 per cent since 2007. Both are indicative of how far the University has come and also its strength as we enter a very new and different set of market conditions.

2010 will principally be remembered as the year of the Browne Review of Higher Education and the resulting political fall-out from its recommendations. The prospect of increasing graduate contributions from £3,000 to between £6,000 and £9,000 posed enormous implications for universities in setting an appropriate fee level and in meeting tougher targets for fair access and widening participation. As the new fees come in 80 per cent of teaching grant from the HEFCE will be lost. As a leading university we felt it was appropriate to set a fee of £9,000 across all of our programmes. This enables us to continue to provide a student experience of the highest quality

and properly fund widening participation so that students can come to Exeter irrespective of their family income. However, the government and universities also face a major communication task to get across to students the nature of the debt they are likely to incur; in particular that the debt isn't repaid until after graduation and they are earning at least £21,000, repayment is at nine per cent of salary above that figure, and if they haven't paid it all back after 30 years the debt is forgiven. This is very different from credit card debt or any loan you are ever likely to get from a bank, ie it is contingent on income not the amount of debt.

The University continued its strong performance in national league tables, being ranked 12th in the *Times Good University Guide* and retaining its top 10 position for student satisfaction in the National Student Survey. We also saw the employability of our students improve, despite the dire economic situation, with 70 per cent of them finding graduate-level jobs or further study within six months of leaving.

The ongoing £275 million capital development programme on the Streatham Campus progressed well. New student accommodation at Birks and Duryard, the INTO international students centre on Stocker Road, the new Business School

building and Biosciences refurbishment were all delivered by the early part of 2011. We expect the first part of the Forum Project – the new University reception, piazza and refurbishment of Devonshire House – to be handed over in the summer of 2011, with the main build being completed by the end of the year. We have put enormous efforts into mitigating the effects of this work, but clearly construction on such a scale cannot be accomplished without some disruption. I would like to place on record my thanks to the staff and students, and to our Students' Guild, for the constructive and helpful way they have responded to the challenges of development on such a scale.

There were some notable team and individual successes during the year. Professor Andrew Hattersley, of the Peninsula Medical School in Exeter, was elected a Fellow of the Royal Society in recognition of his world-leading diabetes research. We were delighted to see the Chancellor, Floella Benjamin, made Baroness Benjamin of Beckenham in the Dissolution Honours List. It was great to see the University collect two national prizes in the *Times Higher Education Leadership and Management Awards*. The Development and Alumni Relations team, headed by Susie Hills, won the award for Outstanding Fundraising Team and Communication and Marketing Services, headed by Stuart Franklin, won the award for Outstanding

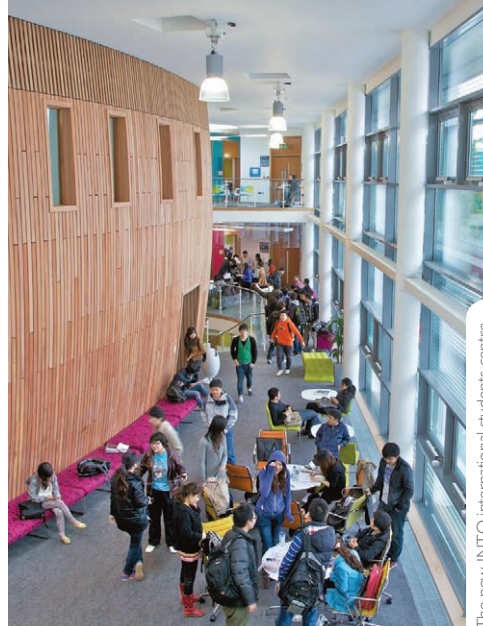
Marketing/Communications Team. The Graduate School of Education enhanced its reputation as a high quality provider of Initial Teacher Education by being awarded an 'outstanding' Ofsted inspection report. And finally, the Students' Guild was officially recognised as the best student union in the UK in the 2010 NUS Awards. The Guild is an increasingly important partner in all that we do to ensure an outstanding student experience at Exeter and we were not surprised in the least that they received this accolade.

The University has enjoyed an exceptionally strong performance in 2010

In summary, the University has enjoyed an exceptionally strong performance in 2010 and can look forward to the new market conditions ushered in by Browne with confidence. We have a strong brand, wonderful new facilities ready for 2012, engaged, high quality students and committed, talented staff. We expect the University to continue to prosper in the years ahead, making a strong and increasing contribution to the regional and national economy.



New student accommodation at Birks Grange.



The new INTO international students centre.

Investing in success

Transforming the Streatham Campus

Significant progress was made during the year to deliver the University's £275 million capital programme on the Streatham Campus, which is now heading towards completion.

Several of the major projects have been handed over and are already proving popular with campus users. Meanwhile, the first element of the flagship Forum project, the refurbished Level -1 of the library, opened in January. The majority of the remaining projects will be completed during the course of 2011.

The £51 million Forum is fast taking shape

Nestled in the heart of the Streatham Campus, the £51 million Forum is fast taking shape. Having transformed the first Library floor into a modern, stylish environment, contractors are now working to complete Level +1 by the summer while the final phase will be completed later this year. Stocker Road was closed for pedestrians and vehicles in January 2011 to allow for the continued construction works. Diversion and direction signs for vehicles and pedestrians were introduced to limit the impact. Construction on the rest of the project, which

links the library and Devonshire House, is on schedule. Once completed, it will provide a purpose-built student services centre, 400-seat lecture theatre, additional seminar teaching space, and retail and catering spaces. The new University reception and piazzas also open this summer to further enhance the campus experience for everyone.

An £18 million investment in a stunning new building for the Business School was also completed. This project has created additional world-class facilities for research, teaching, learning and social interaction.

The £47 million INTO project was also completed. The new, stylish teaching centre on Stocker Road features new facilities including flexible teaching spaces, a lecture theatre and a learning resource centre.

Meanwhile, the first new student residential accommodation at Duryard opened at the beginning of 2010, with the remaining blocks handed over in April 2011. This sees INTO provide around 500 accommodation spaces for international students. A second project, which will see a further 80 rooms built by UPP on the same site, gets underway this summer and will be completed in 2012. The third element of our £130 million accommodation investment on campus, the redevelopment at Lafrowda, will see the first new blocks ready for occupation in September 2011. Finally four new student residential accommodation blocks at Birks Grange have been handed over and are in use. The project is on target for completion in September 2011.

The refurbishment of Kay House, which provides a rehearsal and performance venue for the University's musicians and facilities for the wider community, was also completed.

Work to create £25 million of new lab space for Biosciences has now been completed. This includes the creation of new, state-of-the-art aquaria as part of the University's Science Strategy.

The University has invested a great deal of thought and planning into mitigating the effects of the construction work for all campus users. The Mitigation Management Group meets fortnightly, while updates are given through *Building News in Brief*, dedicated website pages, targeted emails and events. There are also monthly student liaison meetings at Birks Grange and Lafrowda for students to air their concerns to both University and contractor representatives. The University also writes to, and meets with, our neighbours to inform them about progress and listen to their concerns.

Exeter Science Park takes shape

The Exeter Science Park project made important progress during 2010 with funding secured for vital junction improvements to the M5 and the start of work on a landmark new bridge to enable pedestrian and cyclist access.

The University is part of a partnership of public and private sector organisations working together to create the Science Park, which could create 10,000 new jobs over the next 20 years.

The Science Park site was purchased by the South West Regional Development Agency (SWRDA) in 2008 at a total cost of £8.8 million. Devon County Council has received a grant of £8.5 million from SWRDA to develop the infrastructure of the Science Park on the park site itself. In May 2010, East Devon District Council, Exeter City Council, Devon County Council, the Met Office and the University of Exeter formally incorporated the Exeter Science Park Company under the Chairmanship of Professor Sir William Wakeham.

The Science Park will provide services for knowledge-intensive firms and enable the development of new businesses. The 24-hectare site will offer extensive new facilities to encourage enterprise, science, and research and development. It will provide high quality, flexible space for businesses ranging in size from start-ups to major corporate headquarters, as well as

hotel and conferencing facilities, central business support and local services. The Science Park will enjoy strong connections with the Met Office, the University of Exeter, the Peninsula College of Medicine and Dentistry, and the University of Exeter Innovation Centre, which provides start-up units for new knowledge-intensive businesses.

The ESI will help put Cornwall at the forefront of environmental and climate change technologies

Investing in Cornwall

The Environment and Sustainability Institute won formal approval, securing £30 million in investment from the European Regional Development Fund, SWRDA, HEFCE and the University of Exeter.

Construction on the Cornwall Campus commenced in April 2011, with completion due in mid-2012. The Institute will help put Cornwall at the forefront of environmental and climate change technologies, and is expected to create at least 800 jobs. It will concentrate on two core areas: making good commercial use of local environmental and sustainability knowledge; and creating a world-class research and teaching institution at Tremough to increase that knowledge. Early in 2011 the University launched a recruitment drive for 23 new academic staff. This includes six academic leads who will play a key part in guiding the work across the centre's three themes of clean technologies, natural environment, and social science and sustainability. The recruitment drive follows the appointment of award-winning ecologist Professor Kevin Gaston as Director of the Institute.

The South West Regional Development Agency also approved funding for The Exchange, as part of a broader new investment of £2.5 million in Combined Universities in Cornwall. The project involves an extension to the library, increased seminar and lecture space, new student services facilities and a reception. It will be used by both Exeter and University College Falmouth students.



Construction workers fitting out the new £25m facilities for Biosciences.

Research that makes a difference

Research income increases

The University's research strategy made significant progress with a 14 per cent increase in income to £37.7 million, major new investments in staff and facilities and a number of significant new partnerships designed to facilitate research and knowledge transfer.

The University is engaged in a £210 million investment in research – £120 million in research infrastructure and £90 million in staff, support and projects. A particular feature is growing capacity in STEMM subjects (science, technology, engineering, maths and medicine) where at least 60 new academic posts are being created over a three-year period. It is resulting in outstanding research in areas including climate change, extrasolar planets, functional materials, systems biology and translational medicine. To remove obstacles to research collaboration, we have created large interdisciplinary colleges and other initiatives designed to encourage creative exchange of ideas. A new, externally funded initiative was launched, called Bridging the Gaps: The Exeter Science Exchange to further encourage interdisciplinary research.

We are investing over £120 million in research infrastructure, including new laboratories and equipment for science research, and a redevelopment of library space aimed specifically at researchers in the humanities and social sciences. New facilities include a £25 million investment in Biosciences that was completed in March 2011, providing new lab space and aquaria. Another major success was a bid for £4.75 million from the prestigious Wellcome Trust/Wolfson Foundation

to fund new facilities to support Professor Andrew Hattersley's clinical research in diabetes at the Royal Devon and Exeter Hospital, Wonford. Work also began on the new £2.75 million building for Mood Disorders Research which was funded by Wellcome-Wolfson.

The University took part in the pilot review of Impact assessment tools that will be used for the Research Excellence Framework (REF) in 2014. We prepared a number of case studies demonstrating the impact of our research in a wide range of fields. Several of these case studies received the highest possible grading and our experience in the pilot is now being used to develop case studies across all our research areas.

Working in partnership

The University formed a partnership with Bristol and Bath to form one of the UK's largest centres of postgraduate research training for social scientists. The South West Doctoral Training Centre draws on the established research excellence of the three universities, including the expertise of more than 750 social science research staff. The Economic and Social Research Council has granted doctoral training centre status to the collaboration.

A further partnership with the Met Office seeks to further develop world-class research in weather and climate. Exeter joined the universities of Leeds and Reading to form the Met Office Academic Partnership. This builds on a strong history of

scientific collaboration to tackle key challenges in weather and climate prediction.

A collaborative agreement was reached with the universities of Bath, Bristol, Southampton and Surrey. The SETSquared initiative encourages business and industry engagement through enterprise activities, spin-outs, licensing and incubation, as well as research collaboration and consultancy.

Postgraduate research opportunities

Exeter's second annual studentship advertising campaign was launched to promote over 150 Postgraduate Research (PGR) funding opportunities to potential applicants and to strengthen our brand as a PGR destination University. More than 1,400 applications for funding awards were received, allowing us to offer places to high-calibre candidates across our disciplines. Recent figures from the Higher Education Funding Council for England (HEFCE) show that Exeter's PGR completion rates were 84 per cent against a benchmark of 78 per cent, and work is ongoing to improve further. This year research student numbers grew to nearly 1,300.

Leading their fields

Exeter's leadership role in key subjects was demonstrated by the inclusion of nine of our professors as expert panel members for the 2014 Research Excellence Framework (REF).

The REF is the new system for assessing the quality of research in UK higher education institutions, and replaces the Research Assessment Exercise (RAE). The University is building towards the REF by growing research capacity towards 1,000 research-active staff. The aim is to build on the success of the last RAE in 2008 in which Exeter was placed amongst the country's leading research-intensive universities, with nearly 90 per cent of our research rated as being at internationally recognised levels. During 2009/10, the University was selected to participate in HEFCE's pilot Impact scheme in preparation for the REF in which Exeter performed strongly.

The translation (through commercialisation and generation of Impact) of research work is of increasing importance. Products and innovations that result from the work of our researchers help us to build strong partnerships with business and other agencies, and some are generating additional income for the University. The University currently has more than 50 active intellectual property (IP) and commercialisation projects, and we hold an interest in several spin-out companies or joint ventures including: Adsfab Ltd, Attomarker Ltd, Auxetix Ltd, Exeter Science Park Ltd, Skipworth Englehardt Asset Management Strategists Ltd and Simpleware Ltd.

The Innovation Centre continues to host over 35 knowledge-based businesses who aim to grow through association with the University.



150 new postgraduate funding opportunities were launched.



Additive Layer Manufacturing.

Research highlights

Innovative manufacturing

The University won a £2.6 million project to develop the Centre for Additive Layer Manufacturing Business Technology Centre (CALM BTC) within the College of Engineering, Mathematics and Physical Sciences. Additive Layer Manufacturing (ALM) is an innovative fabrication process that can be used to create products ranging from dental implants to parts of aircraft wings. Three-dimensional parts are built up in two-dimensional layers as little as 0.05mm thick, offering great flexibility and opportunities for design innovation. The CALM BTC is funded for three years by the South West Regional Development Agency (SWRDA), the European Regional Development Fund (ERDF), EADS Innovation Works (Airbus) and the University of Exeter.

Tackling plant disease

Exeter researchers have played a key role in research which aims to tackle plant disease and contribute to future food security. Professor Nick Talbot and Dr David Studholme, both from the Biosciences department, were involved in projects to sequence the genomes of important microbes which cause disease in plants. Published in a series of papers in *Science* magazine, the findings will contribute to future food security by creating opportunities to enhance knowledge of plant disease resistance, as well as uncovering potential new targets for better control of these microbes. Professor Talbot and Dr Studholme are funded by the Biotechnology and Biological Sciences Research Council.

Turtle journeys revealed

The epic ocean-spanning journeys of the gigantic leatherback turtle in the South Atlantic have been revealed for the first time thanks to groundbreaking research using satellite tracking. Experts at the Centre for Ecology and Conservation (Cornwall), at the University of Exeter, led a five-year study published in the *Proceedings of the Royal Society B*. Three migratory routes were identified – including one 4,699 mile journey straight across the South Atlantic from Africa to South America. The research was carried out with the help of Parcs Gabon, the Wildlife Conservation Society (WCS), PTMG (Marine Turtle Partnership for Gabon), the Trans-Atlantic Leatherback Conservation Initiative (TALCIN) – a multi-partner effort coordinated by WWF, and SEATURTLE.org.

Public service reform

The University is involved in one of the largest comparative public administration research projects ever undertaken. Professor Oliver James in the department of Politics, together with researchers at other leading European universities, is participating in a £1.7 million European-funded programme of research investigating the impact of public service reform and assessing the prospects for the future. The research asks: "Has the public sector become more economic, efficient and effective? What can be done to improve the public sector, especially in a time of financial constraint?" Exeter is the lead institution for the section of the project focused on citizen satisfaction, choice and voice in the public sector.



Ice sheet more stable

Whether global warming will cause the giant West Antarctic Ice Sheet to melt and raise sea-levels by several metres is one of the most important debates in science. A new study involving Dr Chris Fogwill, from Exeter's Geography department, suggests the ice sheet may be more stable than previously thought. He went to Antarctica to carry out research funded by the Natural Environment Research Council. His findings suggest the ice sheet has been around for at least 200,000 years, meaning that it has survived at least one warm period and is more resilient than thought. Dr Fogwill, working with a team from the University of Edinburgh, used a process called 'cosmogenic dating' which analyses radiation left over from the Big Bang.

Alzheimer's drugs revealed

A review of research evidence by researchers from the Peninsula Technology Assessment Group, part of the Peninsula College of Medicine and Dentistry, has played a pivotal role in the decision by the National Institute for Health and Clinical Excellence to extend the availability of donepezil, galantamine, rivastigmine and memantine for Alzheimer's disease. A previous appraisal in 2004 approved the use of donepezil, galantamine and rivastigmine for people with moderate Alzheimer's disease, while the use of memantine was restricted to clinical trials. The evidence showed that all the drugs had some effect on delaying symptom progression in Alzheimer's.

Beetroot boosts fitness

New research into the health benefits of beetroot juice suggests its physiological effects could help the elderly or people with heart or lung-conditions enjoy more active lives. Beetroot juice is one of the biggest stories in sports science after researchers at the University found it enables people to exercise for up to 16 per cent longer. The startling results have led to a host of athletes – from Premiership footballers to professional cyclists – looking into its potential uses. In the latest study, published in the *Journal of Applied Physiology*, the researchers looked at low-intensity exercise and found that test subjects used less oxygen while walking – effectively reducing the effort it took to walk by 12 per cent.

Exeter's research could lead to a test to determine a woman's reproductive lifespan

Finance and carbon links

Global carbon dioxide emissions – the main contributor to global warming – show no sign of abating, according to a study led by the University. The study, which also involved the University of East Anglia and other global institutions, is part of the annual carbon budget update by the Global Carbon Project. In a paper published in *Nature Geoscience*, the authors



Carbon dioxide emissions show no sign of abating.

found that despite the major financial crisis last year, global CO₂ emissions from the burning of fossil fuel in 2009 were only 1.3 per cent below the record 2008 figures. This is less than half the drop predicted.

Head injuries affect youth offenders

A new study of young offenders has revealed they have a significantly higher rate of Traumatic Brain Injury (TBI) than in society as a whole. Exeter researchers also found TBI was associated with a greater number of convictions and, when there were three or more TBIs, greater violence in offending. The research was published in the journal *Neuropsychological Rehabilitation*. TBI – an incident involving a blow to the head with a loss of consciousness – was reported by 46 per cent of the sample compared to between five and 30 per cent in society as a whole (dependent on age group). The main cause of injury in young offenders was violence as opposed to sports or falls in non-offending younger people.

Brains take the strain

Stone Age humans were only able to develop relatively advanced tools after their brains evolved a greater capacity for complex thought, according to a new study investigating why it took early humans almost two million years to move from a razor-sharp stones to a hand-held stone axe. Exeter archaeologists worked with a cross-disciplinary team, involving researchers from Imperial College London, Emory University and Gotland University College. This is the first time that neuroscientists, archaeologists, anthropologists and a flintknapper have teamed together, using cutting-

edge technology, including data glove sensors and advanced modelling, to develop a deeper understanding of early human evolution.

Sex change fish

'Gender bending' chemicals which find their way from human products into rivers and oceans can have a significant impact on the ability of fish to breed in UK Rivers. Endocrine disrupting chemicals (EDCs) disrupt the ways that hormones work in the bodies of vertebrates, including humans. They can be found in everything from female contraceptive drugs and hormone replacement therapy pills, to washing up liquid. EDCs have been seeping into rivers through the sewage system for decades and have an observed effect on fish, altering male biology. The new research focused on wild roach in two UK rivers (the Bourne and Arun).

Testing reproductive lifespan

Exeter researchers are working on a study which could lead to a test to predict a woman's reproductive lifespan. Their findings, published in *Human Molecular Genetics*, could have considerable impact on women in the UK and other western countries, where many start having children at a later age. Early menopause affects one in 20 UK women. The study from scientists at the Peninsula Medical School and The Institute of Cancer Research (ICR), funded by The Wellcome Trust, tested four genes associated with the menopause. In combination, they had a larger impact, which goes towards explaining why some women experience early menopause.

The genetics of height

Hundreds of genetic variants across the human genome influence adult height, according to a study of more than 180,000 individuals. The study, involving researchers from the Peninsula Medical School and University of Exeter, identified more than 100 new variants and revealed they are not randomly distributed, but are clustered around genes which have been previously linked to growth. Scientists have now identified a total of 180 genetic variants which influence height, yet the new study, which includes funding from the Wellcome Trust, still only accounts for around ten per cent of our inherited variation in height, highlighting the challenging nature of unravelling the genetics of height.

Sex before the sexual revelation

"What did sex mean for ordinary people before the sexual revolution of the 1960s and 70s?" is a question that University of Exeter historian Dr Kate Fisher and Professor Simon Szreter from the University of Cambridge set out to answer in their new book. *'Sex before the Sexual Revolution: Intimate Life in England 1918-1963'* provides the first rounded, first-hand account of sexuality in marriage in the early and mid twentieth century. It looks beyond the conventions of silence among the respectable majority overturning stereotypes of ignorance and inhibition, challenging the common perception that they were repressed, unfulfilled and full of moral anxiety.

Diagnosing autism

Social factors can play a key role in whether or not a child is diagnosed as autistic, a new study has found. Boys were more likely to receive a diagnosis of autistic spectrum disorder (ASD) than girls, even when symptoms were equally severe, according to researchers at the universities of Exeter and Bristol. The researchers examined data from a long-term study, the Avon Longitudinal Study of Parents and Children, and have published their findings in the journal *Social Psychiatry and Psychiatric Epidemiology*. Boys were more likely to suffer from severe autistic traits, whether diagnosed with an ASD or not. However, even with the severity of autistic traits held constant, boys were still significantly more likely to receive an ASD diagnosis than girls.

Social factors can play a key role in whether or not a child is diagnosed as autistic



Scientists have identified 180 genetic variants which influence height.



Vice-Chancellor Professor Steve Smith with Students' Guild President, Jonnie Beddall.

A top 10 student experience

Applications and standards rise

The University saw rises in applications, entry grades and employability and was once again in the top 10 for student satisfaction.

Applications to the University for 2010 entry were up six per cent overall with applications to study at the Cornwall Campus rising by 18 per cent. Home/EU postgraduate research applications increased by 39 per cent. We also became more popular with international students – undergraduate application rates were up 45 per cent and we received 53 per cent more applications for international Postgraduate Taught and nine per cent more Postgraduate Research applications.

The University also saw a rise in entry standards with 39 per cent of home/EU A level entrants achieving one or more A* grades. We admitted just over 3,000 entrants, spread broadly across Colleges and subjects. This position was reached without using clearing or adjustment at either campus.

The employability of our students improved with 70.3 per cent of them finding graduate-level jobs or further study within six months of leaving.

The University once again performed strongly in student satisfaction, being ranked sixth among full service public universities in the National Student Survey. Our overall mark of 90 per cent was the same as 2009, but there were

significant increases in our scores for personal development (up to 10th from 25th last year) and in assessment and feedback (up to fifth from 14th).

Focus on the student experience

The focus for the year was very much on defining and strengthening Exeter's already strong student experience. One of Exeter's greatest strengths is the depth of involvement of students. We attract highly motivated students who get engaged with societies, with volunteering, with the Guild and increasingly by helping to shape their own learning and future employment prospects. We aim to further nurture and develop this work as we move forward so that Exeter stands out even further from the crowd for the strength of the student experience.

Central to this approach has been the 'Students as Change Agents' initiative which has been nationally recognised as a model of best practice. As agents of change, students engage fully with the world around them, becoming responsible, rounded graduates, leaders and team players at work and lifelong learning.

'Students as Change Agents' puts students at the heart of the learning experience. They are involved in the research, design and planning of courses. They write academic resources for



each other, for example welcome materials and study guides; help create assessment/exam questions; and take part in all quality assurance processes, such as annual and periodic programme review; and writing codes of practice.

Two other student-focused projects were rolled out during the year. Our new virtual learning environment provides an online set of integrated tools to support e-learning activities and enables students to access course materials and use tools such as discussion forums and quizzes to interact online.

Our augmented reality project helps students find out a whole range of information whilst walking around campus via their smartphone. It uses GPS technology and clever programming to overlay information on the real world. It is believed to be a first for UK higher education.

Exeter students are already highly participative and engaged in committees and leadership positions, for example the Guild is represented on the University's governing body, Senior Management Group and Professional Services Management Group. This is being further developed via the creation of a new Budget Scrutiny Group through which students will be able to comment on University spending decisions on additional fee income post-2012.

The Guild has also been extremely successful in encouraging students to vote in elections for sabbatical officers, twice breaking the national record for election turnouts. It has also

launched a new campaign to encourage students to register in city and county council elections.

Working with the Guild and FXU in Cornwall is helping the University to develop a co-produced and co-owned Student Charter and a Student Learning Partnership underpinned by the University Education Strategy and Guild Education Campaign.

Greater engagement with students will, we believe, improve the student experience, increase students' confidence and skills development, and improve employability. It gives the University a unique student experience selling point, helps to deliver a change agenda and develops routes through which to engage parents. High levels of University participation lead to high levels of participation in civil society, benefiting both employers and society as a whole: students will be more likely to volunteer, participate in their community, give to charity and vote. Exeter students/graduates will become leaders in their professional fields as well as their communities.

Exeter graduates will become leaders in their professional fields as well as their communities



International students visit Exeter's historic Cathedral Green.

Truly world class

Top 200

For the first time, the University of Exeter was hailed as one of the top 200 Higher Education institutions in the world. Exeter was ranked 184th – making it into the top one per cent of universities worldwide – in the normal league table published by *Times Higher Education* magazine. *THE* Editor Ann Mroz said: “The top 200 universities in the world represent only a tiny fraction of world higher education and any institution that makes it into this table is truly world class.”

The rise into the top 200 is an important milestone in the University's fast developing internationalisation strategy. International students now make up a quarter of the University's total population and come from 130 different countries. A report commissioned by the University from Oxford Economics revealed that international students contribute over £57 million a year to the city's economy and support more than 2,100 jobs.

An international presence

During 2010, the University further strengthened its links with China, opening Project Offices in Shanghai and Beijing. The Vice-Chancellor Professor Steve Smith, in his capacity as President of Universities UK, joined the Prime Minister

David Cameron on a trade mission to China. Professor Smith later returned to Beijing to address an audience at Tsinghua University – one of China's leading research universities. Tsinghua is an important international partner for Exeter and faculty at both institutions are collaborating in areas as diverse as functional materials, astrophysics, law, environmental biology, English and water systems.

More than 20 students from Exeter attended a summer school at the China University of Political Science and Law (CUPL) in Beijing, and a number of students from both CUPL and Tsinghua attended Exeter's own International Summer School. The University was delighted to welcome many guests from China and South Asia, including a delegation of senior officials from China's Ministry of Industry and Information Technology, the Presidents of CUPL and East China Normal University, and a team of biologists from National Taiwan University.

The rise into the top 200 is an important milestone in the University's international strategy

India links develop

The University has also been working to develop stronger links with India. Professor Smith joined the Prime Minister on the UK trade mission to India where it was agreed to extend the UK India Education and Research Initiative (UKIERI). Exeter is developing deepening relations with leading Indian universities, including the Indian Institute of Science Bangalore (IISc-B), the Indian Institute of Management Bangalore (IIM-B) and the National Institute of Advanced Studies. The aim is to facilitate the movement of researchers between Exeter and Bangalore and identify joint funding opportunities. Faculty at Exeter's Business School are collaborating with IIM-B in areas such as service science, leadership studies, supply chain management and social networks. Professor Smith also visited the Indian Institute of Technology Delhi (IIT-D) where the two institutions are collaborating in a UKIERI-funded project in physics. Early in 2011 the University opened Representation in Bangalore.

A deepening relationship

The University's longstanding links with the Arab and Islamic world were further strengthened in 2010. Exeter was chosen by the Leadership Foundation for Higher Education to host a

delegation of Iraq's most senior education leaders, as part of a leadership development course, funded by the Department for Business Innovation and Skills. The Institute of Arab and Islamic Studies hosted a visit by the Indonesian Ambassador, His Excellency Yuri Octavian Thamrin. Indonesia is the world's largest Muslim country and the Institute is keen to identify opportunities for collaborative research and training. Meanwhile, more than 100 guests attended the fourth annual University of Exeter Gulf Alumni Dinner. The event was hosted by Exeter alumnus His Highness Sheikh Dr Sultan bin Muhammad al-Qasimi, Member of the Supreme Council of the United Arab Emirates and the Ruler of Sharjah.

Cultural collaboration

International students are becoming increasingly engaged in the life of the city of Exeter. The Chinese Students and Scholars Association organised comedy sketches, martial arts and mask painting to celebrate the Chinese New Year. Students from the University's Kurdish Society arranged an evening of cultural activities and a lecture to mark their New Year, 'Newroz'. Exeter's Hindu students also celebrated Diwali, the Hindu Festival of Light.



A student prepares for the Chinese New Year celebrations.



The Vice-Chancellor Professor Steve Smith and Chair of Council Russel Seal launch the University campaign.

Creating a world-class university together

Alumni support goes from strength to strength

The University's campaign *Creating a world-class University together* has made excellent progress towards its targets of £23 million, 250 legacy pledges and 2,012 hours of alumni volunteering.

The campaign's priorities are to support our investment in world-class facilities and research, as well as to further support our world-class graduates. It was launched at a series of events in the UK and overseas, including the Alumni Gala Dinner in London and the Gulf Alumni Dinner in Sharjah. By the end of 2010, alumni and supporters of the University had together contributed over £20 million, pledged 181 legacies and volunteered nearly 3,000 hours of their time.

Our Exeter alumni and friends have contributed around 50 per cent of the total funds raised, whilst approximately 34 per cent comes from trusts and foundations, six per cent from businesses and a further seven per cent through the Government's Matched Funding Scheme.

College of Benefactors welcomes new members

Induction into the College of Benefactors is the highest honour that the University can bestow on its donors, and we were

honoured to welcome three further members into the College in 2010. These were Mr Peter Jewell, whose gift of over 50,000 artefacts, collected with his friend Bill Douglas, founded the 'Bill Douglas Centre for the History of Cinema and Popular Culture'; Dr Ian Henderson, whose generosity helped found the Business School's Xfi building; and the Garfield Weston Foundation, which provided £500,000 in support of the Forum project.

The other members of the College are His Highness Sheikh Dr Sultan bin Muhammad al-Qasimi, Member of the Supreme Council of the United Arab Emirates and Ruler of Sharjah (PhD 1985, Hon DLitt 1993); Mr Nicholas Bull (Chemistry 1973); Sir Christopher Ondaatje (Hon DLitt 2003); The Ibrahim Ahmed Foundation; Mr Leslie Halpin (Mathematical Statistics and Operational Research 1979) and Mrs Claire Halpin (Biological Sciences 1979); and Mr Barry Bateman (Economics and Economic History 1966).

Class of 2010

Having canvassed ideas and cast their votes, Exeter's Class of 2010 raised £1,000 in support of their very own chosen project: contributing toward the refurbishment of the Ram Bar. More than 240 students (seven per cent of the Class of 2010) donated towards this fund. Members of the Committee presented a cheque to the University's Chancellor at the Graduation Ball on behalf of all student donors.



Telethon raises over £100,000

More than 60 students were recruited to phone alumni during our annual telethon campaign. Students called over 15,000 alumni in 14 countries across the world, achieving a pledge total of over £100,000. Student callers received more than 70 offers of volunteering and responded to over 1,000 alumni requests.

Supporting the student experience

The Annual Fund supported more than 20 projects throughout 2009/10. Aimed at enhancing the student experience and our status as a world-class institution, it disburses funds, which are raised annually, through a panel of representatives made up of academic and professional service staff, donors to the Annual Fund and student representatives. Projects supported included the Chaplaincy Choir Scholarships, motivational visits from Olympic and Paralympic medal winners, and a student expedition into the heart of Borneo.

Parental support

Parents of final-year students contributed over £6,400 to the Student Family Book Fund. The fund offers families of our current final-year students a unique opportunity to support academic achievement at Exeter, by contributing to the Library collections. Each book donated bears a special graduation bookplate including the student's name and his or her degree.

Working in partnership

Partnership was a consistent theme across 2009/10, with an increasing proportion of financial support coming through collaboration with trusts, foundations and businesses. For example, Santander's relationship with the University developed further when they agreed to provide seven additional Exeter scholarships, increasing the value of their support over the next few years to more than £145,000. We were also pleased to agree a pioneering match-funding scheme with an anonymous UK foundation that could raise up to £3.3 million for the Business School. Another exciting development is our new £3.6 million building for Mood Disorders Research, which has been funded by The Wellcome Trust and will play a leading role in our understanding of depression and its treatment.

Volunteer numbers surge

The University was delighted with the number of alumni volunteering their time and expertise across 2009/10. The Exeter community contributed in a host of ways to the benefit of our students and staff, through support such as mentoring, practice interviews, career talks, events, advice and work placements. The number of volunteers jumped more than 70 per cent year-on-year, and by the close of 2010 had reached nearly 3,000 hours of support. This is one of the highest levels of alumni volunteering in the UK, and one of the reasons why the University of Exeter Development and Alumni Relations team was recognised as the 'Outstanding Fundraising Team' in the 2010/11 *Times Higher Education Leadership and Management Awards*, and as one of the top five alumni relations programmes outside the US by the annual ICARS survey.



One of the new bike shelters on the Streatham Campus.

Responsible, sustainable and ethical

The University made important progress in 'greening' its campuses, in building relationships with the local community and in supporting arts and culture in 2010.

Emissions bonus

An Environmental Sustainability Policy was launched for the first time which linked pay and rewards to emissions targets. University staff are together tasked with delivering a five per cent reduction in CO₂ in order to qualify for the staff bonus.

Our policy of charging for car parking and moving parking spaces to the edges of the Streatham Campus led to a near doubling of the number of staff cycling to work from six per cent to 11 per cent. Work proceeded on installing new cycle parking shelters. There will be more than 1,000 new cycle spaces, in locked and unlocked facilities by the end of the capital programme (end of 2011) at Amory, the Sports Park and outside Northcote House.

Improvements were also made to the D bus service to encourage greater use of public transport. These improvements are being subsidised by the University.

The University's Estates Development team have been working to encourage greater diversity of wild species. The

latest bird survey on the Streatham Campus revealed an overall three per cent increase in the number of different species recorded. The survey has been running for three years and is carried out by an independent expert. The surveys have consistently shown the campus to be an important habitat for some rare species like the house sparrow which is now on the RSPB's Red List. Continuing the biodiversity theme, Exeter alumnus, broadcaster and naturalist Nick Baker led a group of over 150 volunteering students, academics, members of the public and Devon Wildlife Trust experts for the first ever Bioblitz, a quick census of species at the University.

The University was shortlisted for the Carbon Management category in the *Green Gown Awards*. This is in recognition of our achievements in reducing carbon dioxide emissions since 2004/05, saving 6,600 tonnes of CO₂.

The Streatham Campus is an important habitat for some rare species of wildlife

Engaging with the community

The University has a massive beneficial effect on the local economy, equating to around £400 million a year. However, we also recognise that as a big organisation in a relatively small city, there can be tensions. We have therefore developed an innovative Community Engagement Strategy with the Students' Guild. A range of initiatives aim for positive interaction between students, staff and permanent Exeter residents.

Our Community Liaison Officer works with the Students' Guild and ten Student Community Wardens to help deliver community campaigns and initiatives. We have also developed key partnerships with Exeter City Council and Devon and Cornwall Constabulary to address long-term community issues.

One example of a key initiative is the 'Students On The Move' scheme. This scheme tackles the problem of rubbish accumulating on the streets as students leave their rented accommodation at the end of the summer term. The project promotes end-of-term recycling and funds additional refuse collections to keep kerbsides clear. A Community Engagement Plan is also being developed for our Cornwall Campus.

Encouraging arts and culture

The University's Arts and Culture Strategy was launched with an 'Any Questions' panel discussion chaired by honorary graduate and broadcaster Jonathan Dimbleby. Students

performed a selection of music and comedy to a packed house. Other highlights of the many arts and cultural activities on our campuses included the delivery of a new sculpture by Peter Randall-Page. Called *Flayed Stone II*, it is situated behind the Northcott Theatre. Also on the Streatham Campus, the British artist Nigel Ross created a sculpture from a lime tree which had been felled to make way for the Forum. At the Cornwall Campus, *The Cornish Trembling Sea Mat* by local artist Kurt Jackson was installed in front of the entrance to the Camborne School of Mines.

Charitable efforts

Many staff and students took part in charitable events throughout the year. Exeter Sport Barbarians played a variety of sports fixtures against local companies in 2009 to raise money for Cancer Research. Fiona Neligan, from the School of Psychology, ran the London Marathon in aid of Shelterbox. Twelve second-year students from the University of Exeter Students' Guild fundraising group, Exeter RAG (Raising and Giving), travelled to Nepal for a month-long trek to Mount Everest Base Camp in aid of Macmillan Cancer Support. Andrew Adams, a Strength and Conditioning Coach at the Sport High Performance Unit, undertook a fundraising challenge in aid of the RNLI and Help for Heroes by walking 65 miles, from Newquay to Sennen Cove, carrying a surfboard and surfing at six different spots.



TV presenter Jonathan Dimbleby chaired the launch of the Arts and Culture Strategy.



Members of the University Council (its governing body).

Governance

Positive structural change

The University made some major changes to its structure in 2010, moving from 11 academic schools to five colleges (other than the medical and dental schools). This was designed to create academic units of roughly equal size and of sufficient financial strength to operate more autonomously. During 2010 executive teams were appointed to each college and common administrative structures were established. Over 400 new posts were graded and staff matched to new roles. Team building programmes and skills audits identified knowledge gaps. New remuneration arrangements for senior teams provided a direct link between individual reward and contribution to performance. This major restructuring was achieved without disruption to service.

Major restructuring was achieved without disruption to service

The creation of the new colleges posed a particular set of challenges for the management of academic staff. After discussion with key stakeholders the decision was taken to develop a system of distributed leadership, designed to ensure that the formation of larger academic units did not lead to loss of agency within the academic community. One

hundred and thirty 'Academic Leads' were appointed and given comprehensive training in appraisal, coaching and mentoring techniques. Working in partnership with the Universities and Colleges Union, the academic appraisal scheme was completely redesigned: each 'Academic Lead' meets their 'appraisee' three times a year to review their evidence-based portfolio. Meetings consider workload, assess progress against agreed objectives and review development needs. It is believed that this model is unique within the sector.

The University's HR department had to deliver the structural changes to create colleges whilst also dealing with the biggest recruitment drive in Exeter's history. This was delivered successfully and the full-time equivalent academic headcount increased by 13.6 per cent in 2010, an increase of 200 staff.

Reductions in Employer's National Insurance Contributions (NIC) of over £500,000 per annum were achieved by delivering benefit choices through 'salary exchange schemes'. Exeter was the first full-service university to 'salary exchange' USS employee pension contributions and further NIC savings have resulted from staff exchanging salary in return for benefits such as childcare vouchers. In 2010 'salary exchange' was extended to support the University's sustainability agenda by basing car parking charges on vehicles' CO₂ emissions and introducing a car leasing scheme which offered employees a choice of fuel-efficient vehicles. These measures have produced demonstrable changes in commuting habits.



A long-term solution

Like many national pension schemes, the Exeter Retirement Benefits Scheme (ERBS) was under pressure from rising life expectancy and poorer investment returns. Many universities have had to close their schemes, but Exeter was able to make ERBS sustainable by renegotiating the benefit promise so that all future benefits will be based on Career Average Re-valued Earnings rather than final salary. Discussions with Scheme Trustees and Trade Union representatives preceded a series of presentations to scheme members, concluding with a vote to accept the University's proposals. The resultant changes will save the University £2 million a year in employer pension contributions, freeing up vital investment resources to support capacity building.

Strengthening governance

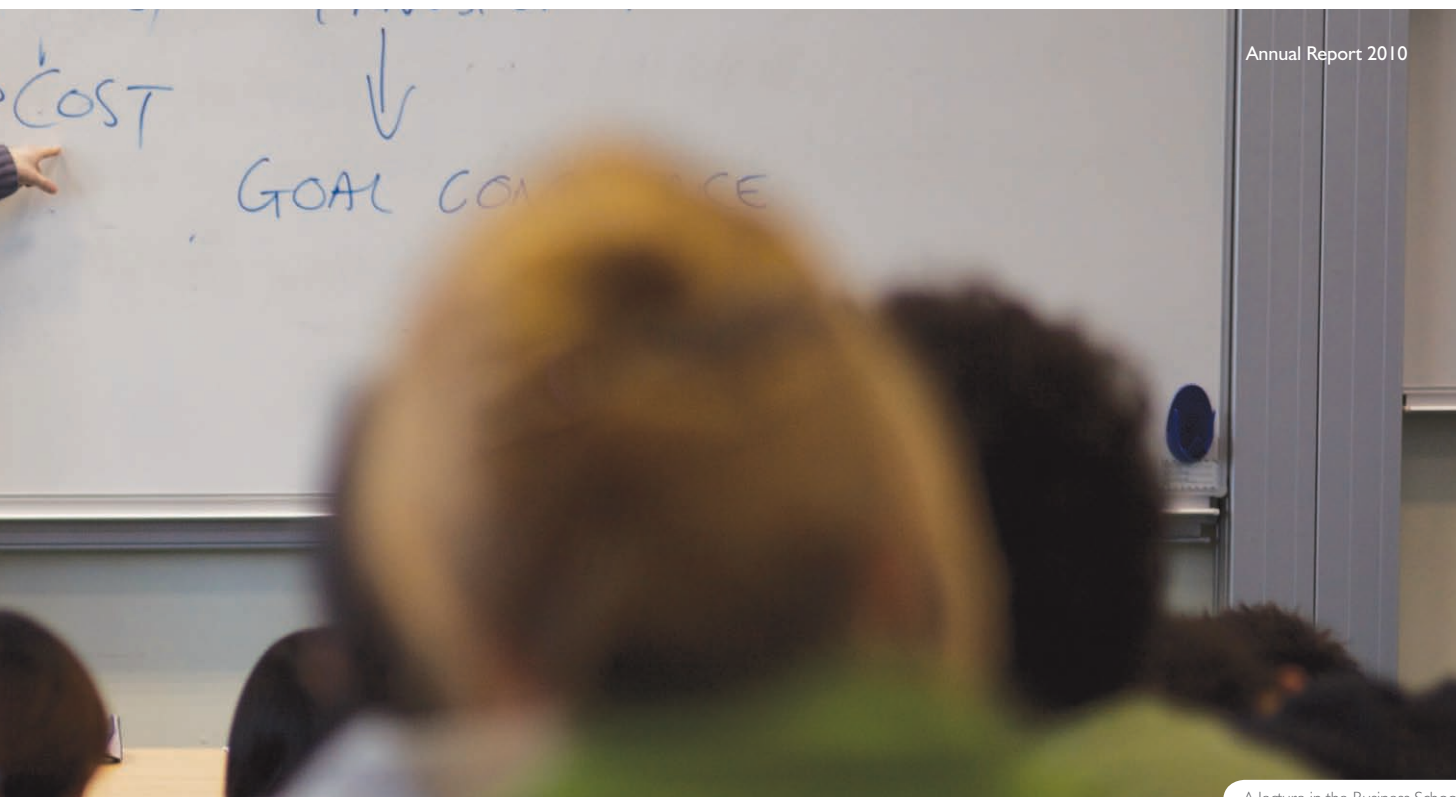
Following a recent report of our internal auditors, Mazars, and a strategic review, several measures to simplify and strengthen governance were approved. These include reducing the size of Council (from 25 to 20 members), having it meet twice a term rather than four times a year, standing down SPaRC (Strategy, Performance and Resources Committee) and creating a Standing Committee of Council to deal with urgent issues between meetings.

Strong growth

The University continued to experience strong growth while simultaneously reducing its dependence on state funding. Turnover is expected to rise to £249 million in 2010/11, a jump of 22.5 per cent in two years and 9.6 per cent higher than the forecast for the financial year just ended (to end July 2010). Earned income (ie excluding Funding Council Grants) is set to rise to 70.3 per cent in 2010/11, up from 68.1 per cent in 2009/10. The expected budget surplus is £4.4 million, higher than the £0.5 million set in the five-year forecast. The higher surplus is to provide a buffer against expected further cuts in government funding.

Grant increases

Our government grant for teaching and research increased by 3.7 per cent to £66.17 million – the largest increase of any English research-intensive university. It reflected recent growth and improved research performance. It also included funding for more student places in STEMM (science, technology, engineering, mathematics and medicine) subjects and on the Cornwall Campus. Research funding was up by 5.5 per cent and includes money for more research students and more research undertaken with industry. There is also increased funding of 15 per cent from the Higher Education Innovation Fund for knowledge transfer. The University is especially grateful to Russell Seal, Chair of Council and the other non-executive members of Council for their magnificent support through time, expertise, advice and commitment.



A lecture in the Business School.

Sport and wellness

We are the champions

Exeter finished 10th in the British Universities and Colleges Sport (BUCS) league table with gold medals for Men's Hockey (1st and 2nd teams), Rowing and Sailing. The Men's Hockey 1st team beat old sporting rivals Loughborough in the National Championship Final, while the Men's Hockey 2nd team beat Birmingham to take gold in the National Trophy Final for the third consecutive year.

Successes in fleet racing reaffirmed Exeter as the leading sailing university (Tom Mallindine and Suzy Russell won the BUCS Gold medal in the Laser 2 class and Tim Saxton and Nicola Groves picked up the Silver in the Firefly class), while the Exeter women's team swept the board at the BUCS Surfing Championships at Newquay and were crowned National Champions.

First-year Sports Scholar Izzy Hamilton, was crowned Britain's first ever Windsurfing Youth World Champion at the 2010 Championships and has since added an impressive series of results to her name, including a 1st place at the Youth and British National Championships.

Scholars Lucy Demaine, Amber Reed and Sarah George were selected for the England U20s Women's Rugby squad

for the 2010/11 season, while Scholars Crystal Lane and Tom Staniford were selected for the GB Para Cycling Development squad.

Former Cricket Scholar Ben Howgego was offered a two-year professional contract with Northamptonshire County Cricket Club until 2012, while former Sailing Scholars Sophie Ainsworth and Sophie Weguelin, have embarked on full-time sailing careers with the Skandia Team GBR Development Squad at Weymouth following graduation from the School of Sport and Health Sciences.

The Athletic Union beat all previous records in signing up 5,000 club members, while Intramural Sport enjoyed a 100 per cent increase in numbers of participants, with over 3,000 students engaged in the recreational sports leagues.

Intramural sport enjoyed a 100 per cent increase in numbers

Volunteering for sport

The Sports Volunteering Scheme (SVS) saw 400 students successfully engaged in employability-enhancing activities, with 75 students volunteering their time on a regular basis to coach in 27 local primary and secondary schools.

Gym record

Visitors to the gym and facility occupancy levels have reached record highs with the assistance of expanded opening hours, while the Student Wellness programme, University Fencing and Lacrosse Clubs, and the Exeter Graduate Scheme have all flourished with the aid of funding from the Annual Fund.

Representing their countries

Six University of Exeter Alumni sportsmen and women were selected to represent their country at the Delhi Commonwealth Games in October; among them were Sian Gordon (Lawn Bowls), Nick Brothers (England Men's Hockey), Ian Haley (South Africa Men's Hockey) and Sarah Thomas, Dawn Mitchell and Ella Rafferty (Wales Hockey).

**Six university alumni
were selected to represent
their country at the
Commonwealth Games**



Hockey player Ian Haley was one of six alumni to represent their country at the Commonwealth Games.



Xpression FM in action.

Students' Guild

Students' Guild best in the country

The Students' Guild won the NUS Student Union of the year award in recognition of achievements such as recording the highest turnout in the sabbatical elections in the country (38%), for the second year in a row, while also having a large number of students taking part in volunteer groups and societies. The organisation was also awarded Silver as part of the Student Union Evaluation Initiative (SUEI). This programme helps improve the services that student unions deliver to their members, while also benchmarking them throughout the country.

Alongside these successes the Students' Guild has been recognized nationally for its environmental performance obtaining Silver as part of the Green Impact Scheme. The venues run by the Guild have been awarded Best Bar None accreditation, ensuring high welfare standards for customers.

This year will see significant investment to refurbish the venues on the Streatham Campus: the Ram Bar and the Lemon Grove. This will create two of the largest, modern student venues in Exeter.

RAG raised £80,000 for charities including the Rainbow Trust, Operation Imprezza and Positive Action South West. The students who organise these events gain skills and abilities that help them extend their CVs and often describe them as life-changing experiences.

Community Action provides students with the opportunity to give something back to the local community through volunteering. Community Action runs projects with children, older people and the environment. Over 700 students were signed up to the CA volunteer database.

XMedia consists of: a fortnightly newspaper, Exposé; the campus radio station, Xpression FM; the student TV station, XTV; and the student-run website, XMedia Online. More than 1,000 students are involved in XMedia and many recent graduates who gained experience through their involvement are now pursuing careers in the media industry. XTV had a fantastic year and picked up two awards at the National Student TV Awards (NaSTA).

More than 9,000 students are engaged in the Guild's 157 societies, which range from the Chocolate Society to the International Society. Involvement in the societies provides students with the opportunity to organise and participate in a vast array of activities and events.

**RAG raised £80,000
for charities during
2009/10**



The Chancellor Baroness Benjamin with honorary graduate Sir Ian Botham.

People

Honorary graduates

- **Kuljit Bhamra**, a Bhangra and Bollywood composer and producer
- **Sir Ian Botham**, legendary England cricketer and charity fundraiser
- **Shami Chakrabarti**, Barrister and Director of Liberty (the National Council for Civil Liberties)
- **Dame Julia Cleverdon**, business leadership expert and former Chief Executive of Business in the Community
- **Eric Dancer**, Lord Lieutenant of Devon and former Managing Director of Dartington Crystal
- **Professor Dame Sally Davies**, the Director General (DG) of Research and Development and Chief Scientific Adviser for the Department of Health and NHS
- **Elaine M Goodwin**, internationally renowned artist specialising in mosaic
- **Professor Jane Knight**, international education expert
- **Harriet Lamb**, Executive Director of the Fairtrade Foundation
- **Richard Lambert**, former Editor of the *Financial Times* and Director General of the CBI
- **Sir Peter Lampl**, philanthropist specialising in educational equality

- **Deborah Meaden**, businesswoman and *Dragon's Den* member
- **Peter Randall-Page**, sculptor and artist
- **Dr Lady Ann Redgrave**, rower, doctor, osteopath and medical adviser to the GB rowing team
- **Professor Alison Richard**, former Vice-Chancellor of Cambridge University and eminent anthropologist
- **Sir John Rose**, Chief Executive of Rolls Royce plc
- **Fiona Shackleton**, leading lawyer and personal lawyer to Princes Harry and William
- **Baroness Young**, environmental leader – former Chief Executive of the Environment Agency, Chair of English Nature and Chief Executive of the RSPB.

Appointments

The Chancellor, **Floella Benjamin**, was made Baroness Benjamin of Beckenham in the Dissolution Honours List. She was nominated by the Liberal Democrats.

Paul Blackmore, previously Director of the Centre for Employability, Enterprise and Careers at Lancaster University was recruited to head up a new Employability division.

Professor Kevin J Gaston was appointed inaugural Director of the University's Environment and Sustainability Institute (ESI). He was formerly Professor of Biodiversity and Conservation at the University of Sheffield.

Professor Steve Thornton was appointed Dean of the Peninsula College of Medicine and Dentistry. Professor Thornton, an obstetrician, joined from the University of Warwick Medical School.

Steve Trotter, formerly the Project Manager for the Environment and Sustainability Institute (ESI) in Cornwall, was appointed as Academic Services Assistant Director responsible for the Academic Support Unit in Cornwall.

Simon Wright joined from Swansea University as Head of Student Services.

College Deans were approved by Council as follows:

- **Professor Tim Dunne**, Social Sciences and International Studies[▲]
- **Professor Ken Evans**, Engineering, Mathematics and Physical Sciences
- **Professor Mark Goodwin**, Life and Environmental Sciences
- **Professor Nick Kaye**, Humanities
- **Professor Richard Lamming**[◆], University of Exeter Business School

[▲]*Professor Dunne later left to take up an appointment in Australia and Professor Debra Myhill is acting as Dean.*

[◆]*Professor Lamming resigned as Dean for health reasons. Professor Robin Mason is Acting Dean.*

College Managers were appointed as follows:

- **Paul Beerling**, Social Sciences and International Studies
- **Ariel Edge**, Humanities
- **Linda Peka**, Engineering, Mathematics and Physical Sciences
- **Helen Ratcliffe**, Life and Environmental Sciences
- **Anna Verhamme**, University of Exeter Business School.

Professors appointed as Associate Deans for Research in the Colleges are:

- **John Bessant**, University of Exeter Business School.
- **David Butler**, Engineering, Mathematics and Physical Sciences
- **Allen Moore**, Life and Environmental Sciences
- **Debra Myhill**, Social Sciences and International Studies
- **Andrew Thorpe**, Humanities.

Associate Deans for Education were appointed as follows:

- **Trevor Bailey**, Engineering, Mathematics and Physical Sciences
- **Susan Banducci**, Social Sciences and International Studies
- **Robin Mason**, University of Exeter Business School



Sculptor and artist Peter Randall-Page became an honorary graduate.



- **Andrew McRae**, Humanities
- **Tim Quine**, Life and Environmental Sciences.

Awards

The University picked up two awards in the *Times Higher Education Leadership and Management Awards*.

Development and Alumni Relations won the award for Outstanding Fundraising Team and **Communication and Marketing Services** the award for Outstanding Marketing/Communications Team. The University was also shortlisted in the Outstanding Leadership and Management Team award category.

Three staff were honoured for their outstanding contribution to student learning experiences: **Professor Roger Eston**, Head of the School of Sport and Health Sciences; **Dr Steve Gaskin**, Head of Skills in Education Enhancement; and **Professor Alex Haslam** of the School of Psychology, have all received National Teaching Fellowships from the Higher Education Academy. It is unusual for one university to achieve three Fellowships in one year. Each winner will receive £10,000 to be used for professional development in teaching. The Fellowship scheme is part of an overall Academy programme to raise the status of learning and teaching in higher education.

The **Family Centre** on the Streatham Campus was awarded the highest accolade of 'outstanding' following an Ofsted inspection.

Professor John Dupré, Director of Egenis, the University's Centre for Genomics in Society, was elected a fellow of the American Association for the Advancement of Science, one of the greatest honours in the scientific world. Professor Dupré has been recognised for his distinguished contribution to the history and philosophy of science.

Professor Gilles Chabrier, a key member of our world-class Astrophysics team, has been awarded the Prix Jean Ricard, the highest prize for physics in France, by the Société Française de Physique. He has also been awarded the Eddington Medal by the Royal Astronomical Society (RAS), an award which recognises investigations of outstanding merit in astrophysics.

Professor David Stephenson of the Mathematics Research Institute was elected a member of the Academia Europaea for his outstanding research in statistical climatology.

Kate Gameson-Marzell, a Chef de Partie (line cook) at Birks Grange hall of residence won Exeter College's *Student of the Year Award*. Kate studied for her NVQ level 3 on a day release course. She was nominated by her tutor Dave Byford for her attitude, enthusiasm and her outstanding work. Kate beat 70 other students into top place.

Employability and Graduate Development were accredited with the national Matrix Standard for Information, Advice and Guidance. A four-day accreditation visit included focus groups of students, meetings with EGD staff and partners including the Guild and local employers.



Event Exeter scooped a gold award at the South West Tourism Excellence Awards.

Finance Services was awarded Platinum-level employer status from the Association of Certified Chartered Accountants.

Event Exeter, one of the University's commercial arms, scooped the gold award for business tourism at the *South West Tourism Excellence Awards 2010*. It now goes through to the *National Enjoy England Awards for Excellence 2011* finals in the spring.

Morgen Witzel's book, *TATA: The Evolution of a Corporate Brand*, has chalked up more than three months as one of India's top ten best-selling non-fiction books. The book, published by Penguin, was ranked number 7 in *India Today's* November list. The first edition sold out within three weeks and has been reprinted. Morgen Witzel is an Honorary Senior Fellow at the Business School.

Deaths

- **Dr John Cousins**, former senior lecturer at the School of Physics
- **Mrs F L (Rikki) Clayton**, former Warden of Jessie Montgomery Hall (part of Duryard)
- **Margaret Barr**, former Secretary to the Vice-Chancellor and staff member of the Development Office
- **John Ashford**, Emeritus Professor of Statistics.



Facts at a glance 2010/11

17,950 Students

13,335 undergraduate

4,615 postgraduate

3,277 Staff

1,257 academic

2,020 support

As at May 2011.

Undergraduate Entrants by School Type

68% from State schools

32% from Independent schools

Percentages calculated from FT, UG entrants in 2010 with school type known.

£227,214,000 Turnover (net)

£37,728,000 research grants and contract income

£18,220,000 HEFCE research funding

£53,410,000 HEFCE/TDA T grant and other
funding council income

£74,180,000 tuition fees and contracts

£55,395,000 other income

(£11,720,000) less: share of income from joint ventures

Data for 2009/10 as at 31 July 2010.



Our mission

We transform lives through the power of higher education. A leading international university, we undertake ground-breaking research and deliver a world-class student experience in a campus environment of outstanding natural beauty.

Our values

We agreed our University values through a period of consultation which involved staff, students and alumni. These are the qualities most important to us at the University of Exeter and give focus to our everyday endeavours. We aim to give all at Exeter the opportunity to develop, demonstrate and celebrate our values.

As University of Exeter staff, students and alumni, we value:

- **Excellence** – We aim to realise our potential and celebrate our achievements.
- **Personal leadership** – We have a clear sense of direction and seize opportunities to be forward thinking.
- **Creativity** – Bold and enterprising, we support innovation.
- **Truth** – We are dedicated to upholding the highest levels of integrity and the ethical pursuit of knowledge.
- **Working together** – Through a communicative and trusting environment, we nurture Exeter's unique and invaluable community spirit.
- **Ambition** – We constantly challenge ourselves to do better, pursuing goals with energy and enthusiasm.
- **Inclusivity** – We promote and celebrate diversity, fostering equal opportunities and personal dignity.
- **Sustainability** – Through education and research we are aware of the ecological limits of the planet and promote the careful use of resources.
- **Adaptability** – We are resilient and receptive to change and foster a positive outlook.
- **Partnership** – We work collaboratively to create alliances across sectors and beyond borders.



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