Our mission is to understand, empower and act, to enhance the lives of individuals and the prospects of communities in a rapidly changing world. It is underpinned by our values of excellence, interdisciplinarity, creativity, citizenship, community and sustainability.

The University of East Anglia’s vision and values drive the Corporate Plan 2008–12, which outlines our ambitions and objectives for the coming years. To support this in a contemporary and visually attractive way we are introducing a new brand identity.
In this 2006–07 annual report I have chosen to highlight two developments, whose origins go back to the turn of the century, and to look forward to our golden jubilee.

The developments in question illustrate the University’s enduring commitment to its founding principles and its ability to mount innovative programmes that meet society’s needs. It is these attributes that will continue to serve us well as we approach our jubilee and look beyond it to our next 50 years.

The 2006–07 academic year saw two notable firsts – we graduated our first cohort of medical students and our first cohort of pharmacists. Establishing a new discipline is a substantial challenge, especially in a highly regulated professional environment, so it is a great pleasure to be able to report that the School of Chemical Sciences and Pharmacy and the School of Medicine, Health Policy and Practice have more than risen to the challenge.

The MPharm degree was given full accreditation status, making us the first UK university to have a new pharmacy programme approved in 30 years. Moreover, it went straight to the top of the national rankings in the 2007 National Student Survey with a 100 per cent student satisfaction rating. This achievement is remarkable, especially when set alongside the development of a thriving research culture, which was recognised by GlaxoSmithKline International Achievement Awards for Professors Duncan Craig and Mike Reading. With over £2.5 million in research holdings, pharmacy staff are building their international profile with a range of activities, including a new drug delivery project in collaboration with Shenyang Pharmaceutical University, China.

The success of Medicine is equally striking. With its innovative curriculum, which promotes inter-professional learning and gives new students immediate contact with patients, the School has distinguished itself educationally. The achievements of its head, Professor Sam Leinster, as a medical educator have been recognised by the award of a Senior Fellowship of the Higher Education Academy. Medicine is also making rapid progress in research, securing major grants in 2006–07 for work on diabetes and osteoporosis, and taking a lead role in the creation of the Centre for Preventive Medicine with our partners on the Norwich Research Park. The osteoporosis project, which is part of the wider programme in preventive medicine, has been made possible by funding of £4.13 million from the Medical Research Council and the Arthritis Research Campaign.

The performance of Pharmacy was not the only success in the National Student Survey. Economics was also ranked first in the country for its student experience and, for the third successive year, we appeared amongst the top five mainstream English universities. There is a powerful link between the satisfaction of our students, their academic performance and success in their later careers. It is gratifying, therefore, to report three notable achievements by alumni. Travel Republic, founded by three former students of Applied Computing, secured the top spot in the 2007 Fast Track/Sunday Times table of fastest growing private companies; former drama student Gareth Malone picked up a BAFTA in the Best Feature category for his BBC2 documentary The Choir; and Anne Enright won the £50,000 Man Booker Prize for Fiction for her novel The Gathering, making her the third UEA winner.

Creative Writing is, of course, one of the University’s longest running success stories. We were the first to enter the field and have retained our national leadership, but the competition has grown. The University’s capacity to respond to this challenge was amply demonstrated in 2006–07 when we secured the services of an extraordinarily talented group of writers, who will reinforce our existing strengths whilst taking the School in new directions. They are Giles Foden, Lavinia Greenlaw, Kathryn Hughes, Rebecca Stott, George Szirtes and Amit Chaudhuri.

The International Literary Festival and the Sainsbury Centre for Visual Arts continue to make significant contributions to the public sphere, as do a number of less well-known activities. Our award-winning UEA Volunteers scheme demonstrates the willingness and ability of our students to serve the local community. Our successful bid to become a Beacon for Public Engagement (CUE East) provides us with new opportunities to forge links with schools, pupils and the public at large. It complements our role, jointly with Cambridge, as the lead institution in the East for the national ‘gifted and talented’ programme. Our outreach work has also won the support of alumni. In recent months we have begun a high profile advertising campaign, featuring alumni, to raise aspirations and widen participation in higher education.

Significant challenges remain in student recruitment in general and widening participation in particular. Recent Government decisions have removed funding from students who are taking a second qualification at a lower or equivalent level to their first and this is likely to reduce demand from those seeking to change jobs or enhance their skills. The global market for international students is growing but competition increases year-on-year. Undergraduate students have seen the number of choices of university which they are permitted to make through UCAS reduce from six to five. Against this background it is pleasing to report that our applications from Home/EU students have improved relative to the sector and our international applications continue to grow.

In the 1960s UEA unashamedly chose to ‘do different’ and had the courage to establish new disciplines for which we are still renowned. As we approach our jubilee, the challenge for the next fifty years is to remain true to the creative, interdisciplinary vision of our founders and to interpret that vision in ways that will enable us to make our mark globally, nationally and regionally. The success of our new ventures in Medicine and Pharmacy, the continuing strength of Creative Writing, our commitment to providing an exceptional student experience and a lasting relationship with our alumni, our engagement with the communities we serve, and our growing portfolio of international activities demonstrate that we are indeed upholding the best traditions of the University. At the same time, as the Corporate Plan which accompanies this report makes clear, our emphasis is shifting from ‘do different’ to ‘make a difference’. The Plan sets out how we intend to do just that, up to our jubilee and beyond.

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The successes and achievements of the University and its students and academics are recognised nationally and internationally.

Nobel winners saluted
The University celebrated the award of the Nobel Peace Prize to Al Gore and the Intergovernmental Panel on Climate Change (IPCC) to which we have contributed more authors than any other university in the world.

Many of the University’s environmental scientists have been involved in the work of the IPCC since its inception and we have had more convening and lead authors across all three working groups and all four IPCC assessments than any other academic institution globally.

Meanwhile, the Nobel Prize for Literature was awarded to Doris Lessing, who is closely associated with the University. She received an honorary degree in 1985 and was later made one of our first distinguished literary fellows.

A top university
For the third consecutive year, we have been named one of the top five mainstream English universities for student satisfaction. In the National Student Survey, 89 per cent of students said they were satisfied overall – the same high score as last year. In some subjects this was even higher, rising to 100 per cent satisfaction for pharmacy students.

Students were asked to rate their satisfaction in seven areas: teaching, assessment and feedback, academic support, organisation and management, learning resources, personal development and overall satisfaction. In each of these categories we performed above the national average, achieving third place in the country for satisfaction with teaching.

Our position as a top 20 university was also confirmed with the publication of The Times Good University Guide and the online Good University Guide, both of which ranked us 20th in the country.

New Year honour
Professor Andrew Thomson has retired as dean of the Faculty of Science after 40 years’ service. His work on the use of platinum as an anti-tumour agent – a very effective treatment for testicular cancer – brought him major accolades as a chemist and he was elected as a Fellow of the Royal Society in 1993. He received an OBE for services to science and education in the New Year’s honours list.

Prestigious awards
Professor Mike Reading and Professor Duncan Craig have won the GlaxoSmithKline International Achievement Award for advancement in the application of scientific knowledge within the pharmaceutical sciences.

Dr Rebecca Goss has been awarded the Royal Society of Chemistry’s Meldola Medal for young scientists making significant discoveries in the field of chemistry.

Dr Keith Tovey has been awarded the James Watt Medal by the Institution of Civil Engineers for his paper on low carbon strategies for the University campus.

The Contemporary European Studies Association awarded its annual best book prize to Professor Andrew Jordan for his work on the governance of the European Union.

In good health
Sam Leinster, head of the School of Medicine, Health Policy and Practice, has been made a senior fellow of the Higher Education Academy in recognition of his outstanding contribution to teaching and learning.

Professor Leinster is also among 1,000 new names in the latest edition of Who’s Who. His colleague Ann Barrett, professor of oncology, has been made an Honorary Fellow of the Faculty of Radiologists by the Royal College of Surgeons in Ireland.

Student successes
Law graduate Nicola Daniels has been named the Times/Lloyds TSB Graduate of the Year, winning £7,000.

The competition involved writing an article on how to improve the position of first-time house buyers.

Physiotherapy graduate, Hollie Smith, has been given a special recognition award by the Chartered Society of Physiotherapists for her outstanding work with people who have been out of work with health problems for long periods.

Dr Nicole Steinmetz, a former PhD student from the School of Biological Sciences, has won the New Researcher category of the Biosciences Federation Science Communication Awards. She received the award for her work communicating nanobiotechnology.

Inspirational women
Sharon Choa of the School of Music and Chamber Orchestra Anglia found herself in illustrious company in a new book and exhibition at the National Portrait Gallery. Author and campaigner Zerbanoo Gifford met and documented the lives and careers of 200 inspirational women from across the world.

Women in academia, the arts, business, media, politics, the voluntary sector, science and spirituality are all profiled in her book, Confessions to a Serial Womaniser: Secrets of the World’s Inspirational Women.

Others featured in the book include honorary graduates Frances Cairncross and Shami Chakrabarti, as well as Baroness Helena Kennedy, the French Resistance heroine Lucie Aubrac and the first women judges in the Middle East and India, Zainab Hakki and Leila Seth.

Portraits of the women were commissioned and painted by the artist Jeroo Roy for an accompanying exhibition at the National Portrait Gallery.

"UEA is among the best on virtually any grounds you care to mention.”

The Virgin Alternative Guide to British Universities 2007
Primary rainforest is irreplaceable
A collaboration between UEA and Brazil's Goeldi Museum has highlighted once again the irreplaceable importance of primary rainforest. Working in the north-eastern Brazilian Amazon, scientists undertook the most comprehensive assessment yet of the biodiversity conservation value of primary, secondary and plantation forests.

Over an area larger than Wales, the researchers surveyed five primary rainforest sites, five areas of natural secondary forest and five areas planted with fast-growing exotic trees. They collected data on the distribution of 15 different groups of animals and plants, including monkeys, butterflies, fruit flies, orchid bees and grasshoppers. At least a quarter of all species were never found outside native primary forest habitat.

Many plantations and regenerating forests along the deforestation frontiers in South America and south-east Asia are much further from primary forests, and wildlife may be unable to recolonise in these areas.

The results demonstrate the unique value of undisturbed tropical forests for wildlife conservation. However, they also show that secondary forests and plantations offer some wildlife benefits and can host many species that would be unable to survive in intensive agricultural landscapes such as cattle ranching or soybean plantations.

Dr Carlos Peres, who led the UEA team, said: "Although the protection of large areas of primary forest is vital for native biodiversity conservation, reforestation projects can play an important supplementary role in efforts to boost population sizes of forest species and manage vast working landscapes that have already been heavily modified by human use."

China agreement
On a recent visit to China the Vice-Chancellor Professor Bill Macmillan signed an agreement with Fudan University to collaborate on environmental sciences and carbon reduction. Among the first developments arising from the agreement with Fudan, one of the top three universities in China, will be collaborations with CRed and Carbon Connections, followed by sponsored research programmes.

There is also the prospect of a joint research centre and collaborations in life sciences, business and development studies.

Our growing profile in China is already paying academic dividends and there were fruitful discussions with the China Scholarship Council over the prospect of Chinese graduate students coming to UEA.

Meanwhile, the School of Chemical Sciences and Pharmacy has announced a new drug delivery project that will further boost the University's links with China. The research in collaboration with Shenyang Pharmaceutical University aims to improve the absorption of medicines into the body.

Anglo-Indian co-operation
The UK's wettest ever summer and record monsoons in India were high on the agenda at a conference in New Delhi on climate change-induced extreme weather events.

The conference was organised by UEA, the Indian Institute of Technology in New Delhi and the British Council in India.

Dr Clare Goodess, of the Climatic Research Unit, recruited a number of young British scientists to take part in the event. Climate change and weather extremes are high priority strategic issues in India and the event's aim was to share latest research and initiate long-term collaborations.

Reality check in Sudan
An academic exercise was overtaken by the reality of life in Sudan when Professor Paul Hunter visited the country before Christmas.

The School of Medicine, Health Policy and Practice recently set up an exchange programme with Sudan and Professor Hunter was leading a course on field epidemiology at the University of Gezira. While considering what problem to set the group, there was an outbreak of Rift Valley Fever which has a 40 per cent mortality rate.

"It is a very unpleasant disease, but it served as a useful and all too real exercise in how to identify and then manage an epidemic or outbreak of a disease," said Professor Hunter. Students on the course included health practitioners, Ministry of Health staff and senior Sudanese academics.

In a world in which we are all increasingly interdependent, our academics continue to be engaged in important and life-changing work across the globe.
Our continued development and reputation for innovation result in an evolving and award-winning campus.

New centre to tackle obesity
The role of physical activity and diet in the prevention of obesity is on the agenda at the new Diet and Physical Activity Public Health Centre of Excellence.

UEA and Cambridge University were jointly awarded £5 million to set up the centre in Cambridge. It will bring together experts from a range of disciplines, working in partnership with practitioners, policy makers and wider stakeholders.

Building a reputation
The University has won a prestigious national award for its campus conservation strategy. Regarded as the Oscars of the built environment, the annual Royal Institution of Chartered Surveyors Awards recognise excellence, value for money and a commitment to sustainability. We also won Norwich Society Surveyors Awards recognise excellence, value for money and a commitment to sustainability.

GROWTH AND CHANGE

Pioneering plant for UEA
The University is building a Biomass Energy Centre – the first of its kind in England. The power plant will help the University achieve its ambitious target of a 60 per cent reduction in carbon emissions.

We are already one of the most efficient generators of power in the country and have reduced our campus carbon footprint by 30 per cent since the installation of a combined heat and power plant in 1999. The biomass centre will be one of the greenest power plants in the country, ‘gasifying’ timber and converting it into electricity.

Housed in a new building on the main car park, the innovative plant will be fed by two daily lorry loads of timber from local sources. It is hoped that the new plant will be operating alongside the current combined heat and power plant by December 2008.

DIY library wins national award
The library has been recognised for its groundbreaking self-service technology. The inaugural ‘RFID (Radio-Frequency Identification) in Libraries Award’ was given for the library’s recent implementation of a customer-focused self-service system.

With a collection of more than 700,000 items, we have the largest academic library in the UK to deploy RFID technology.

Professors will be missed
The University has experienced a number of sad losses in the past year, including professors who made major contributions to UEA and across the world.

Professor Bob Lowson was appointed as lecturer in the School of Management in 1999 and made professor in 2006. In 2003 he established the Strategic Operations Management Centre to promote high-quality research and teaching in operations management and strategy. His research advanced the areas of agile and quick response in contemporary supply chains, where he was internationally renowned as an expert.

Professor Colin Greenwood joined the University in 1965 as one of the first lecturers in the School of Biological Sciences. He became Professor of Biochemistry in 1985 and Emeritus Professor in 2000. He devoted himself to trying to understand the complex process by which living things convert oxygen to water, thereby generating energy. He co-founded UEA’s Centre for Metalloprotein Spectroscopy and Biology.

Professor Stephen S Mason was one of the University’s founding professors of chemical sciences. Along with Norman Sheppard and Alan Keibritzy, he joined UEA in 1964, ready to welcome the first cohort of chemistry students. He established UEA’s Centre for Metalloprotein Spectroscopy and Biology.

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New MED building opens
A new building for the School of Medicine, Health Policy and Practice is the fifth at UEA to feature an innovative low carbon system. TermoDeck, which heats and cools the building to reduce energy consumption, was first used on campus 12 years ago in the award-winning Elizabeth Fry Building. The new MED building incorporates teaching rooms, a Clinical Research and Trials Unit and office space.

Shortlisted university of the year.

Sunday Times 2005

Grand openings
Two official openings confirmed our place at the forefront of biomedical research and biological science teaching.

Ageing, cancer and cell signalling in viral infections were among the topics being explored in the Biomedical Research Centre’s inaugural symposium last March attended by some of the UK’s leading biomedical researchers.

The BMRC brings together researchers from the School of Biological Sciences and the School of Medicine, Health Policy and Practice in a purpose-built space with the latest equipment, allowing for greater collaboration within the University and with Norwich Research Park colleagues.

Earlier in the year the state-of-the-art George Duncan Laboratory opened after a £1.4 million refurbishment of the old BIO teaching lab. Named after the late Professor of Biomedicine, the interactive lab has workstations for up to 160 students, each with a high-definition plasma screen enabling students to view material from digital microscope cameras, laptop computers and other devices.

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We continue to reflect the needs of a rapidly changing world by offering innovative courses and introducing entirely new subject areas.

**Book launch for new academic discipline**

Art historian John Onians has published a book about the new discipline he has pioneered. ‘Neuroarthistory’ combines neuroscience and art history to explore what happens in the artist’s brain.

The first book on this new academic subject, Neuroarthistory: From Aristotle and Pliny to Baxandall and Zeljko, was launched earlier this year by Professor Onians at the Sainsbury Centre. “The brain of the artist is one of the most exciting workplaces,” he said. “Until now we had no way of knowing what went on inside the artist’s brain but now we are finally unlocking the door to this secret world.”

Working alongside leading neuroscientist Professor Semir Zeljko of University College London, Professor Onians uses the results of new scanning techniques to find out what happens in the brains of both living and dead artists. Neuroarthistory can also explain why Florentine painters made more use of line and Venetian painters more of colour, and why European artists such as Leonardo stood before vertical canvases while Chinese artists sat before flat sheets of silk or paper.

World’s first Carbon Management MBA launched

The University has launched the world’s first MBA (Masters in Business Administration) targeted at leading the business world into the low carbon economy.

The MBA in Strategic Carbon Management is designed to deliver environmentally and competitively sustainable business strategies. The course, which is led by UEA’s Norwich Business School, is aimed at businesses, entrepreneurs, policy makers, regulators and NGOs. It brings together internationally established research and teaching expertise from a number of other Schools within the University, including the School of Environmental Sciences, the School of Economics and the School of Development Studies.

The new MBA will help managers integrate environmental considerations into their business strategies, while at the same time discovering new market opportunities. The result should be both reduced carbon emissions and improved business performance.

Norwich Business School has also launched two other innovative MBAs. The MBA in Science and Technology is a UK first. It will support research and technical professionals in their career development and increase business skills within the sector. The MBA in Financial Services will support one of East Anglia’s and the UK’s most significant business sectors, where there is a very limited number of similar programmes. The new MBAs are advanced courses in management but with special emphasis on the management aspects of science and technology and financial services.

**New phase for creative writing**

Our pioneering creative writing course is entering an exciting new phase, with the announcement of six new teachers and a group of high-profile Distinguished Writing Fellows. Drawn from the worlds of poetry, scriptwriting, life writing and fiction, the new teachers are: novelist and journalist Giles Foden; poet and author Lavinia Greenlaw; biographer Kathryn Hughes; novelist and academic Rebecca Stott; poet and translator George Szirtes; and novelist, poet and critic Amit Chaudhuri.

Another new dimension to the course will be a group of Distinguished Writing Fellows drawn from some of the most successful British writers working today. These include Ian McEwan, Kazuo Ishiguro and Rose Tremain (all graduates of UEA’s creative writing course), Graham Swift, Louis de Bernières and Richard Holmes. The Fellows will make regular visits to the campus to discuss the practice of writing with students.

In another new development, video footage of the readings at our prestigious literary festival will be made available to the public via a series of podcasts. Spanning the last 15 years, the recordings will include Harold Pinter, Salman Rushdie, Doris Lessing, Alan Bennett, Martin Amis and Stephen Fry.

Meanwhile, Ofsted has declared our secondary teacher training “outstanding”. Based on an inspection in May 2007, the report praises the University for its excellent leadership of secondary teacher training, the exceptionally strong partnership between the University and schools, and the very high quality of training in secondary subjects.

**Science degree caters for future challenges**

We are one of four UK universities to launch an innovative new interdisciplinary science degree. Endorsed by the Institute of Physics, the Integrated Sciences course brings together physics, chemistry and mathematics, providing students with a thorough grounding in the sciences. The first intake will start in September. At UEA, Integrated Sciences is one of the possible pathways through the prestigious Natural Sciences degree.

**Full accreditation for pharmacy degree**

The MPharm degree in the School of Chemical Sciences and Pharmacy has been given full accreditation status, making it the first new school of pharmacy to be accredited in the UK for more than 30 years. All pharmacy degrees in the UK must be examined and supported by the Royal Pharmaceutical Society of Great Britain so that their graduates can register as professional pharmacists. This is a rigorous and thorough process, designed to safeguard public health and to maintain high professional standards.

Since opening four years ago, the School has grown to include more than 20 staff and over 500 undergraduates, with a strong research portfolio that includes over £2.5 million in grant holdings and several prizes for academic excellence.

“The University of East Anglia is famous for its creative writing degree, but it has also succeeded in establishing an international reputation for its work in environmental sciences and development studies.”

The Guardian University Guide 2006
**FORGING AND STRENGTHENING LINKS**

Collaboration across the University’s disciplines and with other organisations has gone from strength to strength this year.

**Norwich scientists tackle biology’s big questions**
The Biotechnology and Biological Sciences Research Council (BBSRC) has announced £26 million of new funding for systems biology research. It includes £3.38 million for UEA and the John Innes Centre (JIC) to investigate how shapes in biology are formed. Biological organisms are made up of parallel processes operating at many different scales. The key link between these scales is growth. Through growth, changes at the molecular level lead to cell division and eventually the production of whole tissues and organisms.

The University and JIC scientists will study leaf growth, shapes and patterns at four scales at the same time. Using a combination of genetic analysis, image processing and computer modelling they will be able to study the effects of genes on growing leaf cells in 3D.

**A beacon for public engagement**
The University has been selected as a national Beacon to develop further its engagement work with the public. The project will enhance our outreach work and a new office at the Forum in Norwich will provide a ‘one-stop-shop’ for those wishing to find out more about engaging with the University. Supported by the Higher Education Funding Council for England (HEFCE), Research Councils UK and the Wellcome Trust, it is the biggest initiative ever launched to support public engagement throughout the UK.

Known as Community University Engagement East (CUE East), the project will assist UEA staff and students with their public engagement activities.

**Preventive medicine centre launch**
The newly formed Norwich Centre for Preventive Medicine has been launched with an inaugural symposium. The centre formalises the many active links between researchers and clinicians at UEA and across the Norwich Research Park, bringing together a wealth of expertise in this field.

The new research base provides a unique opportunity to investigate the relationship between food and health from many perspectives. By combining molecular techniques, epidemiology and clinical studies, the centre will develop an understanding of how diet can lead to healthy ageing and a reduced risk of chronic disease.

**New contract for Weatherquest**
UEA-based weather forecasting and analysis company Weatherquest has been chosen by News International to supply the weather pages for The Times.

The company already provides weather pages for the Eastern Daily Press and East Anglian Daily Times and forecasts for BBC East, as well as supporting other BBC regions, local commercial radio stations and an Irish TV channel. Formed in 2001 Weatherquest has a head office at the University, where it can link effectively with climate research expertise.

**Professor Fluffy comes to UEA**
A scheme to raise awareness of higher education among primary school children and their parents is to be extended. The Professor Fluffy project informs Year 5 and 6 pupils of the educational options available to them through an interactive website, a series of fun games, specially designed workbooks and comics, and a visit to the University for the day. The 2008 project will involve 15 schools and around 700 pupils.

**Young, gifted and talented**
Gifted and talented youngsters from across the region took part in a special two-week summer school at UEA. The 12 to 14 year-olds were introduced to subjects they would not normally study at school and given an insight into university life.

**Well-connected**
Two hundred delegates attended the recent Carbon Connections conference in London. The £4.8 million Carbon Connections programme was established at the University in 2006 with a brief to encourage investment in low carbon innovation through knowledge transfer. By the end of last year, 11 projects were up and running including breakthrough technologies in hydroelectricity, biofuel blends and low energy housing.

The London conference was chaired by Norwich North MP Dr Ian Gibson. Pro-vice-chancellor Professor Trevor Davies opened proceedings with an overview of the climate change issue before illustrating our expertise in the area. Also speaking were representatives from HEFCE, Fudan University, BT and Adnams.

“The Sainsbury Centre for Visual Arts is perhaps the greatest resource of its type on any British campus.”

The Times Good University Guide 2006
A helping hand from the ‘grandparents’

A team of scientists led by UEA has discovered the existence of ‘grandparent’ helpers in the Seychelles warbler – the first time this behaviour has been observed in birds. Research carried out over more than 20 years on a population on Cousin Island in the Seychelles has revealed that, as in humans, older adults that no longer breed themselves often help their children to raise grandchildren. The concept is of evolutionary importance as it provides another route to co-operative breeding – where adult individuals appear to act altruistically by helping the dominant pair in the group to rear offspring. For more than 10 years Dr David Richardson from the School of Biological Sciences has been studying the Seychelles warbler, once one of the world’s rarest birds. The study, the results of which were published in the journal Evolution, found that dominant females can be deposed from their breeding position by younger relatives. While some deposed females may then leave to live out a solitary life, a large proportion will stay to help these related females (often daughters) reproduce.

Major trial of osteoporosis screening begins

More than 11,000 women over the age of 70 will take part in the second phase of a major clinical trial to find out if screening older women for osteoporosis can help to reduce the numbers who suffer bone fractures. The seven-year trial, one of the largest studies of osteoporosis in the UK, is led by researchers from the University and has received funding of £4.13 million from the Medical Research Council and the Arthritis Research Campaign. Osteoporosis leads to 200,000 fractures a year, 96,000 of which are debilitating hip fractures. These breaks not only adversely affect the lives of those who suffer them but cost health and social services about £1.7 billion a year. Most people are only diagnosed with the condition and treated following a fracture. In some cases these fractures are life-threatening so early diagnosis and prevention could have huge benefits. A pilot study recently completed by UEA and the University of Sheffield indicated that a systematic approach to screening older women for the disease could hold the key to early identification and treatment of those at high risk of a fracture.

Survey says swearing isn’t all bad

Allowing staff to swear at work can help them relieve stress and boost morale, according to new research. Yehuda Baruch, Professor of Management in the Norwich Business School, and graduate Stuart Jenkins looked at the use of expletives and swearing in the workplace from a management point of view. The study found that regular use of profanity expressed and reinforced solidarity among staff, enabling them to express feelings such as frustration and develop social relationships.

Swearing was used as a social phenomenon to reflect solidarity and enhance group cohesiveness, or as a psychological phenomenon to release stress. Most of the cases were reported by employees at the lower levels of the organisational hierarchies and it appeared that executives were swearing less frequently. The primary issue for management is whether or not to apply a tolerant leadership culture to the workplace and deliberately allow swearing. The study offers a model and some practical advice, for example, discouraging or banning profanity in front of customers or senior staff.

Ocean losing ability to ‘soak up’ CO₂

New research by the University provides the first evidence that recent climate change has weakened one of the Earth’s natural carbon ‘sinks’. Published in the journal Science, the four-year study by scientists from UEA, the British Antarctic Survey and the Max-Planck Institute for Biogeochemistry reveals that an increase in winds over the Southern Ocean caused by greenhouse gases and ozone depletion, has led to a release of stored CO₂ into the atmosphere and is preventing further absorption of the greenhouse gas.

This is the first time that research has proven that climate change itself is responsible for the saturation of the Southern Ocean sink. The Earth’s carbon sinks – of which the Southern Ocean accounts for 15 per cent – absorb about half of all human carbon emissions. With the Southern Ocean reaching its saturation point, more CO₂ will stay in our atmosphere. The saturation of the Southern Ocean was revealed by scrutinising observations of atmospheric CO₂ from 40 stations around the world. Since 1981 the Southern Ocean sink ceased to increase, whereas CO₂ emissions increased by 40 per cent.

Striking a chord

New research by the School of Political, Social and International Studies explores how celebrity pop stars such as Sir Bob Geldof and U2’s Bono are increasingly accepted as world authorities on complex causes such as debt relief in Africa and accorded respect as international statesmen. The ESRC-funded report ‘Striking a chord: music, musicians and public action’ highlights their significant influence over the economic and political relationships between the developed and developing world. Based on interviews with development agency insiders, political activists and key figures within the music industry, the research illustrates how events such as the Live 8 concerts get organised, and the celebrity leaders legitimised. It also reveals that some NGO activists fear that they may lose control of their own agenda.

While welcoming the increased visibility given by this kind of pop star endorsement, some NGOs worry that their causes have been ‘hijacked’. “The trouble with charismatic and powerful pop star-campaigners, however well-meaning and well-informed, is that they are un-elected and un-accountable, and this can matter when musicians such as Bob Geldof are co-opted into the political process and end up shaping policy,” said Professor John Street, lead author of the report.

Learning the lessons of child abuse and neglect

A new report shows that during the period 2003 to 2005, agencies were struggling to prevent serious injury and death among abused and neglected children. Commissioned by the UK Government, the researchers from the School of Social Work studied 161 serious case reviews (SCRs) in England between April 2003 and March 2005. Of these, two thirds of the children died and the rest were seriously injured. Almost half of the children were under 12 months old. The report found 56 per cent of the children were known to children’s social care at the time of the incident and 12 per cent were named on the child protection register, while 83 per cent of the families involved had been previously known to children’s social care. Some cases were ‘closed’ just days or weeks before the incident and all agencies were preoccupied with eligibility for services rather than having a primary concern for the child.

The findings suggest that risk could be minimised if practitioners were more curious and thought more critically and more systematically. But in order to practise in this way, workers need to be well supported by their managers. Many practitioners lacked support and were in teams depleted by staff absence and long term sickness. SCRs are carried out when a child dies or is seriously injured due to abuse or neglect and there are lessons to be learnt about inter-agency working. Every two years, an analysis is made of all such cases in England to establish trends and inform policy and practice.
STATEMENT OF GOVERNANCE

1. The following statement is provided to enable readers of the Annual Report and Financial Statements of the University to obtain a better understanding of the governance and legal structure of the University.

2. The University endevours to conduct its business in accordance with the seven principles identified by the Nielan Committee on Standards in Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; leadership) and with the guidance to universities which has been provided by the Committee of University Chairmen in its ‘Guide for Members of Governing Bodies of Universities in England and Wales’.

3. The University is an independent corporation, whose legal status derives from a Royal Charter originally granted in 1963. Its objects, powers and framework of governance are set out in the Charter and its supporting Statutes, which are subject to periodic review. The Charter and Statutes are published annually in the Calendar, available from the University.

4. The Charter and Statutes require the University to have three separate bodies, each with clearly defined functions and responsibilities, to oversee and manage its activities.

4.1. The Council is the executive governing body, responsible for the finance, property, investments and general business of the University and for setting the general strategic direction of the institution. It has a majority of members from outside the University, who are described as independent members. These include the Chairman and the Treasurer (an honorary post). Also included in its members are the senior officers and representatives of the staff of the University and of the student body. None of the independent members receive any payment for the work that they do for the University, apart from the reimbursement of expenses. For a full list of members of Council, see page 19.

4.2. The Senate is the academic authority of the University and draws its membership entirely from the academic and academic related staff and the students of the institution and its partner institutions. Its role is to direct and regulate the teaching and research work of the University.

4.3. The Court is a large body with representatives from the business, civic, religious and wider community of the region. It normally meets once a year to receive the Annual Report and Financial Statements of the University. It also appoints the Chancellor, who as the titular head of the University presides at meetings of the Court and at Congregation for the award of degrees and other qualifications.

5. The principal academic and administrative officer of the University is the Vice- Chancellor who has a general responsibility to the Council for maintaining and promoting the efficiency and good order of the University and who is the Chairman of the Senate. Under the terms of the formal Financial Memorandum between the University and the Higher Education Funding Council for England, the Vice- Chancellor is the designated Accounting Officer of the University and in that capacity can be summoned to appear before the Public Accounts Committee of the House of Commons.

6. Although the Council meets at least four times each academic year, much of its detailed business is handled by committees, in particular the Planning and Resources Committee, the Council Membership Committee, the Senior Officers Remuneration Committee and the Audit Committee. These Committees, and a number of others, are formally constituted as subcommittees of the Council with written terms of reference, specified membership, including a proportion of lay members, and delegated powers. They make formal reports and recommendations to the Council in accordance with their terms of reference.

7. The University is committed to ensuring fair treatment for all its students and staff, both to provide an appropriate environment for work and study and to meet its legal obligations. This commitment and the actions to put it into practice are published in statements of policy and codes of practice relating to areas including equal opportunities, promotion of racial equality and guidelines for dealing with harassment.

8. As Chief Executive of the University, the Vice-Chancellor exercises considerable influence upon the development of institutional strategy, the identification and planning of new developments and the shaping of the institutional ethos. The Pro-Vice-Chancellors, who are senior members of the academic or academic services staff appointed to assist the Vice-Chancellor, and the senior academic and administrative officers all contribute in various ways to this aspect of the work, but the ultimate responsibility for what is done rests with the Vice-Chancellor.

9. The Statutes of the University specify that the Registrar and Secretary should act as Secretary of the Council and any enquiries about the constitution and governance of the University should be addressed to the Registrar and Secretary at the University.

10. The University maintains a Register of Interests of members of the Council. It may be consulted by persons having adequate reasons to do so by arrangement with the Registrar and Secretary.

11. The University is always interested to hear from or about individuals who might be interested in playing a part in its affairs by becoming a member of the Council, or of one of its committees. The Council itself, members of and attendees at the Court and the University community, are routinely asked for suggestions. Suggestions may also be made at any time to the Registrar and Secretary.

MEMBERS OF UEA COUNCIL (1st August 2006 – 31st July 2007)

EX-OFFICIO MEMBERS

Mr Stuart Holmes
Chairman of Council
Formerly Senior Partner, PricewaterhouseCoopers, Norwich; Chairman, The Forum Trust

Professor Bill Macmillan
The Vice-Chancellor

Mr Jonathan Sisson
The Treasurer
Chairman, Octagon Healthcare Group
Former Partner, PricewaterhouseCoopers

Professor Edward Acton
Pro-Vice-Chancellor (Academic)
Professor of Modern European History

Professor Trevor Davies
Pro-Vice-Chancellor
(Research and Knowledge Transfer)
Professor of Environmental Sciences

INDEPENDENT MEMBERS

Mr John Carnall
The Council of the Borough of Ipswich

Sir Richard Dales
Formerly HM Diplomatic Service; Director, Norfolk and Norwich Festival

Mr David Edwards OBE
Formerly Chief Executive of Cardinal & Vale NHS Trust

Mr John Gretton
The Council of the County of Norfolk

Mr David Hill
Vice-Chair of Council
Chairman, Jarrold & Sons Ltd; Chair, Norwich Playhouse Theatre Ltd

Ms Laura McGillivray
The Council of the City of Norwich

Mrs June de Moller
Non Executive Director, London Merchant Securities plc; Temple Bar Investment Trust plc; Aldborough Productions and Archant Ltd

Dr Andy Richards
Director, Croggan Ltd, Cambridge Biotechnology Ltd and a number of biotech companies

Ms P Jane M Ross
Chair, Harriet Centre Trust; Chair, Norwich Mind (Norfolk & Norwich Mental Health Association); Trustee, National Mind Council of Management

Mrs Sue Thurston
Self-employed Management Consultant; Senior Associate, Cambridge Policy Consultants; Director, Pupil Parent Partnership Ltd

MEMBERS APPOINTED BY THE SENATE

Dr Annie Grant
Dean of Students and Director of Student Services

Dr Jean Boase-Beier
Senior Lecturer, School of Language, Linguistics and Translation Studies

MEMBERS APPOINTED BY SUPPORT STAFF

Mr Stewart Thompson
Estates & Buildings Division (Maintenance)

Mr Christopher Davis
Technician, Audio Visual Services

STUDENT MEMBERS

Mr Francis Hamlyn
A Sabbatical Officer of the Union of Students

Mr Edward Sheldrake
A Sabbatical Officer of the Union of Students

Ms Alison Harvey
A graduate student elected by the Graduate Students’ Association

SECRETARY

Mr Brian Summers
Registrar and Secretary
New research grants and contracts of £100,000 or more commencing during the year 1 August 2006 to 31 July 2007 presented by lead School of Study and lead investigator.

**CHEMICAL SCIENCES AND PHARMACY**

**Professor David Andrews**
Optical control of intermolecular forces
EPSRC
£260K

**Dr Andy Cammidge**
A high sensitivity broad spectrum optical early warning system for chemical toxic agents in water
EPSRC
£210K

**Dr Myles Cheesman**
Ambient temperature MCD of metalloproteins
BBSRC
£110K

**Professor Mike Cook**
DTI TECH – novel hybrid nanostructured materials for crime prevention
Department of Trade and Industry
£180K

**Professor Mike Cook**
DTI TECH – fabrication and integration of thin film organic devices on flexible substrates for displays
Department of Trade and Industry
£230K

**Dr Rebecca Goss**
Acylation of defence-related natural products in cereals
BBSRC
£260K

**Dr Jurian Hoogewerff**
TRACE - tracing food commodities in Europe
CEC
£240K

**Professor Geoff Moore**
Molecular mechanism of bacteriocin import into bacterial cells
Wellcome Trust
£220K

**Dr Maria O’Connell**
ARGES: age dependent inflammatory responses after stroke
CEC
£160K

**Professor Chris Pickett**
Iron-only hydrogenases: a functional artificial H-cluster
BBSRC
£310K

**Dr Chris Richards**
Privileged metallocene catalysts for asymmetric synthesis
EPSRC
£180K

**Professor Vincent Moulton**
A computational platform for the high-throughput identification of short RNAs and their targets in plants
BBSRC
£250K

**Dr Rebecca Goss**
Acylation of defence-related natural products in cereals
BBSRC
£160K

**RESEARCH GRANTS**

**BIOLOGICAL SCIENCES**

**Dr Myles Cheesman**
Ambient temperature MCD of metalloproteins
BBSRC
£110K

**Dr Tamas Dalmay**
Genome-wide analysis of short RNAs as modulators in dehydration stress tolerance using tolerant and genetic model systems
BBSRC
£310K

**Dr Matthew Gage**
Differential fertilisation compatibility in Atlantic salmon: implications for farmed salmon gene introgression and hybridisation
NERC
£330K

**Professor Andy Johnston**
Cloning the smell of the seaside – molecular genetics of dimethyl sulphide production by bacteria
BBiSRc
£340K

**Professor Andy Johnston**
Functiona and molecular biodiversity of the bacterial production of the climate-changing gas dimethyl sulphide
NERC
£280K

**Dr Andrea Münsterberg**
Investigation of Wnt pathways controlling migration and specification of cardiac progenitors
British Heart Foundation
£150K

**Professor David Richardson**
Elucidating novel pathways and regulation of nitrogen assimilation in alpha proteobacteria exemplified by the soil organism Paracoccus denitrificans
Medical Research Council
£310K

**Dr Graham Riley**
The role and function of MMP-23 in chronic tendinopathy
Arthritis Research Campaign
£190K

**Professor Mike Cook**
DTI TECH – novel hybrid nanostructured materials for crime prevention
Department of Trade and Industry
£180K

**Dr Myles Cheesman**
Ambient temperature MCD of metalloproteins
BBSRC
£110K

**Professor Chris Pickett**
Iron-only hydrogenases: a functional artificial H-cluster
BBSRC
£310K

**Dr Tamas Dalmay**
SIROCCO – silencing RNAs: organisers and coordinators of complexity in eukaryotic organisms
CEC (Framework 6)
£450K

**Dr Matthew Gage**
Differential fertilisation compatibility in Atlantic salmon: implications for farmed salmon gene introgression and hybridisation
NERC
£330K

**Dr Tamas Dalmay**
Genome-wide analysis of short RNAs as modulators in dehydration stress tolerance using tolerant and genetic model systems
BBSRC
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Medical Research Council
£310K

**Dr Graham Riley**
The functional characterisation of specific novel metalloproteinasises in degenerative tendinopathy
Arthritis Research Campaign
£510K

**Professor Andy Johnston**
The role and function of MMP-23 in chronic tendinopathy
Arthritis Research Campaign
£190K

**Professor Mike Cook**
DTI TECH – fabrication and integration of thin film organic devices on flexible substrates for displays
Department of Trade and Industry
£230K

**Dr Rebecca Goss**
Acylation of defence-related natural products in cereals
BBSRC
£260K

**Professor Geoff Moore**
Molecular mechanism of bacteriocin import into bacterial cells
Wellcome Trust
£220K

**Dr Maria O’Connell**
ARGES: age dependent inflammatory responses after stroke
CEC
£160K

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Iron-only hydrogenases: a functional artificial H-cluster
BBSRC
£310K

**Dr Chris Richards**
Privileged metallocene catalysts for asymmetric synthesis
EPSRC
£180K

**Professor Vincent Moulton**
A computational platform for the high-throughput identification of short RNAs and their targets in plants
BBSRC
£250K

**Dr Rebecca Goss**
Acylation of defence-related natural products in cereals
BBSRC
£160K

**ENVIRONMENTAL SCIENCES**

**Professor Keith Briffa**
ECOCHANGE: challenges in assessing and forecasting biodiversity and ecosystem changes in Europe
CEC
£110K

**Professor Keith Briffa**
Process-based methods in the interpretation of tree-growth-climate relationships
Leverhulme Trust
£120K

**Dr Michael Wormstone**
MMP expression and function in TGFB mediated human lens fibrosis
Dunhill Medical Trust
£130K

**Dr Michael Wormstone**
Manipulating ER stress to prevent cataract and PCO
Fight for Sight
£140K

**Professor Andy Day**
Real-time rendering of crowds consisting of high quality and distinct peoples
EPSRC
£280K

**Professor Simon Clegg**
Quantiying the effects of aerosols on climate and their behaviour in the atmosphere
NERC
£280K

**Professor John Glauert**
LinguaSign: primary language learning through sign-language supported animated stories
CEC
£310K

**Dr Richard Harvey**
LILiR2 language independent lip reading
EPSRC
£180K

**Professor David Andrews**
Optical control of intermolecular forces
EPSRC
£260K

**Dr Andy Cammidge**
A high sensitivity broad spectrum optical early warning system for chemical toxic agents in water
EPSRC
£210K

**Dr Myles Cheesman**
Ambient temperature MCD of metalloproteins
BBSRC
£110K

**Professor Mike Cook**
DTI TECH – novel hybrid nanostructured materials for crime prevention
Department of Trade and Industry
£180K

**Professor Mike Cook**
DTI TECH – fabrication and integration of thin film organic devices on flexible substrates for displays
Department of Trade and Industry
£230K

**Dr Rebecca Goss**
Acylation of defence-related natural products in cereals
BBSRC
£260K

**Professor Geoff Moore**
Molecular mechanism of bacteriocin import into bacterial cells
Wellcome Trust
£220K

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CEC
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BBSRC
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EPSRC
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BBSRC
£250K

**Dr Rebecca Goss**
Acylation of defence-related natural products in cereals
BBSRC
£160K
RESEARCH GRANTS

Dr Nathan Gillett
Southern hemisphere climate change in an era of ozone recovery
NERC
£220K

Dr Clare Goodess
CIRCE (climate change and impact research): the mediterranean environment
CEC
£150K

Professor Alastair Grant
Human health risks from contaminated tap water
NERC
£120K

Professor Karen Heywood
SASSI UK: synoptic antarctic shelf-slope interactions study
NERC
£360K

Professor Philip Jones
Weather generator for daily time series from the UK 21st century climate scenarios
NERC
£110K

Dr Jan Kaiser
Isotopic signature of nitrate in the remote troposphere
NERC
£150K

Dr Iain Lake
Investigation of the long-term effects of river flooding on levels of organic environmental contaminants in food from livestock reared on flood prone pastures
Food Standards Agency
£160K

Professor Tim Lenton
Feedbacks QUEST: feedbacks and adaptation in biogeochemical cycles
Microsoft Research
Cambridge
£100K

Professor Peter Liss
The production of ozone-depleting bromocarbon gases in near shore antarctic waters
NERC
£370K

Dr Irene Lorenzoni
Framing energy futures and risk: exploring public understandings
Leilerumu Trust
£220K

Dr Gill Malin
Mortality rates in key phytoplankton functional types: the nature of cell death and its biogeochemical consequence
NERC
£280K

Dr Adrian Matthews
Cloud system resolving model tropical atmosphere [CASCAEl
NERC
£240K

Dr Timothy Osborn
Identification of changing precipitation extremes and attribution to atmospheric, oceanic and climatic changes
NERC
£150K

Dr Timothy Osborn
Global scale impacts of climate change: a multi-sectional analysis
NERC
£110K

Dr C Shang
A multi-component nanostructural hydrogen storage system for industrial applications
EPSRC
£210K

Professor Kerry Turner
SPICOSA – science and policy integration for coastal system assessment
CEC
£170K

Professor Kerry Turner
Valuing the arc: Leverhume Trust
£290K

Professor Chris Vincent
Acoustic and optical backscatter from flocculating sediments (FLOCSAM)
NERC
£110K

Professor Andrew Watson
DIMES: diapycnal and isopycnal mixing experiment in the southern ocean
NERC
£780K

Professor Andrew Watson
ANDREX – antarctic deep water rates of export
NERC
£210K

Mathematics

Dr Richard Purvis
Three-dimensional droplet impacts and aircraft icing
EPSRC
£160K

Dr Richard Purvis
Understanding host plant susceptibility and resistance by indexing and deploying obligate pathogen effectors
BBSRC
£280K

Professor Jonathan Jones
Late blight resistance and elevated flavonoid composition for potato improvement
BBSRC
£110K

Professor Jonathan Jones
RLP and RLK-mediated innate immune response in Arabidopsis and tomato triggered by PAMPs and Avs
BBSRC
£280K

Professor Vincent Moulton
A computational platform for the high-throughput identification of short RNAs and their targets in plants
BBSRC
£250K

Dr John Rathjen
A functional kinomics approach to dissecting signalling pathways in plant PAMP - triggered immunity
BBSRC
£350K

Dr Thomas Lilly
Autophagy represents a new host pathogen interface for the identification of HV proteins that determine virulence
BBSRC
£270K

Dr Christina Jerosch-Herold
Dupuytren’s Disease – the effectiveness of post-operative splinting after surgical excision
Action Medical Research
£170K

Dr Penelope Powell
Pestivirus evasion of the intracellular antiviral response to infection
BBSRC
£110K

Dr Mike Sampson
Assessing inpatient diabetes treatment satisfaction in different ethnic groups in the UK
Diabetes UK
£260K

Dr Lee Shepstone
SCOOP – a pragmatic randomised controlled trial of the effectiveness and cost effectiveness of screening for osteoporosis in older women for the prevention of fractures
Medical Research Council
£3750K

Dr Penelope Powell
Effect of Coca Cola on iron absorption
Coca Cola Ltd
£400K

Professor Susan Fairweather-Tait
Xenobiotic metabolism and programmed cell death in post-menopausal women
Unilever
£220K

Professor Aedin Cassidy
Reducing cardiovascular risk with dietary flavonoids in post-menopausal women with type 2 diabetes
Diabetes UK
£220K

Professor Aedin Cassidy
Biological effects of an anthocyanin rich dietary supplement on skin ageing and markers of inflammation in post-menopausal women
Unilever
£220K

Professor Aedin Cassidy
Type 2 diabetes flavanoids in post-menopausal women with
Unilever
£220K

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BBSRC
£110K

Professor Jonathan Jones
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BBSRC
£280K
Funders who awarded research contracts to the University during the period 1 August 2006 and 31 July 2007

SUMMARY OF STUDENT NUMBERS* as at 1st December 2006

<table>
<thead>
<tr>
<th></th>
<th>Full-time</th>
<th>Part-time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>8,524</td>
<td>3,105</td>
<td>11,629</td>
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<tr>
<td>Postgraduate</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>taught</td>
<td>1,493</td>
<td>609</td>
<td>2,102</td>
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<tr>
<td>research</td>
<td>933</td>
<td>317</td>
<td>1,250</td>
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<tr>
<td>Total</td>
<td>10,950</td>
<td>4,031</td>
<td>14,981</td>
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</table>

73.09% Full-time  26.91% Part-time

HOME/OVERSEAS STUDENT NUMBERS* as at 1st December 2006

<table>
<thead>
<tr>
<th></th>
<th>Home/EU</th>
<th>Overseas</th>
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</thead>
<tbody>
<tr>
<td>Total</td>
<td>13,565</td>
<td>1,416</td>
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</tbody>
</table>

90.5% Home/EU  9.5% Overseas

MALE/FEMALE STUDENT NUMBERS* as at 1st December 2006

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Undergraduate</td>
<td>4,528</td>
<td>7,101</td>
<td>11,629</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>799</td>
<td>1,303</td>
<td>2,102</td>
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<tr>
<td>research</td>
<td>601</td>
<td>649</td>
<td>1,250</td>
</tr>
<tr>
<td>Total</td>
<td>5,928</td>
<td>9,053</td>
<td>14,981</td>
</tr>
</tbody>
</table>

39.6% Male  64.4% Female

STAFF NUMBERS* as at 31st July 2007

<table>
<thead>
<tr>
<th></th>
<th>Full-time</th>
<th>Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>641</td>
<td>351</td>
</tr>
<tr>
<td>Secretarial &amp; Clerical</td>
<td>511</td>
<td>133</td>
</tr>
<tr>
<td>Admin, Senior Library &amp; Computing</td>
<td>372</td>
<td>473</td>
</tr>
<tr>
<td>Total</td>
<td>2,481</td>
<td>652</td>
</tr>
</tbody>
</table>

Full-time 1,082  Part-time 652

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,082</td>
<td>1,399</td>
</tr>
</tbody>
</table>

FACTS AT A GLANCE

INCOME FOR THE YEAR ended 31st July 2007

<table>
<thead>
<tr>
<th></th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Council grants</td>
<td>52,360</td>
</tr>
<tr>
<td>Tuition fees</td>
<td>40,863</td>
</tr>
<tr>
<td>Research grants &amp; contracts</td>
<td>26,338</td>
</tr>
<tr>
<td>Research Councils</td>
<td>14,964</td>
</tr>
<tr>
<td>- UK Charities</td>
<td>3,343</td>
</tr>
<tr>
<td>- Other grants</td>
<td>8,031</td>
</tr>
<tr>
<td>- Residences and catering</td>
<td>13,199</td>
</tr>
<tr>
<td>Other operating income</td>
<td>14,367</td>
</tr>
<tr>
<td>Other services rendered</td>
<td>2,438</td>
</tr>
<tr>
<td>Endowment income &amp; interest</td>
<td>1,658</td>
</tr>
<tr>
<td>Total</td>
<td>151,223</td>
</tr>
</tbody>
</table>

EXPENDITURE FOR THE YEAR ended 31st July 2007

<table>
<thead>
<tr>
<th></th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic departments</td>
<td>59,494</td>
</tr>
<tr>
<td>Academic services</td>
<td>11,035</td>
</tr>
<tr>
<td>Research grants</td>
<td>20,753</td>
</tr>
<tr>
<td>Residences and catering</td>
<td>14,030</td>
</tr>
<tr>
<td>Other services rendered</td>
<td>2,292</td>
</tr>
<tr>
<td>Premises</td>
<td>20,322</td>
</tr>
<tr>
<td>Administration &amp; central services</td>
<td>17,843</td>
</tr>
<tr>
<td>Other expenses</td>
<td>1,740</td>
</tr>
<tr>
<td>Total</td>
<td>147,609</td>
</tr>
</tbody>
</table>