

Universities UK  Annual Review 2008/09

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.



fold out

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The year at a glance



August 2008
 Research report: *Variable tuition fees in England: assessing their impact on students and HEIs (third report)* / UK Research Integrity Office (UKRIO) report: *Procedure for the investigation of misconduct in research*



September 2008
 Seminar report: *Future business models for universities in the UK: issues and challenges*



September 2008 / Annual conference
 Rick Trainor (Universities UK's then President), John Denham MP, former Secretary of State for Innovation, Universities and Skills, Diana Warwick (Universities UK's then Chief Executive)



October 2008 / UK HE Europe Unit conference
 Professor David Drewry, (then Vice-Chancellor of the University of Hull) now Vice-President of the European University Association / Professor Sir Roderick Floud, University of London



November 2008
Standing together: universities helping business through the downturn / *Quality and standards in UK universities: a guide to how the system works* / 90th anniversary publication: *90 out of 90: a window into the UK's universities*



December 2008
 Research report: *Devolution and higher education: impact and future trends* / Research report: *Researcher mobility in the European Research Area: barriers and incentives*



January 2009 / UK research – the changing policy landscape conference
 Sir Mark Walport, Director of the Wellcome Trust, Dr Malcolm Skingle, Director, External Science and Technology, GlaxoSmithKline, Professor Eric Thomas, Vice-Chancellor, University of Bristol, Professor David Eastwood, the then Chief Executive of the Higher Education Funding Council for England (HEFCE), Professor Julia King, Vice-Chancellor, Aston University, and Lord Rees, President of The Royal Society



March 2009
Changing landscapes: future scenarios for variable tuition fees / *Future fit: preparing graduates for the world of work*



March 2009
 Professor Glynis Breakwell, Vice-Chancellor of the University of Bath, at the launch of the report *Changing landscapes: future scenarios for variable tuition fees*.



March 2009 / UK Universities and Europe: competition and internationalisation report launch
 Bill Rammell MP (the then Foreign and Commonwealth Affairs Minister) / Panel take questions about the report from the audience



May 2009
Building development capacity: opportunities from the Universities UK - HEFCE and Research Funding programmes / Research report: *Promoting the UK doctorate: opportunities and challenges* / Special report: *Higher education engagement with schools and colleges: partnership development* / *Gifts that grow: charitable giving in UK higher education*



June 2009 / UK higher education engagement with Iraq report launch
 Guests at the parliamentary launch



September 2008 / Annual conference

Diana Warwick / Professor Tim O'Shea, Principal, University of Edinburgh, David Willetts MP, Shadow Minister for Universities and Skills, and Professor Paul O'Prey, Vice-Chancellor, Roehampton University

October 2008

Beyond ceremony: on being a chancellor / Stepping higher: Workforce development through employer-higher education partnership / Medical Schools Council report: Improving Lives: 150 Years of UK Medical School Achievements



November 2008

Chilean Foreign Minister, Alejandro Foxley, signs Memorandum of Understanding with Rick Trainor

November 2008 / Launch of quality and standards guide in Parliament

Higher Education Minister David Lammy MP / Rick Trainor, David Lammy MP and Peter Williams (The Quality Assurance Agency's then Chief Executive) / Peter Williams



January 2009 / Annual lecture

Stephen Green, Group Chief Executive of HSBC Holdings Plc / Baroness Bottomley, Chancellor of the University of Hull, and Professor Geoff Crossick, Warden of Goldsmiths, University of London

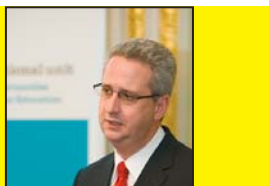
January 2009 / Iraqi scholarship scheme launch

Professor Gordon Campbell (University of Leicester), Stuart Scott (British Council, Iraq), His Excellency Nouri al Maliki (Prime Minister of Iraq), Ali Hadawi (Principal of Southend Adult Community College), Dr John Withrington (University of Exeter), His Excellency Dr Abid Diab al Ajeely (Iraqi Minister of Higher Education), Dr Shaun Curtis (Universities UK)



March 2009 / Chancellors' reception

Lord Bragg, Chancellor of the University of Leeds and Lord Putnam, Chancellor of the Open University / Higher education spokespeople from the three main political parties: John Denham MP (Labour), Stephen Williams MP (Liberal Democrats), David Willetts MP (Conservatives)



June 2009 / UK higher education engagement with Iraq report launch

Ivan Lewis MP, Minister of State for Foreign and Commonwealth Affairs, Rick Trainor, Dr John Withrington, Dean of International Development, University of Exeter / Ivan Lewis MP

July 2009

From recession to recovery / Accompanying micro-site on what universities are doing to help local businesses and graduates in the recession

President's letter

The hugely important role our universities play in the economy is now widely acknowledged. With an economic output of £59bn a year, universities generate about 2.3 per cent of GDP and employ 1 per cent of the workforce. Our graduates are the innovators and business leaders of tomorrow. The non-economic benefits our universities provide are also significant – universities open their doors to local communities, give access to art, music, theatre and sports facilities and provide space for public debate.

In 2008/09, this social and economic importance inevitably led to increasing political focus on our universities. As the sector's major representative organisation, Universities UK's meetings this year with Ministers, their shadows, MPs and senior departmental officials covered an extensive range of issues. UUK gave evidence to seven select committee enquiries, while our briefings for Westminster debates ranged from skills in a recession to future higher education funding.

Collaborating with the Confederation of British Industry (CBI), funding bodies and Government to show how universities are able to help the country through an economic downturn has been a pressing – and continuing – priority.

UUK's November 2008 publication *Standing together* demonstrated the many ways in which universities are helping employers in the current economic climate and longer term. Its follow-up publication in July, *From recession to recovery*, showed how universities have responded to the needs of students, graduates and employers. Higher Education Wales and Universities Scotland profiled their own initiatives in this area.

An equally important strand of this year's work has been to ensure that the new points-based immigration system meets the needs of the thousands of international students and staff welcomed by our universities every year. We achieved some important concessions, while UUK's continuing battle to restore British Foreign and Commonwealth Office scholarships eventually brought an additional £400,000 funding from the Prime Minister's Initiative.

Key to maintaining the UK as one of the top destinations for international students is ensuring that the quality of our degrees is second to none. Recognising the need to provide assurances on this, both at home and abroad, UUK's guide to how the quality assurance system in the UK works was widely disseminated in parliament and to the press and public.

We were disappointed, therefore, by the Select Committee's final report on students and universities in July, which did not seem to reflect accurately the vibrant and dynamic sector we represent. UUK examined the report's 109 recommendations, noting the work that has already been done and this will inform our discussions with Government going forward. On the plus side, we were pleased that the report recognised the hard work by Professor Bob Burgess and colleagues on trialling the Higher Education Achievement Report, which aims to provide employers and graduates with additional information on students' achievements.

Further afield, I am delighted that UUK continued to expand its international involvements. The International Unit's work with the Indian HE sector led to several partnership agreements for institutions. The Europe Unit continued to promote UK engagement in Europe beyond 2010, organising a delegation to the Bologna Process Ministerial summit in April, which set priorities for its future direction. Also, at the invitation of the Prime Minister, I led the UK side of a UK-US study group, which issued a report on how British-American university relations can become even closer through partnerships with developing countries.

In June the Government's Department for Innovation, Universities and Skills gave way to a new super-ministry, in which universities took a place within a broader view of Business, Innovation and Skills. Lord Mandelson's early visit to UUK was welcome assurance that universities remain at the heart of Government policy.

My second year of UUK Presidency saw the end of Diana Warwick's 14 years of great achievement as Chief Executive of UUK and the welcome appointment of Nicola Dandridge as her successor. For our universities, 2008-09 has heralded a tougher financial and political environment, but with a heartening degree of sector unity on key issues. I wish my successor the best of luck.

Rick Trainor
President 2007/09



Chief Executive's letter

Almost my first task on becoming Chief Executive in September 2009 was to present Universities UK's activities over the previous year to members at our Members' Annual Conference in Edinburgh. This publication presents highlights of that year to UUK's wider audience.

As in Edinburgh, I'd like to start by paying tribute to my predecessor, Diana Warwick, who led the organisation over the period covered by this annual review.

Four aims drove UUK's activities during 2008/09. We set out to make the case for adequate funding for higher education; to demonstrate the importance of universities to the economy; to underscore our universities' reputation for quality; and to do whatever we could to help maintain our universities' global competitiveness.

Our successes in tackling these aims, as well as the challenges we encountered, are outlined in this review under the headings of foresight, policy advocacy, promoting the sector, communication, collaboration and ensuring we are fit for purpose. I am grateful for the contribution of our members in all these areas of work.

While this work – as always – reflects our members' needs, this year we were also responding to changing circumstances. A global recession, the promised review of higher education and major changes in the Government department responsible for higher education, all influenced our plans and actions.

It is against this busy and demanding background that UUK's current business plan, 2007–2010, is expiring. This presents an ideal opportunity to consider our new strategy; to see how we can most add value to our member institutions; identify our priorities, long term vision and goals, and see how we can ensure that we remain focused and effective in the light of significant external pressures.

Never has there been more need for a clearly articulated voice speaking on behalf of higher education. That voice needs to speak not just to Government and businesses – crucial though those dialogues are – but also to students, their families and the wider public in the UK and abroad. UUK will continue to articulate with confidence the quality of UK higher education. It is our job to make clear the value of what the sector can offer – the value of higher level qualifications and skills to individuals, to the economy and to society, and how public funding translates into public value.

We will also be looking at how UUK as an organisation operates. We want to ensure that our work has maximum impact by virtue of being rigorously evidence-based. We will seek to draw at every opportunity on the expertise and knowledge that exists across the sector. I am delighted to be taking UUK forward in this task.

Nicola Dandridge
Chief Executive



Forward look

I take up my Presidency of Universities UK knowing there are going to be some difficult decisions ahead about public spending.

As we engage with the long-awaited HE Framework, the independent review of fees, the aftermath of the Jones review of HE in Wales and outcomes from Scotland's tripartite Advisory Group, it is clear that the external environment in which UUK is operating will be harsher than at any time in the previous two decades. We cannot take for granted that the political prioritisation of higher education will continue.

Nevertheless, the recession and the inevitability of cuts in public spending coincide with an increasing recognition across the UK of the importance of higher education to economic recovery. In the coming months UUK will be arguing not merely that higher education should be protected from cuts, but that there needs to be growth in investment in teaching and research. Not despite the economic crisis, but because of it.

That is not special pleading for more resource. Instead, it is an evidence-based argument for why the health of the UK's universities and the prosperity and success of the UK itself are inextricably entwined. We will be making this case because we believe strongly that universities are not costs to the taxpayer but investments in our shared futures. We are the essential bridge to future social mobility, social inclusion and economic prosperity.

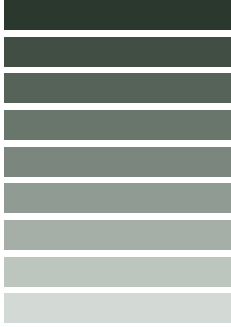
With that in mind, UUK has identified five policy priorities for the year ahead. These are economic recovery and public funding; quality, standards and reputation; social mobility; international competitiveness, and research funding and governance.

Those priorities underpin a simple message: no government, in any part of the UK, can achieve their core goals without a strong, thriving, university sector. Universities are essential, not optional, for future social and economic success.

Our task in UUK is to produce the evidence behind that message. It is, I believe, work UUK is uniquely placed to do. Only UUK can speak to the public, to stakeholders and to politicians on behalf of 133 universities in the UK.

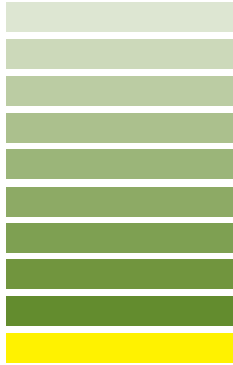
Steve Smith
President 2009/11





Foresight

To provide members with
foresight on policy issues and help
them shape the agenda.
Corporate Plan 2007/10



Policy development and research

Our Policy Development Group and Research Unit have together produced a series of reports this year that have helped set the policy agenda. These included an outline and analysis of future possible business models for UK universities, work on the impact of researcher mobility in the European Research Area, and an analysis of the impact and future trends of devolution. This latter work has been taken forward by Paul Murphy MP, Secretary of State for Wales, and was quoted extensively in the Welsh Affairs Select Committee's March report on the provision of cross-border services for Wales.

The Research Unit's key report on demographic change and its impact on the higher education sector was drawn on by Government and featured at major higher education conferences over the year including Universities UK's own conference in October 2008. This report provided a framework for assessment by individual HEIs about likely changes in the pattern of student demand over the next few years.

The first phase of the UUK project on strategic foresight was also completed this year. Following a research project, workshops and consultation, an interactive facility for members is due to go live at the end of 2009. This site, on the UUK extranet, will set out emerging drivers and trends that may have an impact on the sector, provide links to relevant reports and research, and suggest how higher education might best prepare for the likely challenges of the future.

UUK's report, *Changing landscapes: future scenarios for variable tuition fees*, was published in March to much media and parliamentary interest. The report was the first systematic attempt to model the impact of possible increases in the fee cap. Its primary aim was to enable universities to assess the impact of different future fee options on their individual institutions' financial position. Meanwhile, UUK has continued to publish annual reports on the impact of the variable fees regime, with the aim of providing an evidence base pending the upcoming independent review of fees.

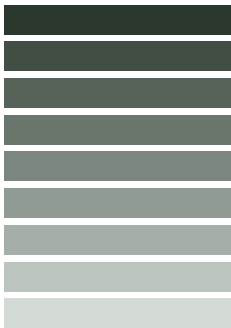
UUK's Longer Term Strategy Group joined forces with the International and European Policy Committee to present a seminar on the longer-term development of higher education in continental Europe and how the UK relates to this. For the first time UUK disseminated key findings from this annual event in report form, and this theme was also the focus of this year's annual publication *Patterns of higher education institutions in the UK* – the ninth in the series.

UK HE Europe Unit and International Unit

The UK HE Europe Unit this year focused its work on the Bologna Process, prioritising and promoting UK engagement with Europe beyond 2010, the date for completion of the European HE Area.

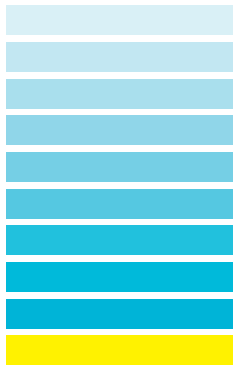
Research commissioned jointly by the Europe and International Units provided market intelligence on the internationalisation strategies of seven European countries. It showed that the UK higher education sector is in a strong position in this arena, and enabled UUK to make recommendations for members to consider for the future.

The International Unit also produced a report on how the UK's higher education sector can engage with Iraq as the process of reconstruction gets underway. While serious capacity, security and bureaucracy problems hamper attempts to rehabilitate the Iraqi higher education sector, UK universities remain committed to this work through the auspices of the British Universities Iraq Consortium (BUIC). In conjunction with the British Council, the International Unit also commissioned market analysis research on the broader Middle East.



Policy advocacy

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



Protecting autonomy

Universities UK this year took a leading role in fighting to maintain the sector's autonomy on the key issues of quality assurance and admissions. We resisted calls for the Government to lead on setting standards and to introduce an inspectorial regime, while Higher Education Wales secured significant changes to the draft Quality Assurance Agency (QAA) review process for Wales. It is hoped these will achieve a less burdensome approach for institutions.

Under Sir Graeme Davies the sector-led Delivery Partnership worked to manage expectations surrounding the reform of universities' applications processes, and to ensure these are fit for purpose. UUK continued to promote the sector's work in widening participation, communicating success stories and dispelling myths while demonstrating to Ministers that widening participation goes far beyond the need to ensure fair access.

Other successes in this area this year included UUK's work with the Department for Children, Schools and Families, which helped shape its strategies on information, advice and guidance and the 14–19 curriculum.

Maintaining our global standing

Our sustained pressure on the Home Office over the implementation of the new immigration system this year won a number of concessions. These included allowing universities to sponsor researchers without third party involvement, and an extension of student visas to match the length of the course.

UUK was helped in this by working closely with members, Universities Scotland and the Medical Schools Council. We also voiced our concerns at a meeting with the Prime Minister in November, which had a direct impact on the decisions regarding sponsoring of researchers.

Following cuts to the Chevening and Commonwealth Fellowship schemes last year, which threatened to damage the UK's reputation abroad, we worked closely with the Association of Commonwealth Universities (ACU) to pressure the Foreign and Commonwealth Office into action. Together we ran a high profile campaign aimed at MPs and peers, instigated a debate in the Lords, and held meetings with Ministers. These eventually secured £400,000 additional funding from the Prime Minister's Initiative.

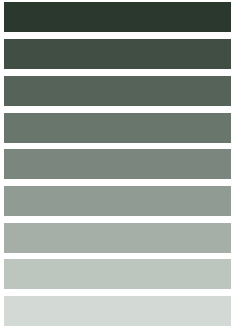
Seeking to maintain stable funding

In March Universities Scotland advised the Scottish Cabinet Secretary for Education & Lifelong Learning on the progress of the Joint Future Thinking Taskforce. Issues raised included the new funding arrangements in Scotland and the new relationship between the Government, universities and the Scottish Funding Council. The Taskforce is also looking at the level of public investment needed for the sector to maintain broad comparability with the rest of the UK.

In April the Department of Health and some Strategic Health Authorities unilaterally re-opened negotiations (which had previously been agreed) on education funding for nursing and allied health professional students. Working with the Council of Deans of Health, and after some rigorous exchanges, we retrieved almost all of the original agreement.

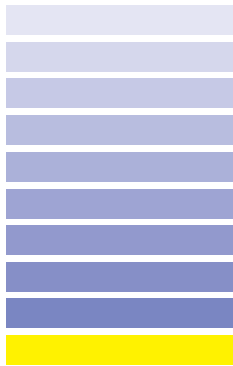
In its response late last year to the 2007 review of economic development, the Government suggested in a consultation paper that local authorities and groups of local authorities should have a role in higher education funding. With the support of the Employability, Business and Industry Policy Committee, we were able to ensure this proposal did not feature in subsequent legislation, saving the sector considerable confusion and bureaucracy.

Finally, through the Research Policy Committee, we proactively sought to influence and shape the review of full economic costing, and have ensured members' views were represented across a range of research policy issues.



Promoting the sector

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



The importance of voluntary giving

Universities UK this year supported both the £7.5m pilot and £200m matched funding schemes set up by the Government to encourage voluntary giving to higher education. Our widely distributed information leaflet in February helped development offices raise awareness within their institutions about the importance of fundraising, and was later reprinted to meet high demand.

We followed this with a publication in May, which highlighted successful fundraising activity in 32 institutions UK-wide. *Gifts that grow: charitable giving in UK higher education* covered the full spectrum of higher education institutions. Aimed at providing members with a useful marketing tool, the publication was also widely distributed to potential donors and decision-makers.

This promotional support for the Government scheme was underpinned by extensive lobbying by UUK and the British Universities Finance Directors Group (BUFDG) to persuade HM Revenue and Customs to review its substantial donors anti-tax avoidance legislation. This should produce administrative savings and reduce the legislative hurdles that might otherwise deter donors.

Responding to the recession

Our November report *Standing together* featured case studies on the ways in which universities can help employers, both in the current economic climate and longer term. The supporting micro-site on the UUK website features an interactive map giving contact details for business approaches to every UK university, and an indication of the services each offers. Both publication and micro-site were widely welcomed by business and by Government.

This was followed in July by our publication *From recession to recovery*, which demonstrated how universities are responding to the needs of students, graduates, and employers. Copies were sent to all MPs and peers, promoting the message that universities are flexible, fleet-footed and responding imaginatively to the national need. The second phase of this project, which will identify the likely consequences of the recession, and how business, Government and universities might best respond, will be launched in early 2010.

Higher Education Wales (HEW) and Universities Scotland profiled their own initiatives. In May, HEW held a Parliamentary breakfast to launch *Universities leading the economic recovery in Wales*. In June Fiona Hyslop, Scottish Cabinet Secretary for Education, launched Universities Scotland's publication *Innovating our way out of recession*.

International development

The International Unit's work with India this year resulted in partnership agreements for members with the Indian Institute of Science Education and Research in Pune. Universities Scotland has also signed a similar Memorandum with the Association of Indian Universities.

The Unit's joint work with the United States resulted in the publication by the UK/US Study Group in July of a far-reaching report calling for the creation of an Atlantic Trust, funded from diverse sources, and which would leverage the existing UK/US higher education partnership and turn it outwards towards the world. The Group noted that joint UK/US funding for students, research, and services would create a significant new force to target pressing global problems. The work has attracted interest from the Prime Minister.

Elsewhere the Unit oversaw a Memorandum of Understanding with the Chilean Government to enable a scholarship scheme for Chilean PhD students. Dr Shaun Curtis, the then head of the International Unit, also represented members at the launch of the Iraqi Prime Minister's Education Initiative in Baghdad – a \$1bn scheme to send Iraqi students to study in English speaking countries.

Further links abroad include work by Universities Scotland with the Rwandan Government to identify ways of building higher education capacity in Rwanda.

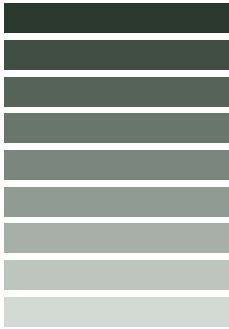
Timely reports

Promoting the sector elsewhere, UUK this year published *Higher education engagement with schools and colleges*, which profiled the extent of institutions' engagement with schools and colleges, and the Medical Schools Council produced *Improving lives*, a celebration of 150 years of medical school achievements.

Communication

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



Explaining the quality assurance system

Universities UK has continued to showcase, and where necessary defend, the quality of UK higher education to the widest national and international audience this year. A UUK report and accompanying guide on how the UK quality assurance system works was launched in November at a well-attended Parliamentary breakfast. The publication has been widely distributed to Ministers, MPs, governors and at UUK and European University Association (EUA) conferences. A press briefing generated some balanced coverage for what became a persistent, and sometimes controversial, talking point in the media through the year.

Decision-makers

UUK's regular meetings with Ministers, their shadows, MPs, AMs, MSPs and senior departmental officials from a range of departments across the UK continued throughout the year. The inclusion of higher education in the newly created Department for Business, Innovation and Skills in June gave these meetings new focus.

In Westminster, our discussions and proposals on behalf of the sector ranged from its future size and shape to the funding required both for its immediate needs and longer term. UUK provided 32 briefings for MPs and peers for debates and held 10 parliamentary breakfasts and receptions. This included our annual reception for university chancellors, where for the first time we welcomed the higher education spokespeople for the three main Westminster parties.

Higher Education Wales (HEW) and Universities Scotland held meetings with their Ministerial teams. This included, in June, the opportunity for Universities Scotland to speak to Scotland's First Minister and his Cabinet about the role of universities. HEW and Universities Scotland also contributed to a number of parliamentary enquiries. HEW submitted three pieces of evidence to the National Assembly for Wales Committee, while Universities Scotland submitted four pieces to the Scottish Government committees.

Conferences

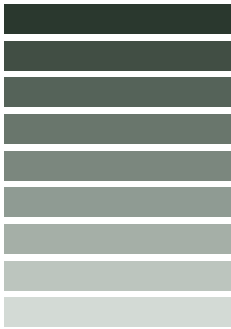
Woburn House continued to host UUK's wide-ranging conference programme. A total of 15 conferences this year provided a high profile platform for the sector to discuss issues such as the future size and shape of the sector, admissions, tackling plagiarism and the future of UK research policy. The value for money, networking and good practice-sharing opportunities these conferences offer the higher education sector was reflected in the positive feedback from capacity audiences.

UUK also works to help members and their press offices wherever possible in preparing for, and handling, sector-wide media issues. A seminar at Woburn House and in Edinburgh by Universities Scotland assisted press and marketing offices interpret the new-style Research Assessment Exercise (RAE) results in December. This was followed by two sell-out seminars in July looking at communications relating to the swine flu epidemic, and the summer's admissions issues.

Media

Quality and standards in higher education, the current degree classification system, and the upcoming independent review of variable tuition fees were among the big stories for the education media this year. UUK's press office presented the sector-wide view and provided detailed briefings for UUK spokespeople and for journalists on these and other issues. Our press launches of key UUK publications generated extensive coverage in the national print and broadcast media.

As ever, the UUK press office maintained regular contact with university press offices, sharing statements, information and media opportunities, and keeping them up-to-date via our daily media headlines service.



Collaboration

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



Links with business and industry

A key focus of Universities UK's collaborative work this year has been a response to the economic climate, to show how universities can help the country through the downturn.

Two reports with the Confederation of British Industry (CBI) promoted improved engagement between universities and employers. The first, *Stepping higher: workforce development through employer-higher education partnership* illustrated how employers and universities can work more closely together. The second, *Future fit: preparing graduates for the world of work* looked at the skills businesses want graduates to demonstrate and provided examples of how these skills have been embedded in undergraduate studies.

Higher Education Wales (HEW) also worked closely with CBI Wales, hosting a strategic forum in June where a draft concordat was agreed between the two bodies, setting out mutual expectations between universities, business and government.

Universities and the local community

Proposed changes to planning legislation prompted our close working this year with the National Union of Students (NUS) and the Association of University Directors of Estates (AUDE).

Working with the NUS we aimed to raise the profile of non-legislative approaches to community relations. We held joint briefings with the Department for Communities and Local Government, and a UUK-NUS publication on how universities and student unions are working with the local community will be published early in 2010. UUK has also established a community relations network for staff working in this area.

In collaboration with AUDE, UUK responded to the Department for Communities and Local Government consultations on Houses of Multiple Occupation and the Rugg Review of the private rented sector.

We have also continued to oversee the Accommodation Code of Practice with the Association of College and University Business Officers (CUBO) and GuildHE, helping to safeguard the sector's autonomy over student accommodation and saving members' money.

Community cohesion issues, including anti-Semitism and extremism, remain a priority, and our engagement with the Government, student groups and sector representatives in these areas is an ongoing commitment. We shared information on student services at a meeting organised with Jewish community groups and involving NUS and the Association of Managers of Student Services in Higher Education (AMOSSHE).

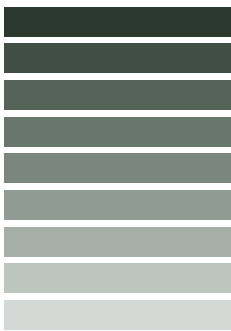
Supporting the research community

We have also continued to support the research community via the UK Research Integrity Office (UKRIO), based at UUK. Following the launch of its research misconduct investigation procedure in September 2008, UKRIO produced its Code of Practice for Research. This complements existing guidance on research conduct by Research Councils UK (RCUK) and the Wellcome Trust and institutions are encouraged to use it when drafting or revising their own codes of practice.

A dedicated post was created at UUK this year to take forward the work of the *Concordat to support the career development of researchers*, launched last year.

International collaborations

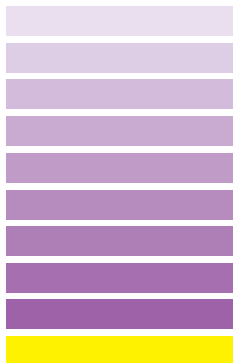
Further afield, the International Unit published a detailed legal guide to conducting international partnerships. This practical 'route map' for universities aims to help avoid common pitfalls and to maximise the educational and business benefits of international partnerships. The guide covers due diligence, staff and student issues, and what to do when things go wrong. It includes notes on jurisdictions where UK universities most commonly encounter legal issues.



Fit for purpose

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

Four members' meetings this year provided a platform to discuss subjects as diverse as health, risk, funding and the Government's review of higher education. They attracted high quality speakers and provided members with valued networking opportunities. Regular Specialist HEIs Forum and new members' meetings provided additional occasions to share information and consider issues of concern.

Our survey of members' views of Universities UK in 2008 showed that members are broadly satisfied with the services we deliver; 79 per cent of respondents saying UUK provides excellent, good or fairly good value for money. In response to feedback we are promoting UUK's link officer system and improving the extranet.

Our link officer system, started in 2006, provides a first named point of contact at UUK for each England and Northern Ireland member and the offer of an annual institutional visit. Universities Scotland and Higher Education Wales (HEW) link with their member institutions. These individual links provide valuable feedback on our work and deepen our understanding of the issues facing member institutions. Individualised benefits statements were issued to each UUK member in June.

Our second event for members' PAs and executive officers in November enabled us to offer training in more effective use of the members' extranet, as well as foster closer relationships with these key staff in members' offices.

Responding to members' concerns over the regulatory burden on institutions, UUK, with GuildHE and the funding bodies, has this year established a UK-wide Better Regulation Group. A dedicated team is being created at UUK to take the work forward.

Another joint group newly set up to address sector concerns, the UUK/GuildHE Sustainable Development Task Group, is focusing on the need for sector benchmarking, leadership, engagement on teaching and research issues, retrofit and wider networking. The Group met with the Chief Scientific Adviser to the Department of Communities and Local Government (DCLG) and representatives from local government and the NHS, laying the foundations for work on this area next year.

Investing in staff

Over the year UUK's human resources team delivered more than 120 training courses. These have included the first stage of the Institute of Leadership and Management training programme, staff-led seminars, and practical courses such as IT and presentation skills, and report writing.

The human resources team also led on the management of the accreditation programme for the Investors in People (IIP) Scheme. We were delighted that following a successful assessment in May UUK was re-accredited as an IIP organisation.

IT improvements

We have continued to develop the web 2.0 Sharepoint programme across the organisation, launching a new staff Intranet in July. New microsites have been added to our website, which has attracted more than 464,000 visitors, from 220 countries and territories, in its first full year since its July 2008 relaunch. Our investment in IT services has also enabled Woburn House staff to access remote working, flexible working and home working using web 2.0 technology.

The Medical Schools Council continued to promote clinical academic careers and has developed a programme of careers advice and role models through its new website www.medschools.ac.uk. It also launched www.clinicalacademicjobs.org to enable members to post research, teaching and clinical academic jobs, as well as sources of research funding.

Woburn House Conference Centre

The Centre achieved a record turnover of £676,906, generating an operating profit of £152,528. This supports a deed of covenant payment to UUK of £145,661 – up 22 per cent, £26,530, on the previous year. The Centre attracted an average of more than 4,300 visitors per month, drawn to events hosted by clients from across the higher education, charity and commercial sectors. Repeat business accounted for some 80 per cent of monthly income and the new website generated more than 40 per cent of new business income. The business was again awarded the Hotel Catering and International Management Association (HCIMA) accreditation.

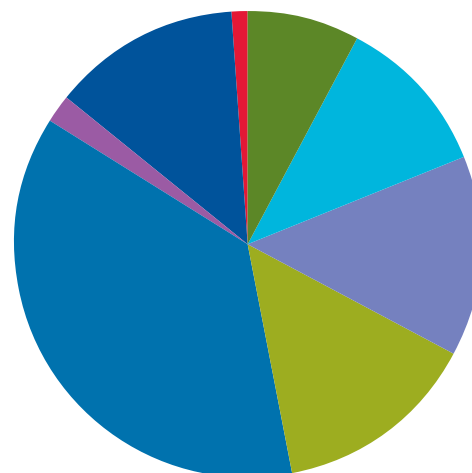
**Financial results for Universities UK
and its wholly owned subsidiary Woburn House
Conference Centre Ltd**

Consolidated income and expenditure for the year ended 31 July 2009, together with restated comparative figures for 2008, are summarised in the table below.

Summary	2009/£000			2008/£000		
	Unrestricted activities	Restricted activities	Total	Unrestricted activities	Restricted activities	Total
Income	6,317	3,141	9,458	6,074	4,149	10,223
Expenditure	6,031	3,306	9,337	5,857	4,197	10,054
Surplus/(deficit)	286	(165)	121	217	(48)	169

Expenditure

Cost of generating funds	8%
Lobbying	12%
Information	14%
Influencing and advocacy	14%
Research and policy	36%
Conferences	2%
Funding grants	13%
Governance costs	1%




Staff costs		2009	2008
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Total staff costs including full and part-time employees were:	Salaries and wages	3,379,497	3,151,511
	Social security costs	279,097	270,897
	Pensions	437,287	417,917
	Total	4,095,881	3,840,325

Number of employees		2009	2008
<hr/>			
The average number of employees (full-time equivalents) throughout the year was:	Charitable activities	65.0	65.0
	Management and administration including supporting staff	11.5	10.5
	Generating funds	5.5	6
	Total	82	81.5


About Universities UK

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