



## General Council Meeting of 18 June 2011: Annex to Billet

THE GENERAL COUNCIL OF THE UNIVERSITY OF EDINBURGH

### Contents

### Page

#### **Papers for the General Council Meeting on 18 June 2011**

1	Formal communications from the University Court	2
2	Report of the Academic Standing Committee	3
3	Report of the Constitutional Standing Committee	5
4	Report of the Finance and Services Standing Committee	6
5	Report of the Public Affairs Standing Committee	8
6	Meetings of the Business Committee	9

#### **Papers from the General Council Meeting on 12 February 2011**

A	Presentation on the Annual Report by the Principal	9
B	Presentation of the Report of the Business Committee	20

## Papers for the General Council Meeting on 18 June 2011

### 1 Formal communications from the University Court

The following Draft Resolutions have been received:

- 3/2011 Foundation of a Personal Chair of Mathematics of Information
- 4/2011 Institution of new postgraduate Degree: Master of Public Health
- 5/2011 Institution of new postgraduate Degree: Master of Surgery (General Surgery)
- 6/2011 Merger with Edinburgh College of Art
- 7/2011 Foundation of Chairs associated with merger with Edinburgh College of Art
- 8/2011 Merger with Edinburgh College of Art: Institution of new postgraduate Degrees
- 9/2011 Merger with Edinburgh College of Art: Institution of new undergraduate Degrees
- 10/2011 Revocations associated with the merger with Edinburgh College of Art
- 11/2011 Foundation of the Handa Chair of Japanese-Chinese Relations
- 12/2011 Foundation of a Chair of Veterinary Immunology
- 13/2011 Foundation of a chair of Resilience Biology
- 14/2011 Foundation of the Anne Rowling Chair of Tissue Regeneration
- 15/2011 Amendment of Resolution No. 45/2006
- 16/2011 Institution of new postgraduate Degree: Master of Public Policy
- 17/2011 Postgraduate Degree Programme Regulations
- 18/2011 Undergraduate Degree Programme Regulations
- 19/2011 Foundation of a Personal Chair of Dependable Systems
- 20/2011 Foundation of a Personal Chair of Systems Neurobiology
- 21/2011 Foundation of a Personal Chair of Extragalactic Astrophysics
- 22/2011 Foundation of a Personal Chair of Tissue Stem Cell Biology
- 23/2011 Foundation of a Personal Chair of Politics
- 24/2011 Foundation of a Personal Chair of Psychology of Language and Cognition
- 25/2011 Foundation of a Personal Chair of Coordination Chemistry
- 26/2011 Foundation of a Personal Chair of History
- 27/2011 Foundation of a Personal Chair of Reproductive Neuroendocrinology
- 28/2011 Foundation of a Personal Chair of Systems Immunology
- 29/2011 Foundation of a Personal Chair of Software Systems Modelling
- 30/2011 Foundation of a Personal Chair of Student Learning (English for Academic Purposes)
- 31/2011 Foundation of a Personal Chair of Molecular and Experimental Neuroimaging
- 32/2011 Foundation of a Personal Chair of Social Psychology
- 33/2011 Foundation of a Personal Chair of Primary Care E-Health
- 34/2011 Foundation of a Personal Chair of Architectural Practice
- 35/2011 Foundation of a Personal Chair of Forest Science
- 36/2011 Foundation of a Personal Chair of Communications, Arts and Religion
- 37/2011 Foundation of a Personal Chair of Glaciology
- 38/2011 Foundation of a Personal Chair of Health Geography
- 39/2011 Foundation of a Personal Chair of Scottish Private Law
- 40/2011 Foundation of a Personal Chair of Microbial Pathogenesis
- 41/2011 Foundation of a Personal Chair of Ecology
- 42/2011 Foundation of a Personal Chair of Public Policy and Citizenship
- 43/2011 Foundation of a Personal Chair of Signal Processing and Communications
- 44/2011 Foundation of a Personal Chair of Web Informatics
- 45/2011 Foundation of a Personal Chair of Paediatric Gastroenterology and Nutrition
- 46/2011 Foundation of a Personal Chair of Ion Channel Physiology and Pharmacology

## **2 Report of the Academic Standing Committee**

for the General Council meeting on 18 June 2011

*Convener of the Academic Standing Committee: Professor Ian Sutherland*

The Committee has met twice since it last reported to the General Council. In February 2010, it met with Ms Liz Rawlings, President of EUSA and Mr James McAsh, Convener of Teaching and Learning at EUSA who gave a presentation on 'The Student Experience'.

Ms Rawlings said that the EUSA officers responsible for representing the students' interests had a good relationship with the University and EUSA. They worked closely with Professor Dai Hounsell, Vice Principal with responsibility for improving the student experience, the only one to be appointed to a European university. Access to higher education was a problem, it was difficult to attract students from poorer backgrounds and the University of Edinburgh had a high drop-out rate among these students. One innovation to encourage students from non-traditional backgrounds was the introduction of a shadowing scheme to give students from poorer backgrounds an insight into student life. This was the first of its kind in Scotland; there was a similar scheme at Cambridge. Mr McAsh pointed out the same reluctance was shown by mature students and those from ethnic minority backgrounds. These were also the students most likely to drop out. Ms Rawlings said that students from poorer backgrounds often had to work long hours in order to cope financially and that this issue needed to be addressed. The National Students' Survey, which covered all final year students, had placed Edinburgh at the bottom in terms of student feedback. There was an issue with the fact that this survey measured student perception of feedback, rather than feedback itself. It appeared to be a communication issue, and to check on whether the result was skewed by the fact that only final year students were surveyed EUSA had carried out its own survey of first and third year students and found a similar result. A previous meeting of the Academic Committee with Directors of Study concurred with this result as they had felt that there were areas with which they lacked the training or knowledge to deal. According to Mr McAsh some areas provided better feedback than others as some schools did very well, but that there was conflict between the focus on research and teaching, and class size was also a problem. Feedback in small classes tended to be much better; an example was Nursing Studies which fared well. Physical space was also a factor and where there had been investment in building appropriate teaching space results were better. The previous year's Teaching and Learning Committee had given much time to working on academic and pastoral support. The second annual Inspiring Teaching conference had taken place in Teviot Place in January 2011 and had been a great success and included talks about innovation in teaching and provision of pastoral support.

The issue of academic representation of students was raised, whether the present structure was fit for purpose and how best to collect students views, share, discuss them and report to the University. There were between 2-6 representatives on each course but many were not very active and many students would not know who their class representatives were. It was essential that class representatives received support from EUSA and the University, and putting their names on the MyEd system would be a good start. The class reps did hold meetings several times a year; the School of Informatics held meetings every week, which meant that issues were dealt with quickly and it was working well. Asked why so many students dropped out of university, Ms Rawlings said that some people were coming from backgrounds where they did not get much support from their families and felt that there was insufficient support for these students, both financial and pastoral. A student's first port of call when in difficulty would be the Director of Studies, but providing support of this kind was not their main purpose or what they were trained for. Ms Rawlings felt that there was a need for people specially trained for the job. This issue had been highlighted the previous year when the committee had met with Directors of Studies and they were not trained to deal with welfare issues and did not necessarily know who to turn to for help. The Convener pointed out that the General Council was very supportive of the students in this matter and would be meeting with staff involved in student welfare later in the session. Ms Rawlings felt that the proposed new system allowing students to apply to university after their A level results would help, as many non-traditional students did not expect to do as well and then found it was too late to apply. Mr McAsh felt that Edinburgh's reputation for being a middle-class, all white institution might cause prospective students to think that they would not be accepted. However, Ms Rawlings did point out that applications from students from state schools and families without a tradition of attending university did receive additional weighting. She also said that the Lothians Equal Access Programme for Schools (LEAPS) worked with people from non-traditional backgrounds and was very successful, but this could be extended. The Advice Place did a lot to raise the profile of EUSA, and to help students find the help

they needed. An Advice Bus travelled around the University campuses and information was on the web, but there was a limit to what could be done. The previous week had been 'Money Week' with events to help students with their bank accounts and budgeting. When asked whether language was a problem for some students Ms Rawlings said that more could be done, as even English-speaking students from America, for example, found that essay-writing here was very different from what they had been used to. However, there was now a system in place whereby students could take a one-year language course in their particular discipline. Unfortunately the UK Borders Agency was making it difficult for overseas students to stay on here any longer than was necessary for the basic degree programme.

The next meeting took place in 17 March 2011 when the Committee received presentations from Mr Angus Currie, Director of Estates and Buildings and Mr Frank Gribben, College Registrar, College of Humanities & Social Science;

Mr Gribben concentrated on developments in the central area, which had greatly improved the environment for staff and students. Two of the most important recent projects were the West Wing in the Old Medical Quad and the Adam Ferguson Building, with the largest forthcoming project being the refurbishment of 50 George Square (the William Robertson Building). The main objective in the Central Area was to try to bring Schools together, in order to provide good teaching facilities for all staff and students, to reduce energy costs, carbon emissions and improve space utilisation. Including the Old Medical Quad and areas of George Square, about £75.1m had been spent in the last five years. Mr Gribben then focussed on two particular projects, the Business School and the Old Medical Quad. The Business School had previously been dispersed around the George Square area. The recently completed refurbishment of the Adam Ferguson Building provided a single, purpose-built home for the Business School. The building dated back to the 1960s and was listed, but the refurbishment added a glass storey at the top to let in more light while the back of the building had been extended out into Buccleuch Place. Internally the spaces had been opened out to make brighter areas and pleasanter corridors. The teaching spaces were very attractive and what had been a dark, pokey basement had been opened out into social areas. Meeting rooms had been refurbished to make them bright and functional.

The School of History, Classics & Archaeology previously operated from several locations. A refurbishment of the West Wing of the Old Medical Quad was carried out to create a single location for the whole School. This included a new postgraduate student study space with good quality facilities; the new facilities are fully compliant with access regulations. The new library space is modern, light and airy and provides a forum for the display of some of the University's collection of antiquities. Future developments would include smaller-scale projects improving one or two rooms at a time. Large scale refurbishment of the William Robertson Building to provide a single location for the School of Literatures, Languages & Cultures and high quality teaching spaces for all the departments in the central area has now reached the planning stage. At present the school operates from 17 different sites.

The School of Law will have to be considered within the larger context of the programme of development. The interior surface of Old Quad is being redeveloped with the aid of funding from an anonymous benefactor, but this money could not have been used for any other purpose. Work was in progress with planners to appraise what could be done to up-grade some parts of Old College for the School of Law. At present the Legal Practice Unit is being re-housed in space vacated by the Business School.

Mr Currie gave an overview of teaching and learning space University-wide. The University's estate is very large and scattered across the city, including substantial campuses at Little France, King's Buildings and Easter Bush. Centrally resourced lecture and seminar facilities amounted to 21,231sqM, school-managed lecture and seminar facilities 14,400sqM and school-managed gym and laboratory space 28,000sqM. Since 2005/6 there had been an increase in the student population of 13.5%, leading to a 23% increase in the booking of centrally resourced rooms and a 9% increase in the available area of centrally resourced rooms. The sector as a whole was poor at using teaching space efficiently, particularly in terms of school-resourced space. This was partly due to people wanting to teach and attend lectures and seminars at certain peak times notwithstanding work done around the curriculum to try to spread demand across the day. Mr Currie said that the work of Estates & Buildings was driven by the corporate strategic plan and the goal to deliver excellence in teaching and learning providing high quality teaching infrastructure including improved utilisation and flexible space. They wanted to encourage new pedagogy, clusters of efficient formal and

informal space which would foster a community spirit. They were aiming for consistency in teaching and learning space and it was hoped that closer timetable and curriculum management could assist driving up efficiency by c 10%. The Learning & Teaching Spaces Advisory Group (LTSAG) had been established to advise the Space Management Group who in turn reported through Estate Committee and Central Management Group (CMG) to Court. It included representatives from academic schools, Students' Association, Information Technology (IT) Services and Estates & Buildings and was a very good forum.

Major capital investment had delivered significant improvements to teaching, learning and library space. Three teaching studios had been formed through capital funded projects to date and large lecture theatres had been the focus of the annual refurbishment budget for the last 10 years. Expectations were rising all the time and although it was hoped to increase usage through the timetable project, there were budgeting challenges with capital investment being reduced. The University had been very focussed on research, but now that the numbers of undergraduate and postgraduate students were increasing, it was also important to improve teaching and learning facilities. To give an indication of the cost of refurbishment Mr Currie showed that the approximate cost per seat of refurbishing a large lecture theatre was £2,000-2,500, in seminar rooms it was £4,000-5,000 per seat and in a teaching studio £8,000-12,000. For some time now spending had remained at a high level, but over the next three years or so the rate of investment and consequently progress was going to slow down.

As an example of progress that had been made recently, the Appleton Tower complex, which was the major teaching and learning cluster in the Bristo/George Square area, had been refurbished, providing a range of lecture theatres, creating teaching studios, an IT-rich environment, seminar rooms and also informal space and a café. It was now much more heavily used. At King's Buildings, the James Clerk Maxwell Building housed the recently completed JCMB Learning and Teaching cluster. The new Veterinary School at Easter Bush had co-located the clinical and pre-clinical facilities. Moving the Medical School out to Little France vacated space in the Central Area which could be transformed for use by Schools in the College of Humanities and Social Science. The Main Library now provided much more flexible space and numbers using the Library had escalated. A commitment had been made recently to construct a new learning centre and library on the King's Buildings campus.

### **3 Report of the Constitutional Standing Committee**

for the General Council meeting on 18 June 2011

*Convener of the Constitutional Standing Committee: Mr Ralph V Parkinson*

The Committee has met on three occasions since the last half yearly meeting. The topics which have been discussed are:

- (a) Protocols for both on postal elections and the eventual introduction of on-line elections. Discussions are being held with IT staff at the University to ensure that the protocols are robust. Drafts of both protocols will be presented to the General Council in due course
- (b) A response to the Privy Council's comments on the draft Ordinance No 210. The comments were of a minor nature. Minor amendments will be made to the draft which is proceeding through the University process and will be presented to the Court again before being submitted to the Privy Council for approval.
- (c) Amendments which would be necessary to the General Council's Constitutional Arrangements when the new Ordinance comes into force.
- (d) Amendments which would be necessary to the Regulations for Elections when the new Ordinance comes into force.
- (e) An information sheet which will be handed to all candidates for election to the Business Committee giving information about the composition, powers and operation of the Business Committee and its Standing Committees. The Business Committee has approved the information sheet.

## **4 Report of the Finance and Services Standing Committee**

for the General Council meeting on 18 June 2011

*Convener of the Finance and Services Standing Committee: Ms Doreen Davidson*

The Finance and Services Standing Committee has met two times since the previous report to the General Council on 12 February 2011.

At its meeting on 3 March 2011, the Committee received a presentation from Mr Derek Waddell, Director of Research Services and Commercialisation, and CEO, Edinburgh Research & Innovation

This was a very interesting and informative discussion which focused on commercialisation and the issues that Edinburgh Research & Innovation (ERI) was currently facing. He explained that ERI provided a range of services for the benefit of staff and students, which helped to maintain the flow of research income as well as nurturing startup companies. These included very early stage research support, research development, consultancy, knowledge exchange activities, technology evaluation and patenting, licensing and company formation, and incubation.

2010 had seen the formation of forty companies, of which nine were spin-outs by staff members, nineteen by students and twelve launched as part of the Edinburgh pre-incubation scheme, which offered budding entrepreneurs a grant and access to University resources. The University has forty years of experience in commercialisation including Wolfson Electronics, created in 1984, and in 2003 it became the second Scottish University spin-out to be listed on the Stock Exchange and Vision which was created in 1990. It also became the first Scottish university company to list on the LSE in 1995.

Mr Waddell confirmed that over the last 5 years the University had formed 132 companies, had filed 439 patents and had signed 257 licence agreements. The University held an equity stake in these companies. The usual structure was one third each to the University, the inventor and their School. A Company Formation Advisory Group comprising internal and external members approved new company creation proposals.

Dr Waddell advised that research budgets were becoming tighter so the plan is to re-focus research development activities on key research sponsors and to maximise efforts to secure proof of concept funds. In addition, it was proposed to create an investment fund, governed by an Investment Committee, to provide University investment funds for new company formations.

Other ideas for the future and new student ventures included the provision of one-to-one advice clinics with business advisors and regular legal and accountancy clinics. Dr Waddell noted that Edinburgh was the best University in Scotland for student enterprise with fifty one student companies employing ninety people and providing work for new graduates which is an excellent record.

Dr Waddell stressed that it was important to note that the aspirations of ERI fitted well with the University's strategic goals of excellence in learning and teaching, excellence in research and excellence in commercialisation and knowledge exchange. 55% of startups took place in the College of Science and Engineering, 43% in Humanities and Social Science. Edinburgh's strong research basis facilitated the formation of so many companies

At the same meeting, there was also a presentation from Ms Lynne Duff, Assistant Director, Residence Life and Ms Kristin Hunger, Residence Life Coordinator.

Ms Duff explained that in 2004 it was decided to create a support department within Accommodation Services which three years ago had changed its name to Residence Life, reflecting the influence of the American model. The aim of this service was to assist students with their transition to University especially with social, academic and financial issues. This group had looked to other countries such as the United States and Australia for models of best practice.

In the United States, student affairs was a full-time profession requiring postgraduate training, and this was the model which had been adopted. The current staff structure comprised the Assistant Director, two

Residence Life Coordinators, and an Administrative Assistant, supported by fourteen Accommodation Managers, twelve Wardens and 98 Resident Assistants (RAs). Wardens were experienced and received extensive training. The two Residence Life Coordinators had been recruited from the United States and had relevant postgraduate degrees and previous experience. A key aim was to foster good relationship with other support services throughout the University.

The group was trying to raise its profile – for example via Directors of Studies so that they could promote it to students. They organize a wide variety of events including such things as getting to know Edinburgh, wellness and athletics, celebrations and some charity work.

Resident Assistants' development involved a year-long cycle of training and development. Welfare was one of the main issues and RAs were trained to assist residents to find the help they needed.

Residence Life had its own pages on the Accommodation Services website to promote its existence and aspirations.

At its meeting on 28 April 2011, the Committee heard a very comprehensive and interesting presentation by Mrs Sheila Gupta, Director of Human Resources for the University.

Mrs Gupta gave an overview of the restructuring of the HR function, which had been undertaken in consultation with stakeholders to ensure it met their needs. The key aim was to ensure a business-orientated service which was strategic, encouraged communication and was value for money, with the right people in the right places doing the right jobs.

Part of this strategy was to improve integration within the business operations to ensure that the University had the right skills mix and scope for succession planning. 'Link Partners' had been created within her team. These are senior people who can bridge the gap between HR Services and each of the colleges allowing them to react quickly to local needs. Under this new model senior staff will be interchangeable with people having competences across all HR services in order to provide a complete service. These 'Link Partners' will be a member of the devolved HR professional team whose role is to work on policies and procedures to ensure consistency of approach in key HR issues.

Recruitment policy and related processes are carried out centrally as this activity requires interaction between various systems. Mrs Gupta noted that the Higher Education Statistics Agency (HESA) produces returns on all staff and students which determine the University's funding, so it is vital this is managed centrally.

Mrs Gupta also talked about the Senior Academic Leadership programme and the Heads of Schools Programme. She confirmed that all senior academics were offered training ranging from basic people skills to the Heads of Schools Programme. She was pleased to confirm that there had been a very good take up of this training and that the programmes would continue to be offered.

In terms of the HR function, her group had been renamed University HR Services to reflect its new structure and HR Administrative staff were now studying for or planning to study for professional qualifications. This was a very positive initiative and meant that people now had a better understanding of their roles.

Mrs Gupta gave an update on the new employment policies which have replaced the Commissioners' Ordinance. This process has resulted in the establishment of updated employment policies which were fully compliant with all current employment legislation. The defining feature of these new policies is that Court exercises clear governance. The new policies were approved on 1 April 2011, and already formed part of conditions of service.

There was also some discussion on the subject of Academics for 21<sup>st</sup> Century. Mrs Gupta said that academic development was really about planning and preparing for the future. One of the current challenges was the shift in priorities of some of the Research Councils. This means that the University has to ensure the production of excellent bids and a system of internal peer review was key to this. In addressing these challenges Mrs Gupta stressed that leaders needed to be able to operate more strategically and lead

successful, highly-motivated, international, multidisciplinary teams, which fitted the University's goal of internationalisation. Learning and teaching was a professional activity and it was important to continue to invest in on-going professional development to maintain the highest standards. It was essential to equip colleagues to design innovative programmes and shape a more interdisciplinary curriculum, one that was not too Eurocentric

Mrs Gupta referred briefly to recent employment law developments which had resulted in the removal of the Normal Retirement Age. This changing situation would be dealt with within the normal performance and development system.

Another important piece of legislation being introduced is The Bribery Act (from 1 July 2011). This strengthens previous legislation on this issue and as it will be an important issue for the University to understand in detail, training and awareness raising will be rolled out to relevant staff. In addition, the University plans to introduce an anti-corruption framework of relevant policies.

Finally Mrs Gupta mentioned the success of the Road Shows which she and other key staff had participated in. The aim of these had been to inform staff about the economic downturn and financial state of the University. Attendance had been excellent and additional sessions had been arranged to meet demand. These had offered an opportunity to reassure staff about the future and to explain the challenges that lay ahead.

## **5 Report of the Public Affairs Standing Committee**

for the General Council Meeting on 18 June 2011

*Convener of the Public Affairs Standing Committee: Mr Neil Hynd*

The Public Affairs Standing Committee has met twice since the report to the General Council meeting on 12 February 2011.

The Committee has been developing its strategy to carry out a review of the working of the Business Committee including an assessment of whether any further areas of relevant interest should be taken forward. It will also continue to investigate whether the new forms of Social Media may be usefully used to promote the work of the General Council. This work is on going.

The Media Group was set up by the Public Affairs Standing Committee in 2008 to investigate the use of new media technologies by the Business Committee. This resulted in the development and implementation of an online web-cast of General Council meetings to members of the General Council who are unable to attend meetings. The system is now bedding in well and also includes the facility for those members watching on line to ask a live question which can be answered at the meeting. Because this system, with minor on-going improvements, has now become a regular feature of General Council meetings and the General Council has also now established a presence on Facebook and Twitter, it has been decided that the Media Group should now be disbanded and any on-going work of that nature taken up within the Public Affairs Standing Committee. I would like to record my appreciation to Jane Kille who headed this group. Ms Kille will retain a specialist interest in media work from within the Standing Committee.

Although the Business Committee has decided that the next overseas meeting of the General Council will take place in Brussels in June 2012, detailed plans for this meeting are still being developed. Meanwhile details have been finalised for the meeting this June at the Darwin lecture theatre at King's Buildings, followed by lunch in the Swann refectory which (on a good day) has fine views of the surrounding landscape. Dr Ian McKee has accepted our invitation to speak at the lunch. After lunch there will be an opportunity to tour some of the recent developments within the King's Building campus.

Arrangements are again in hand for a Festival Reception in August 2011 to be held in the Talbot-Rice Gallery. It is planned that we will again be joined for this event by the Graduates Association, and also this year by the Friends of the Talbot Rice Gallery. This should ensure a wider audience for the reception and be an opportunity to promote the work of the General Council.



## 6 Meetings of the Business Committee

The Committee has met twice since its last Report was printed, viz. 24 March and 19 May 2011.

### Papers from the General Council Meeting on 12 February 2011

#### A Presentation of the Annual Report of the University

at the General Council Meeting on 12 February 2011

*Principal and Vice-Chancellor: Professor Sir Timothy O'Shea*

Rector, Convener of the Business Committee, Lord Cameron, Members of the General Council, it is a tremendous pleasure to present the Annual Report. You will have received it and as I have done in the last few years I shall basically go through it backwards, as it turns out that for a presentation like this it makes slightly more logical sense. It is a very attractive document and reports on a very successful year. Starting at the back in Appendix 4 you will see the University secured research grants of £208m; that is about one third of our income. These highly competitive research grants involve an awful lot of effort. It is a real measure of our standing, and to get a sense of the achievement, that £208m was made up of more than 1,000 individual grants from more than 250 different funds and that tells us that academic colleagues are working extremely hard to secure external support. One view of that £208m is that the academic community is by its own direct efforts bringing in about a third of our income of £600m. Moving on to Appendix 3, you see a list of 200 major supporters. Some of them are in the room and I thank those present and those not present most warmly on behalf of the University, particularly on behalf of the students who turn out to be the principal beneficiaries of most of those benefactions. That is a tremendous support. We also list the Carlyle Circle, the report shows you there are 39 new members and at the turn of the year we now have more than 1,000 members of the General Council who have made some substantial legacy pledge. For the future of the University that is tremendous and I have to say it is really inspiring that so many members of the community are willing to do that.

Coming then to Appendix 2 and looking at the student statistics you will see that the University now has more than 28,000 students, of whom nineteen and a half thousand are undergraduates, five thousand are doing one year Masters courses and four thousand are doing postgraduate research degrees. A commentary there, to have almost 20,000 undergraduates, is an awful lot of undergraduates and that number has been rising steadily particularly with the growth of international undergraduates. Eight years ago we had almost no Masters students, it is tremendous that we have 5,000 now, they are very important for the schools and they are a very important source of future PhD students. Of course those 4,000 PhD students are vital, they are the academics of the future, many of them will go to posts in other universities and in research laboratories around the world and then some of them will later return as professors or senior academics, so that is quite vital for us. If you look at the make up of the student body, slightly more than a third come from Scotland, 37%, slightly less than a fifth, 19%, come from England. If you look at the overseas cohorts the single biggest one, and we remain unusual among British universities here, is the United States; 1700 from the United States in the community. If you look at China, which is the second largest group, you see 800, but if you extend that concept to students whose first language is Mandarin or Cantonese and bring in Singapore, Hong Kong, where we had such a good General Council meeting, and Taiwan, then the number is about 1100, closer to 1200 actually, students who have an ethnic Chinese identity. Then the other main countries for us in order are Germany, Greece, Ireland, Canada, France, Poland, Malaysia and India. It is obviously very important that countries that are developing rapidly like China and India have a big presence here, but it is also very important that countries that have a really high quality university education, and one has to say the United States still has the strongest university system in the world, also come here. It is wonderful that 1700 students whose first thought would inevitably have been to a US university have decided that it is better for them to come to us. If you look at these big cohorts from different countries, we have a nice mix of countries that are becoming very important like China, India and Malaysia, and I will be in India next week signing agreements with leading universities in Mumbai, Delhi and Bangalore. Obviously China is very

important; I was last in China in December, where we have a very strong presence. That is a good combination. If you look at our undergraduate applications, and you look at them over the last five years, essentially they have 'plateaued'. In the last five years we have had between 45,000 and 49,000 undergraduate applications, and there is a real dilemma for the University there. It clearly takes an awful lot of time to process that many applications, and obviously results in the university sending a very large number of letters to disappointed candidates; that represents an average of about eleven applicants per place, so for each person that is coming there are ten disappointed. The positive side of that is that we have been out of clearing for the last five years. In every single subject that we offer we are in the position of choosing the best possible students, but there is an issue for the administrative staff in processing ten times more applications than we can possibly admit, and also there is a bit of an issue in having to disappoint so many people, so that is something that we are struggling with.

We have a lot of professors, and in the last year you will notice that again moving from the back through the document, there were thirty nine professorial appointments in the year and seventeen honorary appointments. There have been lots and lots of different awards and achievements; I would single out a Fellow of the Royal Society, a Fellow of the British Academy, a Fellow of Royal Academy of Engineering and Fellows of the Royal Society of Edinburgh. Again, that is nice because it is across the piece, all three colleges having professors attracting distinction. Lots of very inspiring honorary graduates; I am particularly delighted that Ann Matheson accepted her honorary degree and along side Ann Matheson we have an equally attractive graduand in Annie Lennox, so that's a nice pair of very distinguished graduates! The income the year before had been £592m, this year it is £634m, obviously a growth of about 7%, and what is encouraging is that the University has been growing at about seven or eight percent every year for the last eight years, even as the circumstances have got more difficult. That of course has allowed us each year to do important things. Last year saw the completion of a £17m refurbishment for the Business School in the Adam Ferguson Building, and if you have not seen that, do go and look, it is quite spectacular in the way it faces out on to Buccleuch Place, the new atrium is a massive asset. We have the £19m Clinical Research Imaging Centre out at Little France, a really wonderful asset, and Sports and Exercise Centre continues to boom; the £4.5m extension there is very good. Making very good progress, and running to time and to budget are the £44m Dick Vet, with a new teaching building which will be opening this year; the £50m Scottish Centre for Regenerative Medicine; and again we will be opening the £60m Roslin Institute, so we have got major capital projects that are going well and will be completed happily in this calendar year. Then quite soon there after, in partnership with Scottish Enterprise, the £24m multi-occupancy building out at the BioQuarter will be completed. If you look at the year, and I would commend is what Ian Conn and his colleagues have done in this excellent document, for each month one very important event is mentioned, and I will just remind you of those, but they do exemplify the diversity and success of the University. In August of the Ewan MacDonald Centre for Motor Neurone Disease was opened, in September Ian Rankin opened the very successful refurbishment of the Library, in October, again in Medicine, the opening of the Muir Maxwell Centre for Childhood Epilepsy, in November the identification of a new compound to work against the spread of MRSA, in December extensive representation of both staff and students at the Copenhagen Climate Change Centre, in January one of our spin-out companies Burdica Biomed getting a multimillion pound pharmaceutical deal for distribution in China, in February £2m of funds in relation to diseases of cattle in Nigeria and the international focus should come through in this list as well. In March the opening of the Prince Alwaleed Bin Talal Centre for the Study of Islam in the Contemporary World, a magnificent gift of £8m and our Chancellor, who recently demitted office, had a key role in securing that very important gift for us. In April, a very nice exhibition in our new InSpace gallery about ageing transformation and life portraits, in May important work from the University that helped one understand how the changes in the Greenland ice sheet could be tracked so as to predict changes in sea level and most of us, unless we live in Leith I suppose, are not too bothered about changes in sea level, but there are parts of the world like Holland where even half a metre makes a real impact, so it is a very important part of our work. In June the very important identification of a protein related to brain activity which could be critical in identifying possible treatments for Alzheimer's and then jointly from Wellcome and Wolfson two highly competitive funding bodies, £3.5m to work on systems medicine, that is using computational and mathematical models for the understanding of disease. So a very, very successful year. If we look at some of the big topics highlighted, we have Professor David Reay's work on the MSc in Carbon Capture and Storage. We talk a lot in a University like ours about research-lead teaching and this is a wonderful example of that, the concept of carbon sequestration, the idea that you could take carbon dioxide, liquefy it and put it under the sea in places where you had extracted oil. That came from this University, from Professor Stuart Haszeldine, and Professor Stuart Haszeldine's chair is

paid for by Scottish Power, so he has been re-badged. We are the only university in the world where you can get postgraduate training on carbon capture and storage, that again has led to further support from Scottish Power, where jointly with Imperial we have £5m to spend on carbon engineering and we recruited the strongest team of carbon engineers in the world, lead by Professor John Gribben, who came and joined us from Imperial. That sort of work is why we were a key stop for David Cameron in the run-up to the Westminster election, and why when he was in India talking about the British science base the one thing he identified in his major speech in Delhi was the work on carbon capture and carbon storage at the University. So it is very important, and attracting a lot of attention. On Wednesday we had a very important visit to the University we were delighted to welcome, Ignacio Galan, Chief Executive of Iberdrola, the worldwide energy company, one of the companies that owns Scottish Power. We had a personal visit from the Chairman of the company and we had very good conversations about what the University, through its climate change centre, through its work on Carbon Storage, could do in partnership with Iberdrola, and just to give you context for that, there is a real possibility that Longannet, which is on the other side of the Forth and is an extremely dirty coal-fired power plant, could be turned into a power plant that emits no carbon dioxide and is much more efficient. There is a bill for that, and I have to be careful when I say the next number, because the University would obviously be a part of this, be a very small part of this, but that would be all right, because the cost of doing this is about £1.4 billion, but there are realistic possibilities that that might be secured. Of course in terms of the University's fundamental research, in terms of its ability to produce masters students who do carbon sequestration, there is a real prospect that the first serious application of carbon storage to a major power plant could be one that we are a partner with just across the Forth. There is a massive interest from India, massive interest from China, massive interest from the rest of the world in the technology, so very exciting for us.

There are lots of different projects on cancer; the University of course is home to many distinguished oncologists. Highlighted in the review is the work of Professor David Harrison who identified gene C35 that spreads breast cancer, and that is as it were an important pattern that we see in the University; fundamental research in genetics, then leading to work on human genetics, then leading to the identification of critical genes. The next stage is obviously to ask the question, 'and what pharmaceutical or other response might there be to assist people who have got this?', so David Harrison's work is very important in its own as work on breast cancer, but it is also very important as an example of the type. I see another distinguished oncologist, Professor John Smyth nodding vigorously, so I think I have got it roughly right, but it is a model, and we are talking from the basic science of genetics to manufacturing the pills that one gives to the people in the outpatient clinic. The work on innovation was highlighted, last year it was quite spectacular, the University was responsible for the creation of fourteen new companies, and if there is a single fact that I keep banging away at Scottish politicians about it is you have got a machine here that can produce fourteen new companies. It is quite a complicated machine, there is Edinburgh Research and Innovation that provides staff, there are schemes like the Edinburgh Pre-Incubator Scheme (EPIS), there are incubator schemes in different buildings so that people can start putting their teams together, writing their business plans, there are endeavours like PROSPECT, which has five staff whose only job is to sit in Informatics and help the researchers and the PhD students there realise the commercial potential of the scientific research that they are doing and there are our two science parks, is the Technopole and the BioQuarter. The BioQuarter has its own team, like the PROSPECT team working on biomedicine. So we have a lot of infrastructure, and a tremendous amount of success. In the press in the last week four different spin-out companies of the University were identified in different areas, ranging from energy to computer science to medicine, each of those four were identified as having received major seven figure funding from new supporters, and each was also identified as a product of the University of Edinburgh. And of course Wolfson, our biggest spin-out is currently going from strength to strength and that is good for Wolfson, but it is also good for the University because we get good publicity from this. A particularly exciting one that is attracting a lot of attention is NGenTec. Let me tell you a little bit about NGenTec. The story in wave energy started with Steve Salters' nodding ducks to extract power from the waves, but those got knocked to pieces. The nodding ducks were eventually replaced by strings of bobbing sausages, which do not get smashed to pieces, because they lie lengthwise on the waves and you get the energy from the joint between the two sausages. A firm called Palemis sells these strings of sausages; the Portuguese have got quite a lot, people are very interested in them. The interesting thing about these sausages is that the joint between the sausages is a hydraulic joint which basically compresses liquid and that is where you get the energy from. This type of joint has been taken by the firm called NGenTec and very ingeniously applied to wind turbines. One of the problems with these wind turbines, the ones you see popping up in Scotland and off-shore, is that right at the top of the

turbine you have this great big blade and that blade has got a set of gears that are driving it around. If you have got something like this, maybe a couple of miles off the coast on an island, and the gears jam, or they get into a mess, somebody has to take a boat out there, go right up this thing and try to disassemble it in the North Sea in all the wind and try to put a new gearbox in. Somebody had a wonderful idea, instead of having moving gears there, they took the sort of hydraulic joint we had in our sausage strings and started putting them into wind turbines. Then there would be no moving parts and you would have something that would not require anyone to fix it and that would be cheaper, lighter in weight and more robust and it is. So if you read in your Financial Times about NGenTec doing well, it keeps getting more investment, it is basically a way of extracting energy without having complicated moving parts. The technology started in the University of Edinburgh wave power research and then translated into the University of Edinburgh wind power research. When the First Minister was recently delighted by Mitsubishi coming here, again to take advantage of University of Edinburgh wind power technology, I kept on reminding him it was University of Edinburgh technology that resulted in a few hundred jobs in Glasgow to build the things and about thirty or thirty five high quality research jobs in Edinburgh to design better ones, so we are doing very well on commercialisation.

In terms of our relationship with the city, it is extremely warm and it is particularly through the city's twelve festivals, that that works. We do wonderful stuff with the Science Festival, we are a key proponent in that, particularly working with students at that critical age just before they become teenagers and more easily distracted, where we take the eleven and twelve year olds and try to get them seriously engaged in science. We have a very strong relationship with the summer festivals. Black Watch, the National Theatre of Scotland's production which started very appropriately in our Drill Hall, and continues to be successful; has recently been showing at the Barbican and around the world; and then last summer we had Beautiful Burn Out, another National Theatre of Scotland production to do with the world of boxing, which very appropriately was premiered in the new sports facilities in the new Centre for Sports and Exercise (CSE) extension. I guess in terms of the Fringe we have had a long-standing campaign to become the centre of the Fringe. The Fringe sells about two million tickets. It has gone very well, the clincher has been that the much-loved Appleton Tower transforms in August into Fringe Central and during the Fringe the 27,000 performers and the 5,000 odd journalists who are associated with the Fringe, use it as their headquarters; that is where they go to produce their posters, gather their information, where the press conferences are held. The inside of Appleton Tower becomes this extremely attractive space, but of course Appleton Tower being where it is if all the performers and all the journalists think it is the centre of the Fringe, then it is the centre of the Fringe. So for example, not too surprisingly, the Assembly Theatre and its operations on George Street are now for various reasons, but partly because we are the centre of the Fringe, next summer going to be in George Square and the George Square Lecture Theatre. So that has been a very good for us.

I mentioned the In-Space Gallery earlier and that has been a wonderful place where the more technological and more interactive stuff that we do becomes accessible to the public. It is next door to the Informatics Forum, so if you see something there you could go and look at it. My favourite device, which I have mentioned before, but it continues to be successful, so I shall mention it again, is the Cybraphon. If you have not seen the Cybraphon, it is an extremely narcissistic robot orchestra. It plays an assortment of bizarre instruments, it plays them quite well, but the tone depends on how many people are 'booming' it. It plays cheerful, happy music, but, because it has a rudimentary text understander, if it is not getting much attention in media space, or people are tweeting about it in unhelpful, negative ways then it becomes quite despondent and plays dirge-like music. Of course it won a Scottish BAFTA and now, through Creative Scotland, and there are arguments about Creative Scotland and what is doing, but it is going to invest substantially in the Cybraphon and send it on tour for the benefit of those who do not have the privilege of living in Edinburgh. So an elaborated version of the Cybraphon will leave our city and be on display to the rest of the world which will obviously be delighted to greet it. We mentioned the Imaging Centre, we have a wonderful appointment there, Professor Edwin van Beek, who leads it. It is a very important partnership with Lothian NHS, and also a very important partnership with the Royal Bank of Scotland that put £4m into the CT scanner. We have got a CT scanner, a PET scanner, and an MRI scanner, so basically we have got the full set of different scanners. Why would one want to have different types of scanners? Because different sorts of scanners are good at doing different sorts of things and it may very well be that using a scanner with a certain resolution that is good at picking up bone, but not so good at picking up some other perhaps real-time process, that the thing you do after using the first scanner, is then more intelligently use the second scanner, but we have got essentially a full set of the world's leading scanners housed in a very attractive basement

facility underneath the Queen's Medical Research Institute and that puts us in an immensely strong position for translation of medical research.

We saw last year the opening of the latest of our international centres, the Princess Dashkova Russian Centre. There is a very nice story behind it, Princess Dashkova stayed in the city in the 18<sup>th</sup> Century and was a friend of David Hume and a number of the Enlightenment heroes. In a way that is similar to the British Council and China with the Hanban and Confucius Institutes, the Russians have now got an outward facing agency called Russkiy Mir, and their first investment in a British university has been with us in the Russkiy Centre to support the teaching of Russian language and the understanding of Russian culture. It is led by Dr Lara Ryazanova-Clarke, who is very dynamic. It is very, very important for us, internationalisation does not just mean going to India, China, Russia, it involves having major assets here like the Confucius Institute or the Centre for the Study of Islam in the Modern World, or the Russian Centre, so I was very pleased about that.

Something that is very charming as well as very powerful is the work on Music-making for All and the Skoog. Dr Ben Schögler and Dr David Skulina worked on that. The proposition was really very simple, it was 'How do you devise a musical instrument that can be used by somebody who has got very limited or almost no physical control, somebody for whom it would be possible to imagine that they could sit for example at a piano or a violin?' The Skoog is a soft square-like object which will make nice musical sounds if you hit it or if you throw it against the wall or if you bash it with a stick, and even if you hit it in a very rough and approximate way it is not too hard to get it to make attractive sounds. So clearly that is a very important thing. We got research funding for it from the National Endowment for Science, Technology and the Arts (NESTA). It was produced as a partnership between colleagues in Music and colleagues in Engineering. The success of the prototypes was such that £400,000 has been invested and they are now being manufactured commercially and used particularly in schools with special needs, schools that have populations of school students who could not reasonably be asked to play a flute or play a piano, but would like to make music. There was a wonderful event which I was very sorry not to be at, typical of the type of event that Professor Nigel Osborne does, in which four students played Skoogs with a full orchestra; a specially performed piece at the Royal Concert Hall in Glasgow, and the audience included a thousand school children who had been involved in testing the Skoogs as they were developed. So if you ever get the chance to go to one of Professor Osborne's massive participation concerts, I really would encourage you. It is actually very moving and very exciting, but the particular focus here was obviously on these wonderful devices that have been produced so that music can be made by students with very limited physical ability.

Then we mention a colleague, Dr Thorvaldur Thordarson, a Reader in Volcanology and Natural Hazards. He is an Icelander, he has probably spent his whole life wanting something like this to happen. When in Iceland he had physically encountered volcanoes, accidentally walked over one and was chased by some lava. So he became a very distinguished volcanologist applying fundamental science to understand them, and visiting volcanoes all over the world, and then gosh, did his number come up! Eyjafjallajökull erupted, not only was it a volcano that he knew well personally, he was actually pretty much the only person on the planet who understood what it was likely to do and the fact that it was likely to produce small quantities of fine ash for a long time, so he became the world authority. Obviously very helpful in assisting the air traffic control people in different parts of the world eventually to understand what it was they were dealing with. So we had lots of people stuck in airports, but we had a very happy volcanologist in this University to counter-balance that. Something which is not in the report, and I will suggest to Ian Conn that it might be next year again, is the report of the "Pathways to the Professions". We have mentioned this before, but it really is going from strength to strength. A fundamental issue for us, particularly in our relationship with Scotland, is how do we support students whose families have not gone anywhere near university and who are in a low performance school that is not very good at getting its students into university who might have a professional aspiration. "Pathways to the Professions" is a support structure for students in that circumstance who develop an interest in Law, Medicine, Veterinary Medicine or in Architecture. We currently have 700 of those who are enrolled between S4 and S6, from fourteen and up, in Scottish schools. They have people advising them in terms of how they could get in to Medicine or Law, obviously very hard subjects to get in to. Since we started there have been three and a half thousand students who have participated and of those a seventh, 514, have come to Edinburgh to study Law, Medicine, Veterinary Medicine or Architecture. The important thing to note, and it applies to our other widening participation schemes, in case you may be worried about the other six sevenths, the vast majority who go into a scheme like this succeed in going to a university which is not the

University of Edinburgh. So what we are doing is we are helping these school children where the racing certainty was they would go nowhere near university, we are helping them get to university. Because we are a highly selective university the great majority do not get in here, a seventh, as I mentioned, but we are doing something very useful for the Scottish university system and obviously we are doing something immensely useful for the schools and the families. It is an activity that I am very proud of; we are very grateful to the Sutton Trust and the Henry Drucker Memorial Fund that have been putting money in, and I have to say that we have wonderful support from the BMA in Scotland, from the British Veterinary Association, from the Faculty of Advocates and the Law Society, great help from NHS Lothian whose careers staff also engage in this and help from the two Royal Colleges. So it is very good and as well as raising aspirations, we have a system of providing post-application support, telling these students how they might access bursaries, what opportunities there are for getting financial support, because almost inevitably students in this category are coming from families with very limited financial resources. So I think it is something we can all be very proud of and we do not compromise the University's standards, as I indicated, the top one seventh are ending up here, but the majority are ending up in a university somewhere in Scotland, so that is extremely good.

I have left the report now. I am going to briefly put the year in context, briefly mention some challenges and defensive actions, and then, because it is part of my job-description, finish inevitably with four reasons to be optimistic. So the year in context; 2009/10, like the previous years was very good, very substantial growth, our competitive research income stayed above £200m, which was very good indeed. For the current year all the statistics are looking very good, I would be very surprised if when you look at the statistics for the year we are in it is not very dissimilar to the year that has just passed. We now have the two Scottish statutory instruments for the merger with Edinburgh of Art laid before Parliament and provided there is not any substantial opposition in the Scottish Parliament that should go through on 15 March for a formal merger date of 1 August. I am very pleased about that. We are obviously engaged in intensive planning for the next year, 2011/12. It is a tougher financial environment, much tougher, but we are seeing very convincing plans there. I cannot predict 2012/13 because we have not got the first idea of what the Government is going to do and without any sense of disrespect the Government has not got the first idea of what it is going to do, so that is a difficult one to call. But the year I have just reported on was very good, the year we are in is looking good, the plans for next year look convincing. What are the challenges? The top challenge for this University is the UK Borders Agency. It is the restrictions on tier one and tier two, that is staff, people from outside the EU wanting visas to work here. The notion is that for the whole of the UK in any one year there might be 1,000 visas for elite scientists. To put that in context, Oxford has asked for 300 of those, Cambridge has asked for 300 of those, 1,000 visas for leading researchers will get you nowhere and if some of those visas are also used for elite footballers, or elite pop stars, it is extremely demanding on the staff side. For a lot of the subjects we cover we do not want the best database person in the United Kingdom, we want, as we have at present, the best database person in the world. We do not want the best carbon engineer in the United Kingdom, we want the best carbon engineer in the world, so it is very, very difficult to be subject to this arbitrary limit on staff. On students a consultation has just finished. The proposed changes for student visas, for students outside the European Union, mean that unlike the current situation there will be no post-study work and unlike the current situation, married students, or students with parents, will not be able to bring dependents with them. Unlike the current situation if a student, as often is the case, does a Masters degree and then applies for a doctorate in the same institution, they will first have to leave the country before applying for their next degree. Unlike the current situation, work placements will be very tightly controlled which will be very problematic for students of medicine, engineering, law, architecture, any professional subject where they need to be able to adapt to the high quality work placements they get. In the short-term this University can probably manage; in the long-term it is a tremendous challenge. I met two days ago with David Willetts, who is the Minister of State for Universities and Science, to let him know the University's position. He came to us, which was very good of him, and we made our concerns very clear. I met him in my role of Acting Convener Universities Scotland. I met with Michael Moore, the Secretary of State for Scotland, again he came to see us. The Westminster Government is not in any doubt about how seriously we take this, but if you look at our University and its population of highly qualified international staff and international postgraduate students, and increasingly international undergraduates, these changes are an enormous challenge for us. Again, I think we can get by for a year or two, but as it kicks in it will get harder and harder. The next challenge is obviously funding; it is particularly the funding of home undergraduates. In England we will see a move to tuition fees of between £6,000 and £9,000 a year. When it comes to the Universities that we directly compete with, like Oxford and Cambridge, Bristol and Durham, it will be very surprising if they did not charge £9,000 a year to the students who go there. Within the Scottish system we

have our budget deal of a 'ring-fence' for the coming year and that is vital, so that the economic threats are not on research, both at the UK level where the research councils budgets have been 'ring-fenced' and in Scotland where research is being treated very seriously and I think the politicians can see very clearly from the University of Edinburgh's research, the follow-through to the forty companies, that there is not an issue there. On teaching in Scotland, we agreed with the Government as a university sector to maintain the number of students at roughly the unit of resource, but will only be paid for 90% of them, 10% of them for one year, and we judge it more important to maintain the average unit of resource, but whatever government comes in in May in Scotland there will be a real decision point; do they want to reduce the number of students and maintain the average quality of the provision or do they want to provide more money to go back to the right number of students. There is a Green Paper, and the General Council Business Committee is very helpfully providing its commentary. The Green Paper is pointing to different types of support for undergraduates, state support, a modest graduate contribution, support from students crossing borders, support from business, support from philanthropy, support from the European Union. It is a very, very demanding issue for us. To put it in context, if you look at the students who we will be recruiting in the autumn of 2012, about eighteen months from now, they will be starting to make their decisions about which university to go to as they come towards the end of their penultimate year in school, which is around May or June of this year. They will want to know what we will be charging in the autumn of next year. Very, very difficult! If we were to say that we will charge tiny amounts, imagine yourself as a parent in an English middle-class family, where it would cost £9,000 to go to Cambridge or Bristol and almost nothing to go to the University of Edinburgh, what you might advise your child, if you have got five places on the list? If you imagine from a population ten times larger than Scotland, there is a real risk that the top end of the English school system will apply to this university and some of the other Scottish universities, that would make it extremely difficult, if one is being fair on admissions quality to deal with the issue of the Scottish students, who are very important to us. There are some real issues there and we require from the politicians quick, accurate thinking. That is the key, but it is a serious challenge. I don't take it as a challenge as serious as the Borders Agency one, but it is very important, because what we want to do in Scotland is to maintain the proportions of students from the different countries, roughly as we have it in the undergraduate body. We certainly do not want a massive influx from England or from Continental Europe distorting our balance. That would be very unhelpful and we want to maintain the quality, which means the average unit of resource to support the teaching needs to be there, so this is quite a demanding thing for us.

And what is the third thing. Well, the third challenge is really keeping our nerve over the next few years. I went to an extremely gloomy talk given by the Chief Executive of the Higher Education Funding Council for England, in the Palace of Westminster, which was called Higher Education in the Age of Austerity. Very, very gloomy, and as far as I could see the only optimistic thing he had to say was that there will be another election in Westminster some time. In terms of defensive actions, what defensive actions is the University taking? The key one is the e-Learning initiative; this is the investment in every school of the University over the next few years to ensure that they have a major course that uses electronic means to reach international students. We have got for example, in Medicine, the wonderful partnership with the Royal College of Surgeons where we are at postgraduate level delivering the Edinburgh Surgical Sciences Qualification. If each of our schools can reach out to a few hundred international students using our high quality and reputation, then whatever the Borders Agency does, we are robust, because the students will not have to physically come here on a long visa. We will still be able to see them but we have a way of finessing the border problem and a way of building. That e-Learning Initiative is going very well. Because of the financial pressures we will continue, as we have over the last few years, to be very, very careful before we advertise any jobs, continue to have a very tough over-sight on budgets, and we do need to be very, very careful not to recruit more students than we are funded for. In an area where the Scottish Government is cutting down the resource, it does not help anybody if we recruit students and start teaching them without the backup funding to provide the quality that they need. The other defensive action is to work very hard with Development & Alumni, particularly in the area of scholarships and bursaries, and we are doing very well there, it is a very important part of our Campaign, aiming for £35m under that heading and confidently moving forward there.

So, four reasons for optimism. Why should the General Council be optimistic about the University of Edinburgh? You should be optimistic because of the stunning quality of the student body. I see a plethora of intellectual achievements, sporting achievements, cultural achievements, entrepreneurial achievements, the majority of those forty companies that came out of the University of Edinburgh were led by students, the majority, a good majority; and when we look at the preparations for the Olympics or the Commonwealth

Games we know that the University of Edinburgh will be strongly present there. When you read about new plays, new books, it is really heartening that it is a University of Edinburgh student. The second reason to be optimistic is the quality of the staff body. We would not get more than £200m a year in competitive research grants if we did not have stunningly good staff, who are so good that they can convince external funders of that. This in the environment, as I have said where we are under pressure on the teaching budget. Just to put it in context, the formula funding we get from the Scottish Government is 29% of our budget, about half of that is the teaching budget, so the bit that is under fierce pressure is about a seventh of our income. The bit that is very robust with high quality is the research and in the situation where research funding has been ‘ring-fenced’, where the European community is putting more there, where we have an ability to get more, that is very good. One other thing that we are seeing in the staff body is a real commitment to improving the student experience. We had a very, very productive Senate on Wednesday focussing on the Academic of the 21<sup>st</sup> Century. The primary pre-occupation, led by colleagues from the Institute for Academic Development, and others, is how to better improve the quality of the student learning experience and there is a raft of tremendous initiatives that Vice Principal Hounsell and Assistant Principal Rigby are doing. The third reason to be very optimistic about the University is that our international reputation continues to rise. We are doing well in all sorts of league tables. We do incredibly well in the international media. I was reading, before coming here, the weekly summary of our coverage, and what is pleasing is its not just the boring old Scotsman and the Herald, its not just the Times and the Financial Times, it is the Asian Times, the Peking Daily, it’s the Frankfurter Allgemeine, it’s the New York Times. The sort of stories I am telling you about, have worldwide impact. Colleagues are having a series of events about university research and a series of partnership events in India next week and we know that we will already have had very good coverage in the Indian press of the University of Edinburgh. That international reputation, building on our high quality students and staff, building on our world partnerships, we see through increasing access to international funds. It is something that is outside the one year review period and is a little bit more recent, but there will be the £40m for the Environmental Sustainability and Poverty Reduction. This is a major award that the University of Edinburgh is administering, £8m of that as part of our development directly spent here. The rest of it spent through partners like Imperial and Oxford, and in different parts of the world, but we see the major international organisations investing in us. I am delighted that a few weeks ago, we created a Chair which is unique in the world, and very important. We have already had lots of support following it, and the Chairman of the Business Committee was immensely helpful in helping to secure this chair in Japanese-Chinese relations. As you all know, for all sorts of reasons, there is tremendous tension between Japan and China, and just as there needs to be a Centre for the Advanced Study of Islam in the Contemporary World here, it has attracted a lot of interest in China and Japan. The first serious academic funded focus on Japanese-Chinese relations will be in the University of Edinburgh in the space between the Confucius Institute and the Centre for Japanese Studies, so we are very, very pleased about that. We have lots of international interest. I was taxed at a General Council Meeting years ago after I talked about internationalisation. Well what about Latin America, what about the world of Spain. I took it to heart. I have been doing my best, and one of the things that makes me feel very comfortable is that in recent months we have had a visit from the Chairman of Santander, Emilio Botin, and other senior people from that bank; we are doing lots of things in partnership with them on environmental issues and scholarships, and a couple of days ago Ignacio Galán, Chief Executive of Iberdrola visited us, it was very, very positive and one of its subsidiaries, as I have mentioned, Scottish Power, has been very positive towards us. Then the last reason for being optimistic, the fourth reason is support. The £10m gift from J K Rowling for MS work is wonderful. The £4m anonymous gift for work on climate change is very good, and the General Council is absolutely key to the support that we get, I appreciate it very much. In all sorts of guises, Dr Alan Brown and the Business Committee, are very, very helpful indeed, I appreciate that greatly. Lord Cameron is continuing activity there and I would just like also say how immensely helpful Lord Cameron has been to me in his previous role of Chancellor’s Assessor, I depended on him enormously in lots of ways and will miss his very wise council. I am very appreciative of the outgoing second-term Secretary, Ann Matheson, who has been an absolute stalwart. Obviously we appreciate the three General Council Assessors on the Court, absolutely vital role; Professor Smyth, Mr Connell and Mrs Tait are all invaluable, not just at the full Court, because they do an awful lot of work in commanding Court sub-committees and an awful lot of work on special projects, and they are also willing to parade with me in the rain and robes for important events at St Giles. So the University has absolutely tremendous support and of that support the General Council is by far the most important part, so thank you very much.



## QUESTIONS AND COMMENTS

**Ian Sutherland, Convener of the Academic Standing Committee:** Recently the press I think has reported that applications to Edinburgh are down 15% and the demographic trends I believe are also that the number of eighteen-year-olds is falling. Does this present a further challenge to Edinburgh in terms of recruitment, and particularly the balance that the Principal very correctly alluded to between Scottish and English students?

**Principal:** That is a very good question. Given that we have been operating on eleven applicants per place a drop of that size does not represent a problem at all for us and we could survive successive drops like that for four or five years before we might find ourselves in areas where we have to worry about having enough students. It really is not understood why the drop is so large. One hypothesis, which is my favoured hypothesis, is that because of the anxiety about the costs of university education students are choosing to stay nearer home. One of the things you can do, is you can plot a graph of family income and distance travelled to university, and for the most part students from very poor families do not leave the urban area they are in and about 95% of Britain lives within a bus ride of a university, so for nearly everybody it is feasible to save some money and live at home. Obviously if you live in London you have got about 40 choices, if you live in Birmingham you have got about ten, so the guess is that when people look more carefully they will see that what is happening is, and we have seen this happen before, as the cost of university education has gone up the average distance travelled has gone down, because people are more inclined to stay at home, I think that is what is happening. We have to remind ourselves that Edinburgh is a magnificent city, but it is a small one, we are not a Glasgow or a Birmingham, our immediate catchment is about 700,000, who could comfortably get on a bus or an imaginary tram and come to the University.

**Rector:** I would like to call on the Secretary-elect, Dr Mike Mitchell, who has live questions.

**Dr Michael Mitchell:** Thank you Chairman. Yes we do have some questions. I think you have pretty much covered the first question which came from (William) Keddie Law in Montrose, so our questions do sometimes come from this part of the world as well. We have a second question, and I really must apologise to the questioner because he is from China and the name really does almost defeat me, but it looks like Qian Xiangyang. They are asking if it is possible for this University to become even more international and inter-cultural than it already is.

**Principal:** Absolutely, and I think that has to be our objective. There is a way to go. As I mentioned earlier. I was taken to task by the General Council about Latin America, we really badly need an institute for contemporary Latin American Studies. We have a lot of effective relationships to the United States, but we do not actually have a focus in the University, we do not have an institute there, so there is lots of opportunity. I think it is a good question, I think there is way to go. Some of the colleagues in the School of Languages, Literatures and Cultures have a strange slogan, which is that just as the City of Edinburgh wishes to be the Athens of the North, the University, as part of that, would like to be the SOAS of the North. I should explain, I used to be the Governor of SOAS, which is the School of Oriental and African Studies in London. It teaches more than one hundred languages, and it teaches all the major African and Asian languages. We are doing well, we have seen the boom in our relationship with China and we have seen the more recent recovery and now with the recent chair funding we have got into a stronger place with Japan, but if somebody in the audience would like to endow a chair in Korean Studies, I am ready and willing and with the right price I will name it after you. But we can point to a number of parts of the world, the most obvious and the most striking being Latin America and that is why our partnership with Santander is so important, as it is the major or second most important bank in many Latin American countries. We have a lot of scope to improve.

**Dr Michael Mitchell:** A final question, this one is from Malta from Andrew-Neal Farrugia. The question is about the University's position in the rankings, which as we know is a complicated subject. He is asking whether the University is where it wants to be in the rankings and particularly should it not be in the top five?

**Principal:** Very good question. We remain aspirational. If you look at the rankings it is actually the Shanghai Jiao Tong that annoys us the most, because I think we are something like fifty two there, and that is

heavily dependent on living Nobel Prize winners and some metrics where we have aspirations, but the one that we take the most seriously, which is the QS (Quacquarelli Symonds Ltd) World University Rankings 2010 one, which is based on academic peer review around the world, that puts us as twenty. The one that is the nicest to us is the Russians, who put us at seventeenth in the world. But one has to remember that these different rankings measure slightly different things. I think top fifty is very good, somewhere comfortably in the top twenty is possible. We would certainly like to snap a bit on the heels of University College London and Imperial. You have got to reckon that if you look at the data, we have the third highest endowments within the United Kingdom, we are on about £200m, we are competing in the UK with Oxford and Cambridge, and one of those is on £400m and the other is on £300m. Once you go to the US universities, Harvard if my memory is right is about £17b, if you start ranking universities by endowments I do not think we are in the top one hundred. We are doing incredibly well competing with US universities, where they are not measuring their endowments in the hundreds of millions, they are measuring their endowments in billions. I think for the long-term we should continue to be aspirational. Eight and a half years ago, in preparation for my interview for the job I hold I agonised, because I knew the question would come up, would I say top fifty, because at that point league tables were relatively new, should I say top fifty in the world, or would I say top hundred and I got all my courage together and said top fifty. So I am actually feeling jolly pleased, but you need to look at the massive strength at the top end of the US and you just say them very easily, Harvard, Yale, Cornell, Stanford, Columbia, New York University, Texas, they are massive ones, and then in other parts of the world, National University of Singapore massive resources, Peking University massive resources, Tokyo University massive resources, so we are competing very successfully. If you did any sort of rank order either based on research spend or based on endowments it would have us much, much lower than we are, which says we are incredibly efficient with the endowments and with the research money that we have got, but in financial jargon we have really ‘highly leverage’, we are doing an awful lot with a relatively limited resource compared with the universities that we are competing with. So I do not know realistically, certainly top five is definitely not realistic, the mid-teens would thrill me to bits actually.

**Professor Ann Smyth:** Mine is just a brief observation from the privileged position of having been a General Council Assessor to Court and humbled and proud to have been re-elected in that position, but I would like to add to the Principal’s reasons for being optimistic from that position, of having had the privilege not just of hearing outstanding presentations such as we have just had but actually seeing the work that goes on behind the scenes through Court to get us to that point. I think one of the key reasons to be optimistic about the future of this university is the calibre of its leadership and that of the top team that the Principal has gathered round him.

**Douglas Connell:** I am also a General Council Assessor, a single term General Council Assessor. One of the great interests, of course, the General Council has is that there should be no barriers to access to the most promising students and it has always seemed to me that the saddest statement would be from somebody who has been offered a place at this great university if they had to say, ‘I cannot afford to come’. I want to ask the Principal what more this University can do to take a lead in Scotland, which I believe it should do, in committing additional funds from the University’s revenues and capital to create additional scholarship and access funds so that the most promising students should never have to say ‘I cannot afford to come to the University of Edinburgh’.

**Principal:** Thank you very much, and I thank Professor Smyth for her earlier most generous comment. We do get really good council from the General Council Assessors. I entirely concur, we must really work very hard for that position. Where we have moved to, eight years ago we were offering financial support of some description to one in eight of the students. We have moved to the position of one in four and like Mr Connell my deep aspiration is that we should be at some point in the future able to emulate universities like Harvard and Stanford, which are able to say, the finance would not be the reason for you not to come here. It is a long haul. It is very important that the resources that we put together for supporting students are sustainable, that is to say we do not want to offer a student a scholarship and then two years in say we cannot continue it for a third year and we do not want to have scholarship schemes that decline, and I think that the elements for sustainability are two; one is to have as we do have, a vigorous, and well-supported by the General Council, programme of fund-raising for scholarships and bursaries, the other is to look very carefully at the structure of our recurrent income, particularly at the income streams that relate to the teaching that is totally under our control, where we do not need to negotiate with the Scottish Government, and for my mind, for example, if

one has Masters courses which are of the highest research quality it is perfectly reasonable for part of the fee to be adjusted so that the community of students getting the benefit from that Masters is as widely drawn as possible, so I think you are exactly right, and I think we are steadily improving the position and I think we should continue to. For me it is very important that what we do is sustainable, I would hate for us to one year announce another thousand studentships, and then a couple of years later say 'we are not doing that any more'. What I would like to see is, in mathematical jargon, monotonic growth, each year I would like to see us providing more support, and part of that long-term thing is the endowment. The endowment, it is the size of Harvard and the size of Stanford's endowment that gives those two institutions the confidence to be, in the jargon, leads blind. The fact that they know that what ever the Stock Market does they can resource their students who are applying, even if in one year every single student is in financial need. As I indicated earlier, the difference between our endowment, and even Oxford and Cambridge is in order of magnitude and that for the long term is very important, absolutely critical. I think, as we are seeing around the world, many more private providers of university education, as we are seeing in England, much more of an emphasis on putting the financial burden on students, their families and their supporters, then it becomes even more important for us to be able to shoulder the burden for the students who need it.

**Alison Fuller:** Might I point out that access also involves physical access, and I would ask the University to continue to improve the physical access. I only come here occasionally, but it is a struggle to get round parts of the quadrangle and to find accessible loos.

**Principal:** That is a very good observation. We are working steadily to improve things. Our difficulty is obviously we have two hundred major buildings and we have Georgian Streets like Buccleuch Place, we have to prioritise where we install lifts and ramps for disabled access, but it is something that we look at every year, and every year we make further investment, but you are entirely right, it is very important.

**Linda Hendry:** I am asking about the quadrangle renovations and are they going to be ready on time for my daughter's wedding, because this is very important to the whole family.

**Principal:** Can I enquire when your daughter's wedding is?

**Linda Hendry:** The beginning of May. The *Billet* says that it will be completed on schedule.

**Principal:** I am afraid that the beginning of May is very tight. I would have to ask colleagues to check. Just to remind you of the story of what happened. I had a long-standing aspiration, because the quadrangle was never completed, that awful gravel was just waiting for something happen. We have got a very nice plan. We allowed two or three days of archaeological work and what immediately happened when the archaeological work started was the extraordinary sight of the medieval buildings appearing. The site, if you think about it, slopes very sharply down to the North and to the Cowgate. When the Old College was constructed, they basically levelled it up on this side, so where we are at the moment, about a third of the original Hamilton House, which was the house of the Dukes of Hamilton in Edinburgh, and was taken from them formed the original university base; there was lots of legal stuff which the city won on the University's behalf. About a third of that building was left and once they started uncovering the Quad, not only Hamilton House started appearing, but the footings of the two medieval libraries, and if you want to know what the oldest medieval library in the University looked like you should go to Dunblane, where there is an exact copy of it, because Principal Leighton who built the medieval library here then became Bishop of Glasgow, but chose to live in Dunblane. I think partly because it was not very fashionable to be a bishop, more comfortable to be a bit removed. I do not have the history quite right on that one, on the bishopness, but I do know that he left here for a clerical post and he constructed a copy, so a wonderful old building. If you go to Dunblane and go into it you will find a lovely outside stair and all the books are on chains, and the thing that is interesting about it is that it is an exact copy of our first University Library. But we knocked it down to build the magnificent classical structure that we have got, and Joseph Black's chemistry laboratory. All these interesting things were found, so our original aspiration has been slowed down and it really was not the contractor's fault, it was the contractor being very patient while the city archaeological team, which was very good and started at seven in the morning, worked very hard. But it did take them a long time, and we had a debate about whether or not we would use the sort of stuff that they have done at the Parthenon, thick transparent stuff, so that you can see some of the more interesting structures, and people were worried that that may not work and the thing might start falling down, so in the end we photographed it very carefully and the photographs will be

displayed in an exhibition outside this hall. When you leave this hall you should look right and up you will see the original stones that decorated the medieval gatehouse, the medieval gatehouse to the University is about there, and it had University emblems and city emblems, and these were preserved in the eighteenth century and stuck there and we are going to join those wonderful medieval stones with pictures of the medieval footings. But I think I have to be honest, if we finish in May I shall be jolly pleased, because we asked the contractors to wait a couple of months. So very sorry, and all sorts of distinguished people have had to go around that, but it certainly is not the contractors. The contractors were very patient with the archaeologists and the University community and the City; there were tours, people were guides. I think some of them were hoping to see Darnley's body, because the house in which Darnley was blown up is under there, as most of you will know, the south east corner, but sorry about that.

## **B Presentation of the Report of the Business Committee**

at the General Council Meeting on 12 February 2011

*Convener of the Business Committee: Dr Alan Brown*

Chairman, Principal, Lord Cameron, Members of the General Council. It is a pleasure to welcome two new faces on the platform this morning; Dr Kim Waldron is Secretary of the University and Registrar of the General Council and the Rev Dr Harriet Harris is the University Chaplain. Both are now established in their posts and we wish them long and successful associations with the University. Members will have learned with great regret that our Chancellor, His Royal Highness, the Prince Philip, Duke of Edinburgh, has stepped down from the post after almost sixty years of distinguished service. I am certain that the General Council wishes to record its deep appreciation and gratitude for the immense contribution he has made to the University during his long term of office. The Business Committee is considering how best to mark his outstanding dedication to the University. As required by Ordinance the procedure for electing a Chancellor has been set in motion by the General Council. A notice was published in the Scotsman on the 7 January 2011 and the closing date for nominations is the 17 March 2011. We will keep members informed in the coming months. Also, it is very sad to report that Lord Cameron of Lochbroom, the Chancellor's Assessor since 1997 has demitted office. The General Council pays tribute to his invaluable service to the Council, to the Business Committee Meetings, the University and his most skilful chairing of Half-Yearly Meetings over these thirteen years. As a token of appreciation of members of the General Council I present to Lord Cameron, this gift with our sincere thanks.

The Business Committee has been planning for some time the introduction of online voting and considering its governance arrangements following recent recommendations on good practice. The Motion which has been formulated outlines a simplified Ordinance and it will be discussed shortly. This will not reduce the influence of the General Council as any procedural alterations will continue to be referred to Council members at Half-Yearly Meetings. Concerning online voting in General Council elections, which will be introduced in 2012, I encourage members to register their email address through the MyEd Alumni Portal. Details on how to do this are given in the current issue of *Billet* within *Edit* and are available on the General Council website.

The second Motion concerns the appointment of Dr Michael Mitchell as Secretary of the General Council. Until recently he was a member of the Business Committee, Convener of the Public Affairs Standing Committee and Chair of the Media Group, which successfully introduced live webcasting to Half-Yearly Meetings. Michael will be a worthy successor to Dr Ann Matheson. In my report in the current *Billet* within *Edit* I highlighted the great success of the joint away meeting of the General Council and the University in Hong Kong last June. The meeting fits closely with the University's current strategy on internationalisation and for the first time members were there from the four continents of Asia, Australasia, North America and Europe. Following discussion with the University the Business Committee has agreed that the next out-of-Edinburgh Half-Yearly Meeting will be in Brussels on 16 June 2012. The Edinburgh University Brussels Society has pledged its full assistance in organising the weekend.

Members will be pleased to note that the General Council's Scholarship Scheme has achieved several important landmarks. Thanks to a major contribution from the University following the Principal's successful appeal in March 2010 the first scholarship is now endowed so that it will be awarded in

perpetuity. The first recipient is Gordon Clark, who is studying archaeology. In the near future a video interview with Gordon will be placed on the General website.

As Convener of the Business Committee a prime objective during my term of office is to raise the awareness of General Council Members of their importance to the University by contributing to its success. For example, by putting forward constructive suggestions, standing for election to the Business Committee, or as an Assessor to the Court or of contributing financially to the General Council Scholarship Fund; every donation, however small or large, confirms a commitment to this institution which enables yet more deserving and needy students to benefit from the experience of studying at this university, which gave us the invaluable start to our careers. I commend the Business Committee and the Standing Committees for their work on behalf of the Council. You can read about their activities in the reports of the four Standing Committee Conveners in *Annex* to the *Billet*. Through our three representatives on the Court we are able to fulfil our responsibility of advising on matters which affect the wellbeing of the University. It is particularly relevant at this time of uncertainty concerning the national economy and its effect on higher education funding. The University is in good heart as I am sure the Principal will report but the higher education funding climate over the next few years is going to be extremely challenging and the University will need all the assistance of its General Council. Our response to the Green paper is being prepared by a Business Committee Working group chaired by Dr Frances Dow and it will be put on the website. A major priority, therefore, during the coming years is to support the University in what ever ways it can.

Finally, there are two more notable farewells today, Dr Ann Matheson finishes as our Acting Secretary. Her stewardship of the General Council over nearly ten years has been momentous, and again we sincerely thank her. Mr Bob Smith, our most helpful mace-bearer for the last five years, retires shortly. We wish him well and I present him with this token of our appreciation. That concludes my report.

#### **QUESTIONS AND ANSWERS:**

There were no questions.