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Excellence in education and student life

Students are the heartbeat of our community, at the centre of university life in the UK, China and Malaysia. And as truly global citizens, our graduates are among the most sought-after by many of the world's biggest and most prestigious employers: 2014 saw Nottingham confirmed as a top choice for graduate recruitment by leading employers.

2014 saw further endorsement of student life at Nottingham when the University entered the top 10 of the *Times Higher Education's* Student Experience Survey. The survey measures student experience against criteria defined by the students themselves about aspects of university life that matter to them.

Innovative teaching has always been part of the student experience at Nottingham. Our Teaching Transformation Programme is focusing on the importance of staff-student partnerships, technology-enabled learning and tri-campus thinking through a flagship project: Nottingham Open Online Courses. The purpose of our first NOOCs is to facilitate intercultural and collaborative learning around three issues of global significance: sustainability, employability and internationalisation.



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Embedding internationalisation

A decade of growth has seen the University of Nottingham Ningbo China (UNNC) grow from 250 students to more than 6,600.

In 2004, Nottingham was the first foreign university to establish a campus in China – a bold and pioneering step in an increasingly globalised world. Ten years on, events were held in both countries to celebrate that anniversary and mark the University's success in embedding internationalisation across all its activities. The Vice-Chancellor, Professor Sir David Greenaway, was part of the Prime Minister's trade mission to China, which saw the announcement of three Nottingham initiatives worth more than £60m.



Page 04

World-changing research

Record levels of research funding underlined Nottingham's reputation as a global centre of excellence. With awards totalling £181m for the year, the University continues to deliver high-impact research across all of its priority areas, building international and industrial collaborations, supporting research leaders and nurturing the next generation of researchers.

The Research Excellence Framework 2014 provided a powerful endorsement of Nottingham research, ranking the University 8th in the UK on a measure of 'research power', which reflects a combination of world-class quality, international impact, critical mass and sustainability. More than 97 per cent of research at the University is recognised internationally, according to REF.

The largest single grant award was £14.2m from the Biotechnology and Biological Sciences Research Council and the Engineering and Physical Sciences Research Council, to establish a Synthetic Biology Research Centre. The Centre will develop microorganisms that can be used to manufacture the molecules and fuels that modern society needs in a greener way, reducing our reliance on petrochemicals.



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Partnerships for growth

Almost 300 businesses engaged with the University during 2013/14 to access a diverse range of services such as research, consultancy, training and access to facilities. In total, projects with business partners amounted to £99m, £59m of which involved contract and collaborative research with external companies.

Several major research deals were announced with corporate partners. The largest was with Rio Tinto, who announced a £6m partnership to deliver the next generation of innovative technologies for the mining industry.

A wide-ranging agreement was signed with Unilever, exploring new research opportunities in areas including consumer psychology, green processing, and energy and sustainability. Other industrial giants such as Rolls-Royce, E:On, Boeing, Airbus, GSK, Alstom, and SAB Miller also worked closely with the University over the year.

However, it is not just large companies which are partnering with Nottingham – an increasing number of SMEs are also benefitting by taking part in student placements, business networking events, support programmes like Growth 100 and accessing academic expertise.



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Foundations

2014 saw extensive work to strengthen the fundamental foundations on which Global Strategy 2020 is built. The University's two core strategies and two enabling strategies require a solid base to ensure they can be fully realised in the years to come.

Our fundamental foundations encompass five key areas: people; making the most of new technology; building on a world-class estate; effective organisation and governance; creating resources for sustainability.

At the centre of this activity are the University's people. Work to help develop the next generation of leaders, to support continuous professional development across every group of staff and provide tailored programmes for leaders in education and research are key aspects of this.

In an increasingly digital world, the University must ensure that it is making the most of new technology. We took a major step towards this goal in 2014 with the launch of Project Transform, which will improve the way University staff work together by redesigning current student administration processes.

Ten years on, the University of Nottingham Ningbo China (UNNC) has gone from 250 students to more than 6,600, and this year celebrated the graduation of its first PhD students. The creation of UNNC required vision, belief and leadership – as well as great people and great partnerships – and it has been a privilege to celebrate how far we have come during a decade of achievement in China.

The University of Nottingham Ningbo China.

Vice-Chancellor's Welcome



It has been a year of celebration for The University of Nottingham. A decade ago, we were the first foreign university to establish a campus in China – a pioneering step in global higher education. Ten years on, the University of Nottingham Ningbo China (UNNC) has gone from 250 students to more than 6,600, and this year celebrated the graduation of its first PhD students. The creation of UNNC required vision, belief and leadership – as well as great people and great partnerships – and it has been a privilege to celebrate how far we have come during a decade of achievement in China.

As UNNC expands and more of its graduates join our worldwide family of alumni, so its capacity for research and business engagement has grown. I was delighted to be part of the Prime Minister's trade mission to China, which saw the announcement of three Nottingham initiatives worth more than £60m. The Guangdong-Nottingham Advanced Finance Institute will provide talent development to thousands of senior managers from industry, commerce and government. The International Academy for Marine Economy and Technology will foster new collaborations with industry, support China's marine economy and contribute to the development of Ningbo's port, one of the largest in the world. Meanwhile, a new phase of expansion at UNNC will include a teaching and learning complex, new student residential accommodation and an international conference centre.

Links between China and our University's home city grow ever stronger, and 2014 saw the official naming of a new Nottingham landmark which underlines that special relationship. The Ningbo Friendship Bridge, which brings the extended tram network onto University Park, symbolises the links between our two cities and the huge strides being made to invest in the future of Nottingham. Within sight of the bridge, the University's own investment in the city's future continued with the opening of the Nottingham University Academy of Science and Technology, offering new options for 14-19-year-olds with a passion for science, computing or engineering.

Our commitment to the city is also expressed through Nottingham Potential, which is providing IntoUniversity learning centres in the community to help more young people to reach higher education. A third centre opened this year, thanks to a donation from the David Ross Foundation and other generous supporters. David Ross, a Nottingham alumnus, lent his help in other ways too – enabling the University to host the first free public exhibition of one of the most important collections of contemporary art in private hands.

With extensive loans from his own art collection, Pop Art to Britart was a huge success, making some of the most significant art from the last 50 years accessible to thousands of visitors.

I was personally delighted to help the University's fundraising efforts to reach new heights this year, with the fourth Nottingham Life Cycle charity bike ride becoming our most successful to date. Riding in support of the Children's Brain Tumour Research Centre – one of the projects supported by Impact: The Nottingham Campaign – we have raised more than £750,000 so far, and pushed the overall Life Cycle total to over £1.5 million in the last four years. Of course that wouldn't have been possible without our many donors, partners and supporters, and I continue to be inspired and humbled by their generosity. This year we saw the overall total for Impact: The Nottingham Campaign reach £120m after just three years of fundraising, bringing us ever closer to our target and helping to secure the long-term future of our University.

We have achieved unprecedented success in other areas of activity. Funding for research is higher than it has ever been, at £181m, underpinning Nottingham's reputation as a global centre of excellence. We have enjoyed unprecedented success in securing grants to provide Centres for Doctoral Training – a significant investment in postgraduate education that will fund more than 1,200 PhD students over the coming years.

At both postgraduate and undergraduate level, our alumni continue to be among the most sought-after in the UK: Nottingham was confirmed in 2014 as the number one university for graduate recruitment by leading employers such as BP, Google, PwC, Goldman Sachs, the Civil Service, IBM and HSBC. Of course we want students to enjoy their time with us as well, which is why it was encouraging to see our University enter the top 10 of the Times Higher Education's Student Experience Survey. I was also delighted to see so many of our students and alumni excel at the Commonwealth Games in Glasgow, competing with some of the world's best and winning medals in a range of events. On a personal note, I was honoured to receive a Knighthood in the Queen's Birthday Honours List.

This year has not been without its setbacks. A fire at our Jubilee Campus, which caused the destruction of the GlaxoSmithKline Carbon-Neutral Laboratory for Sustainable Chemistry, was a shock to the whole University community. But it has not shaken our commitment. The vision remains the same – and it will be delivered. Guided by Global Strategy 2020, our roadmap for the next five years, we look to the future with a renewed sense of vigour as we embrace the challenges, and opportunities, that lie ahead.

Finally, I began this introduction in Asia, referring to UNNC; I will end in Asia, at the University of Nottingham Malaysia Campus (UNMC), established in 2000 and, like UNNC, it goes from strength to strength. 2015 will see its 15th anniversary, which will be marked by the opening of a new complex for the Crops for the Future Research Centre. With its focus on food sustainability, this is a perfect example of world-changing research being led by Britain's Global University.

Professor Sir David Greenaway
Vice-Chancellor
The University of Nottingham

Excellence in education and student life

Students are the heartbeat of our community, at the centre of university life in the UK, China and Malaysia. And as truly global citizens, our graduates are among the most sought-after by many of the world's biggest and most prestigious employers: 2014 saw Nottingham confirmed as a top choice for graduate recruitment by leading employers including BP, Google, PwC, Goldman Sachs, the Civil Service, IBM and HSBC.

This top ranking by High Fliers research reflects the support and encouragement Nottingham students receive. Support includes opportunities like the Nottingham Advantage Award, which enables students to take extra-curricular modules alongside their academic studies, building skills and experience in areas such as PR, finance and career planning through activities with the University's Careers and Employability Service, Widening Participation and the Students' Union.

2014 saw further endorsement of student life at Nottingham when the University entered the top 10 of the *Times Higher Education's* Student Experience Survey. The survey measures student experience against criteria defined by the students themselves about aspects of university life that matter to them, including the quality of lectures and staff, structure of courses, standard of accommodation, library and sports facilities, the Students' Union, links with industry and social life.

Dr Paul Greatrix, Registrar, said: "We aim to offer an outstanding student experience across all our campuses – in the UK, Malaysia and China – in all aspects of student life and the THE survey confirms that we are providing students with what they really value, including top class teaching, excellent learning facilities, a wonderful Students' Union and great employment prospects."

Innovative and engaging teaching has always been part of the student experience at Nottingham. Our Teaching Transformation Programme (TTP) is focusing on the importance of staff-student partnerships, technology-enabled learning and tri-campus thinking through a flagship project: Nottingham Open Online Courses (NOOCs).

The purpose of our first NOOCs is to facilitate intercultural and collaborative learning around three issues of global significance: sustainability, employability and internationalisation. Via the University's virtual learning environment, they enable members of the University community to learn together and from each other. Participation in NOOCs is inspiring staff to innovate in their teaching, and is showing students what it means to be a member of the Nottingham family. Over half of academic schools have contributed to our first and most popular NOOC on sustainability, which has become an exemplar course from which ideas can be taken into 'mainstream' teaching.

As one of the core strategies of Global Strategy 2020, *Excellence in Education and Student Life* is underpinned by the TTP, Curriculum 2020, Project Transform, the Internationalisation Strategy and People Strategy. Its key goals are to:

- Put students at the heart of the University and make them active partners in their own education
- Personalise students' learning experiences
- Ensure teaching is of the highest quality and held in high esteem within the University
- Provide students with opportunities to develop the skills, dispositions, knowledge and experience to prepare them for high value employment in their chosen field
- Offer a diverse portfolio of taught programmes that are relevant, research-informed and attractive to students with the potential to achieve academic excellence
- Support students to participate in the wider University and other communities.

Excellence in education does not stop at the edge of our campuses. The University was founded on a vision that education is transformative, has great social and economic value and should be accessible to all who can benefit from it. That vision is still with us today, expressed through initiatives such as the Nottingham University Academy of Science and Technology (NUAST), which opened this year.

Within sight of the University Park campus in a brand new building, NUAST offers new options for 14-19-year-olds with a passion for science, computing or engineering. A few miles away but still in the city, our first such venture – Nottingham University Samworth Academy – saw an improvement in GCSE results, while the University opened a third community learning centre under its Nottingham Potential scheme to help more young people reach higher education.

Additional stories online:

- Number one for employability
<http://tinyurl.com/o574m2u>
- Top ranking for student experience
<http://tinyurl.com/ptv4ydn>
- Success for Nottingham Open Online Courses
<http://tinyurl.com/nfw3cr>
- Third Nottingham Potential centre opens
<http://tinyurl.com/nz5aqko>

Nottingham graduates are among the most sought-after by major employers.

World-changing research

Record levels of research funding underlined Nottingham's reputation as a global centre of excellence.

With awards totalling £181m for the year, the University continues to deliver high-impact research across all of its priority areas, building international and industrial collaborations, supporting research leaders and nurturing the next generation of researchers.

The Research Excellence Framework 2014 provided a powerful endorsement of Nottingham research, ranking the University 8th in the UK on a measure of 'research power', which reflects a combination of world-class quality, international impact, critical mass and sustainability. More than 97 per cent of research at the University is recognised internationally, with wide-ranging impacts on society, the economy, health and welfare, culture, public policy and the environment.

The largest single grant award was £14.2m from the Biotechnology and Biological Sciences Research Council (BBSRC) and the Engineering and Physical Sciences Research Council (EPSRC), to establish a Synthetic Biology Research Centre. The Centre will use synthetic biology to develop microorganisms that can be used to manufacture the molecules and fuels that modern society needs in a greener way – reducing our reliance on petrochemicals.

An award of £7.7m for new magnetic resonance imaging (MRI) scanning equipment will ensure that the University – the birthplace of MRI – remains in the vanguard of this research internationally for the next decade and beyond. It brings together renowned expertise at the Sir Peter Mansfield Magnetic Resonance Centre and translational medical studies carried out by the Medical Imaging Unit in the Faculty of Medicine and Health Sciences at the Queen's Medical Centre, to produce a step change in clinical outcomes.

There were more than 20 awards in excess of £1m for a variety of pioneering research projects, and a total of 801 awards won from multiple funders over the course of the year. According to an analysis by *Times Higher Education*, Nottingham was among the UK's top ten universities by volume of research council funding.

A significant grant from the Arts & Humanities Research Council is funding a Centre for Hidden Histories of the First World War, a new national research centre that will help to explore some of the lesser known stories of the years 1914-19. The Centre has a particular focus on the Sikh, Muslim, West Indian and Caribbean, Eastern European and Jewish communities, which have been widely affected by the century-long legacy of the First World War but whose stories are often overlooked in the media.

A play rooted in academic research toured the UK after a highly successful run at Nottingham Lakeside Arts, the University's public arts centre. 'Inside Out of Mind', which draws on research undertaken in dementia care wards, was seen by more than 1,000 NHS professionals and thousands more people across the country following funding from Arts Council England.

Unprecedented success in securing grants to provide Centres for Doctoral Training represents a significant investment in postgraduate education that will fund more than 1,200 PhD students. The funding represents a significant investment in postgraduate education, enabling 1,295 students to train, thanks to the creation of seven new Centres for Doctoral Training (CDTs) and the extension of five existing Centres. The successes of 2014 include £12.5m from the BBSRC to create a Doctoral Training Partnership that will train 250 PhD students to tackle global challenges in areas such as agriculture and food security, industrial biotechnology, bioenergy and health.

Professor Saul Tendler, Pro-Vice-Chancellor for Research, said: "This huge success delivers an outstanding range of world-class postgraduate doctoral training opportunities that will further contribute to our strong portfolio of research. The University has developed significant expertise in leading and partnering such initiatives, and by working collaboratively with partner institutions we are able to provide world-class training facilities for the scientists of the future."

The University's Global Strategy 2020 sets out clear goals for research over the next five years:

- Recruit and develop outstanding researchers at all career stages
- Produce and effectively disseminate high-quality research outputs
- Adopt a systems approach to research management to establish a dynamic portfolio of research priorities associated with our five global research themes
- Demonstrate the contribution our research makes to social improvement and the economy and the benefits to individuals, organisations and nations

A framework has been developed to build capacity, strength and depth around the University's five global research themes: Cultures and Communication; Digital Futures; Health and Wellbeing; Sustainable Societies; and Transformative Technologies.

Additional stories online:

- Synthetic Biology Research Centre
<http://tinyurl.com/p7xfr3h>
- £7.7m award for MRI research
<http://tinyurl.com/pc9wsg4>
- Hidden Histories of the First World War
<http://tinyurl.com/puqvwc2>
- Investing in Centres for Doctoral Training
<http://tinyurl.com/psenngt>

The Research Excellence Framework 2014 ranked Nottingham 8th in the UK on a measure of research power.



Students on a field trip, Upper Zhang Xi River, China.

Embedding internationalisation

A decade of growth has seen the University of Nottingham Ningbo China (UNNC) grow from 250 students to more than 6,600.

In 2004, Nottingham was the first foreign university to establish a campus in China – a bold and pioneering step in an increasingly globalised world. Ten years on, events were held in both China and the UK to celebrate that anniversary and mark the University’s success in embedding internationalisation across all its activities.

The Vice-Chancellor, Professor Sir David Greenaway, was part of the Prime Minister’s trade mission to China, which saw the announcement of three Nottingham initiatives worth more than £60m.

The Guangdong-Nottingham Advanced Finance Institute (GNAFI) will provide talent development to thousands of senior managers from industry, commerce and government. GNAFI is being developed in conjunction with the Guangdong University of Finance, to create a new Institute which will train up to 2000 Chinese financial specialists each year. It will provide advanced training to senior managers from industry, commerce, financial institutes and government organisations.

The International Academy for Marine Technology and Economy will foster new collaborations with industry, support China’s marine economy and contribute to the development of Ningbo’s port, one of the largest and most significant in the world. It is anticipated that over 100 business partners will be engaged in the Academy, which will receive £13m from the Ningbo Municipal Government. UNNC and its partners in Ningbo, the Wanli Education Group will contribute £12m.

Meanwhile, a new phase of expansion at UNNC’s 130-acre campus includes a teaching and learning complex, new student residential accommodation and an international conference centre. UNNC is investing RMB 270m (around £27m) in the construction programme as the campus moves into its second decade.

Professor Hai-Sui Yu, Pro-Vice-Chancellor International, said: “Nottingham is Britain’s Global University. Over the years we have built strong, mutually-beneficial relationships with government, businesses and many other organisations, and we are adding real value to the continued development of Ningbo. We are looking forward to working with our partners on these new initiatives which further reinforce the University’s long-term commitment to China.”

Events in celebration of the 10th anniversary spanned the year and included receptions at the British Embassy in Beijing and Chinese Embassy in London, international conferences and a student summit at the UNNC campus.

Professor Nick Miles, Pro-Vice-Chancellor and Provost of UNNC, said: “These celebrations were not only to mark the key milestones in our history but also to celebrate the people that have contributed to what UNNC is today – our students, our alumni and our past and present staff.

“Looking to the future, we want to develop and enhance the student community, to maintain excellence in the provision of teaching and learning and to deliver high-impact research to address global challenges as well as the city and region’s needs.”

Like UNNC, the University of Nottingham Malaysia Campus (UNMC) goes from strength to strength. UNMC saw a major endorsement of its research profile with its involvement in an ambitious new aerospace centre in Malaysia. Asia Aerospace City brings together University research expertise in composite manufacturing, tooling and manufacturing automation with the Aerospace Malaysian Innovation Centre (AMIC) and MARA Aerospace & Technologies (M-AeroTech), a Malaysian government agency. Kuala Lumpur-based Asia Aerospace City was officially launched at the Farnborough International Airshow, one of the world’s largest aerospace exhibitions and air displays.

Nottingham’s global reach brings with it unique advantages for students, staff, for the city and the University. Global Strategy 2020 builds further on that global outlook with the aim of embedding internationalisation across all of the University’s activities and campuses. Key goals of the Strategy are:

- Ensure, through the opportunities we offer both in the formal curriculum and through the broader experience of being at university, that all students experience a high-quality international education
- Enhance the global reach and impact of our research by strengthening and increasing the number of international collaborations
- Build capacity, partnership links and excellence in research and teaching at the University of Nottingham Malaysia Campus and the University of Nottingham Ningbo China.

Additional stories online:

- 10th anniversary of UNNC
<http://tinyurl.com/oh9qcfn>
- Finance institute launched in China
<http://tinyurl.com/og8ae5h>
- Expanding ties with Brazil
<http://tinyurl.com/o3xmt4c>
- Asia Aerospace City
<http://tinyurl.com/ojto4bf>

Partnerships for growth

During 2013/14, almost 300 businesses engaged with the University to access a diverse range of services such as research, consultancy, training and access to facilities. In total, projects with business partners amounted to £99m over the year, £59m of which involved contract and collaborative research with external companies.

Several major research deals were announced with corporate partners. The largest was with Rio Tinto, who announced a £6m, five-year partnership to deliver the next generation of innovative technologies for the mining industry. A wide-ranging research agreement was also signed with Unilever, exploring new research opportunities in areas including consumer psychology, green processing, and energy and sustainability. Other industrial giants such as Rolls-Royce, E:On, Boeing, Airbus, GSK, Alstom, and SAB Miller have also been working closely with the University over the year.

However, it is not just the big companies which are partnering with Nottingham, an increasing number of local SMEs are also benefitting from engaging with the University by participating in student placements, business networking events, support programmes like Growth 100 and accessing academic expertise to drive innovation in their businesses.

One of the ways in which SMEs can work with a University is through the Knowledge Transfer Partnership (KTP) scheme – a government funded initiative which provides businesses with academic expertise in order to solve a problem or develop a new idea. Since 2003, over 70 companies have worked with The University of Nottingham on KTP projects, and two-thirds of these were SMEs.

A number of regional businesses have undertaken KTPs with the University. As an example, one of Britain's best-known crisp brands, Pipers Crisps, based in Lincolnshire, is working on a KTP project which examines how oil behaves at different temperatures and how to minimise wastage and ensure flavours are locked-in. As a result, the shelf-life of the product has been improved, opening up new export markets.

Each month up to one hundred SMEs attended the University's Ingenuity KnowledgeXchange breakfast events on a range of subjects. The University has also been working closely with Nottingham City Council on delivering the successful Growth 100 programme for local small business owners, and has been instrumental in establishing the Nottingham Manufacturing Network.

Providing support to new enterprises, the University was awarded University Enterprise Zone status and £5.2m to build a new Technology Entrepreneurship Centre at the University of Nottingham Innovation Park (UNIP) which will provide accommodation and incubation support for start-ups and early-stage SMEs linking with the University's research base. This year also saw the opening of the £5.6m Romax Technology Centre at the Innovation Park – the company's new global headquarters.

The University's work with Asian businesses is also rapidly expanding thanks to the links made through its campuses in China and Malaysia, and the work of the Asia Business Centre in Nottingham. During the year the University established a new Guangdong-Nottingham Advanced Finance Institute, and launched an International Academy for Marine Economy and Technology at UNNC. The Asia Business Centre also organised a major event in Shanghai, 'On Location', at which numerous businesses and government officials from Nottingham had the opportunity to make links with Chinese counterparts.

In the UK, the link with the city of Ningbo was further strengthened by the opening of the Ningbo Friendship Bridge – a tram bridge into University Park, while significant Asian companies such as the Chinese aerospace business AVIC, China Resources Pharmaceutical Group, Mitsubishi, and many others, are also benefitting from the wealth of specialist expertise at Nottingham.

Many new technologies from the University continue to be commercialised through licensing deals with businesses and the formation of spin-out companies. University spin-out Molecular Profiles, which offers pharmaceutical development services, was sold to a US business for £16m. Cancer antibody and vaccine developer, Scancell, and the innovative baby heart monitoring company, Heartlight Systems, raised significant funding to take their research to the next phase of commercialisation.

The goals and actions of Global Strategy 2020 will drive activity in this area over the next five years, to ensure the University is able to:

- Develop a broad range of high-value partnerships with public, private and voluntary sector organisations to make sure our courses continue to be relevant and to create employment opportunities for our students
- Strengthen and increase the number of local, national and international research partnerships
- Develop and increase commercial partnerships to make the most of our intellectual property, establish joint ventures and support local businesses and our own spin-out companies
- Develop strong local and global networks of engaged alumni who act as ambassadors for us, supporting education and research by contributing time, expertise, networks and financial support

Additional stories online:

- Major partnership with Rio Tinto
<http://tinyurl.com/ne3snw3>
- University Enterprise Zone status awarded
<http://tinyurl.com/pywkkuu>
- Hundreds of businesses engage with University
<http://tinyurl.com/p9xldr7>
- Spin-out Molecular Profiles sold for £16m
<http://tinyurl.com/pp6xeox>



An increasing number of small and medium-sized enterprises are benefiting from engaging with the University.

Foundations

2014 saw extensive work to strengthen the fundamental foundations on which Global Strategy 2020 is built. The University's two core strategies – *Excellence in Education & Student Life*, and *World-Changing Research* – and its two enabling strategies – *Embedding Internationalisation* and *External Engagement* – require a solid base to ensure they can be fully realised in the years to come.

Our fundamental foundations encompass five key areas:

- People
- Making the most of new technology
- Building on a world-class estate
- Effective organisation and governance
- Creating resources for sustainability

At the centre of this activity are the University's **people**. Work to help develop the next generation of leaders, to support continuous professional development across every group of staff and provide tailored programmes for leaders in education and research are key aspects of this – helping to improve management and leadership, cultivate a healthy working environment and drive excellence in education, research and the student experience. Our Research Leaders Programme is doing this by preparing staff for leadership roles early in their careers; while awards from the Athena Swan scheme – including for the Faculty of Science at the University of Nottingham Malaysia Campus in 2014 – recognise work to nurture a progressive, diverse and fully representative workforce.

In an increasingly digital world, the University must ensure that it is **making the most of new technology**. We took a major step towards this goal in 2014 with the launch of Project Transform, which will improve the way University staff work together by redesigning current student administration processes. Project Transform will enhance the student journey and change our ways of working to support students throughout their time at Nottingham, enabling us all to provide an excellent student experience from application through to graduation and beyond. Underpinned by a comprehensive new IT system, Project Transform will increase efficiency and deliver greatly improved services for our staff too.

The University's campuses are among its greatest assets. A prioritised capital investment programme will ensure that we maintain and improve those campuses by **building on a world-class estate**. The replacement of the George Green Library on University Park will include a significant extension and the refurbishment of the existing library including a new façade – the new Engineering and Science Library will double the size of the existing facility, providing a valuable increase in student study spaces and work rooms, as well as a new catering outlet and computer workstations. The University's playing fields at the Riverside Sports Complex, adjacent to the River Trent, have benefitted from a £5m investment in two new pavilions, providing replacement changing room and associated facilities for a range of sports including football, cricket, rugby and American football.

Work to ensure the University has **effective organisation and governance** is essential to ensure the right leadership, decision-making and local accountability is in place to deliver Global Strategy 2020. That work involves developing enhanced business decision-making support, professional services designed to improve the service to the user, and integrated business processes that support all four of the University's core and enabling strategies.

Creating resources for sustainability will require sustained investment, underpinned by a robust financial plan. A focus on income generation and cost management will increase our surplus for investment in strategic priorities. This encompasses a focused and market-driven approach to programme provision to protect core revenue streams and improve market competitiveness; diversification and growth of the revenue base through fees, research margin, philanthropy and commercial activities; effective management of the cost base; and initiatives to improve capacity, productivity and efficiency to generate resources for investment.

Additional stories online:

- Riverside Sports Complex opens
<http://tinyurl.com/qzmjrk>
- Knighthood for Vice-Chancellor
<http://tinyurl.com/pvzpq5s>
- Athena Swan award for Life Sciences
<http://tinyurl.com/p8q7be3>
- Launch of Project Transform
<http://tinyurl.com/nexelqs>



Work to develop the next generation of leaders is a key part of the University's People strategy.

Timeline of the year

2013

October



The opening of the Mark Group EcoHouse completes an entire street of energy efficient homes on campus

November



'Pop Art to Britart' exhibition at Nottingham Lakeside Arts showcases 60 years of British talent

December



£6m Rio Tinto Centre for Emergent Technologies opens

2014

January



Nottingham is number one in the world for sustainability, according to the Greenmetric league table

February



The University joins forces with the British Geological Survey to develop a new Centre for Environmental Geochemistry

March



Nottingham to partner Oxford University in a new £3.7m Biomedical Imaging Doctoral Training Centre

April



Ground-breaking play 'Inside Out of Mind' receives funding for national tour

May



Centre for Islamic Business and Finance Research established at the University of Nottingham Malaysia Campus

June



Professor David Greenaway receives a Knighthood in the Queen's Birthday Honours list

July



University Enterprise Zone status granted – helping to create hundreds of high-tech jobs in the city

August



Riders celebrate the successful completion of Life Cycle 5, raising more than £750,000 for children's brain tumour research

September



The first students enrol at the Nottingham University Academy of Science and Technology (NUAST)

Treasurer's Report

The University of Nottingham continues to be one of the leading research and teaching institutions in the world.

The Sunday Times University Guide 2014 stated in respect of the University of Nottingham:

“It is the nearest Britain has to a truly global university, with campuses in China and Malaysia modelled on a headquarters that is among the most attractive in Britain.”

Key highlights

	2014	2013
Tuition Fees and Education Contracts	£253m	£220m
Funding Body Grants	£110m	£125m
Research Grants and Contracts	£105m	£112m
Other Income	£103m	£104m
Total Income	£571m	£561m
Surplus for the year	£25m	£22m
Total Net Assets	£588m	£582m
Cash generated from Operating activities	£51m	£51m
Capital Investment	£50m	£35m
Staff Costs	£302m	£295m
Average Staff numbers	6,549	6,518
Research Awards	£181m	£170m
Total Student numbers – worldwide	43,765	43,561

The University of Nottingham is a large Russell Group University and one of the largest universities in the country – with:

- 24,796 undergraduate students in the UK
- 8,573 postgraduate students in the UK
- Total income of £571m in 2013/14
- £105m of research income in 2013/14

Almost unique amongst UK Higher Education Institutions, The University of Nottingham also has two overseas campuses in addition to the Nottingham campus. The overseas campuses are run as joint ventures with local partners located in:

- Ningbo, China with 5,848 students
- Semenyih, Malaysia with 4,548 students.

The University of Nottingham has retained its position among the best in the world – appearing 77th in the QS World University Rankings – the 14th highest placed UK University.

2012 saw the introduction of increased HEU undergraduate tuition fees of up to £9,000 per annum. This created considerable uncertainty across the Higher Education sector. Encouragingly the number of applications to The University of Nottingham remained robust and the targeted intake was achieved and the level of income budgeted met. The increase in the fees that institutions can charge is offset by the reduction in the grants from the government funding bodies. Extra pressure is placed on University finances by the increased fees coming from the Student Loans Company being received in three tranches, October, February and May as opposed to monthly grant receipts. Despite these challenges the University delivered a strong surplus, generated significant cash and invested strongly in its students and infrastructure.

2013/14 saw a continuation of the University's recent strong financial performance with a surplus for the year of £25m, in line with performance for the last two years. One-off receipts from the partial disposal of the University's interests in Nurture and Molecular Profiles were offset by reductions in prior year funding council grants.

Student demand continued to be strong in 2013/14 with overall recruitment targets achieved. Research awards were at record levels once again, with research income in-year in line with recent years at £105m.

Cash generation remains strong – with operating cashflows of £51m, £26m up on 2012/13 – allowing the University to continue to invest for the future.

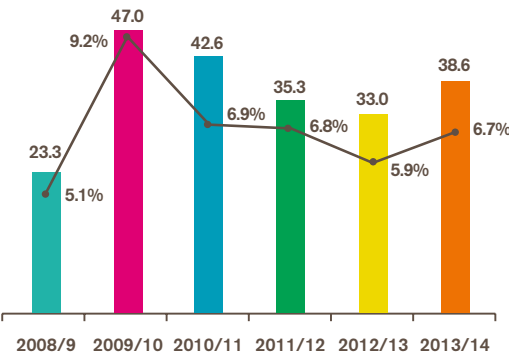
Cash balances continue to be tightly managed with balances (cash at bank and short term investments) of £4.0m at 31 July 2014 compared to £4.8m at 31 July 2013. The University has also made lower than anticipated use of the credit facilities available to it. This is despite continued investment being made in the University's campuses to further improve the student experience.

Treasurer's Report

Earnings before Interest, Tax, Depreciation and Amortisation

Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) is now a widely used measure of underlying financial performance within the Higher Education sector. It measures operating performance and as such provides a high degree of comparability between Universities.

EBITDA (£m/% of Income)

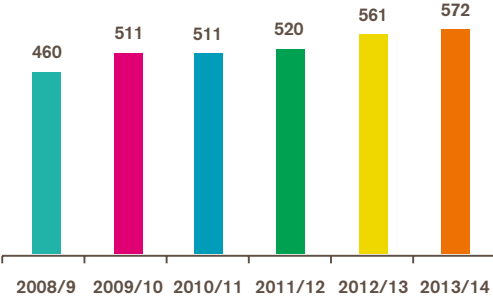


The University's performance against this measure remains strong at 6.7% of income and in line with recent performance. The University has a medium term target for EBITDA of 7% of income. This is slightly higher than the prior year, but in line with past performance. The higher targeted EBITDA will generate additional resources to support anticipated increased investment levels in the coming years.

Income

Income increased by £11m (2.0%) compared to the prior year. The major shift in income results from the 2012/13 change in the tuition fee regime. This will continue for another two years until 2015/16 when the vast majority of students will have moved on to the new regime. A corresponding reduction in grant funding will continue to partially offset this growth.

Total Income (£m)



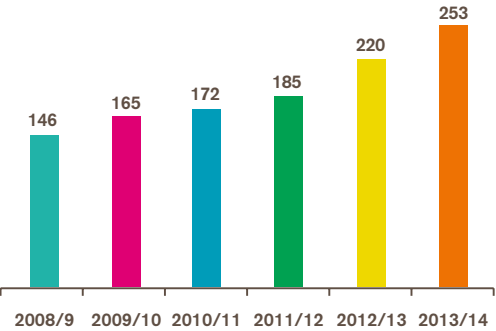
Research income is in line with recent years despite the increase in research awards, although there is a lag, sometimes of a few years, between the award of a research contract and the recognition of the income in the Financial Statements.

The Orchard Hotel, opened by the University in November 2012 to complement the East Midlands Conference Centre on campus is performing strongly in its first full year of operation, contributing £7.3m to total income and a £1.8m surplus in 2013/14.

Tuition Fees

The University maintained its high levels of demand for places and achieved its targeted undergraduate student numbers at the September 2014 intake.

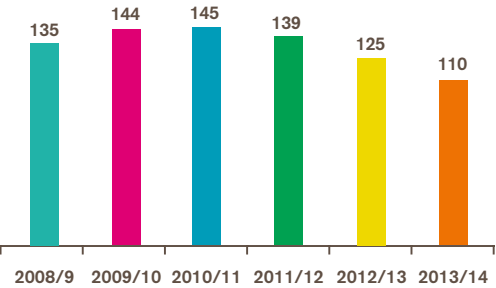
Tuition Fees (£m)



Tuition fees are £33m up on 2013/14 and now represent 44% of total University income compared to 32% in 2008/9. The increases in Tuition Fee Income in recent years result mainly from the changes to the home/EU undergraduate funding regime from September 2012. These increases are partially offset by reductions in Funding Council Grants.

Funding Body Grants

Funding Body Grants (£m)



Funding Body Grants – which consists mainly of support for Home/EU undergraduates and support for Research continues to fall as expected. Funding Body Grants were down £15m on 2012/13 to £110m and now make up 19% of total University income and less than half the amount generated from Tuition Fees.

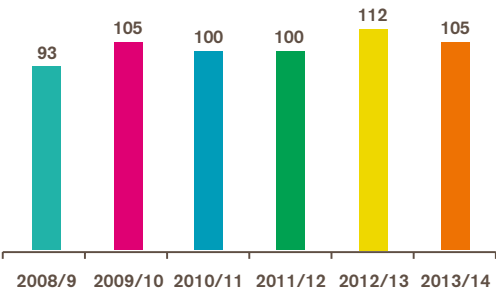
The fall is almost entirely attributed to the fall in support for Home/EU undergraduates resulting from the 2012 changes to the way higher education is funded.

Treasurer's Report

Research Grants and Contracts Income

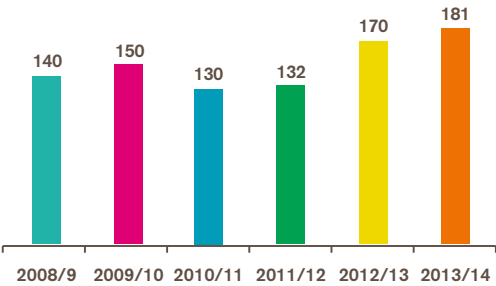
Income from Research Grants and Contracts continues to be strong at £105m for the year. The order book remains strong for the years ahead as evidenced by the level of research awards achieved in recent years which will result in income recognised over a number of years.

Research Grants and Contracts Income (£m)



Research awards are the order book which sustains the University's research base. 2013-14 is another record year, winning £181m of new grants and achieving the University of Nottingham Strategic Plan 2010-2015 research awards target a year ahead of schedule. This provides a robust platform for the launch of the new 2015-2020 Research Strategy with many of these secured awards generating research income for three to five years.

Research Awards (£m)

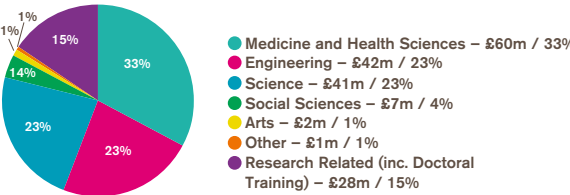


The University has a large and complex research portfolio with 801 awards won from multiple funders during the year. It is testimony to the University's research leaders that the largest of these awards is £14m, with a further 20 awards in excess of £1m and valued at £58m. These have been won for team-based cutting edge research programmes. In addition, the University has had a successful year winning £28m research related awards primarily supporting Doctoral Training Programmes for PhD students, some of whom will be the next generation of research leaders.

The University has also been very successful in winning a significant number of awards for state of the art research capital equipment. While all these successes has been achieved through intense competition from other Universities a growing feature of many large awards is a requirement to collaborate both within the University but also externally with other Universities, industry partners and users of research such as the NHS, and international leading researchers.

The distribution of awards by Faculty and by Sponsor Category is shown below:

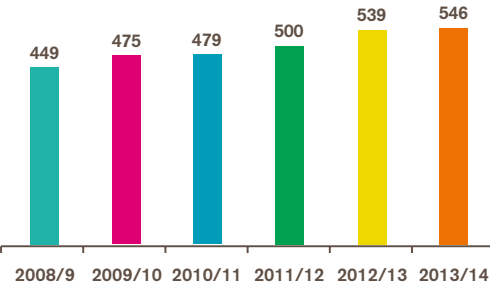
2013/14 Research Awards: £181million



Expenditure

Cost control continues to be a key focus for the University with Total Expenditure rising by £7m (1.3%) in 2013/14 to £546m compared to the £11m (2.0%) rise in income over the same period. The overall increase in costs results principally from a £6.4m increase in staff costs.

Total Expenditure (£m)



Included within the University's costs are £47m of scholarships and bursaries to a wide range of students, including:

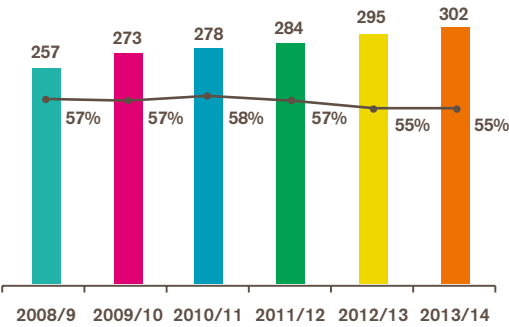
- £12m to students from low income backgrounds to support their studies
- £7m to international students to encourage the most talented students to come to Nottingham
- £28m to Post Graduate students to help those with the ability to further their studies at Nottingham

Treasurer's Report

Staff Costs

Staff costs rose by £6.4m (2.2%) from 2012/13 to £301.6m and represent the largest element of total costs at 55.2% of total expenditure. This is up from 54.8% last year but broadly in line with the 57% average for 5 years before that.

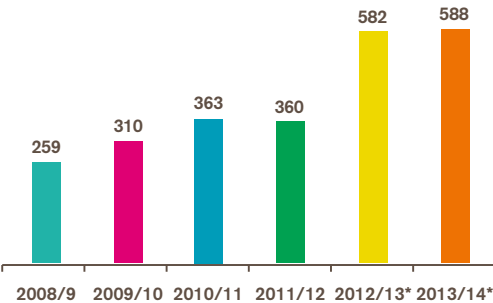
Staff Costs (£m/% of Total Expenditure)



Balance Sheet

The University's Net Assets rose significantly in 2012/13 as a result of the revaluation of the University's land. The vast majority of the land owned by the University was donated and had therefore previously been included at no cost. This significantly underestimated the value of the University's assets. A decision taken to include land at its current value in the 2012/13 accounts was recorded in the prior year.

Net Assets (£m)



* only 2012/13 and 2013/14 reflect the land valuation undertaken in 2012/13.

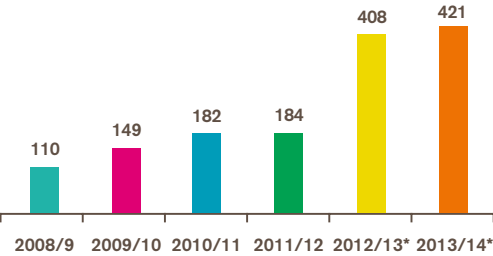
Net assets remained stable, increasing slightly by £6m in the year to £588m.

Reserves

Consolidated Reserves (which excludes Deferred Capital Grants) rose sharply in 2012/13 as a result of the revaluation of University owned land.

This year saw a £13m increase in reserves which incorporates the operating result for the year, a £1.6m increase in Endowments offset by an increase in the Pension Reserve to match the £13m increase in the FRS17 liability.

Consolidated Reserves (£m)

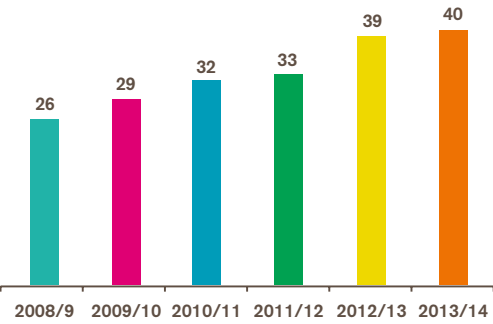


* only 2012/13 and 2013/14 reflect the land valuation undertaken in 2012/13.

Endowments and Donations

The University continues to build a strong endowment portfolio, building on the successes of recent years. The University received a total of £6.5m in cash gifts for the year split between £5.7m cash gifts and £0.8m new endowments. This is around 50% higher than for 2012/13. Investment income of £1.1m was received during the year from the University's endowment portfolio.

Endowments (£m)



Of the amount received during the year, £3.9m (60% of the total) came from 35 gifts of £25k or over. A further £1.0m (15% of the total) came from some 208 donations of between £1k and £25k. The remaining £1.6m (25%) came from a large number of donations of less than £1k – with a significant number of people and organisations donating for the first time.

Treasurer’s Report

Pensions

The latest triennial actuarial valuation for the Nottingham Contributory Pension and Assurance Scheme (CPAS) was as at 31 July 2011 and saw the deficit increase from £50.5m to £80.1m, principally due to changes in the discount rate used for valuing the liabilities. A recovery plan has been agreed with the Trustees resulting in additional employer contributions over a 15 year recovery period, as opposed to the previously agreed 12 year period. This resulted in a small increase in overall employer contributions per annum.

On an FRS17 basis at 31 July 2014, the CPAS deficit has increased to £91m (2013: £77m). During the year, the value of the scheme’s assets rose by £7.7m (5.5%), but a reduction in the discount rate applied to the liability – linked to lower expected future investment returns increased the value of the liability by £21.0m (9.6%).

The FRS17 calculations resulted in a credit to the Income and Expenditure Account of £3.8m (2012: credit of £2.7m). This reflects the fact that contributions into the scheme are higher than current service costs because of the deficit recovery plan that is in place between the University and the Scheme.

At the balance sheet date, the 31 July 2014 CPAS Valuation was in progress with completion anticipated to be achieved in mid-2015.

The latest triennial actuarial valuation for the Universities Superannuation Scheme (USS) was carried out as at 31 March 2011. No further changes to the scheme contributions or benefits were proposed following the changes already implemented in 2009 and 2011. USS does not appear on the University balance sheet as the University’s share of the assets and liabilities are not separately identified by USS. At the balance sheet date, the 31 March 2014 USS Valuation was in progress with completion anticipated to be achieved in mid-2015.

The new Pension Auto-enrolment rules applied to the University with effect from March 2013 and significant changes were required to processes and systems to ensure compliance. The additional annual cost to the University of increased numbers of staff participating in pension arrangements was, as expected, not material and a reasonable estimate has been included within future budgets and plans.

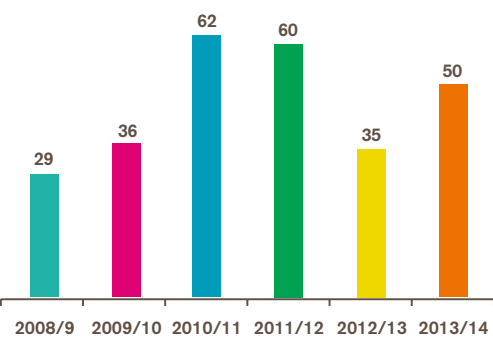
Capital expenditure and financing

Capital expenditure in the year was £50m compared to an average expenditure of £44m over the previous 5 years.

A number of major capital new build projects are under construction, namely:

- A Science and Engineering Library on University Park (£19m).
- The Glaxo Smith Kline Carbon Neutral Laboratory for Sustainable Chemistry on Jubilee Campus (£20m). This building was destroyed by fire in September 2014 prior to the handover of the building to the University by the Contractor. Plans are in place to rebuild it with the associated costs covered by the insurance provided as part of the construction contract.
- Student Amenities Building on Sutton Bonington Campus (£9m).
- Replacement changing facilities and new sports pavilions for our external sports pitches at the Riverside Sports Complex (£5m).
- The Romax Building (£6m) on the University of Nottingham Innovation Park was completed and officially opened by Lord Parry Mitchell in June 2014.

Capital Expenditure (£m)



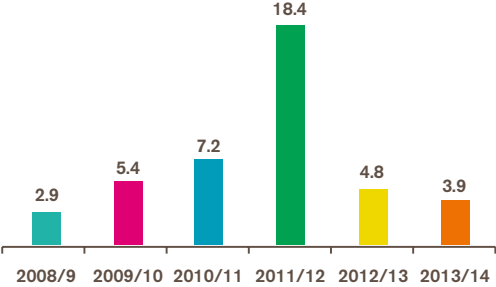
The Energy Technologies building completed in 2013, which is an exemplar low carbon building dedicated to the research and development of sustainable energy technologies, received the prestigious accolade of BREEAM’s Education Building of the Year 2014. BREEAM is the Building Research Establishment Environmental Assessment Method and is the world’s foremost environmental assessment method and rating system for buildings.

Treasurer’s Report

Financing

At 31 July 2014 the University had £4.0m of cash and short-term deposits (31 July 2013 £4.8m).

Cash Balances (£m)



The University has continued its policy of holding minimal cash balances whilst retaining a significant and flexible borrowing facility available to support both short and long term financing requirements.

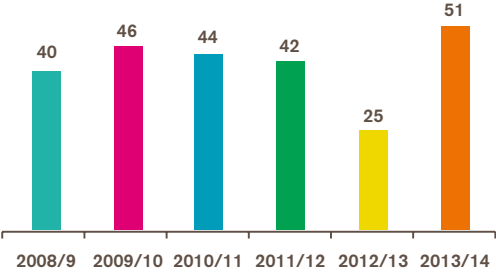
The University has a committed facility to borrow up to £112m, comprising of £97.2m (at 31 July 2014) revolving credit facility plus £15m multi-option facility. Interest on the University’s loans from the Royal Bank of Scotland is at a rate linked to LIBOR. The revolving credit facility is amortised, quarterly over 25 years from October 2010.

The University has the ability to drawdown and repay its borrowings as required to manage its cash requirements. The University’s approach is to minimise its borrowings thereby carrying limited cash reserves. Surplus cash is only invested with counterparties for short periods. All counterparties are approved by the University’s Finance Committee, with a maximum of £15m being deposited with any counterparty.

Cash and Liquidity

Net cash in-flow from operating activities in the year was strong at £51m (2012/13: £25m).

Net Cash Inflow from Operating Activities (£m)



The relatively weak performance in 2012/13 resulted from increased debtors at the year end. The 2013/14 position reflects a reversal of this position – with the six year average at £41.3m.

The key movements between 2012/13 and 2013/14 are detailed in Note 26 and summarised below:

- Debtors – a decrease in the year of £3.3m in 2013/14 compared to an increase of £11.7m in 2012/13
- Creditors –an increase of £5.7m for 2013/14 compared to no change in creditors in 2012/13
- Surplus for the year – an increase of £3.0m on the prior year
- Depreciation – an increase in the depreciation charge for 2013/14 of £1.4m on the prior year.

The cash generation figure of £51m compares to £39m EBITDA with £8.9m of the difference is due to the decrease in debtors and increase in creditors.

Continued high levels of cash generation will be required in future years to support increased investment in University infrastructure.

Credit Rating

In July 2014 the University maintained its “AA- Stable” Credit Rating from Standard & Poors – a rating the University has held consistently for over ten years.

The major rating factors in the July 2014 report are:

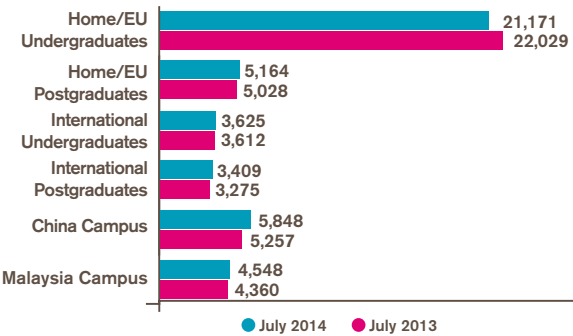
- Strengths:
- High student demand levels, supported by the university’s high academic standing.
 - Sound financial performance expected over the rating horizon.
 - Strong financial management, conducive to responding effectively to significant sector changes.

- Weaknesses:
- Weakening public sector funding support for the sector, combined with greater competition for quality students and alternative funding sources.
 - Access to liquidity relies on committed facilities arranged with a single lender.

Treasurer's Report

Student analysis

The total number of students enrolled across all campuses in 2014 increased by around 200 to 43,765. The relatively small overall change includes a reduction of 858 in the number of Home/EU Undergraduates, mostly due to changes in some NHS contracts which have reduced part-time and no award students in the Faculty of Medicine & Health Sciences, which has been more than offset by growth in the University's international campuses.



*excludes students who are undertaking part of their studies in Nottingham in 2013/14.

Looking Forward

The University has demonstrated strong financial performance in recent years and has sound, credible plans in place to continue to deliver sustainable financial performance into the future.

There are significant challenges ahead:

- Future funding uncertainty and the potential for further HEFCE funding cuts - both revenue and capital – as the Funding Council seeks to balance its own books and respond to any Government policy shifts.
- Changes to the Higher Education funding environment that may follow the general election expected in May 2015.
- The challenge of maintaining and increasing international student demand in the context of increasing competition for students from other Universities across the world.
- Growing research income and margin in the context of increasing competition and potentially lower margins, with an increasing proportion of awards relating to equipment which have little or no margin.
- Delivering an ambitions investment programme including both capital expenditure and significant back-office transformation programmes.
- The cost of pensions, both the University's own CPAS scheme and the University's share of the USS scheme remain uncertain, with both schemes holding their triennial valuations in 2014. No increase in employer pension contributions have been assumed for either the in-house scheme or for the USS for 2014/15, but both schemes are being valued in 2014/15 with significant risk of increased future contributions being required.
- Implementing the changes to accounting practices and process that will be required by the new FRS102 compliant Statement of Recommended Practice for Higher and Further Education.

The University is well placed to deal with these challenges.

- Our international reputation, as evidenced by the University's world ranking, makes the University in Nottingham, Ningbo and Semenyih attractive to students across the world.
- Student recruitment remains strong, early indications for 2014/15 are that recruitment targets will be met with increased entry tariff.
- The University is in the process of developing Strategy 2020 which will set the University's priorities for the next 5 years.
- Included in Strategy 2020 is a financial sustainability objective, which will have a specific focus in delivering the financial performance across the organisation that will be required to underpin an ambitious programme of investment.
- Strategy 2020 also re-focuses the University's research with a vision to "deliver research excellence across academic disciplines, at all of the University's campuses."
- The University has built the capacity for major investment in support of Teaching and Learning, Student Experience and Research facilities into its forward financial plans.
- We continue to develop, with ambitious capital expenditure plans including with significant transformation programmes planned.

Conclusion

The University continues to report strong financial performance whilst still investing in its students and its core activities. Student demand remains strong with the University able to secure the required number of high quality students. The Higher Education market will continue to be challenging into the future as resources become tighter, but the University is well placed to meet these challenges by continuing to attract excellent students, producing high quality research and maintaining a strong financial base.

Colin Gillespie,
Treasurer & Chair of Finance Committee
October 2014

Consolidated Income and Expenditure Account

For the Year Ended 31 July 2014

	Note	2014 £m	2013 £m
INCOME			
Funding body grants	1	110.0	125.0
Tuition fees and education contracts	2	253.4	220.4
Research grants and contracts	3	105.2	111.8
Other operating income	4	102.0	102.2
Endowment and investment income	5	1.3	1.5
Total income		571.9	560.9
EXPENDITURE			
Staff costs	6	301.6	295.2
Other operating expenses	7	217.3	216.8
Depreciation	12	25.4	24.0
Interest and other finance costs	8	1.6	2.5
Total expenditure	9	545.9	538.5
Surplus for the year before associates		26.0	22.4
Share of (losses) / profits in associated companies	13	(0.8)	(0.4)
Surplus for the year after associates		25.2	22.0
Surplus for the year transferred from accumulated income in endowment funds		0.0	0.2
Net surplus for year retained within general reserves	22	25.2	22.2

The consolidated income and expenditure of the University and its subsidiaries materially relate to continuing operations.

Note of Historical Cost Surpluses

Surplus for the year	25.2	22.2
Realisation of investment property revaluation gains of previous years	0.0	0.0
Historical cost surplus for the year	25.2	22.2

Balance Sheets

As at 31 July 2014

	Note	Consolidated		University	
		2014 £m	2013 £m	2014 £m	2013 £m
FIXED ASSETS					
Carbon reduction commitment	10	1.5	0.7	1.5	0.7
Goodwill	11	0.2	0.1	0.0	0.0
Tangible assets	12	703.4	679.2	701.8	677.3
Investments	13	36.5	34.4	11.6	11.7
		741.6	714.4	714.9	689.7
INVESTMENT PROPERTIES					
	14	4.0	3.5	4.0	3.5
ENDOWMENT ASSETS					
	15	40.2	38.6	40.2	38.6
CURRENT ASSETS					
Stocks		1.7	1.7	1.4	1.4
Debtors	16	59.8	63.1	63.2	66.4
Short term investments		1.7	1.0	0.2	0.5
Cash at bank and in hand		2.3	3.8	0.0	1.8
		65.5	69.6	64.8	70.1
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR					
	17	(171.9)	(158.0)	(170.6)	(156.4)
NET CURRENT LIABILITIES					
		(106.4)	(88.4)	(105.8)	(86.3)
TOTAL ASSETS LESS CURRENT LIABILITIES					
		679.4	668.1	653.3	645.5
CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR					
	18	(0.5)	(8.4)	(0.5)	(8.4)
NET ASSETS EXCLUDING PENSIONS LIABILITY					
		678.9	659.7	652.8	637.1
PENSIONS LIABILITY					
	31	(90.7)	(77.4)	(90.7)	(77.4)
TOTAL NET ASSETS INCLUDING PENSIONS LIABILITY					
		588.2	582.3	562.1	559.7
DEFERRED CAPITAL GRANTS					
	19	167.5	174.4	167.3	174.2
ENDOWMENTS					
Expendable	20	1.0	0.5	1.0	0.5
Permanent	20	39.2	38.1	39.2	38.1
		40.2	38.6	40.2	38.6
RESERVES					
Income and expenditure account excluding pension reserve	22	274.7	251.1	248.8	228.7
Pension reserve	31	(90.7)	(77.4)	(90.7)	(77.4)
		184.0	173.7	158.1	151.3
Income and expenditure account including pension reserve					
		184.0	173.7	158.1	151.3
Revaluation reserve	21	196.5	195.6	196.5	195.6
		380.5	369.3	354.6	346.9
TOTAL FUNDS					
		588.2	582.3	562.1	559.7

The financial statements were approved by Council on 21st October 2014 and signed on its behalf by:

PROFESSOR SIR DAVID GREENAWAY
Vice-Chancellor

COLIN GILLESPIE
Treasurer and Chairman of Finance Committee

ANDREW UNITT
Chief Financial Officer





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MEET UP
@ 12

LECTURE
1pm

