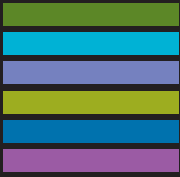




Universities UK Annual Review 2007/08

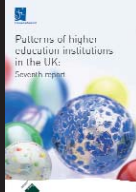


The year at a glance





September 2007
Higher education in facts and figures, research and innovation – Summer 2007 / Higher education in facts and figures – Summer 2007



September 2007
Patterns of higher education institutions in the UK: Seventh report



October 2007
Beyond the honours degree classification: The Burgess Group final report



November 2007
 Research report:
The use of bibliometrics to measure research quality in UK higher education institutions / Universities UK Corporate Plan 2007–2010



December 2007
 Policy briefing:
Testing times: UK health research in a global marketplace / Research report: Higher education pay and prices index, July 2007



January 2008
 Greening Spires:
Universities and the green agenda



March 2008
Chancellors' Reception
 UUK President Rick Trainor and Chief Executive Diana Warwick greet University of London Chancellor HRH The Princess Royal



March 2008
Chancellors' Reception
 Professor Gordon Marshall and John Madejski (University of Reading Vice-Chancellor and Chancellor) with University of Westminster Chancellor Lord Paul of Marylebone



April 2008
League table conference
 John Richardson, William Locke of CHERI, Professor Shirley Pearce Vice-Chancellor of Loughborough University and Professor David Eastwood, HEFCE Chief Executive



April 2008
League table conference
 Professor David Eastwood addresses the audience / right / Higher Education Academy Chief Executive Paul Ramsden poses a question



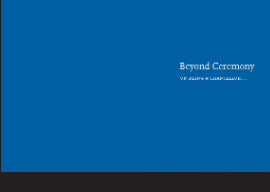
May 2008
 Management guidance:
Universities planning guidance



June 2008
 Policy briefing:
Admissions: the higher education sector's plans for change / Research report: The future size and shape of the higher education sector in the UK: threats and opportunities



July 2008
International Unit breakfast meeting
 Former Higher Education Minister Bill Rammell MP addresses the audience



July 2008
Beyond Ceremony: on being a chancellor...





September 2007
Annual conference
 The newly formed International Unit meets with John Denham MP, the new Secretary of State for Innovation, Universities and Skills



October 2007
Statement of recommended practice: accounting for further and higher education / Strategic enquiry into the pension arrangements for the higher education sector



December 2007
Inaugural Annual Lecture
 Richard Lambert, Director-General of the CBI / UUK Policy Advisor Fiona Way and Lib Dem HE Spokesman Stephen Williams MP

December 2007
Inaugural Annual Lecture right / UUK President Rick Trainor, Richard Lambert and wife Harriet



January 2008
Winter Reception
 John Denham MP, Lyn Brown MP and Rick Trainor / University of Westminster Chancellor Lord Paul of Marylebone with Rick Trainor



February 2008
Annual Review 2006/07



March 2008
Chancellors' Reception
 University of Portsmouth Chancellor Sheila Hancock with Sheffield Hallam University Chancellor Professor Lord Robert Winston

March 2008
Chancellors' Reception right / Speakers HRH The Princess Royal, Open University Chancellor Lord Putnam and University of Exeter Chancellor Floella Benjamin



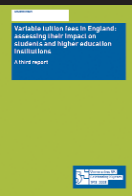
May 2008
 Research report:
International research collaboration: opportunities for the UK higher education sector / Special consultation: Pension provision in the HE sector: initial report



May 2008
RCUK/UUK Concordat launch
 Professor Eric Thomas, UUK Research Policy Committee Chair, signs the joint UUK/RCUK concordat to promote research careers



June 2008
US HEIs visit to UK
 New York University led by President John Sexton and UUK President Rick Trainor with John Denham MP



July 2008
 Research report:
Variable tuition fees in England: assessing their impact on students and higher education institutions: a third report



July 2008
Size and shape breakfast
 Vice-Chancellor of Bournemouth University Professor Paul Curran, Tim Boswell MP, Professor Geoff Crossick, Warden of Goldsmiths, University of London

July 2008
Size and shape breakfast right / Professor Brian Ramsden, Phil Willis MP, Professor Geoff Crossick, Sir Muir Russell, Principal of the University of Glasgow, Nigel Brown





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Our vision and mission

Our vision and mission



Universities UK (UUK) is the major representative body and membership organisation for the higher education sector. Our 133 members are the executive heads of UK universities. Within it are the **England and Northern Ireland Council**, **Universities Scotland** and **Higher Education Wales** (HEW).

Our vision is of an autonomous university sector in the United Kingdom that, through excellence in teaching, research and knowledge exploitation, raises aspirations, has an international reputation for innovation, and contributes to the wider economy and society.

Our mission is to be the essential voice and the best support for a vibrant, successful and diverse university sector, to influence and create policy for higher education, and to provide an environment where the interests of our sector can flourish.

Our values



Excellence

Aspiring to excellence in everything we do in support of our sector.

Commitment

Supporting our sector which offers huge opportunities through its high quality research, teaching and knowledge exploitation.

Inclusiveness

Engaging and collaborating with stakeholders to add value, and co-ordinating our activities with others in the best interests of the sector.

Foresight

Shaping the policy agenda of the future.

Integrity

Valuing our staff to enable them to achieve their goals.

Our promise



We will support the autonomy of institutions whilst being a strong and collaborative voice on their behalf with governments.

We will explain and celebrate diversity in the sector.

We will recognise diversity, as well as the common ground between members, and ensure that we are inclusive and deal equally with the different types of institution we represent.

We will reflect the innovative spirit of the sector and strive to be original and creative in everything we do.

We will provide expertise for the enhancement of the whole sector.



The year covered by this annual review began with a welcome recognition of universities' contribution to the UK's success. The creation of the new government Department for Innovation, Universities and Skills (DIUS) gave universities, for the first time, an explicit place at the Cabinet table. Universities UK has sought to make the most of this opportunity to inform policy, to influence decision-makers, and to contribute to the continuing debate about the role of higher education.

We have made real progress: improvements to the higher education admissions process; fresh thinking about the degree classification system; and measures to ensure that the new immigration points-based system doesn't disadvantage overseas students and staff.

Our January publication *Greening Spires: Universities and the green agenda*, showed universities as key to finding solutions to global sustainability issues. Our contribution to the National Council for Educational Excellence, chaired by Professor Steve Smith, helped set its agenda by providing excellent evidence of universities' engagement in schools. When quality issues came to the fore in summer 2008 we provided reassurance that standards are robust and that the system for maintaining those standards works well.

Our major research project into the size and shape of the higher education sector over the next 20 years fed into the DIUS review of higher education, first announced by the Secretary of State in February. Universities UK also contributed its own overview of how the sector should operate in 10 years' time. We look forward to being at the forefront of the debate that is due to follow this and other government reviews in 2009.

In Wales, Higher Education Wales secured a full scale independent review of higher education, as well as changes to Welsh funding council policy on learning and teaching and to the Quality Assurance Agency review process for Wales. Meanwhile, Universities Scotland played a major role in the Scottish Government's taskforce on higher education.

During a very successful first year, the UK HE International Unit supported initiatives on India, China and the United States, launched three well-received reports and provided detailed briefings for members' international visits.

Inevitably, we faced some disappointments and challenges over the year. The unexpected withdrawal of funding for students looking to gain equivalent or lower qualifications was followed later in the year by cuts announced to the Chevening and FCO Scholarship schemes. We managed to gain some concessions on the former, while our campaign with the Association of Commonwealth Universities and sister international organisations achieved some reinstatement of scholarship funding. Universities Scotland battled to reverse a disappointing outcome to Scotland's Spending Review, eventually winning an additional £20m allocation.

As we look ahead to the DIUS higher education debate, the promised review of variable fees, and a Spending Review in a difficult economic climate, we will continue to highlight the central role that universities play in our national life. We will support the interests and needs of our diverse membership. The continued strength of the UK's universities is our core purpose.

Finally, I would like to pay tribute to Universities UK's Chief Executive Diana Warwick, who will step down from the role in 2009. Diana has been an outstanding Chief Executive, leading Universities UK through some turbulent times in higher education. She has been a fount of knowledge and wisdom both for the organisation and for successive Presidents, including myself. We all wish her well for the future.

Rick Trainor
President





In 2008, Universities UK celebrated its 90th anniversary. Our membership organisation began with the first of what became regular consultative meetings of vice-chancellors on 22 November 1918. The Committee of Vice-Chancellors and Principals (CVCP), as it was then known, consisted of just 22 universities and university colleges.

Expansion of the higher education sector in the 1960s saw CVCP membership grow to 47 members by the 1980s, and in 1992 government legislation enabling polytechnics to become universities increased membership to more than 100 institutions. On 1 December 2000 CVCP became Universities UK – the new name, logo and identity reflecting the many changes that had taken place in the preceding years.

Today our 133-strong membership makes Universities UK the major representative body and membership organisation for the higher education sector. We are proud to represent such a vibrant, successful and diverse sector.

All our work, whether policy, advocacy or campaigning, is driven by our members' needs. In 2008 we have aimed to improve our services better to meet those needs and to deliver on our corporate objectives. These are set out in this review under the headings of foresight, advocacy, promoting the sector, communication, collaboration and ensuring we are fit for purpose. We have upgraded and enhanced our Members' Extranet, and expanded our range of research reports and policy briefings. We have developed our Link Officer service to encourage a more personal engagement with our members, and Universities UK, Universities Scotland and the International Unit have all launched new and improved websites.

In addition to the work outlined in our President's letter, and in celebration of our 90th anniversary, we have this year produced two one-off publications. *Beyond Ceremony* celebrates the vital role played by university chancellors, and *90 out of 90*, published at the end of 2008, celebrates the enormous scope of the achievements and workings of the university sector. It includes a timeline highlighting some of the landmarks in the history of higher education in the UK and charts the changes in our organisation since that inaugural CVCP meeting in November 1918. The miscellany of 90 facts covers history, art and culture, sport, politics and science, and references every Universities UK member institution.

After 14 exciting years leading Universities UK, I will be stepping down as Chief Executive in the summer of 2009. As the organisation enters its tenth decade I know that my successor and colleagues will continue to work to support a flourishing, dynamic, world-class higher education sector, helping our members to mould the changes in the shape and function of higher education that the future will undoubtedly bring.

Diana Warwick
Chief Executive





To provide members with foresight on policy issues and help them shape the agenda.

Corporate Plan 2007/10

The changing shape of UK higher education

Universities UK's research, analysis and foresight work has this year focused on anticipating the challenges facing the sector over the coming decades.

We produced two reports on the future size and shape of the higher education sector: the first examined the changing demographics of the UK and how these might affect demand during the period 2005/06–2026/27, and the other looked at the likely impact and implications for universities affected by those changes.

For this second report, UUK developed three future scenarios, each describing the impact on different student markets if particular policy choices were made in response to future demographic changes. The report was launched at the House of Commons, hosted by Phil Willis MP, Chair of the Innovation, Universities, Science and Skills Select Committee, in July.

The two reports have contributed to strategic planning at many member institutions, and made a substantial contribution to the continuing debate on the future of the higher education sector in the UK. As a result, the Department for Innovation, Universities and Skills invited UUK to lead on the demographics work stream of its higher education review, first announced by the Secretary of State in February 2008 and due to publish late in 2008.

Other foresight reports from UUK include the future of higher education pension provision in the UK, the future of research assessment and the role of bibliometrics, the opportunities for international research collaboration for the higher education sector, and the changing admissions landscape. UUK has also been monitoring the impact of variable fees and considering fee options for the future. A report on the latter project will be published early in 2009.

Longer term strategy

To inform its future policy and research focus, UUK's Longer Term Strategy Group has focused on the possible development of new models of universities as the sector responds to future challenges. Its seminar in May 2008 considered the likely impact of changes in funding and increased competition over the next 10–20 years on how institutions might run, and on their staffing profiles. It examined possible developments around the world, including the growing presence of private providers. The discussions formed the basis of a seminar report on future business models and a report on global private education, both published in 2008.

Future health

Recognising the key role that universities play in informing government policy, a UUK seminar in May explored the links between public health and climate change.

The seminar discussed the broad strategic issues around climate change and how they can be brought together to support public health and health service policy, planning and delivery. Outcomes from the seminar are being taken forward by a sustainable development task group created by UUK this year.

To mount effective and timely
advocacy campaigns on policy issues
vital to the sector.
Corporate Plan 2007/10

Government

Universities UK continues to maintain robust links with parliamentarians, with the number of our meetings with ministers and officials in government departments almost doubling this year, due in part to the creation of the new Department for Innovation, Universities and Skills and the Department for Children, Families and Schools. At our private meetings at all the Party conferences, as well as in our breakfast briefings, Winter Reception and the Chancellors' Reception in the House of Commons, we promoted our members' views on key issues including immigration and funding.

Higher Education Wales and Universities Scotland also made effective representation at government and parliamentary level. HEW met regularly with Welsh MPs and AMs, and gave evidence to the Welsh Affairs Select Committee on the effects of devolved policy making on higher education. HEW also influenced an Assembly Committee to hold an inquiry into the economic impact of higher education in Wales.

Universities Scotland gave evidence to four parliamentary committees over the year on a wide range of issues, and persuaded the Scottish Government to create the Joint Futures Thinking Taskforce on Universities, which will look at the key issues facing the sector over the next 20 years. Universities Scotland also had some success in its attempts to reverse a disappointing outcome to the Spending Review in Scotland; an additional £20m was allocated to Scottish higher education institutions.

Immigration

This year UUK sought to ensure that the new points-based immigration system would not undermine the UK higher education sector's competitiveness in the international student and academic markets. While we still have some concerns, UUK was pleased that a sustained programme of meetings with Home Office officials resulted in their agreement in July 2008 to a phased introduction of the new system in 2009/10 to avoid the peak periods of international student recruitment.

ELQs

UUK campaigned in support of members angered by a government decision in September 2007 to phase out funding for students already possessing equivalent or lower qualifications (ELQs). In tandem with numerous meetings with DIUS ministers and civil servants, and the shadow DIUS teams, we persuaded MPs to put down questions in the Commons, instigated a debate in the House of Lords and joined with the University College Union to give evidence to an emergency DIUS Select Committee meeting in December. A supportive Early Day Motion in November also helped to highlight some of our members' concerns, as did a speech by CBI Director-General Richard Lambert at UUK's inaugural Annual Lecture in December.

Some concessions were gained, including safety nets put in place for subjects such as medicine, dentistry and education.

Europe

The UK HE Europe Unit responded to the European Union's modernisation agenda for universities by organising two lobbying visits to Brussels as well as co-ordinating UK-wide responses to consultations on the European Research Area, European cohesion funding and the European Credit Transfer and Accumulation System. These visits enabled sector representatives to consolidate good working relationships with policy makers in Brussels and influence developments such as the European Institute of Innovation and Technology, and the European Charter and Code for Researchers. They also helped influence subsequent proposals from Brussels, benefiting the UK higher education sector.

Higher Education Wales continued to develop links with Europe too, including a meeting with Education Commissioner Figel to discuss global higher education issues, and a meeting with Science and Research Commissioner Potočník to discuss how universities in Wales can contribute further to the Framework Programme and other EU research initiatives.

To promote the achievements of
the sector and thereby secure support
for continued investment.
Corporate Plan 2007/10

In addition to our continuing advocacy and media work to promote the contribution made by our universities, Universities UK has campaigned on some high profile issues this year.

Working with schools and colleges

Our contribution in April 2008 to the work of the National Council for Educational Excellence, established by the Prime Minister in June 2007 to advise on measures to create a world-class education system, contained evidence from every English university. The case studies showed how every higher education institution works with schools and colleges to raise awareness of higher education, identify potential in students and help improve attainment levels in schools.

Sustainability

In January 2008 UUK's publication *Greening Spires: Universities and the green agenda* highlighted the important contribution universities are making in this key area, and paved the way for the Higher Education Funding Council for England's strategic review of sustainable development in higher education. Recognising the continuing importance of the sustainability agenda, UUK has set up a sustainable development task group to consider the role of higher education institutions, both as organisations tackling sustainable development challenges and as organisations impacting on the environment.

Standards in higher education

We worked hard this year to reassure the public that standards and quality in higher education are robust, and that our system for maintaining those standards works well. Our comments were picked up widely in the national and international media.

UUK has this year also agreed to create a high-level forum on quality issues to ensure the sector is at the forefront of any future debate over quality.

Chancellor's role

We were delighted to promote the valued role of university chancellors through our publication *Beyond Ceremony*, produced as part of UUK's 90th anniversary celebrations. HRH Princess Anne, as Chancellor of the University of London, provided a foreword to the booklet, which offers advice and insights into the role from many high profile incumbents. The booklet has been widely distributed and received positive radio and newspaper coverage nationally.

League tables

UUK articulated members' perennial concerns about media-driven league tables through our involvement in the steering group for the Higher Education Funding Council for England's report on league tables and their impact on institutional behaviour. Our national conference, held immediately after the report's publication in April, enabled delegates to discuss the findings and to question league table compilers on the implications of the report. UUK continues to promote members' views via the *Guardian* and the *Independent* newspapers' league tables advisory groups, and via direct communication with compilers of both the *Times* and *Sunday Times* league tables.

To be recognised as having excellent and effective communication with decision-makers, stakeholders and the media, and with members and their institutions.

Corporate Plan 2007/10

Media

Media interest in the UK's universities, encompassing online, broadcast and print media worldwide, continues to grow. Our press unit this year provided headlines, comments, opinion pieces, case studies and background briefings on issues such as university autonomy, the impact of demography on the UK student population, the tax status of expatriate academics, alternatives to the degree classification system, fears about 'dumbing down', and student debt. We provide our member institutions' press and PR teams with daily news headlines, opportunities to appear in the national media, and background information about new policy and legislation.

Conferences

We expanded our series of in-house conferences this year to cover: the use of the Freedom of Information Act in HE; universities in the community; research assessment and funding; safeguarding under-18s; admissions; and procurement.

Our Talking Shop series included a seminar helping to prepare member institutions for the 2012 Olympic and Paralympic Games, and a joint seminar with the Universities and Colleges Employers Association (UCEA) for communications teams to consider issues that may arise from industrial action.

High calibre speakers and a timely choice of subjects have resulted in positive feedback from delegates at all our events.

Website

A redesigned, upgraded Universities UK website was launched in July 2008 and received 50,000 visitors and 150,000 page views in its first month. Universities Scotland also relaunched its website this year, while the International Unit launched a website in its first full year. All have received excellent feedback on their easy and simple navigation, clean design and content. The large majority of visitors to the UUK website have historically been from overseas, so our new-look website will be key to promoting the UK's universities to an international audience.

Members' Extranet

The redeveloped UUK Members' Extranet was launched towards the end of 2007 to support communications between members, their staff, and UUK. Its new features include a dedicated profile page for members and their PAs, a powerful search engine and the ability to set up and receive email alerts. It also provides the opportunity for members and staff in their institutions to collaborate and exchange information with UUK staff via this password protected website.

We are continuing to raise awareness of the new features and benefits of the Extranet among staff at member institutions through training events at Woburn House.

To collaborate with other sector bodies and where necessary co-ordinate sector-wide activities.
Corporate Plan 2007/10

Working with business

Universities' growing relationship with business was reflected in a new working partnership this year between Universities UK and the Confederation of British Industry, which will produce two reports. The first, *Stepping Higher*, due out in October 2008, builds on our 2006 publication *Higher Level Learning*, and will provide illustrations of how employers and universities work together for mutual benefit. The second, planned for Spring 2009, will look at the skills business wants graduates to demonstrate, and will provide examples of how these skills have been embedded in undergraduate studies. In November 2007, the Higher Education Wales-CBI Wales Strategic Forum welcomed CBI Director-General Richard Lambert to a forum in Newport to discuss improved HE-business links in Wales.

Reform to degree classification

In October 2007 the broad-based sector-wide group led by Professor Bob Burgess, Vice-Chancellor of the University of Leicester, published its final recommendations on the future of the degree classification system. Its main recommendation – the introduction of a single student achievement document, to be known as a 'Higher Education Achievement Report' (HEAR) – was widely picked up by the national media. A trial of the HEAR at volunteer member institutions will be taken forward by the Higher Education Academy.

Reforms to the admissions process

The Delivery Partnership has continued its work to simplify and improve the higher education applications process, with UUK collaborating with GuildHE in providing the secretariat for the group. Key reforms have been agreed including the provision of feedback to unsuccessful applicants and an adjustment period to allow applicants to reconsider their choice of institution if they receive better results than their accepted offer requires.

International developments

The UK HE International Unit accompanied members on visits to India, China and the US following announcements on various higher education initiatives with these countries. All of these initiatives are designed to promote and enhance the coherence of bilateral links with the UK higher education sector for mutual benefit.

Over the year, the Unit has also prepared briefing packs for members visiting China, India, Singapore and the Middle East, to assist them in their international activities.

UUK also collaborated closely with the Association of Commonwealth Universities and our sister organisation, the Association of Universities and Colleges of Canada, in opposing the British Foreign & Commonwealth Office's announced cuts to the Commonwealth and Chevening scholarships for international students. The partnership with the latter organisation resulted in the Canadian Prime Minister Steven Harper asking UK Prime Minister Gordon Brown if he would reconsider the cuts.

Universities Scotland worked closely this year with senior Rwandan academics and the Rwandan Ambassador to help develop the higher education sector in Rwanda.

Research careers

The UUK Research Policy Committee's expertise and guidance has helped UUK play a significant role in developing the new *Concordat to Support the Career Development of Researchers* in partnership with the major research funders in the UK. We hope the Concordat, launched by the former Minister of State for Science and Innovation Ian Pearson MP, in June 2008, will allow us to continue to strengthen the attractiveness of research careers in the UK.

To regularly review our effectiveness and organisation to ensure it remains fit for purpose, well managed and supportive of our staff.

Corporate Plan 2007/10

Member services

In addition to upgrading our Members' Extranet, our focus on member services has ensured that the majority of members received a visit this year from their named first point of contact within Universities UK. Information from these Link Officer visits is fed back to colleagues at weekly meetings within Woburn House. This has greatly improved our understanding of issues affecting individual member institutions and given us a personal slant on our collective sector knowledge. An individualised benefits statement was issued to all members early in 2008 outlining the range of services delivered to them throughout the year in line with our corporate objectives, as well as specific achievements for each member institution.

Financial benefits

Three initiatives brokered by UUK this year resulted in savings of millions of pounds for member institutions. The sector-wide Accommodation Code of Practice, which is free for members and exempts them from Houses of Multiple Occupation Licensing, continued to save the sector money. We negotiated with the Copyright Licensing Agency for a much fairer deal on licensing than first proposed, reducing the initial proposed charge of £5.25m to £825,000 a year, creating a saving of £4.5m. And working with the British Universities Finance Directors Group, we were able to achieve savings of some £10.5m through the FE/HE Statement of Recommended Accounting Practice.

Woburn House

Woburn House Conference Centre Ltd has had a successful year, with revenue surpassing budget predictions by over 20% and prior year results by 16%. The level of repeat business has also been averaging 85% a month – an indication of the success of the team in providing quality services and building good relationships with clients. The Hospitality Assured accreditation was awarded in June, for the second year running, with an increased score for client services. The profits generated by Woburn House Conference Centre Ltd are covenanted to UUK. Covenanted income from CVCP Properties Plc was also up on the previous year by 20%.

Research Integrity

The UK Research Integrity Office (UKRIO) has continued to provide advice to universities and other research organisations, to help them promote the good conduct of research and address cases of misconduct. It has also offered support and guidance to individual researchers with concerns about the conduct of research.

UKRIO worked closely this year with Research Councils UK (RCUK) on a national review of policy for the governance of good research conduct. A workshop was held at which the sector discussed approaches for the governance of research. The outcomes were reported back to the sector and are being considered for further action.

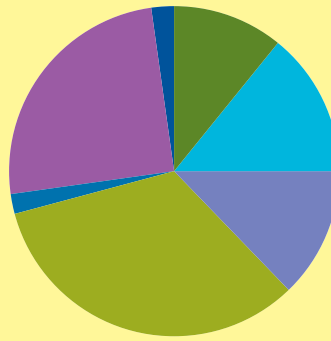
Financial results

Income and expenditure for the year ended 31 July 2008, together with comparative figures for 2007, are summarised in the table below.

| Summary | 2008/£000 | | | 2007/£000 | | |
|-------------------|-------------------------|-----------------------|--------------|-------------------------|-----------------------|--------------|
| | Unrestricted activities | Restricted activities | Total | Unrestricted activities | Restricted activities | Total |
| Income | 5,690 | 4,149 | 9,839 | 5,459 | 3,778 | 9,207 |
| Expenditure | 5,469 | 4,197 | 9,666 | 5,157 | 3,724 | 8,881 |
| Surplus/(deficit) | 221 | (48) | 173 | 302 | 24 | 326 |

Charitable expenditure

| | |
|--------------------------|-----|
| Lobbying | 11% |
| Information | 14% |
| Influencing and advocacy | 13% |
| Research and policy | 33% |
| Conferences | 2% |
| Funding grants | 25% |
| Governance costs | 2% |



| Staff costs | | 2008 | 2007 |
|--|-----------------------|------------------|------------------|
| Total staff costs including full and part-time employees were: | Salaries and wages | 3,066,334 | 2,822,438 |
| | Social security costs | 263,936 | 245,939 |
| | Pensions | 412,929 | 363,192 |
| | Total | 3,743,199 | 3,431,569 |

| Number of employees | | 2008 | 2007 |
|--|--|-----------|-----------|
| The average number of employees (full-time equivalents) throughout the year was: | Charitable activities | 65.0 | 61.0 |
| | Management and administration including supporting staff | 10.5 | 11.5 |
| | Generating funds | 2.5 | 2.5 |
| | Total | 78 | 75 |

About Universities UK

This publication has been produced by Universities UK, which is the representative body for the executive heads of UK universities and is recognised as the umbrella group for the university sector. It works to advance the interests of universities and to spread good practice throughout the higher education sector.

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Alternative formats

This publication can be downloaded in PDF format from the Universities UK website www.UniversitiesUK.ac.uk.

We can also supply it in Word. Please email publications@UniversitiesUK.ac.uk to order alternative versions.

Universities UK

Woburn House
20 Tavistock Square
London WC1H 9HQ

telephone

+44 (0)20 7419 4111

fax

+44 (0)20 7388 8649

email

info@UniversitiesUK.ac.uk

website

www.UniversitiesUK.ac.uk

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