

MINUTES OF THE PROCEEDINGS

at the

Third Meeting of the**COURT**

of the

IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Third Meeting of the Court of Imperial College was held in Lecture Theatre G16, the Sir Alexander Fleming Building, South Kensington Campus at 2:15 p.m. on Friday, 12th February 2010, when there were present:

The Lord Kerr of Kinlochard (Chairman), Professor A. Adam, Mrs. J. Anderson, Mr. E. Astle, Dr. K Batchelor, Professor D. Begg, M.C. Black Esq., the Revd. G. Blacktop, Mr. P. Brown, Professor J. Buckingham, Cllr. D. Burbage, Mr. S. Chopra, Mrs. P. Couttie, Professor A. Cummings, Professor M. Dallman, Dr. M. Dixon, Sir Peter Gershon, , Ms. C. Griffiths, Dr. J.D.G. Groom, Mr. P Hamilton, Mr. D. Hill, Mr. J. James, H.E. N. Jayasinghe, Mr. N.A. Joseph, Dr. S. Khan, Dr. M.P. Knight, Professor Sir Peter Knight, Mr. R. Knowland CBE, Professor J. Kramer, Dr. D Lodge, Ms. R. Lomax, Professor S. Macchietto, Mr. S. Maddison, Dr. M. McGarvey, Mr. J.H.M. Newsum, Mr. S. Newton, Ms. K. Owen, Cllr. M. Page, Dr. V. Payne, Professor C Phillips, Mr. K. Porter, Professor S. Richardson, Professor M. Ritter, Mr. M.W.M. Rowlandson, Dr. M. Sanderson, Mr. J. Sanderson, Dr. M. Shears, Mr. J. Silver, Professor S. Smith, Mr. R. Stracey, Dr. F. Tam, Mr. R. Vinter, Baroness Wilcox, Ms. J. Wilson, Professor D. Wright, the Rector and the Clerk to the Court and Council.

In Attendance:

Ms. A. Joughin-Cooper, Professor T. Virdee and the Assistant Clerk to the Court and Council.

Apologies:

Professor D.J. Andrews, Dr. A. Arnold-Smith, Professor A. Atkinson, Mr. G. Bickerton, Mr. I. Blatchford, Air Vice Marshall D. Couzens, Professor N. Gooderham, Cllr. S. Greenhalgh, Mr. D. Harland, Professor Dame Julia Higgins, Dr. G. Kenney-Wallace, Professor V. Lund, Baroness Manningham-Buller, Professor D. Nethercot, Professor G. Pasvol, Mr. T. Phillips, Eur Ing I. Pollock, Sir Alan Rudge CBE, Mr. M. Shirley, the Lord Tugendhat and the President of the Imperial College Union.

MINUTES

1. The Minutes of the second Meeting of the Court, held on 13th February 2009, were taken as read, confirmed and signed.

MATTERS ARISING

2. There were no matters arising.

REPORT BY THE CHAIRMAN

3. The Chairman opened his Report by offering a special welcome to all the new members of the Court whose first meeting this was, and especially the new Rector, Sir Keith O'Nions. He said he owed members an apology for having had to surprise them in November with the very short notice of a change of Rector at the end of the Year. Explaining the chain of events, he said that in early November Sir Roy Anderson had written to him to say that he wished to return to his academic chair in infectious diseases in the Faculty of Medicine to concentrate on his research and he reminded members that Sir Roy Anderson was a very well respected scientist and a world-leading researcher with a fine academic record. It was with deep regret that the Council had accepted his resignation, although it was pleased that he had wanted to stay on at the College.
4. The Council had reacted to Sir Roy's resignation with two rapid in-house appointments. First, Professor Stephen Richardson, the Principal of the Faculty of Engineering, had stepped up to take on the additional role of Deputy Rector. Second, the Council had asked Professor Sir Keith O'Nions, the Director of the College's Institute of Security Science and Technology, to step into Sir Roy's shoes and serve as Rector. Professor Richardson had, the Chairman said, spent his entire working life at Imperial and was widely respected and admired across the College. Sir Keith had joined the College in July 2008 to set up the new Institute for Security Science and Technology. Between January 2000 and July 2004 he had been Chief Scientific Advisor to the Ministry of Defence and he had then moved to the Department of Trade and Industry, (Now the Department for Innovation, Universities and Skills) to become Director General, Science and Innovation, and Chief Scientific Advisor. He had been the chairman, or a member, of any number of Research Council committees over the last 25 years and had been knighted in 1999 for services to earth sciences. He was therefore eminently qualified to lead the College as its Rector. Happily for Imperial, Sir Keith had readily agreed to step into the breach and serve as the Rector for up to eighteen months. Sir Keith had started on 1st January and was already having an impact. He was clearly enjoying his new position and it was equally clear that the College was enjoying working with him as well.
5. The next step in such circumstances would normally be to begin the process of considering the next long-term appointment for a Rector. However, the Council wanted first to ensure the Rector's job description was right. It was, he said, a particularly heavy job and he asked if it was right to expect one individual to manage such a complex organisation as Imperial, with a £650M budget, 14,000 students and over 7,000 staff delivering world class education and research, and to be the external face of the College, negotiating with governments, stakeholders and funders. The Chairman said he posed these questions, not because he or the Council had any clear answers, but because he thought these questions needed to be addressed. The Council had therefore decided to conduct a wide-ranging governance review, taking in not just the Rector's role, but also the constitutional structure in place for the leadership and management of the College, and in particular the relationship between the Council and the College's executive. Its first task would be to consider the role of the Chief Executive and whether this should be shared. Looking at some of the College's international rivals, the Chairman noted that at Harvard and Yale this role

was split between two serious salaried positions; the President and the Provost and he suggested that the review should consider whether a similar model might be appropriate for Imperial. The next task would be to look at the role of the Council and its relationship with both the Rector and the Management Board and the way authority and responsibility was devolved to them. Finally, he said the role of the Court should also be looked at again. The support and enthusiasm for Imperial shown by members of the Court was hugely appreciated, and he recognised that many members of the Court assisted the College in many practical ways as well. But he queried whether the College was making the best use of the experience and wisdom available on the Court. This question would also have to be considered in the governance review.

6. The review itself would be conducted by a working group of external members of Council, senior executive staff and independent members with extensive experience of governance across a range of institutions in both the public and private sector. The group would be chaired by one of its independent members. He expect that the review would be completed by July this year, which should allow time for its recommendations to be implemented before the search for a new Rector to succeed Sir Keith was commenced.
7. The Chairman was pleased to say that Sir Rob Margetts had agreed to lead the governance review. He had been a member of the College's Council from 1996 to 2004 and so was a long-time friend of the College. He had read Chemical Engineering at Cambridge and was currently the Chairman of Legal and General. He was also a senior non-executive director of Anglo American Plc and a Trustee of the Council for Industry and Higher Education and Chairman of the Energy Technologies Institute. His former roles included: Chairman of BOC Group Plc; Chairman of the Natural Environment Research Council and Vice Chairman of ICI Plc and he had recently been appointed as Non-Executive Chair of the Ordnance Survey. Sir Rob would bring extensive experience from the public and private sectors and the Chairman said he could not think of a better person to conduct this review for Imperial. He knew that Sir Rob would be keen to take evidence from members of the Court and he encouraged members to submit their views and suggestions to the Review Group
8. Saying that he had other governance matters to report, the Chairman advised members that the Council had decided to increase its non-executive members from 10 to a maximum of fourteen. The aim in doing so was to ensure that there would always be an external majority on the Council, something that was a recommended feature of good governance. The necessary changes to the College's Statutes had been swiftly approved by the Privy Council and the College now had three additional Council members: Lord Tugendhat, who was also the Chairman of the Imperial College Healthcare NHS Trust, Imperial's partner in the Academic Health Sciences Centre; Baroness Manningham-Buller; and Rachel Lomax, an old colleague of the Chairman's from Whitehall, who had been the Deputy Governor of the Bank of England and a member of the Monetary Policy Committee between 2003 and 2008. The Council had also had the benefit last year of advice from Sir David Cooksey, who had served for six months on the Council; and of Professor Dame Julia Higgins, former Principal of the Faculty of Engineering, who had joined the Council meetings in her new capacity as Chairman of the Trustees of the Imperial College Union.
9. The Chairman then turned to the College's Academic Health Sciences Centre project. He reminded members that it would integrate the College's and the Hospitals' strategies for service, education and research and would support the translation of Imperial's world-leading medical research into improved patient care. UK medical

research was at the top of the world league tables, but health outcomes in the UK were not. The College believed that this was because of the poor integration of medical research and healthcare that the AHSC sought to address.

10. At the time of the Court's last Meeting, Imperial and five other universities – Cambridge, Oxford, King's, UCL and Manchester - had just submitted applications to the Government to be formally recognised as Academic Health Sciences Centres. In March last year the Department of Health formally had designated five AHSCs, including Imperial; Oxford being the one to miss out. This designation had been awarded after a rigorous six-month review process led by an all-international scrutiny panel of medical experts and the College's designation recognised its international excellence in biomedical research, education and patient care. On behalf of the Court, the Chairman congratulated Professor Steve Smith and all the staff in the Faculty of Medicine and the Imperial College Healthcare NHS Trust who had worked so hard for this excellent outcome.
11. Having achieved AHSC status, the next step was for the Trust to gain Foundation Trust status. Becoming a Foundation Trust would give the Trust much greater control over its own destiny and would allow the College to really drive the translation of world-leading medical research into improved patient care. The Chairman was pleased to say that the application for Foundation Trust status was now well advanced and he hoped that, by this time next year, the Trust would be a Foundation Trust.
12. While these were very exciting developments which could prove to be a watershed in the way in which hospitals managed and delivered healthcare services in this Country, the Council had also been mindful of the potential impact on the College. Imperial College Healthcare NHS Trust was the largest NHS Trust in the country with an annual turnover in excess of £700M. Despite the very close working relationship between the Trust and the College, and the fact that Steve Smith, as well as leading the Faculty of Medicine, was also the CEO of the Trust, Imperial had been careful to maintain a proper distinction between the Trust's activities and those of the College. He assured members that the Trust and the College were now, and would remain in the future, financially independent and that the College would not be liable for the Trust's finances. He acknowledged that there were still significant reputational risks for Imperial, but said that the cause was a good one and he recognised that no great enterprise was without risk; the main thing was that the College and the Council were alert to these risks.
13. Moving on, the Chairman said that he would not say much about the College's finances, as the Chief Operating Officer, Dr. Knight, would shortly take members through the College's annual financial statements. However, he said that the Council was very well aware of the impact of the financial downturn, and in particular the effect it would have on public expenditure. As members would see, the College's current financial position was relatively healthy, but he said it would be extremely imprudent not to plan for the expected reductions in funding. The Government had already announced that funding for Higher Education would be cut by £900M and it was likely that further cuts would come after the election. Last year the College had reviewed its financial forecasts in the light of the general state of the economy and had agreed to reduce budgets this year by 5%. Taking this action now should put Imperial in a stronger position to see out the hard times ahead, but even so, it would be tough and the College would need the support of its friends.
14. Another factor in Imperial's favour was the performance of the College Fund, under Sir Stewart Newton's stewardship. This year had again been an extremely

challenging one for investment funds, with many organisations and portfolios making losses. During this same period, the excellent advice received from the members of the College Fund Board had ensured that the Fund had performed much better than many other investment funds and above expectations. Thanks for this were due to the Chairman of the College Fund Board, Mr. Stewart Newton, as well as to the other Fund Board members, who had led the Fund so wisely.

15. The Chairman then reported that the College had been able to take advantage of a major opportunity last year when it purchased the Woodlands site from the BBC for £28M. The site was close to the College's Hammersmith Campus with very good transport links through White City underground station. It consisted of 6.5 acres which, with further development, could provide up to 80,000m² of usable space for academic and administrative use, as well as providing much-needed accommodation for postgraduate students. This was a major strategic and financial opportunity for the College. The immediate benefits included the ability to free up space for academic use at the overcrowded South Kensington Campus, providing improved facilities for the staff and students at the Hammersmith Campus, additional income opportunities, enhanced nursery provision and, as had already been already noted, badly needed postgraduate accommodation. The Council had also agreed a scheme in Clapham which would provide a further 600 spaces for postgraduate students. The Council had recognised that the Woodlands proposal was extremely attractive and that the College would have to move quickly to secure the site. The Chairman noted that one of the benefits of the current governance structure, which the Council would have to remember in the forthcoming review, was that, unusually for a University, Imperial was able to move very quickly and decisively when necessary, as it had done in this case.
16. Bringing his report to a conclusion, the Chairman said that, in the last few years, Imperial had not only consolidated its position as one of the premier higher education institutions in the country but, in an increasingly competitive international environment, was now recognised as a world-class university. It was clear that the College could not rest on these laurels; it had to continue to develop and to build on its successes if it was to achieve as much in its second century as it had in its first. This was the challenging task facing Sir Keith and the other members of the College's senior management. The Chairman knew that they were devoting considerable thought and effort to this task.
17. Finally, he said that it would be unfair to expect Sir Keith, who had only recently taken up the post of Rector, to report on last year's developments in the College. The Rector's presentation would therefore, for once, be a double-handed affair. Professor Stephen Richardson, the new Deputy Rector, would report on the College's recent achievements, while Sir Keith would deal with its plans for the future.
18. Before moving to the next item, the Chairman was asked how members could contact Sir Rob Margetts to communicate their views on the governance review. The Chairman asked them to contact the Clerk in the first instance, who would ensure that their comments were presented to the Governance Review Group.

ANNUAL FINANCIAL STATEMENTS

19. The Chief Operations Officer, Dr. Knight and gave a presentation on the College's Annual Report and Financial Statements for the Year Ended 31st July 2009. A copy of Dr. Knight's presentation is attached at Annex A.

20. In the presentation, Dr. Knight had reported on the measures the College was taking to manage its costs, including a freeze on external recruitment for non-academic posts and a freeze on bonus payments this year. It was suggested that such measures were fine for a year, but that in the longer term they could be demoralising for staff. He was asked if it was intended to continue these measures in future years. Dr. Knight acknowledged the concern, but said that, in his view, measures such as these had to be revisited every year in the light of the College's current financial performance and its financial forecasts. For this year, it had been agreed that the recruitment and bonus freezes were the right action to take.

REPORT BY THE RECTOR

21. As had been indicated by the Chairman, the Rector's Report was presented to the Court by both the Deputy Rector, Professor Richardson, and the Rector, Professor Sir Keith O'Nions. A copy of their joint presentation is attached as Annex B to these Minutes.

ANY OTHER BUSINESS

22. There was none.

PRESENTATION

23. Following the formal business of the Meeting, the Court received a fascinating presentation from Professor Tejinder Virdee on his work with the Large Hadron Collider at CERN.

A handwritten signature in black ink, appearing to read 'Tejinder Virdee', with a horizontal line underneath.

Imperial College
London

Finance Update February 2010

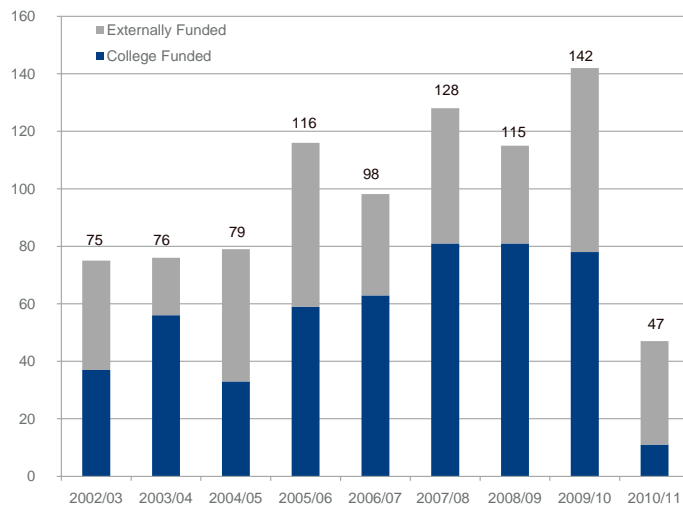
Dr Martin Knight
Chief Operating Officer

Imperial College
London

Financial Performance 2008/09

	2003/04 £m	2007/08 £m	2008/2009 £m	5 yr CAGR %
Turnover	434	603	680	+9
Research Income	171	256	287	+11
HEFCE Grant	132	165	178	+6
Student Fees	55	96	109	+15
College funded capex	59	81	80	
Operating Surplus	(2)	27	17	
Net Cash/(Debt)	(31)	44	28	
Fixed Assets	435	713	787	

Capital Expenditure



Major Projects Completed Since 2002

- Business School - £26m
- Flowers Building - £21m
- RSM/Bessemer major refurbishment - £51m
- Faculty Building - £14m
- Sherfield Building - £8
- Burlington Danes - £60m
- Commonwealth Building - £30m
- Sports Centre - £18m
- Southside - £51m
- Library refurbishment - £11m
- Eastside - £65m

But the storm clouds were gathering

Anticipating future funding reductions the College has taken prompt and timely steps to manage expenditure:

1. Capital expenditure
 - Re-evaluation of programmes not already underway
 - Evaluation of what planned projects are critical
2. Operating costs
 - External recruitment
 - Bonuses
 - Activities to be stopped
 - Process changes
3. Create new sources of income and reduce reliance on Government funding
 - College Fund
 - Innovations
 - Commercial Opportunities

College Borrowing

- College has established debt facilities————→ borrow for strategic investment

Borrowing	Value (£m)	Interest Rate	Date Borrowed	Maturing
30 Year Senior Note 2033	50	5.39% fixed	2003	2033
15 Year EIB Floating Rate loan	23.2	c.0.9%	2005	2020
50 Year Senior Note	50	4.84% fixed	2006	2056
15 Year EIB Floating Rate loan	50	c.0.9%	2008	2023

The College Fund

Established August 2007

Purpose: to hold and manage the College's non-core assets with an explicit investment focus

————→ to create freely disposable capital and reduce reliance on Government Funding

- The Fund's value increased by 12.2% in 2008/09
 - Total assets: £240m
 - The Fund's value as at 31 Jan 2010: £288m
- The Fund is split into:
 1. Unitised Investment Portfolio: £71m
 2. Special Circumstances Portfolio: £217m
 - Property: £111m
 - Imperial Innovations: £146m

The 3 Constituent Parts

	Consolidated (£m)	College Fund (£m)	Imperial Innovations (£m)	University (£m)
Surplus after exceptional items	14	15	2	(3)
Fixed assets	787	53	38	695
Net cash/(debt)	28	6	31	(9)

The Sound Platform

The College is in a good financial position, based on frugal financial management and forward thinking.

This gives us the capacity to take advantage of opportunities:

There are two key examples:

1. Winstanley Road
2. Woodlands

Winstanley Rd

- The Postgraduate Accommodation Policy – 25% of population
- The College currently only offers 330 PG bed spaces in Ealing, for our community of 4762 full-time postgraduate students
- A joint venture scheme for a 450 bed postgraduate accommodation development, on a 1.2 acre site in Wandsworth
- The College Fund committed equity of £5.5m.
 - It is estimated that the IRR on the cash investment will be c.16%
- Planning consent was received on 16 September 2009
- It will open in 2012, latest

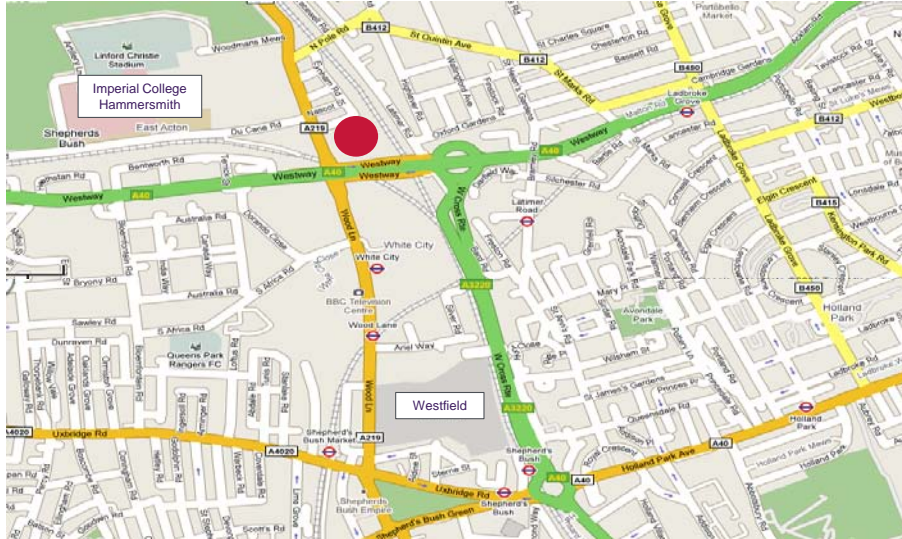
Woodlands – Imperial's lung

Woodlands was a rare opportunity to buy a large central London freehold asset

- The South Kensington density issue (10 acres and 3.2m sq. ft)
- 7.5 acre site
- 500m from the College's Hammersmith campus
- Quality existing buildings – including Sports Centre, crèche, catering facilities
- Development potential from 250,000 to 1m sq. ft

Woodlands

Location



Woodlands: Proposed Uses



- | | |
|--|--|
| <p>A ACADEMIC
Imperial College Uses: Academic Incubator</p> <p>B POSTGRADUATE STUDENT ACCOMMODATION
600 Postgraduate Rooms
Private gardens</p> <p>C UNDERGRADUATE STUDENT ACCOMMODATION
660 Undergraduate Rooms
GP Surgery
Crèche
Communal Space
Café / Bar
External Space
Data Centre</p> <p>D COMMERCIAL OFFICES
Commercial Offices / Imperial Uses
Showroom potential</p> <p>E COMMERCIAL 150+ BED HOTEL
Health Club + Pool</p> <p>F COMMERCIAL RESIDENTIAL</p> | <p>G ACADEMIC/ RETAIL
Ground Floor - Retail
Upper Floors - Imperial Uses
Offices
Conference</p> <p>H CAFE / BAR/COMMUNAL</p> <p>J PRIVATE RESIDENTIAL UNITS</p> |
|--|--|

What does the future hold?

Key Risks:

- Government funding
- Research Contract funds:
 - Research Councils
 - Charities
 - Industry
- Overseas students dependency
- Pensions
- **A sombre planning environment**

Imperial College
London

Report to the Court 2010

Professor Stephen Richardson FEng, Deputy Rector
Sir Keith O’Nions FRS, Rector

Imperial College
London

Imperial at a glance

Established 1907

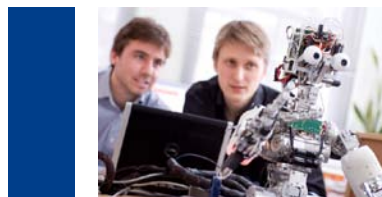
Objectives

- world-class scholarship, education & research in science, technology, medicine & business
- interdisciplinary collaborations
- communicate & share knowledge



Faculties

- Business School
- Engineering
- Medicine
- Natural Sciences



Imperial today

5th=Imperial's world
university ranking
(*THE*)

13

Top 10 departments
for undergraduate
courses (*Guardian*)

93.3%

Top for % graduates
in graduate-level jobs
(*Sunday Times*)

73%

Highest % leading &
internationally
excellent research in
UK (RAE 2008)

35%

Of our staff are
International

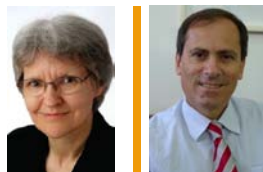
£286M

Research income in
2008-2009

Recognition of staff quality

New Fellows of Royal Society

Current total - 67

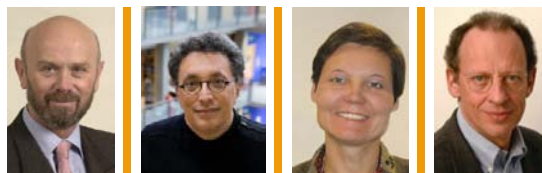
Martin Buck, Michael Duff,
Robert Ainsworth (Visiting Professor)**New Fellows of Royal Academy of Engineering**

Current total - 69

Nina Thornhill, Mehmet Imregun

Fellows of Academy of Medical Science

Current total - 78

Neil Poulter, Michael Schneider,
Marina Botto, Elio Riboli

Recognition of staff quality

Queen's Birthday Honours

Anne Dell (Life Sciences)
Caroline Shuldham (NHLI)



New Year's Honours

Donal Bradley (Physics)
Melanie Thody (Outreach)
Sue Ion (Visiting Professor, Materials)



Recognition of excellence

First EIT Knowledge & Innovation Community bids

Multi-million euro initiatives

- Climate KIC
- ICT KIC



Grantham Institute Briefing & Discussion Papers

Channelling expertise into recommendations for mitigating climate change

- Solar energy
- Science of climate change in Africa



Developing research

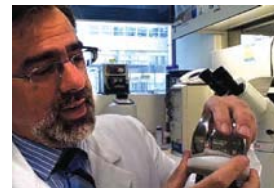
UK Transport Research Centre

- Joint £7.2M research centre
- Contributing to transport policy



Centre of Excellence in Medical Engineering for Osteoarthritis

- £11M grant for developing new devices to detect & monitor osteoarthritis



Junior Research Fellows

- £3.6M investment
- First cohort started October 2009
- 3 years free from teaching & administration
- Competitive salary & laboratory support costs



Imperial College
London

Education

Imperial College
London

Student experience



85% satisfaction levels
82% UK university sector average

Two areas to address

- assessment
- feedback

**Student Academic Experience
Working Party** examining ways
to improve these areas



Graduate Employability

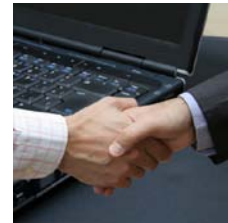
THE SUNDAY TIMES

- 1st in graduate employability
- 93.3% of 2008 leavers in graduate-level jobs
- 2nd-highest graduate starting salaries in UK



guardian

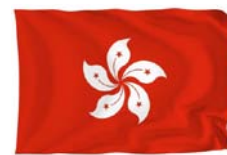
- 2nd in top 10 UK universities for graduate job prospects



International Education

Joint PhD programmes

- National University of Singapore
- Nanyang Technological University, Singapore
- University of Hong Kong



Singapore Medical School

Final stages of negotiation
with Singapore government



Translation

Translating research into solutions

Imperial Innovations

- 1st majority university-owned technology transfer company to float in UK
- Over £14M invested in 20 companies
- Portfolio of businesses raised over £41M
- 4 businesses sold
- 328 inventions disclosed & 50 patents filed
- £5.3M profit & 7% increase in net asset value



Academic Health Science Centre

Imperial awarded AHSC accreditation by DoH in March 2009 (1 of 5 in UK)
International excellence in biomedical research, education & patient care
Steve Smith named Innovator of the Year in NHS Leadership Awards

Our Community

Community

Reach Out Lab

- Learning space to engage school children with university science
- School pilot programme introduced in Summer



Graduate internship programme

- 6-month placements within College department
- Enhancing employability through real work experience



College chefs win The University Caterers Organisation (TUCO) Chef's Challenge 2009

- Competed against 11 UK university teams
- Won Gold Award for 4-course creation



Diversity

Imperial in Stonewall Top 100

- 1 of 2 universities in list of best LGBT employers
- Focus on improving inclusivity & equality for LGBT staff



Athena Silver SWAN awards

- 4 departments awarded Silver Swan status



'100 Women – 100 Visions' at City Hall

- WSET Society - organised portraits of Imperial women
- Month-long exhibition
 - engage school-children
 - encourage girls to consider science

Influence

Michelle Obama - visited Maggie's Cancer Caring Centre, Charing Cross

Bill Gates - discussed research into diseases that blight health of underprivileged populations across world

David Cameron - delivered speech on balance of power between citizen & state

Gordon Brown - discussed economic recovery with academics & launched Office for Life Sciences Blueprint

George Osborne - presented his party's strategy for reducing carbon dioxide emissions

President Kagame of Rwanda - formalised commitment for educational & scientific cooperation with Imperial



Estate

Transforming South Kensington

Renovated Prince's Gardens opened by
Mayor of London

"This is London's true seat of wisdom and it is unrivalled."

Newly-refurbished square includes

- Southside & Eastside halls of residence (866 beds)
- Ethos Sports Centre
- Institute of Mathematical Sciences
- Conference facilities
- Commercial properties (College Fund)



Improving and transforming our campuses



'Grodome' roof garden

- London's only (£1M) rooftop 'greenhouse' - on top of Roderic Hill building
- Enables scientists to grow large quantities of plants for experiments



L-Block, Hammersmith Campus

- £99M 6-storey scientific research building - flagship facility for AHSC
- Integrate patient-centred research with translational science activity
 - Scheduled for occupation in 2012

Changes to the Estate

Wye - old campus

No further teaching or research at Wye

New tenant being actively sought by Savills, Imperial's property agents

Woodlands - new campus

£28M freehold purchase of 7 acre site from BBC

- Create new teaching/research/administration facilities
- Provide quality student accommodation
- Explore collaborative work with BBC



Sustainability

College-wide campaign

- Ranked 62nd in People & Planet Green League 2009 (108th in 2008)
- Committed to 20% carbon emissions reduction by 2014 (2007/08 baseline), as part of Carbon Trust Higher Education Carbon Programme
- 1st UK university to halve amount of construction waste sent to landfill by 2010



The year ahead

Outlook for 2010

The economic climate

- HEFCE grant allocation to be announced 18 March
- Fees review – report due after the election

Imperial is in a very strong position

- Our research makes valuable contributions to society and economy
 - Strong core disciplines of science, engineering, medicine and business
- Demand for an Imperial education has increased
 - Overseas UG applicants up by 900 on last year
- Responsible and precautionary approach to financial strategy

Priorities for 2010

Focus on core disciplines, and people

Enhancing the student experience

- Quality Assurance Agency quinquennial visit this week
 - Confidence that Imperial offers the highest quality of education
 - Final report in public domain

Imperial private medical school in Singapore

- Due to open 2013

Priorities for 2010

Strategy development process

- Define priorities for 2010-15 in core themes:
 - Research
 - Education
 - Translationand enabling themes:
 - Resources
 - Organisation
 - Influence
- Wide consultation among staff
- Published summer 2010