Contents

Page 2  Vice-Chancellor’s Introduction
Page 4  Investing in the Future: Manor Park
Page 6  Highlights of the Year: Part One
Page 8  Sport at Surrey: “Active for Life”
Page 10 Learning for a Complex World
Page 12 Researching Lifestyle Change and Environmental Impact
Page 14 Innovative Student Support
Page 16 Highlights of the Year: Part Two
Page 18 The Changing Face of the Students’ Union
Page 20 Senior Management
Page 22 High Officers
Page 26 Facts and Figures
Page 28 Associated Institutions
Vice-Chancellor’s Introduction

It is with particular satisfaction that I introduce this Annual Report, as it is the first to cover a full period during which I have had the honour of being Vice-Chancellor and Chief Executive. It is also the first publication that brings to life our new brand and visual identity, creating a distinctive platform from which to continue the University’s strong presence in the higher education arena. The last year has been an enjoyable one for me personally and I am proud to have been associated with so many notable achievements, a few of which are cited through this review.

Our dual focus for this Annual Report is innovation and enterprise, two aspects of the University’s work that consistently run through all that we strive to achieve. As I hope this Report identifies, innovation and enterprise apply as much to our plans for the University moving forward, as to the teaching and research undertaken by our staff.

Enterprise is often considered an individualistic trait, but I believe it is one of this University’s strengths that so many of our greatest achievements come from the concerted efforts of teams of people. It is the hard work of these teams, from across the entire spectrum of the University’s activities, which we wish to highlight and celebrate over the following pages.

As many of you know, the University’s roots in enterprise and innovation go back 40 years to the days when it was Battersea Polytechnic, and when Sir Alexander Isigonis, designer of the Mini, was a student there, and to when Sir George Edwards, leader of the UK’s team on the Concorde project, was its first Pro Chancellor. It is this spirit that survives, and indeed flourishes, today. We continue to have many enterprising individuals and activities of which we can be proud. For example, in September 2006 Universities UK published Eureka UK, a book that highlighted 100 major discoveries and inventions by UK academics that have changed the world – Surrey had three citations in the publication and was amongst the top ten UK institutions with three or more references.

I was also delighted with the rankings that we achieved in the league tables last year. Surrey was ranked 12th out of 122 universities in The Guardian University League Table. We achieved first place in two subjects, namely Civil Engineering and Tourism. Further, in 21 of the 23 subjects on which we were assessed, I am proud to write that we were in the top twenty nationwide. In The Times Good University Guide, we also performed well and were placed 15th in the country for the number of subjects ranked in the top ten. Once again, we are cited by the Sunday Times Good University Guide as having the most consistently low graduate unemployment rates – indeed the lowest outright over the last decade.

Other highlights of 2005/2006 include:

• In December 2005, whilst most of the University was enjoying a well-earned Christmas break, staff from Surrey Satellite Technology Limited, one of the University’s most celebrated spin-outs, launched the GIOVE-A satellite, a £35m European Space Agency project. The test satellite broadcasts the very first Galileo signals from space, and together with its sister satellite, GIOVE-B, is trialling new technology that is expected to make a real difference to people’s lives through improved satellite navigation. The system will be used by many sectors, including emergency services. Our Surrey engineers played a leading role in this ambitious European space programme. Working to a very demanding timescale, they built and launched this satellite in record time.
In May 2006, Professor David Kirby, our Professor of Entrepreneurship, became the recipient of the Queen’s Award for Enterprise Promotion. The award celebrated and recognised David’s outstanding and significant role in promoting enterprise skills and attitudes in others in the UK. In addition, some of David’s students from the School of Management secured second place in the prestigious European Confederation of Junior Enterprises competition, beating teams from leading European business schools in the process.

• The School of Engineering, through its Centre for Osmosis Research and Applications, continued to make real progress in developing its research on reverse osmosis and water purification – an achievement noteworthy for its potential to make a great contribution to the environment and humanity. Also during this year, its Director, Dr Adel Sharif, was awarded the prestigious Royal Society Brian Mercer Award for Innovation.

• During the year, UniSight strengthened and streamlined its operation. The research and enterprise support arm of the University redesigned its structure to encourage more spin-outs from our research. Additionally, in February 2006, we established a formal relationship with IP Group plc. This partnership means that the process of commercialising new ideas and taking the resulting businesses to the public markets will happen more quickly.

• In addition, our Research Park has gone from strength to strength through its support of a wide range of companies that span the full spectrum of business and industry sectors. The Park’s companies have continued to forge strong and productive links with the University. For example, SETsquared and the Surrey Enterprise Hub have helped to develop some of the most interesting and fast-growing companies on the Park, ranging from those working on semiconductors to those investigating antibiotics to combat drug-resistant strains of MRSA.

• The year also saw Professor Roland Clift, Centre for Environmental Strategy, and Dr Malcolm Parry, Director of the Surrey Research Park, honoured in the Queen’s New Year’s and Birthday Lists respectively. Roland received a CBE, having previously been awarded an OBE, and Malcolm was the proud recipient of an OBE.

Here at Surrey, innovation is not just restricted to the scientific and technological disciplines. Medicine and dance, amongst others, both exhibit an approach that is new, exciting and important:

• The Postgraduate School of Medicine has developed a system for observing minimal non-invasive surgery remotely, allowing surgeons at the University to advise on operations happening on other sites or indeed on the other side of the world.

• UniSPORT and the Department of Dance Studies have created Campusdance, the biggest dance programme of any British university, which offers dance classes and courses for students, staff and local people.

One of the most important developments this year has been the opening of our Manor Park site. This new development adds to our growing complement of high-quality residential accommodation and academic facilities. Importantly, this phase of development has meant that we are now able to accommodate even more of our student population and as our numbers grow this additional space is crucial. The plans for Manor Park will provide us with state-of-the-art facilities, and over time I am confident that it will become a major part of the University.

As with any annual review, it is a challenge to select the successes and achievements to highlight in this Report from the many that I could choose from during the past year. Indeed, as I write, I am certain that my next Annual Report will be no exception. So far, 2006/2007 has proved to be every bit as full as the preceding year – as we further develop our Manor Park site and importantly re-organise our internal structure to position Surrey better in the changing economic climate in higher education. In the meantime, I hope that this Annual Report provides you with an enjoyable flavour of the activity and achievements of the University over the past year.
Investing in the Future: Manor Park

“This University has a unique opportunity to develop the Manor Park site in a holistic way.”

Greg Melly, Director of Corporate Services
One of the most important and complex activities undertaken by the University during 2005/06 was the initial phase of the Manor Park site. Intended to help achieve the University's ambitions for growth over the coming decades, Manor Park will ultimately double the size of the University's estate, creating a significant extension to the existing Stag Hill campus.

Phase one of the project – involving £31m of investment – was completed in August 2006 thanks to the hard work of a team drawn from across the University, including the planning team, led by Dr Malcolm Parry. As it now stands, Manor Park provides high-quality accommodation for 683 students and 50 staff, representing a 20 per cent increase in student residences at Surrey.

Delivering phase one was an enormous challenge, as Derry Caleb, Director of Estates and Facilities, admitted, but he also said that “the Manor Park development team has been committed to making the campus the best environment in which to learn and live.” Environmental awareness, at the heart of Surrey's ethos, meant that energy management and sustainability were key considerations for the project’s design team, led by Construction Director, Dr Steve Baker. The use of traditional materials like slate and timber, native trees for landscaping, and sensitive environmental design meant that the development received an 'Excellent' standard under the Building Research Establishment's Environmental Assessment Method.

To ensure that students and academics can move between Manor Park and Stag Hill, the University is providing a bus service linking the two campuses, a service also open to local people. If they prefer to travel on two wheels rather than four, students can rent bicycles and use the new cycle paths being provided.

“This University has a unique opportunity to develop the Manor Park site in a holistic way,” says Greg Melly, Director of Corporate Services. “We aim to improve our sports amenities too, which will mean we can move forward to offer more accessible facilities for use by the University and the wider community.”

Work continues on the site, but the Manor Park team can look back on a year in which much was achieved.
Highlights of the Year: Part One

It was a year of awards, achievements and firsts for Management and Law. Tourism was rated number 1 in The Guardian League Table, an added bonus during the celebrations of the University’s 40th anniversary, which saw the University host the Cutting Edge Tourism Conference. Congratulations also went to Drs Laura Costanzo and Anna Watson who were selected by the Advanced Institute of Management (AIM) to become part of the prestigious AIM Scholar’s Pool.

Professor David Airey won the Ulysses Award for 2006 from the United Nations World Tourism Organization and became the first European ever to do so. The award is made to an individual who has made a particular contribution to the development of tourism education and research. Not to be outdone, Maryam Khorassani, a first-year law student, beat over 300 of the finest legal minds in Europe and beyond to secure one of very few places at the European Spring Institute held in Prague.

Constant innovation in all areas is key, a fact which was recognised and confirmed by the launch of a new Centre for Management Learning and Development and the University’s decision to host the 2006 Leadership Skills Conference. The Law Department also saw a gap in the market and used a one-hour TV documentary about their degree programmes as a marketing tool to potential students, resulting in an upturn in student applications, when across the country numbers were falling.

Research projects continue to go from strength to strength. A study of shoppers’ reactions to supermarkets in the 1950s was started, as was the way older people interact with all aspects of food from shopping to dining.
Finally, great teamwork was shown by all the staff and students in the School of Management in winning accreditation by the Association to Advance Collegiate Schools of Business. The award was made after a rigorous application and assessment process culminating in a visit from an accreditation panel. Surrey is now one of only ten institutions in the UK to gain this prestigious accreditation.

Exciting research projects and innovative teaching ensured that health-related disciplines at Surrey continued to go from strength to strength this year.

Vital research in the field of cancer will assist clinicians to improve the care and treatment of thousands of patients. Particularly noteworthy is the work of Professor Hardev Pandha and his team who are developing a vaccine for prostate cancer, the announcement that the Postgraduate Medical School will house one of only five Bowel Cancer Screening Hubs in the country, the launch of gynaecological cancer charity GRACE, and research led by lecturer Alison Nightingale and consultant surgeon Simon Butler-Manuel into the psychological effects of cervical cancer on women sufferers and their partners.

Patients with diabetes could also benefit from Surrey's expertise as research is ongoing into the causes and treatment of insulin resistance, and how dietary supplements can boost insulin sensitivity. Nutrition is a particular area of strength at Surrey, with recent research looking at subjects as varied as bone health, eggs as part of a healthy diet, whether dieting in a group or alone is likely to lead to longer term weight-loss, and how diet can alleviate some symptoms of arthritis.

Research carried out at Surrey will assist healthcare professionals in their duties, but the clinical skills needed to implement any new clinical processes are vital too, which is why Surrey is proud to continue to produce some of the most employable nurses, midwives and Operating Department Practitioners in the country. Practical research, from which the students can benefit, into areas such as nursing ethics and the experiences of non-UK nurses ensures that we remain ahead of the competition.

Other recent advances to develop clinical skills include the introduction of new programmes such as the MSc in Advanced Gynaecological Endoscopy, and the opening of new facilities including the Minimal Access Therapy Training Unit and the Clinical Research Centre.

Health and medical research is founded on a strong scientific grounding in biology and chemistry, so it is also gratifying that Professor John Jones was awarded the prestigious Becquerel Medal of the Royal Society of Chemistry, and that the department is looking to the future by organising exciting Festivals of Chemistry and revision study days for A level students to ensure the future of these disciplines for the benefit of us all.
Sport at Surrey: “Active for Life”

“We try to show people that sport can make them feel good, and that achievement in sport can spill into other areas of life.”

Barry Hitchcock, Director of Sport
The University of Surrey believes that a world-class educational institution needs world-class sporting facilities and should place sport at the centre of its activities. Based on this conviction, Surrey has created a new focus that emphasises the importance of sport and healthy living within the University and everyday life. This is epitomised by the ethic of UniSPORT, Surrey's Sport and Recreation department: "Active for Life".

Community and accessibility have been key themes during 2005/06. Director of Sport, Barry Hitchcock, understands this to mean that, crucially, all students and staff should get involved and see sports' wider benefits to their lives: "We try to show people that sport can make them feel good, and that achievement in sport can spill into other areas of life."

Perhaps the most interesting aspects of UniSPORT's work are those programmes one would not traditionally consider to be the domain of a sport department. UniSPORT's activities have included:

- A grass roots level crime-reduction scheme which works at re-engaging and re-integrating children with criminal records.
- A 12-week childhood obesity programme which concentrated on instilling an understanding of healthy eating and renewed self-confidence in participants.
- A weekly Special Needs Sports Club for children, which also offered students the chance to help out as volunteer supervisors.
- In addition, UniSPORT has strengthened its links with Surrey's Department of Dance Studies, creating Campusdance, the biggest dance programme of any British university, which offers dance classes and courses for students, staff and local people.

On a more traditional footing, Dan Brown at UniSPORT helped organise Surrey's hosting of the annual Training 4 Success conference, which aims to inspire athletes to achieve at the highest possible level. This reflected a focus on motivating and educating athletes, as implemented in the Talented Athletes Scholarship Scheme (TASS), a Government-funded programme that provides a support system for athletes, as well as a £3,000 scholarship.

The most outstanding individual achievement by a UniSPORT colleague, however, came from Vicki Hansford, Sports Development Officer. She broke the world record on her way to becoming world champion in the mixed coxed fours adaptive rowing at the World Rowing Championships, held at Eton in August 2006.
“Our professional training programmes have helped Surrey achieve an excellent graduate employment record. Now SEEPBE offers the opportunity to take our understanding and good practices to another level so that our students gain even more from their experience.”

Professor Norman Jackson, Director of SEEPBE
Surrey’s professional training year, used by nearly 70 per cent of our undergraduates to gain experience of the realities of working life, has always been one of the most distinctive and valued parts of the Surrey student experience.

2006 saw the successful launch of the Surrey Centre for Excellence for Professional Training and Education (SCEPTRE), which will enable the University to build upon its proud heritage of preparing undergraduates for employment.

SCEPTRE is the result of a £3.4 million Government grant over five years, awarded in recognition of the excellence the University has achieved in the employability of its graduates. "While a number of Centres for Excellence are interested in preparing students for specific professions, SCEPTRE is the only Centre that is interested in professional formation across all subject areas," says Professor Norman Jackson, Director of SCEPTRE.

"Our professional training programmes have helped Surrey achieve an excellent graduate employment record. Now SCEPTRE offers the opportunity to take our understanding and good practices to another level so that our students gain even more from their experience."

With a core team of five staff, and a growing network of enthusiastic colleagues and Fellows, SCEPTRE aims to support professional training across the whole University by becoming the focal point for community building and the exchange of knowledge for practice. Norman wants SCEPTRE to take "an appreciative approach to identifying the methods and relationships that yield success ... We’re not attached to any particular School or area of the University, and we want to help establish a Surrey-wide community dedicated to preparing students for a lifetime of learning in a complex world."

The large scale wall murals in SCEPTRE make one immediately aware that this is an environment like no other in the University: an environment that is designed to maximise creativity and collaboration. Cutting-edge networked audio-visual technology allows discussions to develop far beyond the bounds of conventional meetings. Floor-to-ceiling write-on-wipe-clean walls are designed to encourage free-thinking and visual conversation. “These walls seem to give people the space and freedom to express themselves in ways that rarely show in more traditional university environments,” says Jo Tait, SCEPTRE’s Assistant Director. “By supporting and facilitating creativity we want to encourage lively engagement in professional learning. This way of working will benefit staff, students, networks and, in the long term, could influence higher education across the board.”

"In our first year, SCEPTRE has focused on building relationships with colleagues who are involved in professional training," says Clare Dowding, Centre Manager. “We’re building an appreciation of what works and what is valued by students. Our role is to understand, develop and disseminate through a University-wide network."

Alongside SCEPTRE’s work and the ongoing success of Surrey’s professional training year, personal development planning continues to form a key element of student services across the campus. Penny Burden, Head of Skills and Personal Development, her team and the Personal Development Task Force continue to help students gain the necessary skills to make the step between education and employment.

“Our track record of producing adaptable, employable students with a range of skills can be attributed to Surrey’s sense that personal development is a holistic process – something which goes way beyond asking students and staff to tick boxes,” says Penny.

This should all mean that current and future students can continue to expect a learning experience with a difference ... and a great chance of making their way in the world when they graduate.
The overall aim of RESOLVE is to develop a robust understanding of the links between lifestyle, social values and the environment. In particular, as a team we’re hoping to provide advice to policy makers in the UK and around the world who are seeking to understand and influence the behaviour and practices of energy consumers.

Professor Tim Jackson, Director of RESOLVE Research Group
Over the past year, the environment as an issue has risen up the political and public agenda. Much of the debate has focused on how we can be persuaded to live in a more environmentally and socially responsible way.

Changing the way we live – how we travel to work, what we eat, where we go on holiday, for example – has for some time been the goal of those involved in environmental and social policy. Governments across the world, including the UK, have gone as far as labelling climate change as the greatest challenge facing the human race.

But the lack of meaningful progress in changing our attitudes to environmental and social issues demonstrates the limitations of policies. Although efforts such as the climate change levy and the EU Emissions Trading Scheme may, over the course of time, bring about significant change, none address what is widely considered the fundamental crux of environmental policy, namely lifestyle change.

The ESRC Research Group on Lifestyles, Values and Environment (RESOLVE) is an innovative grouping of four internationally acclaimed University of Surrey departments: the Centre for Environmental Strategy, the Department of Sociology, the Environmental Psychology Research Group and the Surrey Energy Economics Centre. The close collaboration between the departments is intended to produce innovative answers to the challenges of consumers’ behaviour, ultimately aiming to suggest how we limit our damage to the environment.

Funded for five years under the Research Council’s Energy Programme, RESOLVE was launched in May 2006 under the leadership of Professor Tim Jackson. Given its potential implications for the world we live in, the importance and potential significance of the RESOLVE team’s work cannot be underestimated.

“The overall aim of RESOLVE,” says Tim, “is to develop a robust understanding of the links between lifestyle, social values and the environment. In particular, as a team we’re hoping to provide advice to policy makers in the UK and around the world who are seeking to understand and influence the behaviour and practices of energy consumers.”

RESOLVE’s Administrative Co-ordinator, Wendy Day, says: “The research won’t be completed until 2011, but we are hoping the benefits of this work will start to be felt and will clearly demonstrate how Surrey’s research can have a real impact on the world.”
Innovative Student Support

“Mentoring is an empowering process with an emphasis on individuals solving their own problems.”

Carol Main, Mentoring Scheme Co-ordinator
Given the diverse nature of Surrey's 12,500 students, and the broad variety of support needs they have, it is unsurprising that the numerous departments that constitute the University's student support services play a crucial role in student life. During 2005/06 the team has integrated its staff and student counselling services and is developing a contemporary model of support, which is specific and more relevant to higher education.

"We are at the forefront in terms of counselling," says David Dickinson, Head of Student Care Services. "We recognise that students are in the middle of a process of education and change. Our approaches are holistic and proactive. We aim to find out and deliver in a focused way the help that students need to get through their degree."

Part of this new approach has included:

• Restructuring healthcare services to run an enhanced provision, including more nurse-led clinics.

• Offering a weekly sexual health clinic and family planning advice.

This extension of services means that the department has developed better links with external partners in the NHS and so has more capacity for tackling key issues such as eating disorders, smoking and alcohol abuse.

Over the course of the year there have been some notable achievements within the services. Complementing the prior award of the Matrix Standard (a national quality award) to the careers office, the Student Advice & Information Service received a Quality Mark from the Legal Services Commission in recognition of the quality of its advice to students. The Service was also selected to participate in a national financial capability campaign run by the Financial Services Authority.

In addition to these existing services, the planning of a new mentoring scheme for Manor Park has been a key focus this year. Run by students for students, the mentoring scheme aims to ensure that individual support at the new residences is more intensive and more relevant than existing residential support. It focuses on visiting students before problems develop, so that they know who to approach and feel comfortable doing so.

By training these mentors and providing performance management to ensure that they are accountable, Carol Main, the scheme's co-ordinator, says it gives students a more important role: "They provide advice and information, identify difficulties in advance and can follow up problems. It is an empowering process with an emphasis on individuals solving their own problems, and which provides a better insight into the student community than we have ever had before."
A university should be a place to understand the human condition and to nourish it, which is why Surrey is determined to continue to spearhead work in the fields of psychology and sociology, languages and the arts.

According to Professor Nick Emile's research, gossip is what marks us out as different and makes us human, but with his colleagues in the Digital World Research Centre investigating the possibilities of conversing with robots - how long will his theory ring true?

Communication between cultures is as vital as communication between individuals, so it was an honour that the University hosted a prestigious International Translation Symposium allowing experts from around the world to exchange ideas and best practice. It is not only language that helps us understand people from other backgrounds, according to research by the Centre for Research on Nationalism, Ethnicity and Multiculturalism into new Polish migrants in the UK, which provided an insight into their lives and experiences.

Music and dance also allow us to express our innermost thoughts and feelings, and at Surrey we are fortunate to experience a huge array of concerts, performances and workshops. There is something for everyone, from dance classes for children to regular lunchtime performances by our talented students and a wide range of guest artists.

This work not only enriches our lives, but also helps us to change our behaviour both on a personal and societal level. Examples include using psychology to increase recycling rates, and investigating some of the causes of poverty with a view to changing policy and service provision to improve people's lives.

Many colleagues have been honoured this year and two highlights should be mentioned. Professor Jennifer Brown was awarded the President's Award by the International Association of Women Police Officers for her work over the last 15 years in improving the lot of women police officers. The award is particularly significant as she is the first non-police officer to be given it.

Professor Francis Rumsey, Director of Research at the Institute of Sound Recording, was invited to join EPSRC's new Peer Review College, the body which helps the EPSRC to allocate funding in the UK. He is particularly keen to be able to contribute to the review of the growing volume of trans-disciplinary research that is being undertaken, and as such exemplifies what is best about Surrey.
2005/06 was a year in which many of the University’s leading engineers, mathematicians and physicists were honoured. To name but a few, Professor Roland Clift added a CBE to his existing OBE; the Vice-Chancellor, Professor Snowden, was elected as Vice-President to the Board of Trustees of the Institution of Engineering & Technology, as well as being elected as a member of the Engineering and Physical Sciences Research Council; Professor Hussein Al-Shahristani was re-elected to the Iraqi parliament and named Minister for Oil; and both Professor Alf Adams and Professor Sir Martin Sweeting were named in a national newspaper as two of the ten Britons who shaped our world for their work on quantum well lasers and microsatellites respectively.

On the theme of satellites, BEIJING-1, TopSat and GIOVE-A were all launched successfully, ensuring that Surrey retains its reputation as one of the leading research centres in aerospace engineering. GIOVE-A is the first satellite of the joint European Space Agency/European Union Trans European Networks Galileo programme. Due to be operational in 2010, the civil system will comprise 30 satellites and is designed not only to complement the existing US Global Positioning System but also to provide additional value added and safety critical services.

Nanotechnology was one of the media buzzwords of the year and the Advanced Technology Institute made great strides in securing new contracts, spearheading research in the field, and explaining to the general public the potential benefits of nanotechnology in areas ranging from cancer treatments to energy efficiency.

The Physics Department marked the start of the centenary year of teaching physics at Surrey and Battersea by engaging the public in science via numerous TV appearances and a local public lecture, ‘Nuclear or Renewables’, in which the people of Guildford were able to hear from a number of experts in the field and decide how the UK should meet its future energy needs.

Other notable successes included the University’s continuing work on researching all aspects of the environment, from the water we drink to the air we breathe; and work in ensuring that mobile communications become ever more efficient.

Our students, the next generation of engineers and scientists, also deserve a mention, both for their teamwork, exemplified by the work done at Brooklands to rebuild Concorde, and their personal achievements, such as Paul Chester winning the NAFEMS Innovation Award.
The Changing Face of the Students’ Union

“Helping students develop their skills and networks in a way that benefits both them and the community.”

Andy Blair, Deputy Director, Students’ Union
The period 2005/06 has been a time of real change for the Students’ Union, with the implementation of a new five-year strategy. The new strategy reflects the changed role of the Students’ Union, which has altered greatly over the past few years. As an organisation it is playing an increasingly active part in the day-to-day lives of its student members and now has a new constitution and governance structure that reflects this.

The sabbatical team – Greg Scott, President; Gabby Sholik, Vice-President Education & Welfare; Thayana de Paula, Vice-President Societies & Culture; and Nick Short, Vice-President Sports & Recreation – were well equipped to oversee the adoption of the new approach, as they are each from different continents and at different stages of study. Greg said this meant that the team was “more representative of our culturally diverse student population than ever before.”

Placing student welfare at the heart of Union activity is a key part of the new constitution, which seeks to better integrate the academic and non-academic parts of the Union’s duties. This has been further supported by the creation of the Representation & Welfare Unit, with two permanent members of staff as well as the elected sabbatical representative. However, to have been fully successful in achieving this change required a wider cultural shift in how the Union perceived its own activities and objectives.

Andy Blair, Deputy Director of the Students’ Union, described the Union’s changed focus as ‘social enterprise’, which he explained as “helping students develop their skills and networks in a way that benefits both them and the community”.

The ‘V Project’, for instance, is a volunteering scheme that enables students to take part in local community schemes. The ‘DAVE project’, run by student volunteers since 2001, holds seminars and workshops to develop students’ personal skills across a wide range of areas, including time management, interpersonal communication and team working. It is designed to benefit students’ social and academic activities as well as making them more employable in the future. The programme is supported by a range of internal and external bodies, including FUSE (Future University of Surrey Entrepreneurs), the University’s Careers Service, the National Union of Students, as well as a number of major corporate sponsors. Students have clearly embraced social enterprise, as the Union has already broken its 2007 participation targets, and this year DAVE helped over 450 students, a 35 per cent increase from last year.

Growth is visible elsewhere, too. The number of societies has increased to 72 – with more and more continuing to be created every month – and many of the sports clubs have been amalgamated to maximise sponsorship and increase base participation. This has created particular success within adventure sports, which now boast the largest membership.

Encouraging a sense of social purpose to activities and responding to the demands of members will undoubtedly continue to keep the Union’s 130 full- and part-time staff very busy.
Senior Management

Professor John Turner - Deputy Vice-Chancellor
The challenge of the unknown is the most interesting aspect of working in a university, and last year’s big unknowns were about student recruitment: the effect of the new fee regime on undergraduate admissions from the UK, and the effect of changes in the world market on recruitment of postgraduate students from overseas. In the event we hit our targets without compromising quality, even though application numbers for universities generally were down. This session we have seen a 40 percent increase in undergraduate applications, far above the national average, and next year’s challenge is to select the best from these applicants.

In research we look to the Research Assessment Exercise (RAE), but we also look beyond to ensure that our newer, growing disciplines – Law, Computing, English – can match the excellent research standards of our established departments. My principal tasks for the year are to achieve a smooth transition to a new four-Faculty structure, which aims to release the potential for more effective academic collaborations across disciplines but also to streamline support structures, and to secure a successful start for our joint venture with the Dongbei University of Finance and Economics, to establish an institute which by next autumn should be admitting students to read for Surrey degrees in China.

Greg Melly – Director of Corporate Services
Corporate Services at Surrey covers those activities and departments required for the effective operation of facilities, support services, commercial services and the marketing of the University.

The environment is providing challenge, change and opportunity. Our professional staff are responding magnificently to that climate of change, by improving productivity, effectiveness and value for money. Improvements to marketing strategies have led to sharp increases in applications; changes to enterprise strategies are leading to greater value generation from academic enterprise; and across the board improvements have been made to support services offering benefits to students, staff and other stakeholders.

The emphasis over the year ahead continues to be on improving service levels in a cost-effective fashion and on developing the University’s standing in its markets. As part of this there has been much brand and market development work that will, over the forthcoming months, be reflected in both the University’s visual identity and our approach to the market.
Senior Management

Professor David Airey – Pro-Vice-Chancellor
The coming year sees four key initiatives to ensure that our students receive a first class education. First, we shall continue the support to academic staff provided by the Centre for Learning Development, SCEPTRE and the E-Learning Unit, and the addition of SPLASH (the Academic Skills Centre) will give extra support to students. Secondly, we will be implementing the changes flagged by the Academic Reform Programme and the Quality Enhancement Strategy, both designed to improve the students’ experiences. A programme of Appreciative Enquiry, involving both staff and students, will, thirdly, be exploring areas of excellence in teaching. And finally, the appointment of an Associate Dean in each Faculty, specifically responsible for learning and teaching, will provide a valuable link to the needs of the professors and lecturers in the Faculties.

Professor Bernard Weiss – Pro-Vice-Chancellor
2005/06 has proved to be a busy and productive year. In April, we successfully introduced a campus-wide system of job evaluation and achieved harmonisation of employment terms and conditions, thereby making our remuneration and benefit structure fair, open and transparent. We pressed forward with the equality agenda, establishing a new Equality & Diversity Committee and introducing a Disability Equality Scheme. A major achievement was the opening of the University’s S2-place nursery. In the spring, industrial action posed challenges but the differences of opinion were handled sensitively and good relationships with all our campus trade unions and our staff were maintained.

As you will see through this Report, we have continued to act to enhance the Surrey student experience, which remains a key objective for next year. In addition, we will be driving forward our international strategy and working with the new Faculties to achieve this.

Professor Andy Robertson – Pro-Vice-Chancellor
Substantive progress has been made in our preparations for RAE 2008 and the governance, operational support and Code of Practice for the project have been established. The University has also selected the Units of Assessment (UoA) it will submit to and has been fortunate to receive advice on each of them from expert External Advisors. The next 11 months leading up to the submission deadline on 30 November 2007 will be challenging, starting with the mock RAE exercises for each UoA in January. These will be followed by two further reviews in May and October and all involve intense periods of work. A pleasing aspect of the work undertaken so far has been the strong collegiate spirit engendered by academic and administrative staff. A successful outcome is critical to the University’s future and only by working together can we maximise the impact of our submission.

Professor Barry Evans – Pro-Vice-Chancellor
Our biggest challenge in the research area is to cover better our research costs whilst maintaining quality in our areas of excellence. This will involve us increasing our research income, focusing on our strengths and maintaining a balanced portfolio of research sponsorship. Given declining national budgets for research, we will need to enhance collaboration with other UK and overseas universities and form more strategic partnerships with industry. Moving into Faculties will provide improved opportunities to manage our research, especially in multidisciplinary areas.

On the enterprise front, we will continue our focus on knowledge transfer and strengthening our partnerships with industry. Our participation in the SETsquared group (membership drawn from Universities of Bath, Bristol, Southampton and Surrey) has allowed us to become more efficient, by sharing best practice and processes. We are now extending this experience with science bridges to the US and farther afield, in both enterprise and research links. Our partnership with IP Group plc, who have set up a £5m Surrey seed fund for enterprise, is allowing us to focus our spin-out activity to fewer, larger ventures.
High Officers

Sir William Wells, Chairman of Council
A Chartered Surveyor by profession, Sir William Wells has a long association with many aspects of the National Health Service. He brings extensive commercial experience, as well as knowledge of the public sector, to his role as Chairman of Council. He has served as Chairman of various health authorities at local and regional levels and is currently Chairman of the NHS Appointments Commission. He is also Chairman of the Advisory Board of the Department of Health and a Member of the General Council and Management Committee of the King's Fund. Sir William is Vice-President of the National Association of Hospital and Community Friends and of the Royal College of Nursing, and an Honorary Fellow of the Royal College of Physicians. He has served on the University Council since 1998, becoming Chairman in 2001.

The Rt Hon Baroness Bottomley of Nettlestone, Pro-Chancellor
Baroness Bottomley is a Director of the executive search and selection company Odgers Ray & Berndtson, chairing the company’s Not-For-Profit practice. She served as MP for South West Surrey for 19 years until 2005 and was appointed a Privy Councillor in 1992. Having held a number of ministerial appointments, Virginia Bottomley was Secretary of State for Health and subsequently for National Heritage. She is President of the Farnham Castle Centre for International Briefing, a Trustee and Fellow of the Industry and Parliament Trust, National President of the Abbeyfield Society and a Lay Canon of Guildford Cathedral. She is on the Supervisory Board of Akzo Nobel NV. She is well placed to make an input into several of the University’s strategic initiatives, for example, in the area of health and medical sciences. Baroness Bottomley was appointed as a Pro-Chancellor in 2005.

Mr Douglas Robertson CBE DL, Pro-Chancellor
By profession a Chartered Quantity Surveyor, Douglas Robertson brings to his role as a Pro-Chancellor a wealth of many years’ experience of public service and a wide knowledge of local authorities in the Surrey region. He is a past Chairman of Surrey County Council, a former High Sheriff of Surrey and, at a national level, he was previously Chairman of National Crimebeat Ltd. Locally he has been Chairman of several health trusts and is currently Chairman of the Surrey Primary Care Trust. He is Chairman of Surrey Social Market & Research Ltd and a Director of Research Park Developments Ltd. He served as Chairman of the University Council from 1994 to 1997 and was appointed as a Pro-Chancellor in 1998.
**Dr. John Forrest CBE FREng, Pro-Chancellor**

Dr. Forrest serves as Chairman or Director of a range of companies in the technology and financial service sectors and has active involvement with universities and industry in Europe and the USA. He has acted as an advisor to the European Commission on technology and was previously a Non-Executive Director of the international venture capital company, 3i plc, and of the technology merchant bank, Interregnum plc. He has served on many UK government committees and was founder Chairman of the UK Government Spectrum Management Advisory Board. As Senior Vice-President of the Royal Academy of Engineering, he founded the Academy's publication *Ingenia*. He is currently a member of the Advisory Board for the School of Electronics and Physical Sciences. Dr. Forrest took up his appointment as Pro-Chancellor early in 2006.

**Drs Jan (Mac) Derwig, University Treasurer**

Mac Derwig holds the joint appointments of University Treasurer and Chairman of the Finance Committee. He brings to these roles wide experience of international business. He retired from Unilever in 2000 after an unbroken career of 32 years culminating in senior appointments as Chief Finance Officer Chemicals, Deputy Director for Africa and the Middle East, and Head of Special Projects. He is actively engaged with three charities involved with child abuse and prostate cancer, as Chairman of Right from the Start and Acting Chairman of Wavetrust, and a trustee of the Prostate Project, which is currently funding the Urological Oncology Chair in the Postgraduate Medical School. Mac Derwig is a member of the Advisory Board of the School of Management. He joined the Finance Committee in 2002 and was appointed University Treasurer in 2003.

**Sir Alan Rudge CBE FREng FRs, Pro-Chancellor**

Sir Alan Rudge is Chairman of the ERA Foundation and Senior Independent Director on the Board of GUS plc. He brings to the University wide management experience coupled with expertise in the areas of engineering, science and technology. He is a former Chairman of the Engineering and Physical Sciences Research Council and of the Senate of the Engineering Council. He served as Deputy Chief Executive of BT until 1997 and was subsequently Chairman of W S Atkins until 2001 and Chief Executive of Celtel International BV until 2004. Sir Alan is a past President of the Institution of Electrical Engineers and Chairman of the Board of Management of the Royal Commission for the Exhibition of 1851. He was appointed as a Pro-Chancellor in 2001.

The University incurred a consolidated deficit of £2.6m. This outcome needs to be put in the context of the higher level of staff restructuring costs of £4.5m incurred during the year, specifically to reduce our base costs for future years. The University also continued to invest heavily in capital projects with total expenditure of £39.7m, a large element of this relating to the Manor Park residences development. The University is continuing its staff restructuring programme over the next two years to ensure that we meet our financial strategy target of a surplus of £4m to £5m by 2009/10.

The University’s Research Park, which is the major component of the Foundation Fund, again achieved both a substantial surplus and also a marked increase in its valuation, which are clear indications of the effective management of the Park.

The University’s subsidiary companies also performed largely to forecast, with its principal subsidiary, SSTL, contributing the majority of the profit.

The external environment continues to be very challenging and the implementation of the University’s revised financial strategy will ensure its future competitiveness and sustainability.

Income and expenditure account for the year ended 31 July 2006

<table>
<thead>
<tr>
<th></th>
<th>Consolidated</th>
<th>Restated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Funding Council grants</td>
<td>43,466</td>
<td>39,702</td>
</tr>
<tr>
<td>Academic fees and support grants</td>
<td>42,671</td>
<td>43,717</td>
</tr>
<tr>
<td>Research grants and contracts</td>
<td>27,404</td>
<td>27,903</td>
</tr>
<tr>
<td>Other operating income</td>
<td>46,740</td>
<td>46,955</td>
</tr>
<tr>
<td>Endowment and trust income and interest receivable</td>
<td>9,494</td>
<td>9,684</td>
</tr>
<tr>
<td>Total income</td>
<td>169,775</td>
<td>167,961</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs - operational</td>
<td>92,831</td>
<td>89,039</td>
</tr>
<tr>
<td>Staff costs - restructuring</td>
<td>4,488</td>
<td>1,618</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>59,250</td>
<td>60,324</td>
</tr>
<tr>
<td>Depreciation</td>
<td>10,667</td>
<td>8,456</td>
</tr>
<tr>
<td>Interest payable</td>
<td>5,122</td>
<td>5,488</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>172,358</td>
<td>164,925</td>
</tr>
<tr>
<td>Operating (deficit)/surplus on continuing operations</td>
<td>(2,583)</td>
<td>3,036</td>
</tr>
<tr>
<td>Profit on sale of fixed asset investments</td>
<td>-</td>
<td>1,588</td>
</tr>
<tr>
<td>(Deficit)/surplus before tax and minority interests</td>
<td>(2,583)</td>
<td>4,624</td>
</tr>
<tr>
<td>Tax and minority interests</td>
<td>(65)</td>
<td>(22)</td>
</tr>
<tr>
<td>(Deficit)/surplus after tax and minority interests</td>
<td>(2,648)</td>
<td>4,602</td>
</tr>
<tr>
<td>Transfer from accumulated income within specific endowments</td>
<td>77</td>
<td>60</td>
</tr>
<tr>
<td>Retained (deficit)/surplus for the year</td>
<td>(2,571)</td>
<td>4,662</td>
</tr>
</tbody>
</table>
### Balance sheet as at 31 July 2006

<table>
<thead>
<tr>
<th>Consolidated</th>
<th>Restated</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td>£000</td>
<td></td>
</tr>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>170</td>
<td>-</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>189,569</td>
<td>161,487</td>
</tr>
<tr>
<td>Investments</td>
<td>34,869</td>
<td>30,599</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>224,608</td>
<td>192,086</td>
</tr>
<tr>
<td><strong>Endowment asset investments</strong></td>
<td>72,744</td>
<td>64,115</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks and stores in hand</td>
<td>1,111</td>
<td>1,261</td>
</tr>
<tr>
<td>Debtors</td>
<td>26,563</td>
<td>25,151</td>
</tr>
<tr>
<td>Investments</td>
<td>7,000</td>
<td>13,851</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>10,829</td>
<td>13,775</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45,503</td>
<td>54,038</td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due within one year</strong></td>
<td>(54,395)</td>
<td>(52,530)</td>
</tr>
<tr>
<td><strong>Net current assets/(liabilities)</strong></td>
<td>(6,892)</td>
<td>1,508</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>288,460</td>
<td>257,709</td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due after more than one year</strong></td>
<td>(101,704)</td>
<td>(84,471)</td>
</tr>
<tr>
<td><strong>Total net assets excluding pensions liability</strong></td>
<td>186,756</td>
<td>173,238</td>
</tr>
<tr>
<td><strong>Pensions liability</strong></td>
<td>(20,129)</td>
<td>(19,717)</td>
</tr>
<tr>
<td><strong>Total net assets including pensions liability</strong></td>
<td>166,627</td>
<td>153,521</td>
</tr>
<tr>
<td><strong>Deferred capital grants</strong></td>
<td>47,916</td>
<td>41,107</td>
</tr>
<tr>
<td><strong>Endowments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>71,347</td>
<td>62,747</td>
</tr>
<tr>
<td>Specific</td>
<td>1,397</td>
<td>1,368</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>72,744</td>
<td>64,115</td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted reserves</td>
<td>1,132</td>
<td>1,291</td>
</tr>
<tr>
<td>Revaluation reserve</td>
<td>854</td>
<td>895</td>
</tr>
<tr>
<td>General reserves</td>
<td>43,416</td>
<td>45,613</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45,402</td>
<td>47,799</td>
</tr>
<tr>
<td><strong>Total funds before minority interests</strong></td>
<td>166,062</td>
<td>153,021</td>
</tr>
<tr>
<td>Minority interests</td>
<td>565</td>
<td>500</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>166,627</td>
<td>153,521</td>
</tr>
</tbody>
</table>

The 2004/2005 figures have been restated to reflect the full implementation of FRS17 "Retirement Benefits"
Facts and Figures

Total Student Numbers 2005/2006

<table>
<thead>
<tr>
<th>Undergraduates</th>
<th>7,371</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduates (part-time)*</td>
<td>865</td>
</tr>
<tr>
<td>Postgraduate Taught</td>
<td>3,249</td>
</tr>
<tr>
<td>Postgraduate Research</td>
<td>1,113</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,598</strong></td>
</tr>
</tbody>
</table>

1,281 students undertook Continuing Professional Development provided by the University of Surrey or pursued other programmes not leading to an award of the University. There were 101,285 contact hours of non-credit bearing activity.

At our Associated Institutions, 6,691 students were registered for awards of the University of Surrey.

* The majority of part-time undergraduate students are pursuing programmes in Combined Studies.

Academic Awards 2005/2006

<table>
<thead>
<tr>
<th>First Degrees</th>
<th>1,538</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Diplomas and Certificates</td>
<td>393</td>
</tr>
<tr>
<td>Postgraduate Diplomas and Certificates</td>
<td>236</td>
</tr>
<tr>
<td>Masters Degrees</td>
<td>1,462</td>
</tr>
<tr>
<td>Doctorates</td>
<td>257</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,886</strong></td>
</tr>
</tbody>
</table>

Students registered at our Associated Institutions gained 1,977 University of Surrey awards.
Staff Numbers 2005/2006 (effective 1 August 2006)

<table>
<thead>
<tr>
<th>Category</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>443</td>
<td>57</td>
<td>500</td>
</tr>
<tr>
<td>Academic related</td>
<td>406</td>
<td>81</td>
<td>487</td>
</tr>
<tr>
<td>Clerical</td>
<td>344</td>
<td>181</td>
<td>525</td>
</tr>
<tr>
<td>Computing</td>
<td>29</td>
<td>5</td>
<td>34</td>
</tr>
<tr>
<td>Manual</td>
<td>130</td>
<td>126</td>
<td>266</td>
</tr>
<tr>
<td>Research</td>
<td>303</td>
<td>63</td>
<td>366</td>
</tr>
<tr>
<td>Technician</td>
<td>75</td>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>Tutors</td>
<td>81</td>
<td>94</td>
<td>175</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,811</strong></td>
<td><strong>622</strong></td>
<td><strong>2,433</strong></td>
</tr>
</tbody>
</table>

In the 2006 University League Table published by The Guardian, Surrey was rated 12th overall for undergraduate programmes, out of 122 universities.

The rankings for specific Surrey subjects were as follows:

- Tourism, Transport and Travel 1
- Civil Engineering 1
- Mechanical Engineering (inc. Aerospace Eng) 3
- Drama (inc. Dance) 4
- Psychology 4
- Chemical Engineering 6
- Agriculture and Forestry (inc. Dietetics and Nutrition) 7
- Economics 7
- Computer Sciences and IT 8
- Modern Languages 9
- Sociology 10
- Media Studies, Communications and Librarianship 10
- Physics 11
- Law 12
- Electrical Engineering 12
- Chemistry 12
- Pharmacy and Pharmacology (inc. Biomedical Sciences) 13
- Biosciences 14
- Music 16
- Politics 19
- Maths 19
- Business and Management Studies 22
- Nursing 50

Correct as of 03/01/2007, Education Guardian website
Associated Institutions

Farnborough College of Technology
• Vocationally orientated institution offering a wide range of FE and HE programmes
• Accredited institution since 2002
• Foundation, BA, BSc, CertED, MA and MSc degrees validated by the University

Guildford College of Further and Higher Education
• Wide range of vocational, professional and academic qualifications
• Associated institution since 2000
• Foundation degrees in the areas of business, hospitality, leisure and tourism management, as well as progress routes from Foundation degrees or HND in Business Studies and in Counselling validated by the University

Guildford School of Acting (GSA) Conservatoire
• Founded as a School of Dance in 1936 and reconstituted as the Guildford School of Acting in 1964
• Associated institution since 1993
• BA degrees in Theatre and Professional Production Skills and MA in Musical Theatre validated by the University

HMS Sultan, Gosport, Nuclear Department
• MSc and PG Diplomas validated by the University
• Associated institution since 1985

Life Academy (previously The Pre-Retirement Association (PRA))
• Specialises in mid-career and pre-retirement education
• Associated institution since 1996
• Offers postgraduate programme in Midlife, Pre-Retirement and Life Planning validated by the University

North East Surrey College of Technology (NESCOT)
• Specialises in vocational education with a wide range of FE and HE programmes
• Associated institution since 1979
• Offers Foundation degrees and Masters degrees validated by the University

Roehampton University
• Students continue to be awarded University of Surrey degrees up to the summer of 2007

Royal Academy of Dance
• Specialises in dance education and training
• Associated institution since 2004
• Offers BA in Ballet Education and in Dance Education, as well as PGCE in Dance Teaching validated by the University

St John’s Seminary
• Courses of preparation for the Roman Catholic priesthood, including Bachelor of Theology validated by the University
• Associated institution since 1998

St Mary’s College – A College of the University of Surrey
• Catholic college of HE established in 1850
• College of the University since 1992, accredited since 1996
• Foundation degrees, undergraduate and taught postgraduate programmes validated by the University
• Research degree provision

Southern Theological Education and Training Scheme (STETS)
• Certificate, Diploma, BA and MA programmes in Christian Ministry and Mission validated by the University
• Associated institution since 1999

Wimbledon School of Art
• Specialist school of art and design
• Accredited institution since 1994
• Foundation, BA and MA degrees accredited by the University
• Research degree provision

The 41st Vice-Chancellor’s Annual Report gives a brief overview of major developments at the University of Surrey from 1 September 2005 to 31 August 2006 for presentation to the Court of the University. The University Charter was presented in 1966.

Written and published by: Mantra PR, London and Marketing and Public Affairs, University of Surrey.

Photography: Steve Heritage, Matthew Streten (Image Creative Partnership), Linda Westmore.

Design: Carl Lamerton of CJ Creative Limited and Daren Coote, Marketing and Public Affairs, University of Surrey.

Print: A3 Design & Print.

Every effort has been made to ensure the accuracy of the information in this Annual Report, but the University can accept no responsibility for errors and omissions.