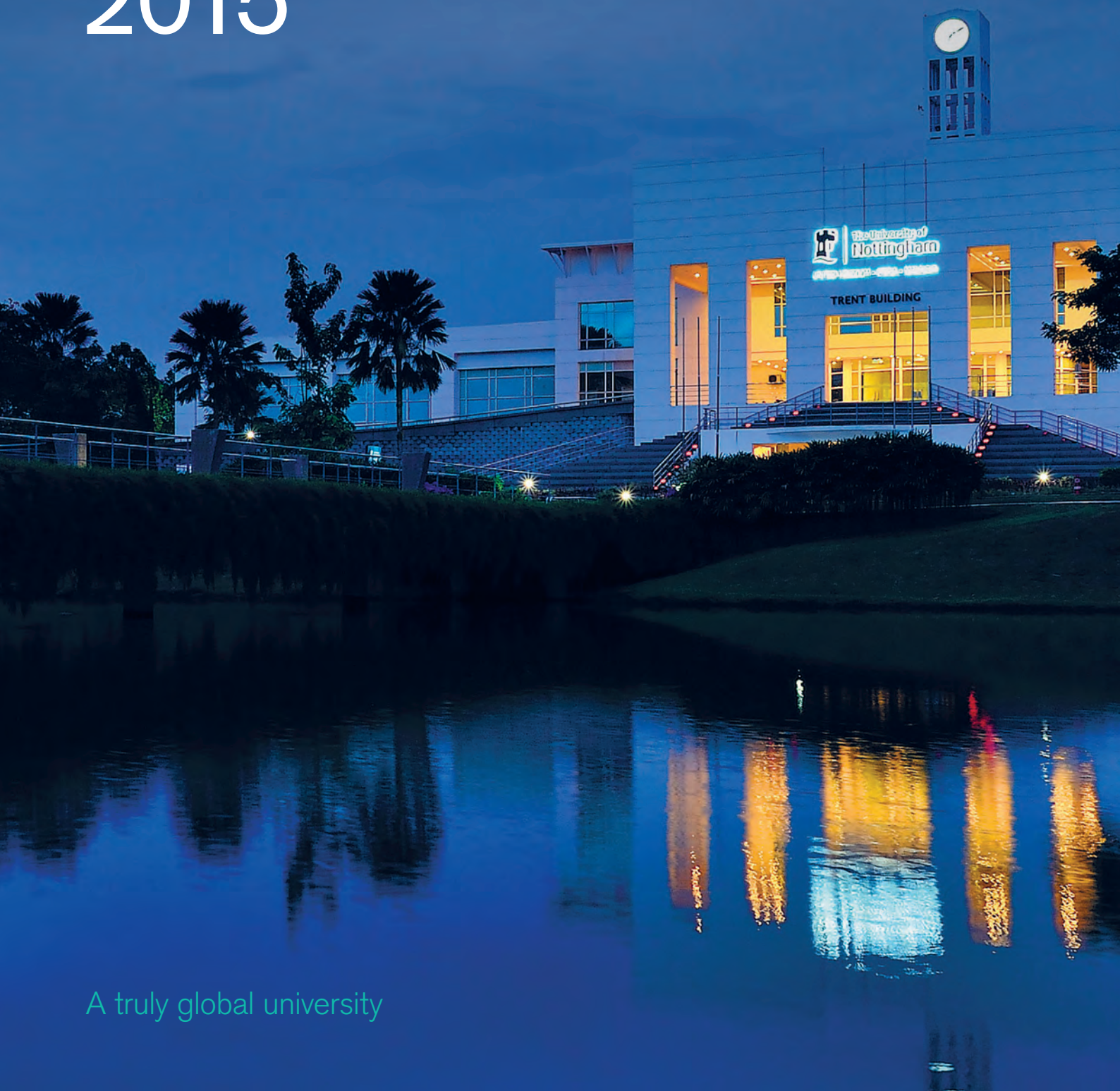




The University of  
**Nottingham**

UNITED KINGDOM • CHINA • MALAYSIA

# Global Review 2015



A truly global university

**Council membership**  
**(1 August 2014 to 31 July 2015)**

**President of Council and**  
**Pro-Chancellor:**

John Mills

**Vice-President of Council:**

Dame Elizabeth Fradd

**Members ex-officio**

**Pro-Chancellor:**

Dr Hamid Mughal

**The Vice-Chancellor:**

Professor Sir David Greenaway

**Deputy Vice-Chancellor:**

Professor Karen Cox

**The Treasurer:**

Colin Gillespie [to 2 December 2014]

Steve Walton [from 10 March 2015]

**Pro-Vice-Chancellors:**

Professor Alan Ford

Professor Chris Rudd

**Members of staff**

Professor John Atherton

Professor David Clarke

Professor Neil Crout

Professor Christine Hall

Dr Gabriele Neher

**External members appointed**  
**by the Council**

Lyndsey Bainton

Baroness Brenda Dean

John Finch

Dame Asha Khemka

Jeff Randall

David Ross

John Saunders

Steve Walton

Neil Watkinson

Louise Wilson

**Appointed by the union of students**

**From 1 July 2014 to 30 June 2015**

Harry Copson (President)

Adam Bevis-Knowles (Education Officer)

**From 1 July 2015**

Angharad Smith (President)

Daniel Rattigan (Education Officer)

**Other senior officers**

**The Chancellor:**

Sir Andrew Witty

**The Registrar:**

Dr Paul Greatrix (Secretary to Council)

**Pro-Vice-Chancellors:**

Professor Dame Jessica Corne

Professor Christine Ennew

Professor Nick Miles, OBE

Professor Sarah O'Hara

Professor Saul Tendler

Professor Hai-Sui Yu

**Faculty Pro-Vice-Chancellors:**

Professor John Atherton

Professor Jeremy Gregory

Professor Todd Landman

Professor Andy Long

Professor Kevin Shakesheff

**Chief Financial Officer:**

Andrew Unitt

**Chief Estates and Facilities Officer:**

Chris Jagger

**Chief Marketing and**  
**Communications Officer:**

Kerry Law

**Chief Information Officer:**

Mary Visser

**Director of Human Resources:**

Jaspal Kaur

**Chief Student Management Officer:**

Breda Walls

# Contents

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Vice-Chancellor's welcome	4
Excellence in Education and Student Life	6
World-Changing Research	8
Embedding Internationalisation	10
Partnerships for Growth	12
Foundations	14
Timeline of the year	16
Treasurer's report	18
Consolidated income and expenditure account	26
Balance sheets	27

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# Vice-Chancellor's welcome

When we launched our biggest-ever fundraising campaign in 2011 we had high hopes. We were ambitious. With colleagues across the University working together, I was confident that **Impact: The Nottingham Campaign** could reach its goal of raising £150m over five years. But I would never have predicted we would reach that goal a year early.







Ours is an institution with unmatched campuses, a truly international footprint and a global reputation

The success of the Campaign is a wonderful testament to The University of Nottingham and to what makes it great: its people, its alumni, its life-changing teaching and world-changing research. Ours is an institution with unmatched campuses, a truly international footprint and a global reputation. It has a long and distinguished history, and the success of Impact: The Nottingham Campaign means it has a brighter future.

That success also means we can push on, reach higher and go further, in line with the aspirations laid down in our **Global Strategy 2020**. And that is why we've extended the target to £200m. I know that we can achieve that and look forward to working with colleagues – not to mention getting back in the saddle with my fellow Life Cycle riders – as we work towards realising this target.

The year 2015 saw other notable milestones. Following the 10th anniversary celebrations for The University of Nottingham Ningbo China in 2014, we marked the 15th anniversary of The University of Nottingham Malaysia Campus (UNMC). As the first overseas campus of a British university it has been a trailblazer in the truest sense, and it has been wonderful to see UNMC growing and maturing over its first 15 years. Today it is recognised as one of Malaysia's elite higher education providers, with pioneering research centres like Crops for the Future benefiting from UNMC's international profile.

Milestones are as much about people as campuses, and in 2015 I was delighted to meet a rather unique individual at summer graduation. When Victoria Rowley walked across the stage to receive her certificate she not only received a first-class degree in Law, she also became our 250,000th graduate – a fantastic achievement for her, and a proud moment for all who belong to the University's global family of alumni.

In common with her peers and future cohorts to come, Victoria will be in demand among employers. The year 2015 saw Nottingham placed second in the High Fliers Research survey, which ranks UK universities according to how often they are targeted by top graduate employers such as BP, GSK, Google, PwC, the Civil Service and Teach First. This marks a third consecutive year in which Nottingham has been ranked either 1st or 2nd on this key indicator, and reflects the first-class experience we offer to our students.

We continue to invest in the student experience. In 2015, with the help of one of our most generous alumni, we began work on the David Ross Sports Village on University Park. This £40m sporting complex will help us increase participation in sport at all levels – from halls of residence football teams to our elite student athletes nurturing medal hopes at Rio 2016 and beyond.

Students are also benefiting from our investment in learning – the expansion of the George Green Library into the new Engineering and Science Library has doubled the facility in size and provided a major increase in student study spaces and workrooms. The first phase of a major project in the Portland Building – the home of our Students' Union – saw the ground floor re-modelled and refurbished to offer better, newer facilities to the student body. We also opened The Barn, a brand new building that offers a step-change in facilities for students at our Sutton Bonington Campus.

In research, too, we continue to excel. The Research Excellence Framework (REF), published in December 2014, found that more than 97% of our research was recognised internationally, with wide ranging impacts on society, the economy, health and wellbeing, culture, public policy and the environment. The results of the Research Excellence Framework placed us 8th in the UK by research power, a measure which takes into account both the quality of research and number of research-active staff. This was a huge achievement and a powerful confirmation of Nottingham as a leading global research-intensive university.

Underpinning this excellence is investment, and 2015 saw us reach new record funding levels with research grants of £186m – the highest level we have ever received. Excellence was recognised at the Times Higher Education Awards 2014, where Nottingham won 'Research Project of the Year' for Professor Harminder Dua's groundbreaking work to discover a new layer of the human eye.

Of course to continue to achieve excellence we must, from time to time, look at our structures and how we operate. This is why we undertook a comprehensive review of senior management arrangements in 2015, to ensure we have appropriate resource in place to meet the University's needs, to ensure we have accountability, and to improve the connectivity between 'the centre' and schools/professional services.

The review was focused on our requirements in delivering **Global Strategy 2020**. We now have a larger University Executive Board, but I believe this is what we need to ensure we have the appropriate scale and scope of academic leadership, and appropriate accountabilities for delivery of professional services.

I am confident we have a team which can help deliver the ambition set out in our strategy for the next five years, and am invigorated by the prospect of working with such a talented group, dedicated to supporting the University's continued development and growth.

**Professor Sir David Greenaway**  
Vice-Chancellor



# Excellence in Education and Student Life

The global family of Nottingham alumni passed a new milestone in 2015 when Victoria Rowley walked across the stage at graduation: she became the University's 250,000th graduate.

Victoria, the first person in her family to attend university, was awarded a first-class degree in Law with American Law on the final day of summer graduation. After studying in the UK, USA and Malaysia, the 23-year-old joined a worldwide community of alumni spanning 200 countries and more than 130 years of academic excellence.

In common with her peers – past, present and future – Victoria will be in demand among employers. The year 2015 saw Nottingham placed second in the High Fliers Research survey, which ranks UK universities according to how often they are targeted by the UK's 100 leading graduate employers such as BP, GSK, Google, PwC, the Civil Service and Teach First.

This marks a third consecutive year in which Nottingham has been ranked either 1st or 2nd on this key indicator, and reflects the first-class experience on offer to Nottingham students. It demonstrates the quality of our students and the way in which they make the most of the Nottingham student experience to develop their skills and talents for academic and career success.

Student employers rate the University very highly, and so do the students themselves. The Whatuni Student Choice Awards 2015, based on the views of more than 20,000 students from across the UK, ranked Nottingham number 1 for graduate employment.

Students also find the time to do amazing work for others. The University of Nottingham Students' Union charity organisation, Karnival, is now the largest student-led fundraising group in Europe, after raising a record £1.8m for good causes. The total was achieved after students organised a series of fundraising events throughout the year including summer challenges to Mount Kilimanjaro and South America, cycle trips across countries as well as large-scale fundraising events in Nottingham and rag-raids across the UK.

Investment in student facilities is ongoing. With the help of one of the University's most generous alumni, work began on the David Ross Sports Village on University Park. This £40m sporting complex will help to increase student participation in sport at all levels – from halls of residence football teams to the elite student athletes nurturing medal hopes at Rio 2016 and beyond.

The expansion of the George Green Library into the new Engineering and Science Library has doubled the facility in size and when fully opened will provide a significant increase in student study spaces and workrooms. The first phase of a major project in the Portland Building – the home of the Students' Union – saw the ground floor re-modelled and refurbished to offer better, newer facilities to the student body. At Sutton Bonington, the opening of The Barn provided a brand new building and a major improvement in facilities for students.

All new buildings on campus are constructed with sustainability in mind, which helps to make the University a leading institution in this area: 2015 saw it ranked as the most sustainable university on the planet according to the UI GreenMetric World University Ranking. It was the third time Nottingham has won this accolade.

The quality of student facilities goes hand-in-hand with the quality of education, and academic excellence was recognised at the highest levels. The University community was delighted to see Professor Sir Martyn Poliakoff CBE FRS knighted in the Queen's New Year Honours 2015 for services to Chemical Sciences, in recognition of his contribution as a global leader in green and sustainable chemistry. Sir Martyn is a familiar face to millions of YouTube viewers around the world for his starring role in the 'Periodic Table of Videos', a hugely successful series of educational films about the 118 chemical elements.



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All new buildings on campus are constructed with sustainability in mind, which helps to make the University a leading institution in this area: 2015 saw it ranked as the most sustainable university on the planet according to the UI GreenMetric World University Ranking





# World-Changing Research

Results of the Research Excellence Framework (REF) confirmed Nottingham's place in the top tier of the world's elite higher education institutions.





# £ 7.7m

**from the Medical Research Council (MRC)  
to further develop the Sir Peter Mansfield  
Imaging Centre**

REF 2014, an assessment of the quality and volume of research at 154 UK universities, found that more than 97% of Nottingham research was recognised internationally, with wide-ranging impacts on society, the economy, health and wellbeing, culture, public policy and the environment. The results placed the University 8th in the UK by research power, a measure which takes into account both the quality of research and number of research-active staff.

More than 80% of the institution's research was ranked in the highest categories – 'world-leading' or 'internationally excellent' – up from 58% the last time the exercise was carried out in 2008. The amount of Nottingham research regarded as 'world-leading' almost doubled – increasing from 18% to 32%.

Excellence is underpinned by investment, and 2015 saw Nottingham reach new record funding levels with research grants of £186m – making it another record year. This provides a robust platform for the new research strategy, with many of these awards generating research income for three to five years. The University has a large and complex research portfolio with 1,035 awards won from multiple funders during the year. Among the largest grants were:

- £13.3m from the Biotechnology and Biological Sciences Research Council (BBSRC) for a Doctoral Training Partnership to train 250 PhD students to tackle global challenges in agriculture and food security, industrial biotechnology, bioenergy and health.
- £7.7m from the Medical Research Council (MRC) to further develop the Sir Peter Mansfield Imaging Centre.
- £5.8m from the Engineering and Physical Sciences Research Council (EPSRC) to create and develop a quantum technology hub in collaboration with other UK higher education institutions.

There were also a further 28 financial awards in excess of £1m, totalling more than £52m. While all these successes have 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 researchers.

The year 2015 saw the official opening of a major new research centre providing sustainable routes to important chemicals for researchers and industry. By engineering microorganisms, the team at the Synthetic Biology Research Centre (SBRC) are developing cleaner and greener techniques to manufacture the molecules and fuels that modern society needs.

The £14.3m centre, made possible with funding from the Biotechnology and Biological Sciences Research Council and the Engineering and Physical Sciences Research Council, aims to reduce our reliance on petroleum and natural gas through innovative use of synthetic biology.

Research excellence was recognised externally in a number of other ways – not least through impact and public engagement. At the Times Higher Education Awards 2014, Nottingham won 'Research Project of the Year' for Professor Harminder Dua's groundbreaking work to discover a new layer of the human eye.

Professor Dua and his team identified a previously undetected layer of the cornea, the clear protective lens that sits in front of the eye. They found a distinct layer deep in the corneal tissue that plays a vital role in corneal transplant surgery, now named 'Dua's Layer' in his honour.

An unusual research collaboration caught public imagination worldwide when the results were announced in spring 2015. The findings of the Ancient Biotics project – a thousand-year-old Anglo-Saxon remedy for eye infections which was found to kill the modern-day superbug MRSA – reached a global audience of more than 46 million people through the media. The findings were picked up by more than a thousand news outlets worldwide including CNN, BBC Radio 4 Today, New Scientist, Le Figaro, Der Spiegel, The Sydney Morning Herald, The Moscow Times and the South China Morning Post.

# Embedding Internationalisation

The year 2015 marked the 15th anniversary of The University of Nottingham Malaysia Campus (UNMC). As the first overseas campus of a British university it is a trailblazer in the truest sense and it has grown and matured into one of Malaysia's elite higher education providers – with pioneering research centres like Crops for the Future benefiting from UNMC's international profile.







The University of Nottingham Ningbo China (UNNC) joined forces with the Ningbo government to establish a joint initiative valued at £6m over five years

From its first cohort of 78 students at the start of the millennium, UNMC has grown to become a multi-faculty university of 5,000 students on a purpose-built campus in Semenyih, providing high-quality undergraduate and postgraduate programmes, delivering internationally competitive research and making a positive contribution to the local community. That it has become a key player in Malaysia's higher education sector in just 15 years is testimony to the strength of the partnership between The University of Nottingham and Boustead Holdings Berhad, and support from the Malaysian government.

These achievements are acknowledged at the highest levels in the UK. Senior academics from UNMC joined Sajid Javid, Secretary of State for Business, Innovation and Skills, when he led a delegation on education and trade during the UK Prime Minister's visit to Singapore and Malaysia.

New international collaborations continue to be established, such as the partnership between the University's Sino-UK Geospatial Engineering Centre which is working with a subsidiary of China Railway Group – the biggest construction company in Asia – on a joint project funded by the European Space Agency. The project uses advanced satellite navigation and positioning technology to generate real-time measurements of bridge movement in order to understand how different environmental and industrial factors can affect bridge stability over time.

The University of Nottingham Ningbo China (UNNC) joined forces with the Ningbo government to establish a joint initiative valued at £6m over five years. The Nottingham-Ningbo New Materials Research Institute will create five international research teams and commercialise research in the longer term to promote development of the new materials industry. UNNC also announced a collaboration with the Shanghai Advanced Research Institute, in the form of a £1m Low-Carbon Research Centre.

Another new research centre at UNNC combines British and Chinese expertise to examine Chinese digital copyright. The Arts and Humanities Research Council (AHRC) Digital Copyright and IP Research Centre is investigating the global copyright challenges and opportunities for creative and tech industries. The centre is supported by a £500,000 grant from the AHRC and Newton Fund over two years with match funding from the Ningbo Science and Technology Bureau.

The special relationship between the two cities was set in stone in 2015 when a pair of Chinese lion statues gifted to the city by Ningbo were unveiled on University Park in Nottingham; in return, a replica of the city's iconic Robin Hood statue took pride of place at UNNC. This relationship was also recognised when the Vice-Chancellor, Professor Sir David Greenaway, was one of a small group of VCs selected to meet with China's President Xi Jinping. Sir David was the only British university leader to attend a state banquet held for China's President hosted by the Queen at Buckingham Palace, also attended by Prime Minister David Cameron, the Chinese Ambassador to the UK and the Governor of the Bank of England.

The University's achievements in China were described as 'a beacon for Sino-UK higher education collaboration' by judges at the Cathay Pacific China Business Awards 2015. Nottingham won the 'Continued Commitment' award which recognises ongoing sustainable and ethical investment in China and/or Hong Kong. The judges also noted that China-related activities are worth approximately £80m to the University each year.

The experience of international students at Nottingham was also ranked among the very best in the UK. The University was one of only five UK universities to receive a rating of 'outstanding' in the International Student Satisfaction Awards, featuring in the league table at number two. The rankings are based entirely on reviews by international students who have studied in the UK.



# Partnerships for Growth

Partnerships with industry, government and with other universities continued to play a major role in the University's success in 2015. The University is one of the most active in the country in terms of its work with businesses.

Over the year, almost 300 businesses worked with the University on projects ranging from R&D, to technology licensing and training and development. Today, more than 50% of total University research income is dependent on some form of industrial collaboration.

As a partner in the Energy Research Accelerator (ERA), Nottingham will play a key role in the transformation of the UK's energy sector. ERA represents the culmination of years of dedicated research, and purposeful academic-industry cooperation across the Midlands. It brings together the world-leading energy expertise of seven institutions and provides a pathway to bring new products to market. ERA is backed with a £60m investment from the government and a further £120m from private sector partners including Siemens, Blueprint and Schlumberger, and Midlands Innovation universities.

Businesses of all sizes benefit from partnering with the University. In 2014/15, Nottingham established itself as one of the top two UK universities for collaborative R&D with businesses.

£12m was secured through collaborative research projects with major global companies, including projects with Rolls-Royce, Cummins, GE Aviation and Zoetis. Other schemes such as Knowledge Transfer Partnerships have enabled the University to provide funding to help small and medium-sized enterprises to access R&D

support to develop new products and processes. Some of these projects have included working with Pipers Crisps on improving the shelf-life of products, with Microlise on engine prognostics and 3D Laser Mapping to design and develop a mobile scanning system for roads and railway infrastructure.

The University also continues to be successful in commercialisation of the outputs of research. Four new academic spin-out companies were formed in 2015: Nuvision Biotherapies which is commercialising an ocular bandage derived from human amniotic membrane; Added Scientific, which focuses on the growing field of additive manufacturing and 3D printing; Geomatic Ventures which is developing a technology to predict the likelihood of geological damage arising from fracking; and NURTURE, the University's assisted fertility unit, which has formed a partnership with the Academic Reproductive Partnership Group backed by Repin.

The overall contribution of the University was underlined in a new report published in 2015. The report, *The Economic Impact of Britain's Global University*, found the institution contributes £1.1bn a year to the UK economy and supports around 18,000 jobs across the country.

According to the report, the University is one of the East Midlands' most significant institutions, with 92% of its workforce living in the region, and one in every 24 jobs in Nottingham being reliant in some part on the University. Along with its £500m research portfolio, the University is at the heart of the Midlands Engine for Growth.

The University is working closely with many local partners including the Local Enterprise Partnership (LEP), Chamber of Commerce and Nottingham City and County Councils. A partnership with the D2N2 LEP resulted in £5m being awarded as part of a Growth Deal expansion, which will help create a major new 8000m<sup>2</sup> centre for manufacturing at the University of Nottingham Innovation Park. A further £5.7m of Regional Growth Fund money was secured to provide grants for businesses seeking to grow.

**Impact: The Nottingham Campaign** is testament to partnerships at all levels across the institution. Partnerships with funders, with staff, with alumni, with students and with external organisations of all kinds helped the Campaign to reach its £150m fundraising goal a year early in 2015. Success also means those partnerships can take the University further – with an increased target of £200m by 2017.

The year 2015 saw overall donor numbers increase significantly to 6,360, compared with 4,939 in 2013/14. Significant pledges secured over the year include £7.5m from Nottingham alumnus and Carphone Warehouse founder, David Ross (Law, 1987) for the new £40m David Ross Sports Village; and £960k from The Stoneygate Trust to support research into childhood brain tumours. The year 2015 was also the University's most successful to date in terms of legacy fundraising.



**The year 2015 saw overall donor numbers increase significantly to 6,360, compared with 4,939 in 2013/14**



# £1.1bn

contributed to the UK economy

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## 50%

of total University research income  
is dependent on some form of  
industrial collaboration

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## £12m

was secured through collaborative  
research projects with major global  
companies, including projects with  
Rolls-Royce, Cummins, GE Aviation  
and Zoetis

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## 18,000

jobs supported across the country

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# Foundations

The University's two core strategies – *Excellence in Education and Student Life* and *World-Changing Research* – and its two enabling strategies – *Embedding Internationalisation* and *Partnerships for Growth* – need solid foundations to ensure they can be fully realised.





Our fundamental foundations cover five key areas: Creating resources for long-term success; Effective organisation and governance; People; Making the most of new technology; and Building on a world-class estate.

### **Creating resources for long-term success**

The year 2014/15 was one of transition from the previous University Strategic Plan (2010-2015) to the Global Strategy 2020. As part of this transition, work was undertaken to articulate the top-level initiatives needed to achieve the goals in each strategic theme, including broadly when and how they would impact on academic schools and professional services. In parallel all academic schools and professional services articulated how they would contribute to the success of the University strategy. The resourcing framework was reviewed to challenge and support both approaches.

The University's Global Strategy 2020 is part of its response to this with its focus on long-term sustainability, income diversification, and prioritising excellence in our core teaching, learning and research activities. New governance arrangements have been introduced to support this, and six Pro-Vice-Chancellor roles were recruited through external competition for the first time in the University's history.

### **Effective organisation and governance**

The University undertook a comprehensive review of senior management arrangements in 2015, to ensure the appropriate resource was in place to meet the University's needs, to underline accountability, and to improve the connectivity across all parts of the University's operations.

Key appointments were made to the University Executive Board as a result: five Faculty PVCs, and a further three Heads of Professional Services were appointed to Executive Board. The review was focused on delivery of Global Strategy 2020. The board is now larger to ensure the right scale and scope of academic leadership, and appropriate accountabilities for delivery of professional services in support of strategy delivery.

### **People**

In conjunction with other research-intensive universities across the Midlands, Nottingham celebrated the work of staff members who underpin university life with the inaugural 2015 Higher Education Technicians' Summit.

The Summit recognised the achievements of technicians – some of the 'unsung heroes' of UK higher education – and their contribution was celebrated via the inaugural Papin Prizes, which were awarded to individual technicians who have demonstrated excellence.

Equality of opportunity was recognised in 2015 when the University's Faculty of Engineering was once again awarded silver Athena SWAN status for its commitment to advancing women's careers in STEM subjects (science, technology, engineering and maths). The faculty's approach reflects a belief that supporting and encouraging women helps to create a positive working environment for everyone.

### **Making the most of new technology**

The University continued to develop an ambitious programme to transform student administration systems, processes and organisational structures in 2015.

Project Transform will implement a new student administration system across the University, in Nottingham and in our campuses in China and Malaysia, ensuring a consistent experience for Nottingham students wherever they are. Project Transform is a global programme which will enhance the quality of our students' experience from their first contact with the University, throughout their time here, and to graduation and beyond.

The project will provide a step change improvement in both the quality and efficiency of a wide range of processes.

### **Building on a world-class estate**

Capital expenditure over 2015 was £61m on a range of projects to improve facilities on campus for students and staff. This figure compares to an average expenditure of £49m over the previous five years. Significant projects include:

- The David Ross Sports Village (£40m), due for completion in summer 2016.
- The Science and Engineering Library on University Park (£19m), nearing completion.
- The Barn, a new £9m amenities building, completed on the Sutton Bonington Campus.
- The GlaxoSmithKline Carbon Neutral Laboratory for Sustainable Chemistry on Jubilee Campus (£20m), expected to open in summer 2016.

In addition to the projects under construction, the University has a significant pipeline of projects that will continue to maintain and enhance the estate into the future.



In conjunction with other research-intensive universities across the Midlands, Nottingham celebrated the work of staff members who underpin university life with the inaugural 2015 Higher Education Technicians' Summit

# Timeline of the year

## 2014

### October



A new £9m investment in Magnetic Resonance Imaging announced at the University – the birthplace of MRI

### November



World-leading work by Professor Harminder Dua and his team wins 'Research Project of the Year' at The Times Higher Education Awards

### December



Professor Sir Martyn Poliakoff, star of the Periodic Table of Videos, is knighted in the Queen's New Year Honours for services to chemical sciences

## 2015

### January



The official opening of the Synthetic Biology Research Centre, which will provide sustainable routes to important chemicals

### February



The new amenities building at Sutton Bonington Campus – The Barn – has its official opening, bringing student services under one roof

### March



The University wins Best Sustainability Project at the Guardian University Awards, for its Helium Recovery and Recycling Initiative



## April



The findings of the Ancient Biotics research project reach a global audience of 46 million people after the story is picked up by more than a thousand news outlets

## May



Nottingham is a winner in the 'Continued Commitment' category at the tenth annual Cathay Pacific China Business Awards, recognising the University's long-term activity in China and Hong Kong

## June



The University celebrates the work of the 'unsung heroes' of higher education with the inaugural Higher Education Technicians' Summit

## July



History is made as Victoria Rowley becomes the University's 250,000th graduate

## August



Professor Chris Rudd takes over as Pro-Vice-Chancellor and Provost at The University of Nottingham Ningbo China

## September



Distinguished Malaysian graduates are honoured at the Alumni Laureate Awards, held in Kuala Lumpur to mark the 15th anniversary of UNMC

# Treasurer's report

## 24,454

undergraduate students in the UK

## 8,743

postgraduate students in the UK

## £593m

of total income in 2014/15

## £119m

of research income in 2014/15

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

The University of Nottingham was described by The Times and Sunday Times Good University Guide 2015 as 'the nearest Britain has to a truly global university'.

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

- 24,454 undergraduate students in the UK
- 8,743 postgraduate students in the UK
- Total income of £593m in 2014/15
- £119m of research income in 2014/15

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

- Ningbo, China with 6,031 students
- Semenyih, Malaysia with 4,665 students.

The University of Nottingham has retained its position among the best in the world – appearing 70th in the most recent 2015 QS World University Rankings – the 14th highest placed UK University.

The year 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 remains robust and targeted intake for the core home/EU undergraduate student group was achieved. The increase in the fees that institutions can charge is offset by a reduction in the grants from the government backed Higher Education Funding Council for England (HEFCE). Extra pressure is placed on University finances by the way fees are paid to universities by the Student Loans Company. Fees are paid in three tranches, October, February and May as opposed to historic monthly grant receipts which creates peaks and troughs in cash flow. Despite these challenges the University delivered a strong surplus, generated significant cash and made substantial investments in its infrastructure.

The year 2014/15 saw a continuation of the University's recent strong financial performance with a surplus for the year of £25m, in line with the 2014/15 budget and the University's performance for the last three years. Core undergraduate student demand remained buoyant and research awards were at record levels once again with underlying research income, before Research and Development Expenditure Credits (RDECs), slightly ahead of 2013/14 at £108m. However, one-off receipts from RDECs offset the impact on income of a lower than planned recruitment of international postgraduate students.

For 2015/16, the University has intentionally recruited higher than originally planned numbers of undergraduates, whilst maintaining planned entry tariff levels. This will provide greater financial stability and mitigate the risk of challenges in the overseas and postgraduate market.

Cash generation remains strong – with operating cashflows of £35m, compared to £51m in 2013/4 – supporting the University's investment plans.

Cash balances continue to be tightly managed with balances (cash at bank and short term investments) of £6m at 31 July 2015 compared to £4m at 31 July 2014. The University has also continued to make minimal use of the credit facilities available to it despite an increase in capital investment to £61m in the year. At the year-end the University had £13.4m outstanding bank borrowing, resulting in a net borrowing position (excluding cash held by the endowment fund) of £7.4m.

The University also embarked on an ambitious programme to transform the student administration systems, processes and organisational structures to provide a step change improvement in both the efficiency and quality of a wide range of processes. 'Project Transform' will implement a new student administration system across the University, both in Nottingham and in our campuses in China and Malaysia, ensuring a consistent experience for Nottingham students wherever they are.



# Key highlights

2015

## £593m

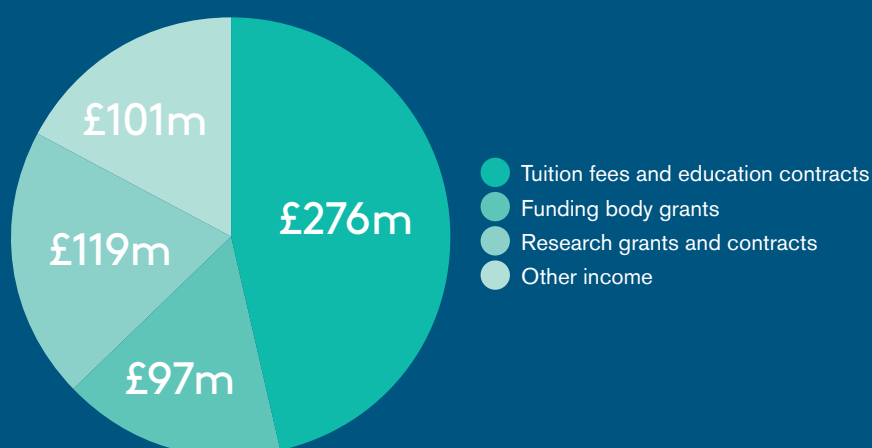
Total income

## +£25m

Surplus

## £596m

Total net assets



2014

## £572m

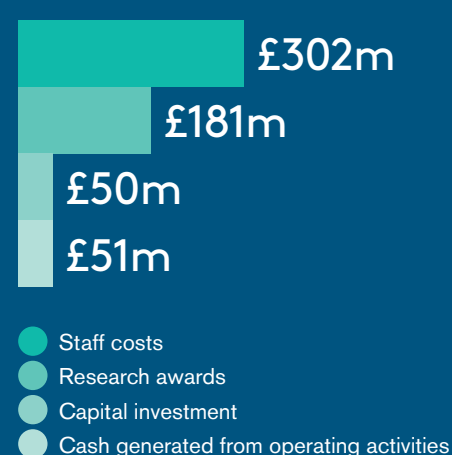
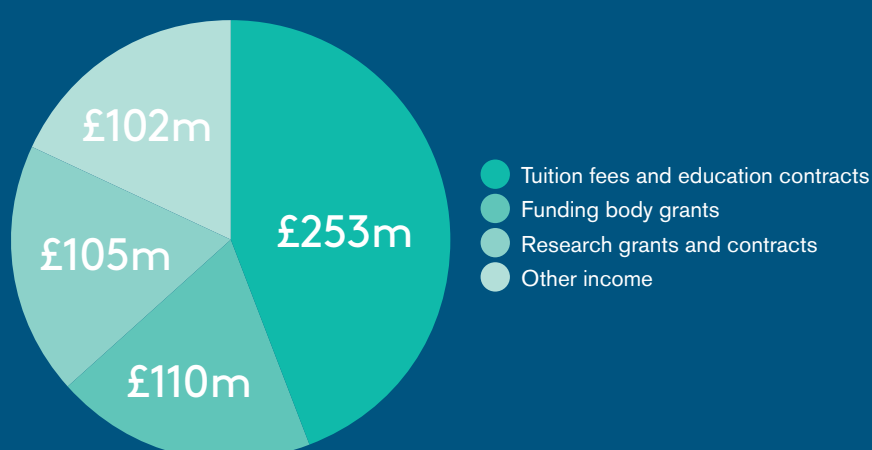
Total income

## +£25m

Surplus

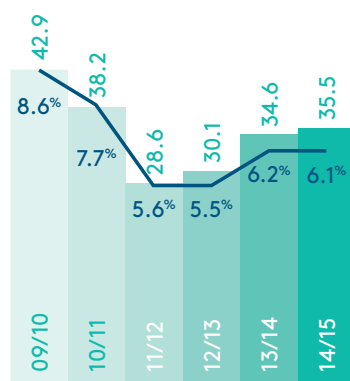
## £588m

Total net assets



# Treasurer's report

EBITDA (£m/% of adjusted income)

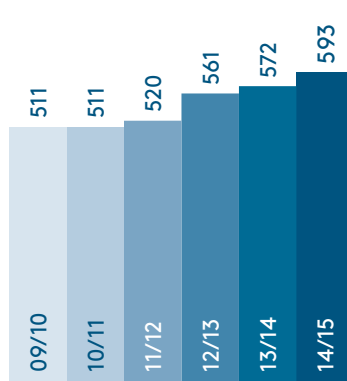


## Earnings before interest, tax, depreciation and amortisation

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. For the purpose of calculating EBITDA as a percentage of income, the impact of deferred capital grant releases is deducted from the headline income figure.

The University's performance against this measure remains strong at 6.1% of income – in line with last year. The University has a medium term target for EBITDA of 7% of income. This is slightly higher than most recent years and will generate additional resources to support increased future investment levels.

Total income (£m)



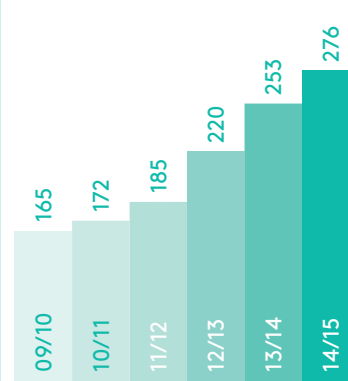
## Income

Income increased by £21m (3.7%) compared to the prior year. The increase results from two sources – the continuing effect of the 2012/13 change in the tuition fee regime and £11.6m one-off income relating to RDECs. The increase in tuition fee income will slow in 2015/16 now that all students on 3 year undergraduate courses have moved on to the new regime.

Underlying research income (excluding RDECs) is slightly higher than last year as higher recent research awards feed into the Financial Statements.

The Orchard Hotel, opened by the University in November 2012 to complement the East Midlands Conference Centre on campus continues to perform strongly, contributing £10.1m to total income and a £2.4m surplus in 2014/15.

Tuition fees (£m)



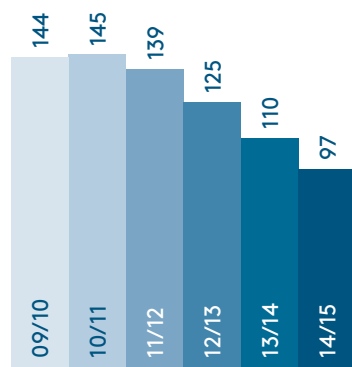
## Tuition fees

The University maintained its high levels of demand for places and achieved its targeted undergraduate student intake for September 2014. Demand for postgraduate places was more volatile, with the University achieving lower than planned levels of recruitment for international students in this category. Despite this, overall tuition fee growth continues to be strong and the University has materially exceeded the September 2015 target for undergraduate recruitment. In line with 2014/15, the University expects a challenging recruitment cycle for international postgraduate students as a result of continued government visa policies and increasing international competition. Taken together, the increase in undergraduate numbers and the expected challenges in the overseas markets are expected to be broadly financially neutral to the University in 2015/16.

Tuition fees are £23m (9.1%) up on 2014/15 and now represent 46% of total University income compared to around a third historically. 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 body grants.



## Funding body grants (£m)



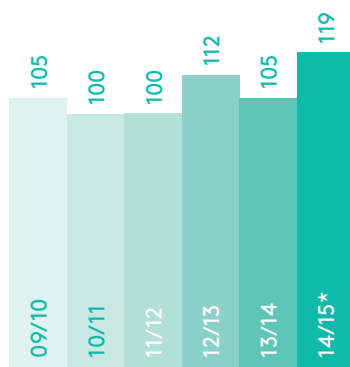
## Funding body grants

Funding body grants – which consist mainly of support for home/EU undergraduates and support for research continue – to fall as expected. Funding body grants were down £13m on 2013/14 to £97m and now make up 16% of total University income

The fall in the proportion of income that is generated through grants 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. This change in funding effectively switches the majority of funding from grants to tuition fees over time.

## Research grants and contracts income (£m)

\*includes £11.6m research and development expenditure credit income



## Research grants and contracts income

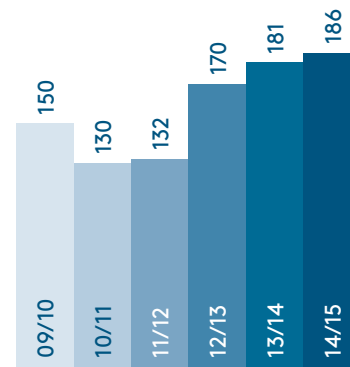
Income from research grants and contracts continues to be strong at £119m for the year. The order book remains strong for the years ahead as evidenced by the level of research awards achieved in recent years which will result in income recognised over a number of years.

Research income for the year includes £11.6m of one-off income from RDECs which is reported before tax within Research Income. The £11.6m income is subject to Corporation Tax of £2.6m giving net income to the University of £9m. On a comparable basis to prior years, excluding the impact of RDECs, underlying research income was £108m.

Research awards are the order book which sustains the University's research base. The year 2014/15 is another record year, winning £186m of new grants and improving the success of The University of Nottingham's Strategic Plan 2010-2015. This provides a robust platform for the replacement 2016-2020 Research Strategy with many of these secured awards generating research income for three to five years.

The University has a large and complex research portfolio with 1,035 awards won from multiple funders during the year. The 3 largest grants are: £13.3m from the Biotechnology and Biological Sciences Research Council (BBSRC) for a Doctoral Training Partnership to train 250 PhD students to tackle global challenges in agriculture and food security, industrial biotechnology, bioenergy and health; £7.7m from the Medical Research Council (MRC) to further develop the Sir Peter Mansfield Imaging Centre and £5.8m from the Engineering and Physical Sciences Research Council (EPSRC) to create and develop a quantum technology hub in collaboration with other UK higher education institutions.

## Research awards (£m)

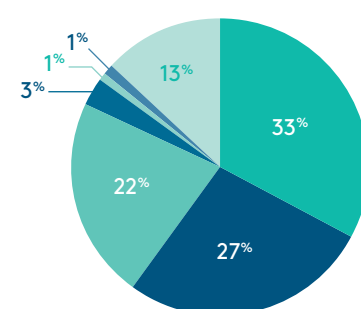


There are also a further 28 financial awards in excess of £1m totalling more than £52m.

While all these successes have 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.

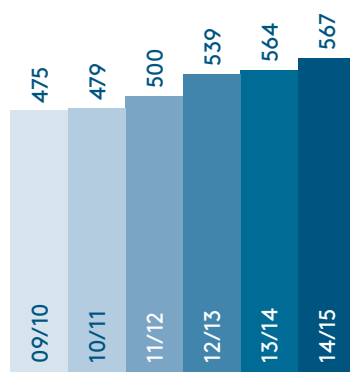
## 2014/15 Research awards: £186m



- Science £61m
- Medicine Health Sciences £50m
- Engineering £41m
- Social Sciences £6m
- Arts £2m
- Other £2m
- Research related (including CDTs and DTPs) £24m

# Treasurer's report

## Total expenditure (£m)



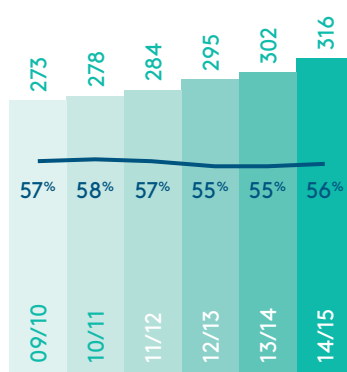
### Expenditure

Total expenditure rose by £21m (3.8%) in 2014/15 to £567m. The overall increase in costs results principally from a £13.9m increase in staff costs.

Included within the University's costs are £50m (£47m in 2013/14) of scholarships and bursaries to a wide range of students, including:

- £14m to students from low income backgrounds to support their studies
- £13m to international students to encourage the most talented students to come to Nottingham
- £23m to postgraduate students to help those with the ability to further their studies at Nottingham; postgraduate scholarships and bursaries are often supported by external funding

## Staff costs (£m/% of total expenditure)



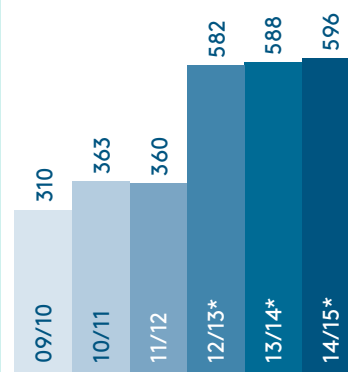
### Staff costs

Staff costs rose by £13.9m (4.6%) from 2013/14 to £315.5m and represent the largest element of total costs at 55.7% of total expenditure. This is up from 55.2% last year but broadly in line with the longer term average.

In addition to normal cost inflation, the increases in staff costs in 2014/15 are partly attributable to Project Transform – the programme to transform the University's student administration systems and is part of a major transformation of the University's Information Services function, and partly attributable to increased research activity, as evidenced by higher income recognised in the accounts. Staff costs are expected to rise further in the coming year as the impact of increases in employer's pension contribution and higher National Insurance costs take effect from April 2016.

## Net assets (£m)

\*includes the impact of the land valuation undertaken in 2012/13



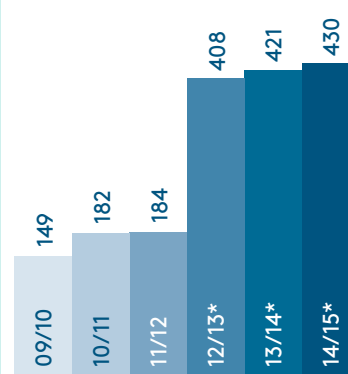
### Balance sheet

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.

Net assets remained stable, increasing slightly by £8m in the year to £596m.

## Consolidated reserves (£m)

\* reflects the land valuation undertaken in 2012/13



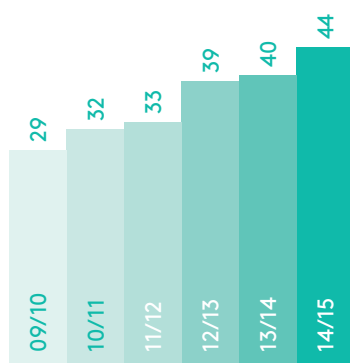
### Reserves

Consolidated reserves (which excludes deferred capital grants) rose sharply in 2012/13 as a result of the revaluation of University-owned land.

The year 2015 saw an increase in consolidated reserves to £430m, with increases in both endowments and in the income and expenditure reserve partially offset by an increase in the FRS 17 deficit on the CPAS pension scheme.



Total endowments (£m)



### 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 £7.4m (£6.5m: 2013/14) in cash gifts for the year split between £5.4m cash donations and £2m new permanent and expendable endowments.

The University's endowment fund increased by £3.6m in the year to £43.8m as a result of new endowments, capital growth of the assets and investment income retained within the fund.

The portfolio generated investment income of £1.2m in the year, of which £1m was expended by the University in line with the endowment restriction and £0.2m was retained in the fund.

Of the £7.4m received during the year, £3m (41% of the total) came from legacy bequests and £1.8m (24% of the total) came from 22 gifts of £25k or over. A further £1.2m (16% of the total) came from some 273 donations of between £1k and £25k. The remaining £1.4m (19%) came from a large number of donations of less than £1k – with a significant number of people and organisations donating for the first time.

### Pensions

The last complete 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. The 31 July 2014 valuation was almost complete at the balance sheet date and has resulted in a further increase in the deficit to £95.4m. The increase results mainly from the effect that low bond yields are having on the way the scheme's liabilities are calculated. A low expected bond yield means that more money has to be put aside now to cover the expected future costs of paying out pensions when they fall due.

On an FRS 17 basis at 31 July 2015, the CPAS deficit (as included in these Financial Statements) has increased to £105m (2014: £91m). During the year, the value of the scheme's assets rose by £16.1m (10.8%), 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 £30.6m (12.8%).

The latest triennial actuarial valuation for the Universities Superannuation Scheme (USS) was carried out as at 31 March 2014. As part of the valuation process, significant changes to the structure and benefits of the scheme have been agreed and will be implemented from April 2016.

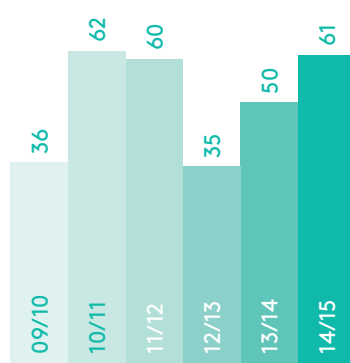
The final salary section of the USS scheme will close on 31 March 2016 with accrued benefits at that date revalued in line with CPI. All future accruals will be in the form of Career Revalued Benefits (CRB) which are intended to provide pension benefits in line with an employee's average salary over their career. A key further change is the capping of CRB benefits at a pensionable salary level of £55,000. Benefits above this salary level will be provided through a new defined contribution section of the USS Scheme.

The changes to the scheme are accompanied by a 2% increase in employer's contributions to 18% of pensionable pay and an increase in employee's contributions to 8% of pensionable pay from current rates of 7.5% for members of the final salary section and 6.5% for members of the CRB section.

The University's share of the USS deficit does not appear on the University balance sheet as the University's share of the assets and liabilities are not separately identified by USS.

# Treasurer's report

Capital expenditure (£m)



## Capital expenditure and financing

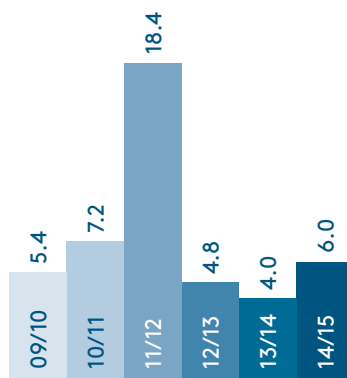
Capital expenditure in the year was £61m compared to an average expenditure of £49m over the previous 5 years.

Significant projects include:

- The David Ross Sports Village (£40m) is under construction and due for completion in summer 2016.
- The Science and Engineering Library on University Park (£19m) is nearing completion.
- The Barn, a new £9m amenities building was completed on the University's Sutton Bonington Campus.
- The GlaxoSmithKline Carbon Neutral Laboratory for Sustainable Chemistry on Jubilee Campus (£20m). The building was destroyed by fire in September 2014 prior to the handover of the building to the University by the contractor. The re-build is now well underway with the associated costs covered by the insurance provided as part of the construction contract. The building is now expected to open in summer 2016.

In addition to the projects under construction, the University has a significant pipeline of projects that will continue to maintain and enhance the estate into the future.

Cash balances (£m)



## Financing

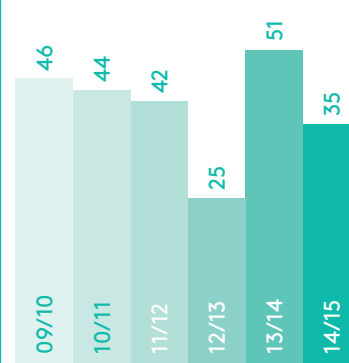
At 31 July 2015 the University had £6m of cash and short-term deposits (31 July 2014 £4m).

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. As at 31 July 2015, the University had £13.4m of outstanding borrowings resulting in overall net borrowing (excluding £6.5m of cash held within the endowment fund) of £7.4m.

At the balance sheet date, the University has a committed facility to borrow up to £109m. This consists of a £94m revolving credit facility and a £15m multi-option facility. Interest on the University's loans from the Royal Bank of Scotland is at a rate linked to LIBOR. The available revolving credit facility reduces to nil on a straight-line basis, 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.

Net cash inflow from operating activities (£m)



## Cash and liquidity

Net cash inflow from operating activities in the year was strong at £35m (2013/14: £51m).

The decrease in net cash inflow from 2013/14 and 2014/15 is detailed in Note 26 and results primarily from an increase in debtors which is only partially offset by an increase in creditors.

The cash generation figure of £35m is in line with the £36m EBITDA figure for the year.

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

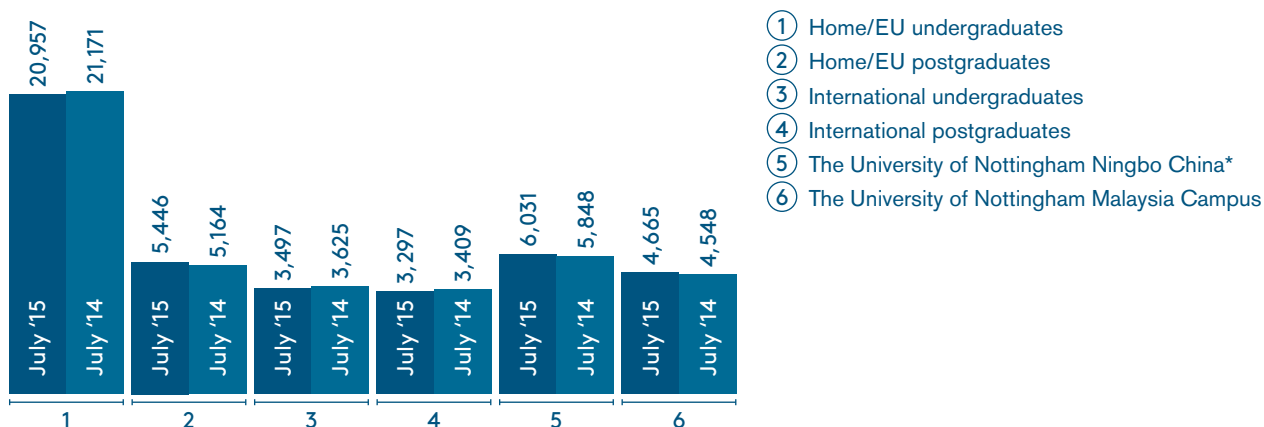
## Credit Rating

In July 2015 the University maintained its "AA- Outlook Stable" credit rating from Standard & Poor's – a rating the University has held consistently for over ten years.



## Student analysis

\*excludes students who are undertaking part of their studies in Nottingham.



### Student analysis

The total number of students enrolled across all campuses in 2015 increased by around 130 to 43,893. Numbers across all areas have remained relatively stable with a small reduction in the number of UK based students more than offset by an increase in students at the University's Malaysia and China campuses. The reduction in the number of UK based students results from a combination of a shortfall in overseas postgraduates recruitment and undergraduate cohorts from high intake years completing their studies and being replaced by slightly lower intake cohorts.

### 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:

- The planned 2015 Comprehensive Spending Review (CSR) creates significant 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 changes in the budgets available to the Government department.
- Implementing Project Transform to transform the student administration systems, processes and organisational structures across the University's three campuses in Nottingham, China and Malaysia.
- 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 ambitious 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 will rise in the coming years which will result in the University's cost base rising, with 56% of overall costs now relating to staff.
- Implementing the changes to accounting practices and process that will be required by the new FRS 102 compliant Statement of Recommended Practice for Higher and Further Education. These changes will fundamentally alter the presentation of the University's financial statements and will introduce greater volatility to the income and expenditure account and therefore less comparability over time.

The University is working hard to deal with these challenges.

- Our international reputation, as evidenced by the University's world ranking, makes The University of Nottingham Ningbo China and The University of Nottingham Malaysia Campus attractive to students across the world.
- Student recruitment remains strong. Early indications for 2015/16 are that recruitment targets will be materially exceeded for undergraduates which is expected to offset lower than planned recruitment of international postgraduate students

- The University has completed the process of developing Global Strategy 2020 which sets the University's priorities for the next five years and is now in the process of defining the work that will be required to achieve the strategy's objectives.
- 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.

### Conclusion

The University continues to report strong financial performance whilst investing in core student services and infrastructure. Income levels are being maintained, although there are significant challenges for all universities in developing international markets where the UK Government's visa policy and international competition are significant threats. Cost pressures in all areas continue to build, most significantly staff cost pressure. In response, the University is focussing on increasing the efficiency of its operations, through initiatives such as Project Transform, which will ensure that we can continue to invest in core teaching, research and the student experience, and deliver our ambitious Global Strategy 2020.

### Steve Walton,

Treasurer and Chair of Finance Committee  
November 2015

# Consolidated income and expenditure account

		2015	2014
	Note	£m	£m
<b>Income</b>			
Funding body grants	1	96.7	110.0
Tuition fees and education contracts	2	276.0	253.4
Research grants and contracts	3	119.4	105.2
Other operating income	4	99.6	102.0
Endowment and investment income	5	1.3	1.3
Total income		593.0	571.9
<b>Expenditure</b>			
Staff costs	6	315.5	301.6
Other operating expenses	7	223.2	217.4
Depreciation	12	26.6	25.4
Interest and other finance costs	8	1.6	1.6
Total expenditure	9	566.9	545.9
Surplus for the year before associates		26.1	26.0
Share of (losses) / profits in associated companies	13	(0.9)	(0.8)
Surplus for the year after associates		25.2	25.2
Surplus for the year transferred from accumulated income in endowment funds		(0.1)	0.0
Net Surplus for year retained within general reserves	22	25.1	25.2

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	25.1	25.2
Realisation of investment property revaluation gains of previous years	0.0	0.0
Historical cost surplus for the year	25.1	25.2



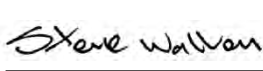
# Balance sheets

	Note	Consolidated		University	
		2015	2014	2015	2014
		£m	£m	£m	£m
<b>Fixed assets</b>					
Carbon reduction commitment	10	1.7	1.5	1.7	1.5
Goodwill	11	0.1	0.2	0.0	0.0
Tangible assets	12	737.6	703.4	735.9	701.8
Investments	13	34.3	36.5	11.0	11.6
		773.7	741.6	748.6	714.9
Investment properties	14	4.2	4.0	4.2	4.0
Endowment assets	15	43.8	40.2	43.8	40.2
<b>Current assets</b>					
Stocks		1.8	1.7	1.5	1.4
Debtors	16	80.6	59.8	85.1	63.2
Short term investments		2.0	1.7	0.2	0.2
Cash at bank and in hand		4.0	2.3	0.6	0.0
		88.4	65.5	87.4	64.8
<b>Creditors: amounts falling due</b>					
Within one year	17	(199.2)	(171.9)	(197.4)	(170.6)
Net current liabilities		(110.8)	(106.4)	(110.1)	(105.8)
Total assets less current liabilities		710.9	679.4	686.5	653.3
<b>Creditors: amounts falling after</b>					
More than one year	18	(10.1)	(0.5)	(10.1)	(0.5)
Net assets excluding pensions liability		700.8	678.9	676.4	652.8
Pensions liability	31	(105.3)	(90.7)	(105.3)	(90.7)
Total net assets including pensions liability		595.5	588.2	571.1	562.1
Deferred capital grants	19	165.3	167.5	165.3	167.3
<b>Endowments</b>					
Expendable	20	2.3	1.0	2.3	1.0
Permanent	20	41.5	39.2	41.5	39.2
		43.8	40.2	43.8	40.2
<b>Reserves</b>					
Income and expenditure account excluding pension reserve	22	294.7	274.7	270.4	248.8
Pension reserve	31	(105.2)	(90.7)	(105.3)	(90.7)
Income and expenditure account including pension reserve		189.5	184.0	165.1	158.1
Revaluation reserve	21	196.9	196.5	196.9	196.5
		386.3	380.5	362.0	354.6
<b>Total funds</b>		<b>595.5</b>	<b>588.2</b>	<b>571.1</b>	<b>562.1</b>

The financial statements were approved by Council on 10 November 2015 and signed on its behalf by:



**Professor Sir David Greenaway**  
Vice Chancellor



**Steve Walton**  
Treasurer and Chairman of Finance Committee



**Andrew Unitt**  
Chief Financial Officer

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