The University of Exeter helps to shape the future by extending the boundaries of knowledge for the benefit of individuals, society and the environment. Our vision is to be a leading international university, recognised for the high quality of our research and the distinctive student experience we offer.

**Our Key Characteristics**

- Research intensive, recognised internationally for the excellence of our research
- Offering challenging programmes at all levels of study, highly attractive to students from varied backgrounds
- Providing an outstanding student experience which prepares students for meaningful employment and a fulfilling life
- Offering a high-quality, campus-based living and learning environment which is welcoming and inclusive
- Committed to making a positive, distinctive and measurable impact on society, and playing a leading role in the South West region
- An international university, in outlook and impact

**Our Values – we aim to be**

- Tolerant, humane and liberal minded, with the pursuit of truth, openness and equality and diversity at the heart of what we do
- A champion for our students, dedicated to their development and wellbeing
- Engaged with our graduates and rejoicing in their success
- Committed to being an employer of choice, providing support, recognition and reward for our staff
- Customer focused, providing the highest standards of service for students, alumni and external partners
- Outward looking, bold and creative, working in partnership with others to achieve success
- Self-determining through sound governance, self-investment, and with less reliance on the State
- Responsible, sustainable and ethical, meeting the needs of the present and leaving a better environment for future generations
- Always striving to be better than our previous best
Vice-Chancellor’s Introduction

The award of the Times Higher University of the Year title caps a stunning period of growth and development for this institution.

It is a marvellous reward for the efforts of the University’s 2,700 staff who have not only delivered success, but who have also been enthusiastic supporters of the University’s mission. The secret of our success has undoubtedly been the way that staff have ‘bought in’ to Exeter’s aims and objectives. This is borne out by the 2007 Staff Survey which reveals that 93% of staff believe Exeter is a good place to work and 87% of them report high levels of motivation. Both scores are much higher than the sector average. I would also like to say thank you to everyone who has supported the University during the year. The support of our alumni and friends means so much to us. I hope you will be pleased to hear that we raised more than £2 million in donations and pledges during the year.

The University of the Year title awarded by Times Higher Education is a tough award to win because it is independently judged by those who know the most about higher education. Exeter is now firmly among the top 20 universities in the UK out of more than 120 higher education institutions. The three main league tables – those published by The Times, The Sunday Times and the Telegraph all put Exeter in 17th place.

We expect to go higher still and we are engaged in a process to assess how much higher. It is likely that our next target will be to break into the top 10 universities in the UK, but no-one should be in any doubt that this will be extremely challenging. We are already fourth in the country for student satisfaction, according to the National Student Survey.

Research quality and income showed another major improvement during 2007. The value of new grant awards rose by 26%. We now invest over £33 million a year in research. Great attention has also been paid to recruiting and developing world class research teams, and more than 180 new academic staff were appointed, including more than 30 professors.

Underlying the University’s overall success has been a number of key developments.

The judges of the Times Higher Award were particularly impressed by the University’s efforts to create new educational opportunities in the South West in partnership with a range of other organisations. These partnerships yielded their first graduates last summer. The graduation of the first students at the University’s Cornwall Campus near Falmouth was a great moment for all the students and staff based there. Opening a campus 100 miles away in Cornwall was a significant challenge for the University. The campus, which we share with University College Falmouth, has proved extremely popular with students and has also attracted exceptional staff to Cornwall.
The first cohort of students from the Peninsula Medical School also completed their studies and graduated in the Great Hall. This is another joint venture, this time with Plymouth University; and another out-and-out success story. Since the Medical School was established in 2002 it has grown in size from an initial intake of 130 students and now has 850 students based in Exeter, Plymouth and Truro. It won funding for a new dental school – the first in the UK for 40 years – which opened its doors to students in the autumn.

And finally, we continue to lead the £14 million Great Western Research project, a postgraduate initiative involving all of the South West’s Higher Education Institutions. The project has provided a significant boost to postgraduate development in the South West with students working in collaboration with local businesses on specific assignments.

Research intensive universities are dynamic and ever-changing places which make a huge contribution to the regional and national economy. The University of Exeter, for example, directly and indirectly employs nearly 5,000 people. It contributes £250 million a year to the local economy on top of its turnover of £1.52 million.

Our students devote over 100,000 hours a year to volunteering, thereby helping to improve the quality of life of the elderly, the disabled and children from deprived backgrounds. Their efforts are the equivalent of 70 full-time voluntary sector workers.

2007 was an exciting period for the University and we now look forward to further growth and success. In particular, we are planning a £450 million investment in facilities by the end of the next decade. This will include a new Business School, state of the art facilities for Biosciences and a redevelopment of the heart of our Streatham campus. The friendship and support of our community of alumni and friends worldwide will be central in helping to turn these plans into reality. I will end as I started by paying tribute to the University’s staff, students and alumni. They have embraced change, delivered success and now look forward to a very bright future indeed. One thing is for sure; with their ability and commitment the University can go higher still.

Professor Steve Smith
Vice-Chancellor

Student volunteers receive awards at the annual celebration of volunteering.

1 Jeremy Lenaerts, student at the Peninsula Dental School, © The Express and Echo.

2 Community Action student volunteers about to embark on another project.
Investing in research quality

Research income totalled more than £33 million in 2007. The value of new grants and awards rose by 26%; an increase due to the University’s increasing focus on key strength areas. These areas enjoyed further investment in new staff – more than 180 posts, including more than 30 professors.

Central to the University’s effort was preparing for the 2008 Research Assessment Exercise. This is a national assessment of research quality at all 120-plus UK higher education institutions. Doing well is vitally important for the University’s standing in the marketplace and for future research funding. Exeter’s 2008 RAE return was sent to the Higher Education Funding Council in November. It represented a massive improvement on the last RAE in 2001, both in terms of the number of staff entered and the quality of their research. Increasing research focus meant that the University entered in fewer units of assessment than in 2001 – 29 compared to 37. The result of the 2008 RAE won’t be known until December 2008, but a major improvement is expected.

Setting the research agenda

Thirteen University and Peninsula Medical School staff will be serving on RAE panels in 2008, another major improvement on 2001. The panels are made up of leading experts in each academic field and have the job of assessing and scoring universities’ research returns.

They are:
- John Bligh (Health Services Research)
- Nicky Britten (Primary Care and Other Community Based Clinical Subjects)
- Grace Davie (Theology, Divinity & Religious Studies)
- Tia DeNora (Sociology)
- Paul Draper (Accounting and Finance)
- Iain Hampsher Monk (Politics and International Studies)
- Mick Mangan (Drama, Dance and Performing Arts)
- James Morris (Middle Eastern and African Studies)
- Bob Pine (General Engineering and Mineral & Mining Engineering)
- Rick Rylance (Chair, English Language and Literature)
- Lesley Sharpe (German, Dutch & Scandinavian Languages)
- Helen Taylor (American Studies & Anglophone Area Studies)
- Helen Loughlin, Head of the Research Development Office, is to be the panel adviser for Panel L, which covers a number of areas of international studies, including Middle Eastern and African Studies.

Increase in Research Income
Setting the Science Strategy

The University put the finishing touches to a new science strategy during 2007. Science investment has been a particular focus since the University restructured its activities in 2004. Research income has already risen considerably since the last Research Assessment Exercise in 2001. Biosciences, for example, has seen grant spend rise from £875,000 to £4.3 million during this period. The new Science Strategy seeks to build bigger, better funded science teams and is aiming for an overall investment of £80 million. It focuses resources on the following five areas of activity.

1. Climate change and sustainable futures
This includes the work of the three Met Office Chairs in the School of Engineering, Computing and Mathematics, Peter Cox, John Thuburn and David Stephenson. Their research spans the effects of carbon loss from the land on global warming, extreme weather and weather forecasting. Geographers Catherine Mitchell and Stewart Barr are looking at renewable energy and attitudes to recycling. The University will be looking to further strengthen its links with the Met Office, which is also based in Exeter, through the development of a strategic partnership.

2. Systems Biology
Stuart Townley and David Hodgson are investigating the signal of genetic variation as we move up from genes to populations to ecosystems. The aim is to help predict the response of biological systems to environmental change. Nick Talbot is leading a research team attempting to conquer the rice blast fungus, an organism that each year kills enough rice to feed 60 million people. Other researchers are working on the fungal pathogen candida albicans, plant immune systems and the production of vitamin C.

3. Extrasolar planets
Astrophysicist Suzanne Aigrain is a key member of the COROT space mission to detect new planets outside of our solar system. Engineers and mathematicians are working on simulations of thermal convection and convection-driven dynamos taking place in the deep interiors of planets like Jupiter and Saturn. This work is vital in understanding the processes that drive exoplanets. Further simulations of star and planet formation are being developed by Matthew Bate and Keke Zhang. Mark McCaughrean is a scientific adviser on the new James Webb Space Telescope.

4. Functional materials
Engineers led by Ken Evans are developing ‘auxetic’ materials that react to pressure by getting fatter rather than thinner. One project within this body of work is to create bomb proof blast curtains. Physicists are revealing the photonic structure of certain types of butterfly wings and super-white beetles. Complex surface structures in the butterflies’ wings and the beetles’ shell interact with photons to produce very intense colours without the aid of pigment. This work has potential applications ranging from military camouflage to paint and fashion. Photonics is also the basis of work to create ultra sensitive detection equipment.

5. Translational medicine, personalised healthcare and public health
Scientists at the Peninsula Medical School led by Andrew Hattersley have made major breakthroughs in identifying and treating new forms of diabetes and in discovering new genes related to height and obesity. Funds raised from alumni have helped the team of scientists to continue their vital gene research. Sports scientist Adrian Taylor works on the effects of moderate exercise on smoking cessation. Psychologists at the Mood Disorder Centre have been developing new therapies as an alternative to anti-depressants.

1 Global warming is a major strand of the Science Strategy.
2 An artist’s impression of the James Webb space telescope.
Allied to the Science Strategy is the development of a £15 million institute for research into harnessing energy from the sea, which is being set up by the Universities of Exeter and Plymouth. New research teams were recruited over the summer and they will work alongside the £28 million Wave Hub project, which is being developed by the South West of England Regional Development Agency off the north coast of Cornwall. The Wave Hub is a giant electrical socket in the sea bed which will allow wave energy device developers to test their technology. It will be up and running by 2009.

Building research teams in the Arts, Humanities and Social Sciences

Work has also begun on a new research strategy for the Arts, Humanities and Social Sciences. Research strengths in these areas include:

1. Centre for Intermedia

This is unique in the UK in its research in performance and the arts through collaborations between artists, scientists, academics and the business community. Central to its work is the Performing Presence Project led by Nick Kaye and Gabrielle Giannachi together with academics from Stanford and University College London. The project investigates the construction of presence in live, mediated and simulated environments, including performances, video artworks, multimedia theatre, telepresence works, multiplayer role-playing games and telerobotics.

2. Arab and Islamic Studies

Academics focus on Islamic Studies, where the University has a larger body of research staff than any other university in Britain, and the social scientific and historical study of the modern Arab world. Ongoing projects include Jonathan Githens-Mazer’s work on the causes of Islamist radicalisation in North Africa. Ian Netton has compared the different interpretations of religion in Islam and Christianity. Gerd Nønne’s examines the prospects for democratisation of the six states of the Gulf Cooperation Council – Saudi Arabia, Kuwait, Bahrain, Qatar, the UAE and Oman. James Onley has studied the history of the Gulf Residence of the British Raj.

3. Human migration and identity

Gareth Stansfield is leading a major project on the role of ethnic groups in political developments around the world. This includes Iraq, the Balkans, Ireland, Palestine, and Chechnya. Mick Dumper is leading a project to investigate how conflicts over state identity and territory are manifested in divided cities such as Belfast and Jerusalem. Closer to home Marion Gibson is exploring Cornwall and other “Celtic” cultures’ understanding of their mythic past and its impact on their sense of identity.

4. Centre for Medical History

Research projects include the histories of allergy and stress. The term ‘allergy’ did not exist 100 years ago. Diseases now identified as allergic were then considered to be rare and non-fatal, and were even seen as desirable by the civilized classes, suggesting sensitivity and culture. By the end of the Twentieth Century society’s obsession with allergy had created a billion dollar business and a distinct clinical specialization.

5. ESRC Centre for Genomics in Society

Some of the most fundamental questions associated with developments in genetic research and its application are being addressed by the Centre. It has received funding of £7 million from the Economic and Social Research Council and is one of four research centres created to look at different aspects of this new science. Led by John Dupré, current projects include patenting of genomic knowledge, gene therapy in the UK and France and the use of family history in the risk assessment and prevention of heart disease.

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1 An artist’s impression of the Wave Hub.
2 The Helston ‘hobby hoss’, a manifestation of Cornwall’s mythic past.
Growing the South West’s research community

More than 100 new PhD projects have been created in the South West by a unique collaboration led by the University of Exeter and involving business, the Higher Education Funding Council, the Regional Development Agency and the region’s 13 higher education institutions.

Great Western Research is a five-year £14 million project to further research in areas of economic activity which are important to the region. It began with five theme areas – creative arts, sustainability, applied maths, materials and psychology – and a sixth, ICT, was added in September.

By the end of 2007, the second year of the project, Great Western Research has:

- awarded 20 fully-funded three-year research fellowships, with a guarantee of continuing funding from the host Universities to ensure they become permanent
- funded more than 100 PhD projects, which are awarded on a 50/50 basis with a South West business partner. A further 36 projects are being assessed
- invested over £1 million in infrastructure to set up a SW postgraduate training network, using Access Grid technology. This has included the construction of purpose-built facilities at Exeter and Bath (over £300,000 each) and the installation of eight new ‘access grid nodes’ at Bath, Bristol and Exeter. All 13 South West higher education institutions have been supplied with software and licences to allow them to participate in training sessions.

The University of Exeter has so far been awarded 23 studentships under the scheme and five research fellowships; two in applied maths, two in psychology and one in sustainability. GWR has invested a total of £2.13 million in Exeter’s research.

Spin-out company sells for £4 million

A spin-out company which makes sensors so precise they can tell the difference between rival brands of coffee, cola and olive oil has been sold by the University of Exeter for £4 million. Evanesco was bought by American company Trireme Systems Ltd in May 2007. The University will continue to be a share-holder in Evanesco, so expects to reap further financial reward from this venture in the future.

The company was established by Professor Andrew Shaw, of the University’s School of Biosciences, in 2002. It now employs 14 people at its base in Newton Abbot, Devon. Evanesco designs and develops ‘small form factor sensors’ which provide real-time information about the composition and material properties of fluids. Its technology offers key advantages of sensitivity, specificity and speed of measurement. The company has unique expertise, encompassing both biochemistry and optical sensing and has filed numerous patents.

Strategic Partnership in the Life Sciences

In December the University signed an agreement with Exomedica Ltd for a 10-year strategic partnership for the evaluation and support of life-sciences intellectual property. This novel deal, which is worth a minimum of £3 million, will provide early market evaluation and venture capital for commercially attractive ideas. The structure of particular funding deals will be agreed on a case-by-case basis allowing for complete flexibility. This is the first such deal that the company has struck with a major UK University.

Telling the research story

The Press and PR Office launched a new research magazine called Research News. This is published twice a year and is intended to keep research funders informed of developments.
The University made it into the top ten for student satisfaction for the third year in a row. The 2007 National Student Survey put Exeter in 7th place overall for student satisfaction and 4th amongst universities of its type. More than 120 institutions are assessed. A total of 11 of the University’s subject areas can claim to be top in their respective fields. The School of Business and Economics was top for student satisfaction in its field in both 2006 and 2007. According to the Sunday Times, Exeter Sports Science students are the most satisfied of any course in the country. A record number of Exeter students took part in the Survey. The University had a final response rate of nearly 70%; this is 10% above the national average. The University came tenth in the first two surveys.

Applications rise by four times the national average

Exeter outperformed all of its peers for home undergraduate applications, which increased by 21%. Home postgraduate applications were up 23%. International applications were up by 32% (undergraduate), 23% (taught postgraduate) and 47% (postgraduate research).

Home undergraduate intake rose from 2,843 to 3,399. Part of the increase was due to the start of Phase 2 programmes on the Cornwall Campus, where numbers were up from 196 to 486. Engineering, Computing and Mathematics, Physics and Biological Sciences did particularly well and exceeded their quota.

Homoe/EU and international postgraduate taught numbers were both well up on last year. In its first year the Peninsula Medical School received 175 applications for 64 places on the four-year dentistry programme.

Our ranking in sector based on National Student Survey Results for 2006 and 2007

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Bursary provision tops £2 million

The University distributed over £2.2 million in bursaries to students. The bulk of the money went to support undergraduate students from less well-off backgrounds. Exeter has one of the most generous bursary packages in the UK, offering undergraduates up to £4,000 to support their studies. Alumni donated £96,000 to support scholarships and bursaries. Millhayes Science Scholarships, funded by a gift to the University, helped to attract the very best students to study science, mathematics and engineering at Exeter.

Ten outstanding students were selected for VC’s Excellence awards. There were 400 applications of which 300 met the academic criteria of three predicted A grades at A-level.

17 scholarships were offered to masters students to help encourage demand from target countries. Two full fee ‘partnership scholarships’ were awarded to students at Jilin University in China and one to the Kurdistan Regional Government. A fourth was awarded to the American University of Sharjah. Twelve ‘country-specific scholarships’ worth £5,000 each were shared between China, the Middle East and Turkey.

Helping students to become more employable

The proportion of graduates entering ‘graduate level’ jobs within six months of leaving rose again to 68.5%. This was an improvement on the 2006 figure of 66% and 62% the year before. The target for 2008 is at least 70%.

Further investment in the Careers and Employment Service (CES) has helped it to focus more strongly on promoting the employability message to students. The aim is to get students to think more seriously and at an earlier stage about their future career and not to leave it to the last moment. These efforts resulted in an overall increase in activity. Hits on the website, for example, rose from 308,000 to 509,000, appointments with students increased from 2,500 to nearly 3,000 and there were big increases in vacancy advertising.

Graduate Employment

The University’s employability plan centres on five areas:
• a comprehensive preparation for work scheme
• communicating to students a greater sense of urgency and enthusiasm for graduate-level work or further study
• creating more opportunities for work experience
• more careers fairs, better vacancy information and more employment schemes
• improved market intelligence and networking.

The Careers and Employment Service worked to improve employability skills by giving second- and third-year undergraduates a chance to improve their interview skills through a series of fun, interactive sessions. A new Guide to Student Employability was launched for academic staff. This helps staff signpost all students to careers and employability services.

1 The Works offers students jobs, opportunities and training.
2 Senior Careers Advisor Mark Armitage provides advice to a student.
The internship scheme ran for a second year. Students work for up to 15 hours per week to undertake particular projects or services in Schools and Professional Services.

Further efforts were made to develop links with potential employers, including new business-to-business marketing materials. The Service organised four careers fairs for employers and students, including the Part-Time Jobs Fair, which was new for 2007. Alumni are also helping students by providing careers advice and recruitment opportunities. The University has developed its professional networking programme for alumni with the aim of developing lifelong relationships with Exeter.

A CV competition attracted 125 entries from students with the winner enjoying a trip to New York. The competition was organised to help students improve their CV writing techniques and all entrants received valuable feedback on their efforts.

Applications from students for the Floella Benjamin (career development) Awards tripled this year. The five winners each received £1,000 to help them develop their employability and further their career development. The winners are: Milo Allen (School of Geography, Archaeology and Earth Resources, Tremough), Will Portal (Engineering), Sarah-Beth Secret (Psychology), James Souter (Philosophy), Rebecca Tuite (English).

‘Employers believe they have a particularly good relationship with the University careers service, which is highly praised (proactive, helpful). There is a perception that the University has been making more of an effort recently to build better links and engage with businesses.’

2007 University stakeholder reputation audit.

Red carpet treatment helps raise educational aspirations

A red carpet graduation style award ceremony was organised for the second year by the University to celebrate the achievements of young people in Exeter.

The ‘Excellence in Exeter’ awards recognise the academic, arts, sporting and community efforts of 180 young people from across the city. Pupils were nominated from all five Exeter secondary schools, two special schools and Exeter College to receive awards in a graduation-style ceremony. EDF Energy sponsored the ceremony, including a new Community Award for schools’ environmental projects. Certificates were presented by the University’s Chancellor Dr Floella Benjamin in a variety of categories, recognising academic achievement, talent in arts and sports, and service to others. Pupils in years 7, 10, 12 and 13 were nominated by their schools, tying in with key stage tests. An audience of 500 teachers and proud families celebrated the pupils’ achievements and were entertained by music, dance and multi-media projections created by young people from all the schools.

1 A flyer for the Floella Benjamin Awards.

2 Students at the Excellence in Exeter Awards.
**Foreign Language Centre opens for business**

The refurbished Foreign Language Centre was officially reopened as part of the £3.2 million refurbishment of the Queen’s building. The Centre now has three state-of-the-art language laboratories, a suite of small seminar rooms and a large resource area. Gifts from alumni paid for new audio-visual and IT equipment. Centre Director Jonathan Lippman arrived in March from London Met University. A new evening programme offering nine modern foreign languages started in October.

**Combating plagiarism**

A pilot project to introduce plagiarism detection software across the University was started in three academic schools – Business and Economics, Law and Psychology. The project aims to make use of the software both as a detection tool and as an aid to students’ understanding of plagiarism and correct referencing. It is planned to allow students the option to submit and detect their own work in advance of formal submission.

**StudentHelp for Exeter**

A new resource for staff and students, signposting information on support services, academic matters and local services was developed. The University worked with the University of Bristol to create an Exeter version of their ‘StudentHelp’.

Hospitality Services launched a new Accommodation Website enabling students to apply online. Private sector accommodation is now also available to view online.

**Improving our service to postgraduate students**

Support for postgraduate students has been transformed through the skills training programme. This programme is widely recognised for its excellence throughout the higher education sector and has led to Exeter hosting UKGrad schools over the past two summers.

The University refurbished the Postgraduate and International Student Centre in Clydesdale House and opened a postgraduate social space at the St Luke’s Campus. Postgraduate Dean, Professor Hilary Lappin-Scott, has spent a great deal of time working to enhance the student experience. Dialogue has been improved with the Postgraduate Association, the format of Postgraduate Welcome Week has been improved and more time was devoted to working with postgraduate students at the Cornwall Campus.

The Postgraduate Faculty also worked closely with academic schools to ensure that programmes respond to employer and other stakeholders’ needs. All of this effort has resulted in a significant increase in the number of Exeter undergraduates choosing to stay on to do postgraduate study. This has contributed to an 18% rise in the number of postgraduate taught students coming to Exeter this year.

A new online ‘handbook’ and discussion facility – a ‘Supervisor Café’ – was launched for supervisors of postgraduate research (PGR) students. It covers everything PGR supervisors need to know about the administrative dimensions of their role and draws on latest research in the field. The Supervisor Café also provides an online forum.

A new fast-track postgraduate application service for final-year students went live on the student portal. It allows Exeter students to apply for Taught Masters programmes without having to go through the usual more lengthy application process. Admissions staff are now able to make decisions within five working days.

A review was undertaken of the University’s portfolio of taught Masters degrees. The idea is to encourage schools to be more market-driven in developing new courses which are popular with students and, where possible, attract a premium fee.

1. The newly refurbished Postgraduate and International Student Centre.
2. Students at the St Luke’s Campus where a new postgraduate social space has been created.
Students’ Guild

Student media gets bigger and better

2007 was a successful year for X-Media, with 1,049 students taking part, and each media making great strides forward. Over the past year XTV (the student TV station) has increased the frequency and quality of their output and are now making high quality programming on a regular basis. XTV won three National Student TV Association (NaSTA) awards and, thanks to the experience gained through volunteering with XTV, a number of recent graduates are already making their way in the television industry.

Xpression FM (the student radio station) expanded into a third studio, to be used primarily for training and live session recordings, and are working hard supporting local bands/musicians. Their close links with Gemini FM (the local commercial radio station) led to a regular slot for the best Xpression DJs on Gemini’s digital service, and their events have all been a great success, raising money to help further fund development – last year’s Ibiza Beach Party brought in £1,600 alone.

Exeposé (the student newspaper) is working toward “Target 5” – their plan to become one of the best five student newspapers in the country. They have made extensive changes to both content and layout.

The XNet committee decided to rebrand, refocus, and re-develop the entire Students’ Guild website. The result is X-Media Online, a groundbreaking website that brings all of the media together in one place. It now receives over 19,000 unique viewers every month.

Societies

The Guild’s 110 societies had another active year, engaging over 6,000 students in a vast array of activities and events. There were nine new societies, including, A Cappella Soc, Flying Soc and Secular Soc. The inaugural Guild Societies Association dinner and awards were held in May, showcasing and celebrating the achievements of student-run societies. The Powderham Charity ball also took place in May which raised £1 1,600 for Force Cancer Charity and the Make-A-Wish Foundation.

RAG raises £70k for charity

The RAG (Raising and Giving) Charities Appeal organises some of the biggest events on campus, from the annual Safer Sex Ball to hitch hikes to Amsterdam and Dublin. RAG chooses five charities every year to receive the main benefits of their year’s events. RAG also has many students that come to them for advice and resources to help them arrange their own events for charities.

RAG gives students the opportunity to get away for a couple of days every other weekend in exchange for some charity street collecting in various cities across the UK. The charities that benefit from these collections and the locations vary on the availability of permits. The students who organise these events often gain what could be described as a life-changing experience and develop skills and abilities that help them to extend their CVs and to add value to job applications and interviews.

In 2007 RAG raised over £70,000 for various charities across the world, including Positive Action South West, Cancer Research UK, Help the Aged and Exeter Leukaemia Fund.

Green emphasis for Community Action

With nearly 500 student volunteers, Community Action saw a number of changes, including a completely new staff team and restructuring of projects, with less dependence on minibuses and an emphasis on healthy living and the environment.

Projects like ‘Get Involved Get Active’ saw student volunteers organising healthy activities for children at the St Luke’s Campus. SPLASH, created with St Sidwells School, saw

1 Producing Exeposé, the student newspaper.

2 Presenting on Xpression FM, the student radio station.
University student volunteers organise an environmentally friendly ‘walking bus’ to take children swimming as an after-school activity. The SAM project provided after-school clubs for four different Exeter schools and Junior Fab continued to inspire children with special needs through arts and crafts. Local children in need found fun with other student-led projects including Kids Club and Youth project, not forgetting children’s events with an adventure day and a Christmas party at the Children’s Ward in the Royal Devon and Exeter Hospital. During the summer, nearly 60 local children, many of whom were young carers, enjoyed a residential holiday organised completely by Exeter student volunteers. The Summer Adventures enabled the children to have a much deserved break, with many fun activities including a trip to Longleat Safari Park.

Community Action’s students also provided a meeting place for small groups of isolated older people to socialise and have fun, with student volunteers organising projects at the University and trips out. In addition, they ran the successful spring tea dance, which has become very popular with Exeter’s older people. Community Action students have also undertaken beach cleaning and other environmental projects including planting trees in the local area. Over 100 student volunteers worked with community partners on the City Wide scheme. Over the last five years students have linked with nearly 80 different partners including national organisations like Childline and Headway and with local groups like St Petrocks and Westbank. 2007 saw a successful celebration of these partnerships with a Party at the Palace, which was funded by the University and enjoyed by all.

**University challenged**

Students from the University beat the School of Oriental and African Studies in their second round match on BBC 2’s University Challenge. The Exeter team scored 150 points to get through to the quarterfinals, the first time that the University has got this far.
External Affairs

National developments

The University has had to adjust to a number of policy developments announced in 2007. The Vice-Chancellor has often been at the heart of these developments, lobbying on behalf of Exeter and the other 1994 Group universities, of which he is chair.

• The Vice-Chancellor joined the government’s new Council for Excellence in Education. Other members include the bosses of Tesco and Rolls Royce and the Director General of the CBI. Professor Smith has also been asked by Gordon Brown to explore how to tie industry, higher education and the voluntary sector more closely to headteachers, teachers and parents.

• The Higher Education Funding Council announced its consultation on the future of the Research Assessment Exercise. The 1994 Group welcomed the consultation but warned of potential “planning blight” if different subject areas are assessed in different ways. Professor Smith called for decisions to be made quickly so that universities can plan sensibly for the post-2008 era.

• The ‘cost’ to the University of the government’s decision not to fund students studying for Equivalent or Lower Qualifications (ELQs) is estimated to be £1.1 million. Although the government has promised universities they won’t lose in cash terms there is likely to be some real terms loss because of inflation. Many other universities were much worse affected by the change.

• Students applying for undergraduate places in 2008 will only be able to make five choices of University instead of the present six under changes introduced by UCAS (the Universities and Colleges Admissions Service). This will mean a reduction in the number of applications, which in Exeter’s case is currently running at -1.8% against a national average of -7.7%. The University is performing better than the sector average in this respect.

International Developments

INTO gets off to a good start

The INTO University of Exeter partnership was formally launched and attracted 250 students in September, rising to 400 by January 2008. The partnership brings international students to the University a year early to improve their subject and language skills. If they reach the required standard they are able to enter full degree programmes. It represents an investment of £47 million by INTO, including a new study...
centre to be built on Stocker Road and new accommodation at the University’s Duryard site. It is hoped to further increase student numbers to over 700. Applications via agents this year increased by 40% as a result of INTO’s international network.

International student numbers rise

The number of international fee students on degree level programmes rose by 14%. This follows investment in the University’s International Office and diversification of the recruitment base. Effort is now being invested in new markets, such as Russia and Central Asia. Stronger partnerships are being developed between the University and overseas agents employed to recruit students. 40% of all international fee degree students starting in October came via a University accredited agent as opposed to 36% the previous year, with particularly good growth at the undergraduate level.

An increasing number of international students are citing the University’s reputation as their main reason for applying to study at Exeter. This is one of the findings of the latest survey of international student opinion carried out by University Market Research Officer Jenny Wells.

International joint venture takes shape

An agreement has been signed with SAGE Interactive EMS (Malaysia) to set-up a joint venture spin-out company in Kuala Lumpur for the exploitation of a novel on-line collaboration software tool developed by staff in the School of Engineering, Computing and Mathematics. The company will develop the technology over the coming months to provide a global, web-based, interactive learning product targeted at the Higher Education sector world-wide.

A worldwide community of alumni

The Development and Alumni Relations Office increased the number of opportunities for alumni to meet both in the UK and internationally. Around 600 alumni and guests attended events held in Malaysia (January), Turkey (March), China (April),

1 International students at the University of Exeter.
2 The 2007 alumni reunion held in Beijing, China.

Increase in International and Island students

- Actual number
- Projection

Student Headcount

- 2004/05
- 2005/06
- 2006/07
- 2007/08
- 2008/09
Sharjah (May) and Singapore (August). International alumni are helping the University to enhance its reputation in the global market place. Many alumni have offered to set up new alumni associations and support for these groups is being enhanced.

**International Student Numbers by Region of Domicile 06/07**

1. North and South America 228
2. Africa 78
3. Australasia/Oceania 12
4. Middle East and Gulf 160
5. Europe and Russian Federation 249
6. Asia 612

**China partnership strengthened**

The Vice-Chancellor visited Jilin University in China where he received an honorary professorship. Jilin is a partner university and whilst there Professor Smith met some of the students who have been put forward for two masters scholarships at Exeter. Professor Smith also traveled to Shanghai and Beijing to attend alumni reunions and gave a speech about UK higher education to an audience of officials from Chinese universities.

**Middle East focus for international expansion**

The Gulf is an area of particular focus for the University. A visit by senior University managers involved a number of meetings with key figures in the United Arab Emirates. An alumni reunion in Sharjah was hosted by the Ruler of Sharjah, His Highness Dr Sheikh Sultan bin Mohamed Al Qasimi, an Exeter alumnus and benefactor. His Highness was admitted to the University of Exeter College of Benefactors at the event in May. Through membership of this College, the University gives formal and public recognition to those who make the most substantial gifts to aid the institution’s development.

The University would like to express its gratitude to His Highness for his £1 million benefaction towards the Forum, a project to redevelop the centre of the Streatham campus. Throughout his association with Exeter, of more than 20 years, His Highness has been the University’s single most important supporter. His Highness graduated with a DPhil from the University in 1985 and was awarded an honorary doctorate by the University in 1993 in recognition of his distinguished achievements. His Highness is the founding member of the University of Exeter College of Benefactors. In July 2008, four more leading friends of the University will be inducted into the College.

The University has an office in Dubai and is currently investigating whether to expand its activities in the Gulf. This is a natural area of interest for the University given its long-standing links with the region through the Institute of Arab and Islamic Studies.

A one day seminar, entitled *Is an Exeter PhD for you?* was held in Dubai in February. It was designed to attract international PhD students to Exeter and was attended by over 20 delegates.

Mrs Hero Ibrahim Ahmed, the First Lady of Iraq, talked to academics about the development of Kurdish Studies during a visit to the University in October. The Ibrahim Ahmed Foundation has given the University hundreds of thousands of pounds to support Kurdish Studies, in particular, a new Chair in Kurdish Studies. The gift has confirmed Exeter’s position as a world leader in Kurdish Studies. Mrs Hero Ibrahim Ahmed is a director of the Foundation. A highlight of the visit was the official naming of the Ibrahim Ahmed Room at Reed Hall, in recognition of their support.

1. An alumni reunion was held in Ankara, Turkey.
2. The Ruler of Sharjah, His Highness Dr Sheikh Sultan bin Mohamed Al Qasimi, is admitted to the University of Exeter College of Benefactors.
Building the alumni community

The University is in contact with 58,000 alumni across more than 150 countries. Prominent Exeter alumni include *Harry Potter* author, JK Rowling, the First Sea Lord Admiral Sir Jonathon Band, Peter Phillips, son of the Princess Royal, and Pop Idol winner, Will Young. We also have High Court judges, Admirals, Bishops, MPs, managing directors, international sportsmen and women, academics, teachers, journalists and a former Mastermind champion. However, it is estimated that there are 34,000 alumni with whom the University has lost touch. The University is embarking on a search for these ‘lost alumni’ who may not know about the latest networking events, reunions with old friends and other news. A thriving community of alumni is central to the success of the University.

Alumni making a difference

The University’s alumni relations programme was further developed during the year. Leading alumni formed an Alumni Network Group, chaired by Anthony Salz (Law 1971), the Vice-Executive Chairman of NM Rothschild. The aim of the group is to advise the University on building lifelong relationships with alumni and stimulate alumni involvement. The University is improving its communications with alumni and is working on a project to create better services online, including an e-newsletter for alumni.

‘I hope that alumni will feel that keeping in touch with the University and your old friends is tremendously rewarding.’ Anthony Salz (Law 1971), Vice-Executive Chairman of NM Rothschild.

Exeter’s alumni have helped the current generation of Exeter students to succeed. Alumni gave careers advice and opportunities to students during the year. As part of this work, students have been linked to alumni who have shared their knowledge and expertise. Alumni have also acted as ambassadors and advocates for the University.

The Vice-Chancellor Professor Steve Smith met alumni at events in the UK and internationally. In excess of 500 alumni attended events in the UK. Professional alumni networks were revived. Alumni had the opportunity to attend three networking events in London – one for alumni working in the finance sector (February), one for alumni in the legal sector (March) and another for alumni working in the media (November).

Two alumni reunions (July and September) were organised to bring alumni back to the University. The Annual Gala Dinner was held in London in May. Convocation was also active in running events and reunions. Convocation continues to strengthen the alumni community, representing the views

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1 Anthony Salz (Law 1971), © Daniel Jones, The Daily Telegraph.

2 Mrs Hero Ibrahim Ahmed, Director of the Ibrahim Ahmed Foundation, pictured (centre) on her visit to the University.
of alumni and supporting the University. Many other alumni organised their own events such as the Alumni Golf Day (which raised £6,000 towards University golf scholarships), and the London Lemmy (the annual club night for younger alumni). Boat Club reunions were held in London (January) and Henley (July). Members of the Alumni Boat Club have contributed more than £30,000 towards the Boat Club in the past six years. The gifts have been used to buy new boats.

**Donors exceed fundraising target**

The University raised £2.1 million in philanthropic donations during the year. This represents a 24% increase on the previous year. More than 2,000 alumni and friends supported the University during the year, with 2.8% of alumni giving. Fundraising projects include: the Forum (the redevelopment of the centre of the Streatham campus); a new International Business School; a new International Interdisciplinary Research Centre; the creation of a new research library. Gifts to support student life, scholarships and bursaries helped students to make the most of their time at the University and prepare them for their working lives. The total included:

- £1.4 million raised through major gifts. A new Fundraising Campaign Board, chaired by Nicholas Bull (Chemistry 1973), was established. The other members of the board are Barry Bateman (Economics 1966) and Neil Cross (Chemistry 1966).

**Increase in funds raised**

1. Paul Jackson (English 1970), Director of Entertainment and Comedy at ITV, who is a Visiting Professor at the University, hosted the Exeter Media Network Event at ITV headquarters, London, in November.

2. The First Sea Lord, Admiral Sir Jonathon Band (Economics 1972), speaks at the Annual Gala Dinner in London, in May, which attracted more than 120 alumni and friends.
• £292,000 raised from companies, trusts and foundations, an increase of 52% over funds achieved from these sources in the previous year.

• £249,000 donated by alumni and friends via the Annual Fund, the University’s annual fundraising programme. The gifts, received and disbursed by the Exeter University Foundation, funded a range of projects.

• £132,000 raised in legacies. A new legacy programme was launched, chaired by Hugh Stubbs (History 1968).

‘It is a source of great pride for me to support the University of Exeter. I hope an increasing number of alumni and friends will be inspired to support the University as it goes from strength to strength.’ Nicholas Bull (Chemistry 1973), Chairman of the Fundraising Campaign Board.

‘I love being able to chat to our alumni and at the same time I feel that by fundraising I am able to give something positive and worthwhile back to Exeter.’ Annual Fund Student Caller Rachel Henderson (English with Classical Studies, 3rd year).

Many improvements and initiatives funded recently would not have been possible without the support of our donors.

Here are some of the many projects awarded grants during the year:

• £20,000 to the Archaeology Exploration Fund to allow more students to take part in field expeditions.

• £12,000 to support student volunteers to organise summer adventure holidays for local children.

• £10,000 to help students at the School of Business and Economics attend business competitions.

• £5,000 to support employability seminars.

• £1,940 for First Aid training for student volunteers.

‘I have included the University in my Will so that I can offer future generations of students the opportunities it gave me – in many ways I feel it is an important way of saying thank you.’ Hugh Stubbs (History 1968), Chairman of the Legacy Committee.

Philanthropic income 2006/07

Many improvements and initiatives funded recently would not have been possible without the support of our donors.
Thank you also to all those who have supported the University this year. They are all recognised in our annual Report to Donors. See www.exeter.ac.uk/foundation

We would like to say a special thank you to those donors who have given £5,000 and above:

**Individuals**

HH Dr Sheikh Sultan bin Mohamed Al Qasimi PhD, Hon DLitt (DPhil 1985)
Sir Christopher Ondaatje, Hon DLitt
Mr Ashley Whittaker (History 1988)
Mrs Judy Hiles
Mr Simon Goldstein (Law 2007)
Mr Greg Edwards (MBA 1996)
Mr Russell Seal
Mr Giles Nixon
The Right Hon Lord Rothschild, Hon LLD

**Bequests received**

Annie Lovell

**Companies, Trusts and Foundations**

The Ibrahim Ahmed Foundation
Norman Family Trust
Kaolin & Ball Clay Association

**Gifts in Kind**

Mr Alan Cotton, Hon DLitt (Med 1975)
Mr Anthony Seymour
Mr Leslie Eke

Alumni gifts to the Annual Fund paid for ten new laptops for loan to students, secure laptop storage facilities and a new multimedia room.

Audio-visual and IT resources in the Foreign Language Centre were upgraded thanks to donations.

1 Over the last year you may have received a call from one of our student telethon callers working for the Annual Fund. Seen here is Student Caller Rachel Henderson.

2 Student callers say thank you to all of our alumni and friends who have supported the University.
Encouraging enterprise and innovation

Innovation Centre builds on success

The £10 million Phase 2 extension to the University’s Innovation Centre was completed in December. The Centre, including phase 1, provides a total of 3,250 sq m of office space for high-growth innovative businesses on campus.

In keeping with the University’s mission the Centre has been designed to offer world-class facilities and is also environmentally friendly. Its excellent BREEAM rating is achieved by the use of a novel ‘TermoDeck’ flooring system that provides heating, cooling and ventilation control through the use of the thermal mass within the building. Grey water systems are used for toilets.

Since opening its doors for business in early January the demand for space has been high, with two major conferences held in the purpose-built conference centre and the first three businesses moving in. The Centre is operated by a dedicated business support and facilities management team operating through a University-owned company, Peninsula Innovations Ltd.

Business funding doubles

The University’s share of funding from the Higher Education Innovation Fund is to more than double to £1.9 million a year. The money comes from the Higher Education Funding Council and is used to support the University’s interactions with business and the community. The rise is a reward for increasing levels of activity with business which are now worth £21 million a year to the University.

Understanding the Exeter brand

Opinion Leader Research (OLR) were commissioned in March 2007 to conduct a project to understand the University’s reputation amongst its key stakeholders and to provide a benchmark against which its reputation can be measured in the future.

They found that Exeter’s overall reputation has improved since 2003 when MORI carried out a similar survey. The University has high levels of goodwill and even advocacy among stakeholders and there is a general willingness to learn more about Exeter. Communication with employers is working particularly well and they express a high degree of satisfaction with the service they receive. Exeter is beginning to be seen as a leading University and its increasing popularity has been noted, particularly by teachers. The University is perceived to have a good academic reputation, high teaching standards, and is popular amongst students. Its strengths include friendliness and pastoral care. The University’s location is perceived to be an advantage by some and a weakness by others.

Sporting developments

Students achieve sporting success

Exeter finished tenth in the league table of the British Universities Sports Association (BUSA) – an increase of two places on last year. 39 teams competed in the weekly BUSA leagues, with 21 reaching quarter-finals, 12 semi-finals, eight finals and one gold. Congratulations go to men’s cricket, who won the BUSA indoor final at Lords. The club of the year was the Men’s Football Club, with their 1st and 4th teams reaching BUSA finals, although both unfortunately lost by one goal. There were many fine individual performances, including cricketer Tom Stayt, who has been given a professional contract with Gloucestershire and lacrosse player Jennifer Waterfield, who was selected for England at full international level. In rugby Jason Luff had a stunning season for Exeter Chiefs, scoring 16 league tries in the process. Fellow 1st team regular Billy Moss represented England U19s in the 2007 World Championships. In sailing, Steve Powell won the Laser National Championships to be ranked 1st in the UK and has recently been selected to represent Great Britain in the Laser World Championships.

Widening participation in sport

A ‘balanced score-card’ approach has enabled the University to be top ten for performance without diminishing the importance of less competitive participation. There has been a significant increase in the take-up of intra-mural sports and in the breadth of sports available. This year’s programme has
included touch rugby, intra-mural badminton and aquathlon (swimming and running). The number and range of exercise classes has increased and further expansion is planned in 2008. The Wellness programme aims to make the Exeter graduate distinctive in the employment market by being ‘fit for sport and fit for life’. It is open to students and staff and encourages engagement in regular exercise. Options include lunchtime walks, lunchtime jogging and supervised gym sessions. University teams entered the Great West Run and the Michelmore’s 5k charity run, and were supported with training advice.

One-off and regular events have been organised, incorporating stress management, smoking cessation, health tests, weight management, and preparation for retirement. Arrangements have also been brokered to provide organic fruit and vegetable boxes, subsidised physiotherapy, and exercise maps, as well as access to Cyclescheme, a government programme aimed at encouraging greater uptake in cycling. There are now more than 40 staff who act as champions for health and wellness and encourage others to adopt a more healthy lifestyle. The University’s target is to exceed a 50% take-up in healthy activity among the student population over the next two years.

**Investing in sporting facilities**

The process of continually developing and improving sports facilities continued in 2007. At the Cornwall Campus, a multi-use games area was developed to supplement the high quality fitness suite and exercise studio. The University also became a partner in a multi-million pound project with Penryn College to provide access to new facilities, including indoor sports hall space, synthetic pitch training space, tennis and climbing facilities, and indoor space to support a number of other activities.

A grant from the University’s Annual Fund provided a training facility for the University rowing community. It is equipped with a full set of rowing ergometers so students can train as a squad. In partnership with the Lawn Tennis Association, England Netball, Sport England and Exeter City Council two new outdoor tennis courts were created bringing the outdoor court facility to six tennis courts and six netball courts. Progress was made towards the creation of a dedicated indoor cricket centre for the University. Following the award of a grant of £1.55 million from Sport England and the England and Wales Cricket Board, further grants have been received. Honorary Graduate Sir Christopher Ondaatje donated £250,000 to the centre. The Sir Christopher Ondaatje Cricket Centre is set to open in autumn 2008.

**Corporate Social Responsibility**

The University’s Strategic Plan describes the University as ‘responsible, sustainable and ethical, meeting the needs of the present and leaving a better environment for future generations’.

Council (the University’s governing body) has responsibility for Corporate Social Responsibility (CSR) and stakeholder management. The University has a comprehensive Risk Register system, which includes CSR issues. Its ethics policy includes not just the governance of research projects but also the University’s approach to business and its relationship with customers. The University also employs a full-time Sustainability Adviser. Many examples of CSR activity are given elsewhere in this annual report; highlights are given below.

- 10% cut in carbon dioxide emissions
- water consumption reduced by 42% since 2004
- sustainable travel plan launched
- participating in Cyclescheme and caresharedevon
- Northcott Theatre campaign supported
- over £100k raised for charity
- 100,000 hours volunteering in the community
- research in climate change and sustainable futures
- raising educational aspirations in the city
- Innovation Centre supports local businesses
- Fair Trade status achieved
- increased use of sports facilities by the ‘city’

1 Director of Sport Phil Attwell with Matt Theedon, Development Officer for the Devon Cricket Board, at the site of the new indoor cricket centre.

2 The University rugby team in action.
Marathon men and women

More than 30 University runners took part in marathons and half marathons, ranging from London to the Falkland Islands. The Chancellor Floella Benjamin led the pack as she completed her ninth London Marathon in 5 hours 51 minutes, raising over £10,000 for Barnados in the process. She was joined by George Moore, from Communication and Partnership, Fiona Neligan, from Psychology, Rich Saddly, of the Students’ Guild, and student Melissa Rambridge, of Arts, Languages and Literatures.

Peter Duncan, of IT services, Catherine Pierce of Communication and Partnership, Murray Grant of Biosciences and Emily Holden from Psychology gained sponsored places through Exeter Sport in the 13.1 mile Great West Run. All exceeded their target completion times. A team from Buildings and Estate took part in the Michelmores Fun Run. James Bingham, Paul Mucklow, Godfrey Whitehouse, Christian Bostock, Jake Snyder and Phil Alker raised £375 for CLIC Sargent, the children’s cancer care charity.

Communication and Partnership created a special runners’ web page to celebrate the achievements of staff competing in the London or other marathons.

Charity-minded staff

University staff took part in a number of charity fund raising initiatives.

Many staff chose to donate their £25 ‘top 20’ bonus to charity. The extra bonus was awarded by the University to staff to say thank you for their efforts in helping the University achieve top 20 status. More than £8,000 was donated to the Exeter-based homelessness charity, St Petrocks. A further sum of money was donated to the Cornwall shelterbox charity, which provides help to disaster victims.

Staff in the School of Engineering, Computing and Mathematics raised £229 for Children in Need by selling home-made cakes. Finance Services staff raised a total of £197 for Children in Need with a ‘Coffee Shop’ in Northcote House. They sold a variety of different coffees, teas, hot chocolate, home-made smoothies and various cakes.

Jean Lloyd and Sally Harrington, from Professional Services, organised an important contribution to the ‘World’s Biggest Coffee Morning.’ A number of staff baked cakes and biscuits for staff to buy and thereby raised funds for Macmillan Cancer Support. A total of £420 was raised.

Finance Services had a raffle and picnic lunch for Red Nose Day. Personnel revived the tea trolley for a day and Communication and Partnership and Development and Alumni Relations sold cakes and had a sweepstake. A total of £417 was raised. Psychology organised a dodgeball tournament, pledges and Silly Olympics and raised £310. The Academic Support Unit at the Cornwall Campus raised £127 from cake sales and a sweepstake.

Anthony Wilson, of the School of Education and Lifelong Learning, has written a book of poetry about his experiences of being a cancer patient. Mr Wilson was diagnosed with Non-Hodgkin’s Lymphoma, a cancer of the white blood cells, last year. He was successfully treated and is now in remission. All proceeds from the book go to the Exeter Leukaemia Fund.

Smoking ban introduced

The University’s no smoking policy was introduced in the summer. Smoking is now banned in all buildings owned or managed by the University, including single occupancy offices; within a five metre perimeter of each building; and within University-owned, operated or hired vehicles. Smoking is permitted in designated student bedrooms.
£450 million investment plan approved

The University has embarked on a £450 million investment programme to provide world-leading facilities. Around £100 million of that total will be spent by 2012.

It is the biggest investment programme since the major part of the Streatham Campus was built in the 1960s. The work will be transformational, but will seek to enhance the natural beauty of the campuses. The investment supports the University’s ambition to go much higher in the league tables than its present 17th position.

The investment programme includes a redevelopment of the centre of the Streatham Campus, a new business school, world-class facilities for Biosciences and major improvements to the St Luke’s Campus.

The central Streatham Campus redevelopment – called the Forum Project – will cost £33 million and is designed to provide a ‘heart’ for the campus. At present there is no obvious centre to the campus for students, staff and visitors. Alumni are supporting the work and have so far contributed over £1 million. The University is encouraging further alumni donations.

The Forum will be a showpiece new building which will fill in the space between the Main Library, Devonshire House and the existing shopping centre. The building will provide an extended and refurbished library, formal and informal learning spaces, a mixture of frontline student services and a good mix of catering and retail outlets. Ancillary to the Forum building is a possible new Visitors Centre and an external landscaped plaza for communal and hireable use. Alternative car parking will be provided elsewhere on campus.

The project will further improve the student and staff experience at Exeter. Staff and students are being consulted over the precise mix of services to be included in the Forum during the early part of 2008. Senior University staff have visited more than 40 universities around the world to assess best practice, including New Zealand, Australia and the USA.

A design competition between competing firms of architects will be held during 2008. It is hoped to begin construction work in early 2009 and complete the work by the autumn of 2011.

Other major parts of the infrastructure strategy include:

- £25 million extension/new build to form a new Business School.
- £18 million refurbishment and adaptation of the Geoffrey Pope building for the School of Biosciences.
- £9 million investment in Library provision.
- £47 million INTO University of Exeter international student recruitment partnership. This will feature a new study centre on Stocker Road and new residential accommodation at Duryard.
- £5 million has also been set aside to modernise the University’s IT and telephone network. The three-year project will bring benefits including improved network speed, enable the introduction of new technology such as the use of podcasts, provide better access to research facilities such as the new super computer and improve support to business-facing activities by allowing the introduction of new systems and better communications bandwidths.
**Cornwall Campus grows**

The Phase 2 Cornwall Campus student residences and academic buildings were completed in time for the start of the new academic year in October 2007. The residences provide ensuite accommodation for 300 Exeter and Falmouth students. The academic buildings have new teaching space for the 290 additional students who arrived in September to take up places in a number of new Exeter courses, including Law, History and Politics.

Attention has now shifted to Phase 3 of European Objective One funding. The University is bidding for a major Environmental Science Institute. The bid is currently being prepared in consultation with the South West of England Regional Development Agency.

**Student accommodation develops**

The sale of Bonhay House (the art deco building opposite St David’s Station) was completed. Signpost Homes redeveloped the property at a cost of £1 million to provide higher quality student bedrooms for the University.

The sale of Crossmead conference centre on the other side of the city was also completed with the receipts used for investment in academic posts prior to the Research Assessment Exercise and refurbishment of Reed Hall and Lafrowda flats.

Plans to build new student residences at the Rowancroft site off the Heavitree Road were approved by city planners. The new development will create around 200 extra student bedrooms. The site was sold to Signpost Housing who will build the new residences and then lease them back to the University. This model of provision saves the University from having to increase its borrowings.

Meanwhile, another private sector provider called Unite began work on creating new student residences (190 bedrooms) on the Elmfield nursery site opposite the University’s New North Road entrance. This will open in 2008.

Work began to demolish Duryard halls. Only Duryard House, which is a 19th Century Grade 2 listed building, Duryard Cottage and one block (used as a social centre for students) are to be retained. Seven new blocks of accommodation to house 630 students – 200 more than previously – will be built on the site, mainly to house INTO students.

**St Luke’s consultation**

A consultation exercise over the future of the St Luke’s Campus was held. Growth projections by the three academic schools on the site – Sport and Health Sciences, Medicine and Dentistry, and Education and Lifelong Learning – show the campus will shortly run out of space for further expansion.

Consultants were appointed by the University to look at options to move one or all of the schools to the Streatham Campus. After examining the proposals the University’s preferred option was to move the School of Sport and Health Sciences (SHS) to Streatham. The vast majority of replies received to the consultation were in support of the University’s proposals. SHS will occupy the Hatherly building, which will become free when the School of Biosciences completes its move to the Geoffrey Pope building.

**Signage replaced**

The old green campus signage at the Streatham and St Luke’s campuses was replaced by much smarter blue and white designs which more closely fit the University’s top 20 status. The opportunity has also been taken to rationalise campus signage which had become a bit ‘hotch potch’ over the years. More than 160 of the old signs that had previously graced the campus went under the hammer in an internet auction and raised £8,000 for the Exeter University Foundation. Many alumni successfully bid for the signs.
Library upgrade

A major consultation exercise was held over the autumn to gain user views on plans to modernise the University’s libraries. The infrastructure strategy earmarks £9 million to be invested in campus libraries.

Consultants Movecorp made a number of recommendations to do with the overall composition of library stock and a number of subject libraries housed in academic schools.

Movecorp’s recommendations about Library stock were largely accepted by the Task and Finish Group set up to canvas opinion and make recommendations. Some unused or rarely used texts will be moved or disposed of to make way for more ‘Ready Text’ items (those most commonly used by students) and group work space. The number of Ready Texts has already increased from 2,000 to 16,000, and the plan is to grow to 45,000. Some lesser used texts will be moved to the Old Library, which will become a more research-based library. All users will have the opportunity to review stock moves before they happen. The first phase of stock movement will take place between May and Sept 2008 and continue until 2010/11.

The Task and Finish group rejected the consultants’ recommendation to relocate the Law Library to the Main Library, following consultation with users.

The Main Library was upgraded over the summer following consultation with users. The improvements are centred on the working environment, greater provision of core texts, more self-service points (as well as staffed service), extended opening hours and improved enquiry handling procedures covering both IT and library. There are also improvements to PC access, a new multimedia suite, an additional flexible study room and refurbishment of some of the computer clusters at both Streatham and St Luke’s. Grants totalling £134,000 donated by alumni were awarded to fund the Library improvements. The money paid for ten new laptops for loan to students, secure laptop facilities, information display screens and the multimedia suite.
Sustainability

Energy efficiency improves

Exeter is committed to becoming a leading University in the field of sustainability. The University cut its carbon dioxide emissions by 17% in 2007. Even allowing for the very mild winter, a real terms cut of 10% was still achieved. This easily exceeds the University’s target of a 2% per year reduction. There was a further saving of 9% on water usage meaning consumption has been reduced by 42% since 2004. The University’s total utilities bill was £3.84 million – £1 million less than budgeted. This was even more impressive given that the price of gas, electricity, oil and water has risen dramatically.

The University expects to invest £1 million in energy and carbon saving initiatives over the next couple of years. The budget will support the Carbon Management Strategy which aims to reduce emissions by 11% by 2010. In support of the initiative, volunteers were sought to act as Green Champions in each school/professional service.

Personnel and Staff Development took up the challenge of reducing their global warming emissions. Sally Discombe, the departmental energy champion, persuaded more than 20 people in the department to switch off their computers at the wall socket every night. This will save one tonne of carbon dioxide a year as a result. Meanwhile, an energy saving campaign in student residences resulted in a 5% saving on both electricity and gas.

A new Travel Plan for the Exeter Campuses was launched in June. The ten-year plan aims to reduce the environmental impact of the University’s activities.

Green thinking is being incorporated into a growing number of University projects. For example, the library re-development included furniture made from biodegradable fabric; doors, bricks and other internal fittings have used recycled materials where possible.

Operator chairs which are not end of life have been used to upgrade cluster room furniture and even the network cables have been reused in other areas.

A Sustainable Procurement Policy was developed to encourage staff to ‘think green’ when buying goods and services on the University’s behalf. The Policy is led by the University’s new Head of Procurement John Malloch and covers areas such as: why buy at all; recyclable products; environmentally friendly operation and disposal; life cycle costing; and procurement advice. Initiatives include:

• a tendering exercise for recycled bulk paper, which also allows local companies to bid
• working with an Exeter sandwich supplier and Hospitality Services to introduce biodegradable packaging
• investigating the potential of disposing of food waste from residences to a Biomass company in North Devon for energy generation
• developing improved recycling facilities within buildings.
Building on top 20

The University Council (its governing body) uses a series of metrics to assess Exeter’s performance against a group of 15 other leading universities. Six of the 15 metrics showed a significant improvement on 2007. These included IT, learning and library spend, research income and undergraduate entry standards.

The University’s target to become a top 20 university was achieved three years earlier than planned and work has begun to formulate a new set of targets. A Task and Finish Group comprised of academics and Professional Services staff has been set up to to assess whether top 10 is a realistic target and whether staff support that aim. It will report in early 2008.

Achieving a healthy surplus

The University ended the year with a surplus of £5.7 million. Total income in 2006/07 was £152 million. This is predicted to rise to £171.5 million by the end of 2007/08 and to £220 million by 2010/11.

The overall financial capacity of the University has grown considerably in the last two years with an improvement in net assets to £408 million. General reserves have grown to £5.7 million (the target is £8 million).

The University’s annual grant from the funding council increased by 8.9% – the seventh largest percentage rise of any English university. The increase added another £4.33 million to funding for teaching, research and widening participation. There was an extra £389,000 to support science subjects and £2.8 million for additional students, including in Cornwall and for the Peninsula Medical School. Exeter’s total grant for the 2007/08 academic year came to £53.2 million.

Analysis of the University’s spend on Professional Services revealed it to be in line with other research-led universities.

Exeter spends £1,154 per student on ‘Administration and General Education’ compared to an average of £1,146.

A salary exchange scheme was set up to enable staff to exchange pay for pension contributions. The scheme is generating substantial savings for both staff and the University. It has no effect on the salary used for pension purposes, mortgage references etc, but takes advantage of the national insurance system to provide benefits to staff and the University.

A great place to work

According to the recent staff survey 93% of staff believe the University is a good place to work and 87% report high levels of motivation. A full summary of the survey’s findings is available on the web at: www.exeter.ac.uk/personnel

More detailed reports will be published during 2008 comparing Exeter to other leading universities and showing how opinions vary from school to school and from service to service. The achievement of Investors in People status by Professional Services in 2006 was one of the factors that made a major contribution to staff satisfaction.
Bonusscheme evolves

The University has awarded an annual bonus to staff for a number of years and this was further refined. The aim is to create a high reward, high performance culture.

The single financial target used to trigger the University Bonus (payable to all staff subject to satisfactory performance) is to be replaced by a number of different measures. The available bonus fund is also to be increased from £715,000 to £1 million. The new targets relate to the National Student Survey, earned income, postgraduate research student numbers and operating surplus. A ‘balanced scorecard’ will be used to determine just how much bonus will be paid and staff will be kept informed of progress throughout the year.

The Registrar David Allen completed a review of the Bonus scheme. A number of recommendations were accepted by Senior Management Group, mainly relating to discretionary awards (made to people who have performed exceptionally in addition to the University Bonus). They include making it easier for teams to be rewarded; creating clearer criteria for exceptional performance; ending the restriction of making awards to 10% of eligible staff; instituting a minimum award of £500; and reducing the bureaucracy associated with panels.

An extra staff bonus was awarded at Christmas to say thank you to staff for their efforts in helping the University to reach top 20. Staff could choose from a range of gifts – wine, champagne, chocolate or books – to the value of £25. There was a further option to donate £25 to the Exeter-based homeless charity, St Petrocks. This raised over £8,000 for the charity.

Speeding up decision-making

A major reform was undertaken of the University’s decision-making processes. This involved the abolition of most committees and their replacement by the use of ‘dual assurance.’ The aim of the changes is to release staff time from committee attendance into research, teaching and service delivery. In addition to reducing the number of committees and speeding up decision-making, it will also help University governors become more ‘hands on’. Under the new system, University managers are paired with Council members to lead the development of key activities. It will also result in more consultation with the University community than was previously the case and utilise ‘task and finish groups’ to look at issues in depth. A total of 18 business areas are covered, including finance and investment, research, science, Cornwall and personnel.

A riskier world

The higher education environment became a riskier place to be in 2007, according to the University’s Performance and Risk Steering Group. The Group evaluates the risk attached to various elements of University policy and thereby ensures management attention is focused where it is most needed. The top five risks facing the University are failure to deliver on the science strategy, student employability, postgraduate student recruitment, meeting (rising) student expectations and research performance and funding.

A healthy and safe University

A comparison of reportable accidents involving staff with those of 14 other members of the 1994 Group of universities revealed Exeter had the third lowest return. Exeter’s zero return for students matched that of nine other universities.

Key initiatives included:

- a policy on the emergency evacuation of disabled persons from buildings
- a No Smoking Policy following consultation with staff and students
- implementation of the Regulatory Reform (Fire Safety) Order (2005), resulting in the appointment of a Fire Safety Consultant to carry out building fire risk assessments.

The Health, Safety & Environment Office organised and hosted the 2007 annual conference of the Institute of Safety in Technology & Research (ISTR). Its membership consists of health and safety representatives of HEIs, government bodies and pharmaceutical companies.

1 Times Higher Education reported on the University’s reduction in the number of committees.

2 The top 20 celebration party attracted around 1,100 staff.
**Anti-discrimination legislation increases**

The raft of recent anti-discrimination legislation (on Disability, Gender, Trans, Race, Religion and Belief, Sexual Orientation and Age) has placed specific legal duties upon the University. The need to respond effectively to these duties was an important focus during 2007.

A series of consultations with staff and students were undertaken which resulted in a Gender Equality Scheme. The Race Equality Scheme Action Plan and Disability Equality Scheme were also updated. Over the summer the University launched procedures for reporting incidents of racial (as well as other forms) of discrimination. This is now a legal requirement.

The introduction of flexible working arrangements was one of the most common requests made by staff during the consultations on Gender and Disability. Work on reviewing current working arrangements and developing flexible working arrangements is underway. Tackling harassment and bullying is an important part of equality work and because of the promotion of the Harassment Policy throughout 2007 there was an increase in the number of cases, which (perhaps surprisingly) is the desired outcome. An important part of equality work is about ‘positively promoting’ and the University was involved in a number of initiatives which concentrated on the benefits of diversity and difference such as Diversity Week, the Respect Festival and Black History Month. A half day session on Equality and Diversity has been introduced for all new staff.

**Developing greater capacity in Professional Services**

The growth and accelerating success of the University meant changes for the University’s Professional Services.

Information Services, Student Services and the Projects Office came together under the leadership of Michele Shoebridge as Director of Academic Services. Under Jeremy Lindley’s leadership Finance, Hospitality Services, Sport and Buildings and Estate came together as a Corporate Services. The aim is to reduce the number of separate services, take advantage of synergies between them and build management capacity.

Staff in Corporate Services were also consulted over a proposed major restructuring of the service. The changes would see Buildings and Estate Services focus solely on major projects and the creation of a new section called Campus Services. Campus Services would combine B&E’s direct labour force with facilities management and the estate patrol from Hospitality Services. The changes are needed to cope with the University’s planned £450 million investment programme, a doubling of maintenance spend and increasing customer expectations.

A new ‘procurement strategy’ was developed which aims to generate £2.9 million worth of annual savings by 2010. The University also set up a Legal Services team to provide more in-house legal expertise. Lawyer Claire Turner was appointed as Head of Legal Services, which is part of Corporate Services.
Updating IT

The University is systematically improving its IT systems to make processes quicker, simpler and more cost effective.

• The Personnel and Payroll computer system is being replaced with a new system which will provide on-line services to existing and prospective staff.

• An ‘electronic marketplace’ is being developed which will allow staff to view suppliers’ catalogues and to make purchases on line.

• A Web Content Management System aims to create a sector-leading, ‘future proof’ web presence for the University.

• The e-Personal Development Planning project is improving on-line services to students by providing them with a mechanism for recording personal development and generating CVs. Staff can also use it for delivering personal tutorials and reference writing.

• A much quicker and easier-to-use system is being introduced for collecting information on staff time for costing research and teaching.

• The second phase of the University’s web portal introduced a staff portal and improvements to the student portal.

Improving systems

The University has changed its management review process to look at systems and lifecycles rather than individual departments. This gives a much better view of the benefits and problems experienced by customers who will in practice access services from a number of different parts of the University.

Six detailed reviews took place during 2007 focusing on the support provided to students by personal tutors; the international student experience; provision of residential accommodation; course module selection and registration; work placements; and careers and employment.

This work resulted in more than 100 recommendations and has led to improvements across the University. These include the introduction of an improved student personal tutor system, better information provision for international students and an integrated on-line student help system. Further work is in hand to introduce an on-line service to allow students to select and provisionally enrol onto particular programme modules.

University supports Northcott campaign

The year’s biggest surprise was the proposal by the Arts Council to withdraw funding from the Northcott Theatre. A highly effective publicity and lobbying campaign was organised by the University and the city and county councils which was successful in defeating the proposal. The three organisations contributed £2.1 million to a refurbishment of the Theatre, which originally opened in the 1960s. The Theatre re-opened in December with a new look, expanded and improved seating and revamped electrical and lighting systems.

Woodward’s words

Sir Clive Woodward, former World cup winning England rugby coach and Exeter honorary graduate, was the keynote speaker at the annual Working Together conference for support staff in Schools and the Professional Services. The day-long conference provided an opportunity for 120 staff to discuss what the University needs to do to ‘move from good to great’.

Protestors march through Exeter to save the Northcott Theatre.

1 Former England rugby coach Sir Clive Woodward addressed staff at the annual Working Together conference.

2 Northcott Theatre staff and supporters celebrate news that the Theatre is to remain open.
Recruiting the brightest and best

More than 180 academic staff were appointed in the 12 months leading up to September 2007, including more than 30 professors. The University was able to recruit the best talent from around the world, which is another sign of its growing reputation. Appointments were made to boost the University’s research performance in advance of the 2008 Research Assessment Exercise. In a competitive market, the University was able to retain key researchers.

38 new professors took up appointments at the University and the Peninsula Medical and Dental Schools between September 2006 and September 2007. They are:

In the School of Humanities and Social Sciences

• Dionisius Agius, Arabic and Islamic Material Culture. Previously at the University of Leeds.
• Alan Booth, History. Previously at the University of Exeter.
• Paul Griffiths, Philosophy of Science. Previously at the University of Sydney.
• Andrew Massey, Politics. Previously at the University of Portsmouth.
• Ian Netton, Sharjah Chair in Islamic Studies in the Institute of Arab and Islamic Studies. Previously at the University of Leeds.
• Gerd Nonneman, Al-Qasimi Chair in Arab Gulf Studies. Previously at the University of Lancaster.
• Ilan Pappe, History. Previously at the University of Haifa, Israel.
• Andrew Pickering, Sociology. Previously at Stanford, USA.
• Jack Vowles, Politics. Previously at the University of Auckland, NZ.
• Colin Wright, International Politics. Previously at the University of Sheffield.

In the School of Psychology

• John Endler, Animal Behaviour. Previously at the University of California.
• Thomas Kessler, Social Psychology. Previously at Friedrich-Schiller University, Jena.
• Ian McLaren, Cognitive Psychology. Previously at the University of Cambridge.

In the School of Arts, Literatures and Languages

• Lisa Downing, French. Previously at Queen Mary, University of London.
• Nicholas Groom, English. Previously at the University of Bristol.
• Derek Flitter, Spanish. Previously at the University of Birmingham.
• Tim Kendall, English. Previously at the University of Bristol.
• Gerald MacLean, English. Previously at the University of York.
In the School of Biosciences

- Richard ffrench Constant, Molecular Biology. Previously at the University of Bath.
- Tamara Galloway, Ecotoxicology. Previously at the University of Plymouth.
- Gero Steinberg, Cell Biology. Previously at the Max Planck Institute, Marburg.
- Richard Titball, Molecular Microbiology. Previously at the Defence Science and Technology Lab, Porton Down.

In the School of Engineering, Computing and Mathematics

- Mitchell Berger, Applied Mathematics. Previously at University College London.
- Peter Cox, Climate Systems. Previously at the Natural Environment Research Council.
- David Stephenson, Applied Mathematics. Previously at the University of Reading.

In the School of Business and Economics

- Annie Pye, Leadership Studies. Formerly at the University of Bath.
- Barry Wilkinson, Management. Previously at the University of Wales, Cardiff.

In the School of Geography, Archaeology and Earth Resources

- Christian Turney, Physical Geography. Previously at the University of Wollongong, NZ.

In the School of Sport and Health Sciences

- David Poole, Sport and Health Sciences. Previously at Kansas State University, USA.
- Thomas Rowland, Sport and Health Sciences. Previously at Tufts University School of Medicine, Boston.

In the School of Education and Lifelong Learning

- Wendy Robinson, Education. Previously at the University of Warwick.

In the School of Law

- Melanie Williams, Law. Previously at the University of Swansea.

In the Peninsula Medical and Dental Schools

- Professor Steve Creanor, previously at the University of Glasgow.
- Professor Mike Depledge, previously at the Environment Agency.
- Professor Liz Kay, previously at the University of Manchester.
- Professor St John Crean, previously at North Glamorgan NHS Trust and University of Cardiff Dental School.

Awards and appointments

Exeter architect Peter Lacey became the University’s second Pro-Chancellor on 1 August. He took over from Professor Ruth Hawker. Three new members of Council were appointed. They are Bettina Rigg, an Exeter graduate and a Partner in law firm Bond Pearce LLP; Sally Wilcox, BT Regional Director for the South West; and arts adviser Marc Jordan.

Exeter archaeologist Professor Bryony Coles was elected a Fellow of the British Academy, the national academy for the humanities and social sciences. Professor Coles specialises in wetland archaeology and was appointed as a lecturer at the University 35 years ago.

History lecturer Dr Richard Toye was voted Young Academic Author of the Year by Times Higher Education. Dr Toye won the prestigious award for his book Lloyd George and Churchill: Rivals for Greatness, which was published to great acclaim in...
March 2007. The book describes the personal and political relationship between the two most significant figures in twentieth-century British politics.

An international award that recognises outstanding individuals aged between 18 and 40 who have achieved remarkable goals in difficult circumstances has been awarded to Dr Klejda Mulaj, of the School of Humanities and Social Sciences. She won the award for ‘Outstanding Young Person of the Year 2007’ in the category of Academic Leadership and Accomplishment. The award was given by the Junior Chamber International in Malta.

Professor Gert Biesta, of the School of Education and Lifelong Learning, was awarded an honorary doctorate by the University of Oerebro in Sweden.

Susie Hills, Acting Director of Development and Alumni Relations, was made a Fellow of the Royal Society of Arts.

The Society for French Studies awarded the Gapper Undergraduate Essay Competition prize to Exeter student Gabor Gergely. Gabor also won the Studies in French Cinema essay prize earlier this year and is now pursuing further studies at Exeter with an MA in the Film Unit.

The University won the cup for the champion trade exhibit in the Devon County Show flower competition for the eighth time since 1986.

Film-maker in residence John Sealey attended the Venice Bienalle international arts festival in June, both as part of an Arts Council curatorial team and as an artist. His film They Call Me… Don’t Call Me was screened and debated.

Professor Susan Hayward, of the School of Arts. Languages and Literatures, was nominated as one of the 400 Women of the Year for 2007 for her services to education.

The University Personnel Association has awarded the University an Excellence Award for organisational development. The Award recognises the innovative approach made in developing the on-line Personal Development Plan Support Centre.

Simon James, of the School of Business and Economics, was awarded the Service Medal of the Order of St John for his long service to St John Ambulance. This includes many years as a trainer and secondments to Westcountry Ambulance Service as an ambulance technician and driver. He has also been a University First Aider for over 30 years.

A team from Communication and Partnership won an award for the marketing of the Cornwall Campus. Amanda Brook, Paul Chinn and Jo Evans gained a prestigious Merit Award from the Council for the Advancement and Support of Education in the ‘institution-wide branding’ category.

Hospitality Services gained the coveted Hospitality Assured standard. This is a national customer service programme well known within the hotel and catering industry.

Kayleigh Milden, of the Institute of Cornish Studies, was one of three shortlisted in the Culture, Media and Arts category of the Cornwall Woman of Achievement awards.

Katy Cuckston, a student in the School of Education and Lifelong Learning, was named best Officer Cadet by the Council of Military Education Committees. Ms Cuckston is a Junior Under Officer in the University’s Officer Training Corps.

Dr Kate Fisher, of the School of Humanities and Social Sciences, was awarded ‘proxime accessit’ in the Longman/History Today book of the year competition. Birth Control, Sex, and Marriage in Britain 1918-1960, is a study of attitudes to birth control from a gender, regional, demographic and social perspective. It is the first book she has written and began as a PhD thesis.

Marcel Choules, of Hospitality Services, became the new Deputy Lord Mayor of Exeter. He is also the Deputy Chair of the Development Control Committee.

1 Melanie Williams.
2 The Alexander Building was South West Building of the Year.
XTV, the Guild of Students’ TV station, returned from the National Student TV Awards (NaSTAs) with two national awards and were highly commended in another category. The awards won were ‘Best Music to Video’ and ‘Best Title Sequence’.

The Alexander Building (home to the Drama department) received the Building of the Year Award in the prestigious Michelmore’s and Western Morning News Commercial Property Awards. The £3.5 million building was designed to provide an extension to Thornlea and includes modern studios, rehearsal spaces and offices.

Beth Reichwald from Planning Services was given an international travel award from the Association of University Administrators to spend a month in Australia studying how Australian universities are embedding sustainability into education and taking their own steps to become more sustainable. Lessons learnt are being disseminated in Exeter and for the sector.

**Honorary graduands**

- Professor Dame Carol Black, President of the Royal College of Physicians
- Sir Richard Dearlove, former head of MI6
- Exeter entrepreneur Ray Dillon
- Playwright David Eldridge
- BBC Security Correspondent and Exeter alumnus Frank Gardner
- Anthony Gibson of the National Farmers Union
- Richard Hooper, a leading figure in the communications industry
- Professor Dr Ekmeleddin İhsanoğlu, Secretary General of the Organisation of Islamic Conference
- Yusuf Islam, formerly known as Cat Stevens
- Artist Kurt Jackson
- Businessmen Sir Peter Job, former Chief Executive Officer of Reuters
- The Right Reverend Michael Langrish, the Bishop of Exeter
- Aardman animators Peter Lord and David Sproxton
- Queen guitarist Brian May
- Dr Beverley Naidoo, author of books for young people
- Judge Sir Robert Owen
- Astrophysicist Lord Rees
- Dr Michael Rosen, Children’s Laureate
- Comedians Jennifer Saunders and Ade Edmondson
- Cartoonist Posy Simmonds
- Sir Nicholas Stern, economist and author of October’s report on climate change
- Former England Rugby Union coach Sir Clive Woodward.

**Retirements**

Pro-Chancellor and member of Council Professor Ruth Hawker retired from the University at the end of July. A former nurse and nursing manager, Professor Hawker had served the University since 1997. Although she has left the University she will be kept busy with a surprising number of different jobs, including being a non-executive director of Devon Partnership NHS Trust. Other retiring external Council members were Councillors Christine Channon and Roy Slack.

Professor Keith Atkinson, Provost of the University of Exeter’s Tremough Campus near Penryn retired after 38 years service for Camborne School of Mines and the University of Exeter.

Superintendent of Grounds Stephen Scarr retired after 28 years service.

Simon Fishwick decided to move on after 14 outstanding years service as Permanent Secretary to the Guild of Students. Simon takes much of the credit for the excellent relations between the University and the Guild.

Elizabeth Smith retired as Director of Development and Alumni Relations.

1 Queen guitarist Brian May was highly complimentary of the University after receiving his honorary doctorate. He wrote on his website he had ‘seldom been treated with so much care’.

2 Aardman animator Peter Lord received an honorary degree at the degree ceremony for the University College of St Mark and St John.
Facts at a Glance 2006/07

13,370 Students
9,920 undergraduate
2,835 postgraduate
615 postgraduate certificate in education

Undergraduate Entrants by School Type
73% from State schools
27% from Independent schools
Percentages calculated from FT UG entrants in 2006 with school type known

2,685 Staff
1,050 academic
1,635 support

£152,412,000 Turnover (net)
£19,520,000 research grants and contract income
£13,554,000 HEFCE research funding
£44,344,000 HEFCE/TDA T grant and other funding council income
£35,179,000 tuition fees and contracts
£43,256,000 other income
-£3,441,000 less: share of income from joint ventures
Printed on Greencoat Plus Velvet, which contains 80% recycled post-consumer fibre, 10% TCF (Totally Chlorine Free) pulp and 10% ECF (Elemental Chlorine Free) pulp.