

# UNIVERSITY OF KENT/ANNUAL REVIEW 2014



**50**

1965-2015  
THE UK'S  
EUROPEAN  
UNIVERSITY





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# INTRODUCTION

For the University of Kent, 2014 is a significant milestone as it marks the start of celebrations for our 50th anniversary.



This annual review highlights some of the successes that the University has enjoyed over the past year and which make me confident that we have secure foundations on which to build for the next 50 years. We have welcomed a new Chancellor, Gavin Esler (pictured left), installed in an impressive ceremony in Rochester Cathedral in July. We have maintained – and indeed improved – our position in UK league tables as one of the country's top universities: up from 27 to 24 in the Times Higher Education's (THE) Table of Tables. Our Tizard Centre was awarded the Queen's Anniversary Prize for academic excellence. And we were shortlisted for the THE Most Improved Student Experience Award on the back of receiving the third highest score in 'overall satisfaction' in the annual National Student Survey.

The strength of the University of Kent really does lie in its people – staff and students. This Review includes a profile of Professor Mark Connelly (see p10), whose research into the Great War has captured the country's imagination. Mark is among other leading Kent researchers who are delivering our anniversary year Esteem Lectures. 2014 has seen two new senior appointments: Professor Philippe De Wilde has joined us as the new Pro-Vice-Chancellor for Research and Innovation, and Professor Chris Davies as Pro-Vice-Chancellor for Teaching, Learning and Students. We were sorry to have seen the departure of John Simmonds, who has had a 12 year 'stint on Council' including being Chair of Council for the last three years. I very much welcome Sir David Warren as his successor.

All universities have been facing, and continue to face, increasing competitive pressures at a time when the overall economic climate is set to be challenging. We should not, of course, in this context, forget the contribution that Kent makes to the region, generating £0.7bn for the south-east economy (p12). As this review demonstrates, Kent's own financial position continues to be healthy and I was particularly heartened by the vote of confidence shown in us with a loan of £75m from the European Investment Bank.

The loan will be used in support of an ambitious infrastructure improvement programme. 2014 saw continued work on the iconic Templeman Library extension, which I look forward to seeing completed by summer 2015, and our newest college, Turing is, at the time of writing, nearing completion. Our plans for the future will continue to focus on improving the learning and living environment for our students, now nearing 20,000 in total, which will include a new student hub at the Medway campus.

Kent is the UK's European university. Our four European centres for graduate studies continue to thrive; and we have agreed plans to move into new larger premises in Brussels. Of course, Kent's international vocation spreads beyond Europe. We have a programme of global engagement designed to celebrate the contribution that international staff and students make to our University. In October I paid visits to Beijing and Tokyo (p4) and, in both capitals, was able to promote the strength of research at Kent at events at the British Embassy.

At the end of the year, I was honoured to have been elected as the next President of the organisation that represents the nation's universities, Universities UK. I take this primarily as recognition of the growing esteem which our university peers have for Kent. I look forward to working with all our staff to build this esteem in the future.

**Professor Dame Julia Goodfellow**  
Vice-Chancellor







# LAUNCHING OUR 50<sup>TH</sup> ANNIVERSARY

On 1 October 2014, Kent launched its 50th anniversary year – an opportunity for the University to celebrate all that has been achieved in the last 50 years, and to look forward to the challenges posed by the next 50.

Launch ceremonies were held in Canterbury, Medway, and with alumni in the USA. Further events are also taking place at the University's European centres (Brussels, Paris, Athens, Rome) and in Asia. The ceremony in Canterbury on 1 October was attended by 30 members of the 1965 cohort of students, and by four members of the 1965 cohort of staff. Many alumni and former members of staff have contributed memories of their time at the University, which will become a component of the celebratory book at the end of the anniversary year.

Iconic photographs taken in 1965 have also been recreated in 2014. Of these, the replacement of a camera and a folder (in the 1965 photographs) by a smartphone and a laptop (in 2014) remind us of the huge changes in technology that the University has absorbed in the last 50 (or perhaps even 25) years. The 2014 photographs also reveal a greater diversity, but some other things that seem hardly to have changed at all.



## Changing landscape

Since 1965, the landscape of the Canterbury campus has also changed profoundly, with mud turning into grass, the grass sprouting trees, and the trees maturing into parkland on which over 300 buildings have been built. In 2014, with over 19,000 students from about 140 countries, the number of students from outside the European Union now exceeds the 1965 planned target for the whole student population (3,000), as does the number of staff (over 3,000).

Over the last 50 years, the University has produced about 135,000 alumni from about 180 countries. They have gone on to take major roles in a variety of professions, including: actors, ambassadors, athletes, authors, broadcasters, business leaders, lawyers, musicians, scientists, teachers, technologists; they have won Oscars, world championships, and many other awards. For the first time, one of the University's own alumni, Dr Gavin Esler, was installed as the University's Chancellor in July 2014.

## Student support

The University has established the Kent Opportunity Fund, with the aim of raising £1m during the anniversary year, to provide funds to support scholarships (to facilitate participation, or relieve hardship), and to facilitate the development of student skills, confidence and career prospects. In a related initiative, the Footsteps Project allows a personalised message to be engraved on a brick within a path that tracks the path of the Crab & Winkle Railway Line (1830), which ran through a tunnel underneath the Cornwallis Building and to the west of Rutherford.

Further information on the wide range of ways we're celebrating this important milestone for the University of Kent is available at: [www.kent.ac.uk/50](http://www.kent.ac.uk/50)

**Professor Keith Mander**  
Deputy Vice-Chancellor

# GOING GLOBAL IN OUR 50<sup>TH</sup> YEAR

Following the highly successful launch of the 50th celebrations at the Canterbury and Medway campuses, the University continues to mark the occasion with a series of international engagement activities.

During a visit to Beijing in October, Vice-Chancellor Professor Dame Julia Goodfellow, Pro-Vice-Chancellor for Research and Innovation Professor Philippe De Wilde, and the Dean for Europe Professor Roger Vickerman met with some of China's leading education and science journalists to highlight Kent's strengths and research activities.

The Vice-Chancellor, who sits on the Council for Science and Technology, which advises the UK Prime Minister on scientific issues, also gave a talk on crystallography at a Café Scientifique organised in Beijing by the Royal Society of Chemistry and the Institute of Physics, and participated in a Science Salon event organised by the British Embassy, where she spoke on excellence and impact in science. The event was attended by both alumni and Kent students currently studying in Beijing.

Dame Julia, together with Professor De Wilde and Professor Vickerman, also visited Tokyo to develop existing links between Kent and Japan and to showcase the research and teaching expertise of the University to new potential partners.

Events to mark the 50th anniversary were also held in the United States. They took place in the seven cities with the greatest number of alumni including Washington DC, where Professor Vickerman joined the largest group of alumni at the British Embassy (pictured below), and San Francisco, which was also attended by Kent students on placements at Cisco. The events were led by Deputy Vice-Chancellor Professor Keith Mander and were all well attended, reflecting the high level of commitment to the University. The alumni group – the University of Kent in America (UKA) – scheduled its AGM to coincide with the events and has been inspired by the 50th anniversary programme to more than double its fundraising target for the UKA Scholarship. This scholarship, in partnership with the US-UK Fulbright Commission, enables a US citizen to undertake postgraduate studies at Kent.

Closer to home, Dame Julia welcomed alumni to a Brussels celebration of the 50th anniversary. The event (pictured right) was held at the Academy Palace, home of The Royal Academies for Science and the Arts of Belgium, and was also attended by students and staff from the University's Brussels School of International Studies.

During her welcome, Dame Julia spoke about the importance of Europe for the University. In particular, she emphasised the ways in which Kent's four study centres in Europe – Brussels, Paris, Athens and Rome – together with its links with a diverse range of European partners and the international nature of the University's students, staff and alumni, 'provide our UK domiciled students with invaluable opportunities to study and work abroad, and widen their educational and cultural understanding'.













# STAFF PROFILE / ANN MACDONALD, UNIVERSITY ARCHIVIST

Establishing an archive is a bold endeavour. In preparation for its 50th anniversary celebrations, the University realised the vital requirement to form an archive, as an institutional memory. So in this, the 49th year since receiving the royal charter, I was employed to develop and manage the University Archive Collection.

The concept of an archive for the University has been embraced by so many already, with students and alumni, current and former staff bringing their records forward to be preserved in perpetuity. There is a real sense of giving something to the future generations who work and study here, contributing to the identity of the University.

One of my favourite quotes from the many treasures that I have read since arriving here is in a letter dated June 1965 from Pro-Chancellor Lord Cornwallis discussing the beginnings of the University:

*‘Its foundation is the greatest event that has taken place in the County in our lifetime, the greatest – it may be – for many centuries. Let us all help to make this University great and famous, a proud member of the family of British Universities, worthy in every way of the long history and traditions of our County and our ancient Cathedral City.’*

An institutional memory does not reminisce through rose-tinted glasses; our archives are impartial evidence, integral and authentic. We can see this letter is very persuasively written, with aristocratic and marginally pompous charm, but it also shows incredible ambition. Through the thorny path of self-assessment, league tables, research impact, innovation and development, I would say that the University has achieved Cornwallis’ vision.

### Diverse communities

The University Archives should allow serendipitous exploration for the diverse communities of the University and Kent. Currently, I am investigating a service delivery model to ensure that the material contained within the University Archive can be searchable, discoverable, accessible and usable for all. I hope that the archive can build relationships with the communities of Kent as a county, as the University has had such a huge impact both culturally and economically.

The archive facilitates research, contextualisation and interpretation of different aspects of our shared history. With the Beacon Project ‘Transforming Kent’s Culture of Philanthropy’, there is now active archival

research into the history of philanthropic giving at the University, with the aim of educating, inspiring and energising a stronger culture of philanthropy across all our campuses. This, like much of the research initiated in the 50th year, looks to our history for both foundation and inspiration.

### Transformation of archives

This is a time for transformation of our archives. With the development of the Templeman Library, there will be state-of-the-art storage facilities with increased space for our collections. The University Archive is not our only new and developing collection; the Beacon Projects have also funded the inauguration of the British Stand-Up Comedy Archive. Also, Special Collections and Archives are now aiming for Archive Service Accreditation to demonstrate our professional practice and commitment to national standards.

I’ve not worked at the University of Kent for long, and there’s a lot of work to do, but setting up the University Archive from first principles has been a great privilege.





# RESEARCH THAT MAKES A DIFFERENCE

Since the University's founding 50 years ago, our research has been making a difference to Kent, the UK, the EU and worldwide.

I joined the University early in 2014 and have been impressed by the breadth, depth and impact of our research. Our researchers are, for example, helping to improve adult social care, make the world a safer place using biometrics, transform heritage management and stimulate global sustainability.

## Working in partnership

Much of this research is undertaken in partnerships, such as our membership of the Eastern Academic Research Consortium (EARC), alongside the Universities of East Anglia and Essex.

EARC was launched in September 2013 and we now have eight of the nine Research Fellows in place. At Kent, the fellows are Dr Benjamin Vis (Digital Humanities, based in the School of European Culture and Languages), Dr Hannah Swift (Quantitative Social Sciences, School of Psychology) and Dr Chieh Hsu (Synthetic Biology, School of Biosciences).

They will be working closely with the thematic leads and the Graduate School to prepare for the next phase of the initiative, recruiting students to support the thematic priorities. In the meantime, they are working with Research Services on a series of interdisciplinary 'sandpits' taking place in spring 2015. These will bring together academics and researchers from all three universities to develop imaginative projects for tackling key issues within their areas.

Dr Swift has also been looking at other ways of encouraging links, and has initiated a system of staff exchanges with the School of Psychology. Members of staff are encouraged to invite researchers from the Universities of East Anglia and Essex, with whom they haven't collaborated before, to teach modules and give a research talk during their visit.

## Wide-ranging research

The importance of working in partnership is also underlined in the way our researchers approach studies of major issues affecting our world today – from global distrust to demographic transformation and environmental change. Examples of recent projects are:

**Radical Distrust:** Through a study of literary texts and performance culture, this programme, led by Professor Caroline Rooney (School of English), has provided inspiration in tackling socio-political fractures in the Middle East. Many of the project's music and drama performances have reached global audiences. Professor Rooney's argument for security policies that are based on trust and cultural awareness has informed political and public debate. Her work has been presented to an All-Party Parliamentary Group on national security, the Ministry of Defence and the Foreign Affairs Select Committee. It has also helped to shape and document cultural activism in the Middle East, and contributed to projects related to human rights.

**Reducing neurological disability:** A new treatment, developed by research by Dr David Wilkinson (School of Psychology), can help stroke patients to overcome a debilitating

disorder known as hemi-spatial neglect. This condition causes the patient to lose vision and awareness of anything happening on the left-hand side. The treatment is a painless procedure known as 'vestibular stimulation' that involves the electrical or thermal stimulation of the balance organs within the inner ear. Its effectiveness was demonstrated during trials in partnership with the local NHS Trust, supported by the Medical Research Council.

**Statistical tools for ecologists:** Reliable data is essential for the conservation of wild animal populations and the preservation of biodiversity. Statistical ecology research by a team from the School of Mathematics, Statistics and Actuarial Science has allowed ecologists to collect higher-quality data in more efficient ways and has given them access to new methods for data analysis. The use of these tools is now standard practice in ecology projects around the world. The methods were used to gain an improved understanding of the decline of British farmland birds and in the analysis of data from tiger surveys, supporting the Indonesian Government's National Tiger Recovery Plan.

**Philippe De Wilde**  
Pro-Vice-Chancellor, Research and Innovation













# STAFF PROFILE/MARK CONNELLY, PROFESSOR OF MODERN BRITISH HISTORY

2014 was always going to be very busy for someone with my research and teaching interests.

There were lots of indications that I was in for an eventful year from about late 2012 when many people began to wake up to the looming Great War centenary. The first sign was the sudden flood of invitations to speak; the second was the requests to join committees and steering groups, and to provide expert advice to many different bodies, from the Church of England Liturgical Commission through to the Institute of Education's team working on the Government-sponsored schools' battlefields tours programme. My wife became convinced that I had the same motto as the British Cavalry Division in 1914: 'We'll do it. What is it?'

## Battlefields trips

Although extremely hectic, and at times worryingly disruptive to my own research commitments, it has largely proven great fun and extremely rewarding. Among the highlights are the battlefields trips. As my poor children know, there is nothing daddy likes better than to stand out in some bleak Belgian field obsessively working out the run of trench lines from trench maps or where Graves Registration Unit teams exhumed bodies for reburial in the permanent cemeteries!

It is also always immensely rewarding to take groups of people to the battlefields, memorials and cemeteries. To see the look of amazement on someone's face when they see the stark, brooding beauty of the Thiepval Memorial inscribed with the 73,000 missing of the Somme, or when they visit a relative's grave is a privilege and an honour.



In September, I was asked to act as a guide for my local primary school, and it was truly humbling to see a group of 9-11-year-olds observe impeccably the daily silence at the Menin Gate. Equally wonderful was to be asked to devise cycle tours for some enthusiasts and to take them on a 35-mile circuit from Bois Grenier through Fromelles, across Aubers Ridge to Neuve Chapelle, taking in the graceful tranquillity of the main Indian Corps memorial on the Western Front.

For me, such activities not only provide the opportunity to pass on some of my knowledge to a broader audience, but also feed back into my research and approach, especially through the questions that are asked and the particular angles people want to explore.

## Gateways centre

Being the Principal Investigator of an Arts & Humanities Research Council-funded centre for public engagement with the First World War centenary – Gateways to the First World War – there is little sign of things becoming any quieter, but it has also provided a focus for other activities.

We now have an exciting new partnership with the In Flanders Fields Museum in Ieper/Ypres, and its archival staff are going to contribute to a new inter-disciplinary MA in First World War Studies.

In that respect, Kent's wonderful accident of geography is invaluable. As in 1914, we form the gateway to the Western Front. In 1914, ports like Folkestone were a main portal to the theatre of war for men and women from across the globe, and on still nights the guns in Flanders were clearly audible. It is thoughts like that which both haunt and inspire me.



# MAKING AN ECONOMIC IMPACT

The University's strong academic performance is fundamental to its ongoing success. However, in addition to its teaching and research activities, it also has a substantial economic impact at regional level even in the context of a particularly large region, generating £0.7bn for the south-east economy. According to a newly-commissioned impact report by Viewforth Consulting Ltd, the University alone is responsible for generating 0.12% of South East Regional GVA (Gross Value Added) income.

According to the report, the University's total revenue in the last financial year, 2012/13, was £201.3m. The bulk of this money, £98.6m, is earned from tuition fees and educational contracts with an additional £62.3m from research grants and contracts and from funding council grants. However, nearly 20% of the income is earned from the provision of residential and catering services, conference support and facilities hire, and consultancy work. Since the last study of the University's economic impact, for the financial year 2009/10, income has increased by 16%. This is despite the fact that changes in student funding mean significantly less money is received for teaching from the Higher Education Funding Council for England. This component of the University's public sector income fell from 38% to 24%.

The University's ongoing commitment to internationalisation is reflected in the increased international revenue. At 26% of total income, it is particularly high – the average for the south-east higher education sector as a whole is 19%.

Total expenditure by the University has also risen, from just over £158m in 2009/10 to £189m. Staff costs account for over half of

this, at 57%. In addition to its academic staff, the University provides employment across a wide range of skilled and semi-skilled occupations, many involved in the maintenance of the ever-growing estates. In total, it provides 2,962 full-time-equivalent (FTE) jobs.

University expenditure also creates an economic impact through 'knock-on' effects. This includes the purchase of goods from a wide range of sources, from books and stationery to laboratory equipment and catering supplies, as well as legal and other services. The University's suppliers, in turn, make purchases themselves, and so the effect ripples through the economy. Studies have shown that long-established universities tend to buy goods from the UK rather than imports, creating ties with local businesses and boosting the regional economy.

Through the knock-on effects of its expenditure, the University generated an additional £261m, the majority of this – £226m – going to industries in the south-east. It also generated more than 2,593 FTE jobs outside the University, again the majority – 2,318 – being in the south-east.













# IMPROVING THE STUDENT EXPERIENCE

**The University has improved its overall rankings across key league tables. In the National Student Survey (NSS), overall satisfaction rates were the highest ever (ranked third equal nationally for overall satisfaction and first in London and the south-east). Kent was also shortlisted for the Most Improved Student Experience Award in the Times Higher Education Awards 2014.**

During 2013-14, the University introduced a variety of measures and initiatives to improve all aspects of the student experience. These include:

## Teaching and supporting students

A substantial investment programme is underway to improve physical facilities in the Templeman Library at the Canterbury campus. This £27m project will extend, refurbish and refresh the building, providing increased study spaces, flexible seminar rooms, a 250-seat lecture theatre and exhibition space.

Building on positive NSS scores received this year, the University has continued to invest heavily in information resources with £3m invested in new library resources. Work has also progressed on increasing 24/7 access to resources, making self-service easier and ensuring that more library services are available online.

More high-quality study space has been created across the Canterbury campus. Known as Campus Study Hubs, these facilities offer student work stations, quiet, silent and social learning spaces. New facilities include Rutherford Social Learning Hub, Tyler Court A Study Hub and Park Wood Study Hub.

Notable improvements have been made in core technologies, including upgrading our existing Virtual Learning Environment to improve the user experience, the analysis of data and options for access via mobile devices. An increased number of student assessments were submitted online (in the region of 95,000), with an increase in the use of specialist software to provide student feedback. Student lectures were recorded using KentPlayer, and the system was rolled out at our campuses at Canterbury and Medway, and at our centre in Brussels.

## Student support

Academic Advisers in schools were offered to all undergraduate students from September 2014. Student Inclusive Learning Plans were also reviewed, to ensure that students with a disability are fully engaged in agreeing any reasonable adjustments to support their learning and assessment.

## Student engagement

More schools are promoting greater opportunities for wider engagement in the academic community through student academic societies and other initiatives such as seminar series, field trips and volunteering opportunities. There are also several institutional projects that have engaged students directly as partners, including Higher Education Academy programmes – EQUIP and Green Academy

We have also launched an online Student Guide that is student focused and, for the first time, provides a 'one-stop-shop' to engage students with key services and support their learning.

## Curriculum development

New degrees were offered in, for example, Chemistry and Criminology, and developed in the liberal arts. Academic schools have broadened their year abroad/year in industry options to improve student choice and employability.

In September 2013, we launched KentEXTRA extracurricular non credit-bearing courses for registered students, and the new liberal arts programme contributed 19 modules.

In addition, online module registration was reviewed to improve the process for students, allowing them to select their preferred modules over several weeks.

## Extracurricular activity

The Kent Student Awards were launched in February 2014 (pictured left). This is the first University-wide extracurricular scheme that recognises, celebrates and rewards the achievement of students in areas that exemplify the student experience, from Arts and Culture to Community Spirit and Environmental Champion. Students placed in the top three of each award category have had their achievement formally recorded on their Higher Education Achievement Report (HEAR) for employers to view. The scheme improves the student experience through incentive, aspiration, challenge, competition and the creation of student experience champions.

The Medway campus received increased funding to support student activities and scholarships with the local community. Increased funding of £350,000 was also given to Kent Union to support a broad range of student-related activities and services, including student volunteering, fundraising, and clubs and societies.

The Kent Experience of Work (KEW) framework was introduced to support a variety of employability initiatives, including bursaries for students undertaking work experience and Student Employability Week, showcasing all the ways a student can gain work experience and skills at the University. This involved putting together the largest Careers and Employability Fair and Kent Opportunities Fair in the University's history. Academic schools also delivered numerous employability workshops and events.

Kent Hospitality has launched innovative and sector-leading online software for managing student accommodation application, induction and contracting. For arrivals weekend in September 2014, Kent students were able to electronically download a unique 'Arrivals Pass' to their mobile devices, speeding up the check-in process.

## Professor Chris Davies

Pro-Vice-Chancellor, Teaching, Learning and Students



# STUDENT PROFILE /

## TOM CURRIE, VICE PRESIDENT

### ACTIVITIES, KENT UNION

**When I first came to Kent in September 2011, I was determined to get involved in all aspects of university life.**

At school, I had always been quite shy and never really felt confident enough to get involved in extracurricular activities. University is a fantastic opportunity filled with new beginnings and, this time, I wasn't going to let it slip through my grasp.

I immediately joined a number of societies and was an active member of Kent Labour Students, Kent Debating and Kent Athletics throughout my first year. Thanks to these societies, I quickly discovered confidence I never knew I had and it was not long before I felt confident enough to stand in the Kent Union part-time officer elections.

#### **Environmental campaigns**

In April 2012, I was elected Environment Officer for Kent Union and immediately set about doing what I could to improve the environment and experience of my fellow students. This included working with Kent Hospitality to obtain mixed recycling bins and glass boxes for student accommodation, and liaising with Estates to obtain multi-purpose bins outside our college entrances.

In September 2012, I set up the Environment Campaign, Kent's first environmental volunteer group. This included running environmental activities every weekend, from beekeeping on campus to coppicing in Blean Woods, hikes along the Crab & Winkle Way, and litter picks in Canterbury.

I also ran several sustainability projects on the Canterbury campus such as the Darwin Recycled Garden; an interior garden using recycled items such as plant boxes made out of pallets, linings made out of bin bags and soil from our compost heaps on campus.

Other projects included the termly collection drives in which students were encouraged to donate items they no longer needed or wanted. These items were given to charitable groups such as the Canterbury Food Bank, Catching Lives and the Salvation Army, or back to students via termly free shops. Over the last two years, these collection drives have raised 6,668 items.

#### **Leadership role**

My role as Environment Officer from 2012-2014 was the first leadership role I had ever undertaken and I am extremely grateful to both the University and Kent Union for being given the opportunity. It not only helped improve my confidence and employability skills but, for the first time in my life, it gave me the opportunity to volunteer and contribute to my local area – I logged 2,222 hours. The role also gave me confidence to stand in the 2014 Kent Union leadership elections, where I was elected the Vice President Activities by a majority of 917 votes.

As my time as Environment Officer came to a close, I was lucky enough to be chosen as Environmental Champion in the Kent Student Awards and then, to my great surprise, as Student of the Year 2014. Without a doubt, it was one of the proudest moments of my life and a night I will never forget.

Looking back, coming to Kent was one of the best decisions I have ever made. It is one of only a handful of universities that provide real volunteer opportunities that enable shy, unsure students such as me to take on positions of leadership and thrive.











**FACULTY  
UPDATES**



# THE FACULTY OF HUMANITIES

2014 was another great year in the Faculty when we had some notable successes on many fronts.

We have seen a number of projects across a huge range of topics begin with external grant funding. Colleagues in History are working on the First World War, the perspectives of civil servants on British and French foreign policy, and freak shows and the English seaside. We also have staff in Religious Studies researching child migration schemes for which they will develop museum exhibitions, staff in Philosophy working on the conception of evidence in medical and biological research, and staff in Music and Fine Arts working through the medium of film to explore individual and cultural amnesia. We are also home to a number of prize winners. In 2013, Clio Barnard (Arts) released a new film, *The Selfish Giant* (pictured right), which received a string of international nominations and awards.



2013-2014 saw the Faculty record its second highest ever amount of external grant income. We have plans in place to try to double this over the next couple of years. The end of 2013 also saw us submit to the UK's Research Excellence Framework. The Faculty submitted significantly more colleagues, both absolutely and as a percentage of staff, than in the previous exercise in 2008 and we look forward with confidence to the result at the end of 2014.

Undergraduate teaching is at the heart of the Faculty. 2014 saw another excellent set of National Student Survey results. Archaeology, Architecture, Comparative Literature, Film Studies, French, Hispanic Studies, Linguistics, Philosophy, and Theology and Religious Studies were all placed in the top ten in their national subject tables, with a number of other departments coming in the top 20. We have new degree programmes starting this coming year, such as Asian Studies and World Literature, and we are making a major contribution to the new cross-University Liberal Arts degree. Over 90% of our undergraduates gained either a 1st or 2.1 degree in 2013-2014. During the past year, our learning and teaching theme was 'academic community', which saw us launch many new initiatives to enhance students' educational environment.

The Faculty is part of the Consortium of the Humanities and the Arts South-East England (CHASE), which is a collaboration between ourselves, Sussex, Essex, East Anglia, the Open University, Goldsmiths and the Courtauld. In 2013, CHASE won a multi-million pound grant to fund PhD studentships for the next five years, and September 2014 saw us welcome our first cohort of students. Plans are underway throughout the consortium to attract even more money for students' training. The Faculty has also set up a Graduate Teacher Network and we will hold our first '3 Minute Thesis' postgraduate competition later this year.

The Faculty continues to send more students every year to international destinations as part of their degrees. In addition, our MA programmes in Paris, Rome and Athens continue to attract increasing numbers of students, and our first Paris-based PhD student has started in autumn 2014. We also use our European centres to hold conferences and events. Paris hosted an alumni event, which brought together over 200 of Kent's past students, and this will be an annual occurrence.

As last year, we are investing significantly in new academic and administrative colleagues, in order to boost teaching, research and all other activities. Our intention is to be one of the best Humanities faculties in the country.

**Dr Simon Kirchin**  
Dean



# FACULTY OF SCIENCES

The Faculty of Sciences continues to grow. In research, new grant awards totalled £9.6m, the largest total since 2004/05. And on the Canterbury campus, to help accommodate record numbers of students, building works are finally complete for the interiors of the Ingram, Jennison and Stacey buildings.

Internationally, the Faculty is growing in repute. In Biosciences, Professor Martin Warren was Chair of a prestigious Gordon Research Conference (Newport, Rhode Island) and Professor Darren Griffin organised two international conferences in Canterbury. In Engineering and Digital Arts (EDA), Dr Huiling Zhu won an EU Marie Curie Fellowship to work with colleagues in California on wireless communications. Also in EDA, Dr Nathan Gomes won an EU Horizon 2020 grant on which he is the co-ordinating partner, placing Kent at the heart of the grant. At the digital arts end of EDA, Dr Richard Miské's acclaimed documentary 'Rohmer in Paris' premiered across the globe, including showing at the Barbican in London. Moving north, the School of Sport and Exercise Sciences held a major international conference (the World Congress of Cycling Science) in Leeds to coincide with the start of the Tour de France. Staff in the School of Physical Sciences (SPS) made several visits to the US National Institute of Standards and Technology last year, including Dr Donna Arnold who spent the summer there as an invited guest. Other notable invitations included Professor Leon Chua (EU Marie Curie Fellow in Computing), who talked at an EU Research Day in Prague, together with Professor Peter Higgs (Edinburgh), a Nobel Prize laureate.

Closer to home, Professor Andy Hone (School of Mathematics, Statistics and Actuarial Science – SMSAS) won an EPSRC Established Career Fellowship. There was also significant



recognition for Professor Sarah Spurgeon (EDA), who became a Fellow of the Women's Engineering Society, chaired the Royal Academy of Engineering's Ingenious Panel and was also appointed to the Board of Engineering UK, which works to promote the vital role of engineers and engineering to society.

Teaching is also flourishing. Dr Peter Klappa was awarded a National Teaching Fellowship, the second to be awarded to the School of Biosciences. He was also a finalist in this year's national HE Biosciences Teacher of the Year competition. Computing has now opened its MakerSpace in the Cornwallis courtyard, where students can explore making devices as part of their studies (a growing international trend). Another trend is towards degrees with a year in industry. Around 110 undergraduate students in Computing will go on a paid Year in Industry placement this year, compared to just 45 in 2009-10. Growth is also occurring elsewhere, with SPS admitting a record number of students (325) for the new academic year, including 75 in the new Chemistry degree (now in its second year).

Our graduates also continue to achieve success. For example, many former students from EDA worked on a variety of films, including *Gravity* (where two astronauts face

hazards in low earth orbit in a visual feast of special effects). It is perhaps no surprise that EDA are in the top five in a number of the 2014 national league tables: 1st in The Guardian University Guide, 3rd in The Complete University Guide and 4th in the National Student Survey.

The administration teams at school and faculty level also continue to work hard to support our activities. External recognition of this is shown by the award of accredited membership of the Association of University Administrators to Dr Jill Holliday (Biosciences) and the award of a fellowship to Linda Lough (Faculty Administration Manager).

Our commitment to equality has been underlined by the award of an Institutional Athena SWAN Bronze Award, reflecting progress on helping women overcome barriers to careers in science and engineering. And we have just heard that SMSAS has won a School Bronze Award.

Overall, 2013-14 was a successful year, and we look forward to 2014-15, the University's 50th anniversary and the 10th birthday of our Medway School of Pharmacy.

**Professor Mark Burchell**  
Dean



# FACULTY OF SOCIAL SCIENCES

## This year has seen significant developments across the Faculty over the whole range of teaching, research and innovation.

The most celebrated success in Social Sciences was, undoubtedly, the award of the Queen's Anniversary Prize to the Tizard Centre, part of the School of Social Policy, Sociology and Social Research (SSPSSR). This prestigious award – the University's second in six years – was in recognition of the Centre's contribution to improving the lives of people with Intellectual and Developmental Disabilities (IDD) and their families.

Notable grant successes include the achievement by the School of Anthropology and Conservation of total grant awards of over £2.4m in 2013/14, including grants from the Economic and Social Research Council (ESRC), the Natural Environment Research

Council and European Research Council. Two colleagues were successful in obtaining British Academy mid-career Fellowships: Dr Neophytos Loizides in the School of Politics and International Relations, and Dr Ayse Uskul in the School of Psychology. The Centre for Professional Practice won an award of £450,000 to work in partnership with Health Education, England, Kent, Surrey and Sussex (HEKSS) on a work-related initiative aimed at improving the oral health of older persons.

Especially notable academic invitations were received by Professor Peter Taylor-Gooby (SSPSSR), who gave an invited lecture on 'Attitudes to Welfare at the Treasury' to senior policymakers, and Dr Alex Klein (Economics), who presented his research on the role of railroads in US economic development to a number of US Universities, including Stanford and the University of California, Davis. Dr David Wilkinson (School of Psychology) was appointed as a new Director of the National Institute for Health's Research Design Service, South East. Dr Emilie Cloatre (Kent Law School) was awarded the Hart Socio-Legal Book Prize 2014 for her book *Pills for the Poorest: An Exploration of TRIPS and Access*

*to Medication in Sub-Saharan Africa*. It is the third consecutive year that the prize has been won by an academic from Kent Law School.

Social Sciences schools continue to score well in league tables, with Journalism being ranked 1st in the 2014 Guardian League Table. Kent Business School has launched its new employability strategy – called 'Backpack to Briefcase' – which is designed to integrate employability development over three years of its undergraduate programmes at Canterbury and Medway. Kent Law Clinic achieved a legal first when the Home Office granted asylum on religious grounds for an Afghan citizen the Clinic had assisted on the basis that he feared persecution as an atheist. The Clinic subsequently won the Ethical Initiative of the Year award at The Lawyer Awards 2014. Dr Benoît Dillet (former doctoral student in the School of Politics and International Relations) was awarded the Political Studies Association's Sir Ernest Barker Prize for Best Dissertation in Political Theory for his doctoral thesis.

**John Wightman**  
Dean





# EUROPE

The University's four European centres in Brussels, Paris, Athens and Rome are the core outward manifestation of the University of Kent as the UK's European university.

In 2013, the four centres were brought together under the oversight of a Dean for Europe to develop a common strategic view for this aspect of the University's mission, with administrative matters brought under a Head of European Administration. While not intending to stifle the creativity and individuality of each centre, the new arrangements allow for shared experiences and increased efficiency in dealing with issues. Each centre has an Academic Director responsible for co-ordinating activities across the various academic schools providing programmes in each centre.

The first students went to Rome in spring term 2014 to study Roman History and Archaeology. A new programme in Art History was approved for 2014 entry. Athens continued to recruit high-quality students from around the world on its unique programme in Heritage Management. Numbers in Paris continued to grow, new provision in Architecture was added and a decision was taken to introduce full year-long programmes from 2015 following a successful review of the first five years of operation. Brussels continued to recruit high-quality students, with a fairly equal number coming from each of the Americas, Europe and Asia, and Africa, reinforcing the study of international affairs with an appropriately international student profile.



While the core business of each centre is the provision of high-quality postgraduate programmes, the centres are also the outward face of the University across Europe. Brussels and Paris have been the location for a number of research workshops and conferences reflecting not just the main activities of each centre, but also a range of other esteem-raising events from across the University. 2013-14 also saw the start of what is intended to be an annual Open Lecture in both Brussels and Paris. In Brussels, the speaker was European Commissioner for Education, Culture, Multilingualism and Youth, Androulla Vassiliou, who addressed the topic of youth and youth unemployment in the EU. In Paris, at an event held in the British Embassy residence, hosted by the UK Ambassador to France Sir Peter Ricketts, speakers on the topic of 'Humanities Research in the Age of the Internet' were Nicholas Cronk (Oxford) and

Marc Porée (ENS). These events also enabled the University to engage with its many alumni resident across Europe. There are plans to hold 50th anniversary events in each of the centres in 2014-15.

Summer schools for Kent undergraduate students were again held in Brussels and Paris in 2014. These reward high-performing students from across the University with an opportunity to benefit from Kent's presence in these two cities, with a range of activities designed principally to enhance employability and the overall student experience. Additionally, further versions of the summer schools were open to participants from both inside and outside the University on a fee-paying basis.

**Professor Roger Vickerman**  
Dean for Europe



# THE GRADUATE SCHOOL

As we embark upon the academic year in which we celebrate Kent's 50th anniversary, it is interesting to reflect that postgraduate students now outnumber the first target for the total number of students when the University was created in 1965. Over the last six years, we have witnessed very considerable growth in our postgraduate student numbers, with 3,649 students registered last academic year. There are also strong postgraduate communities emerging across all our campuses, including our European centres.

We have been very successful in attracting funds for doctoral training. Kent is now part of several collaborative doctoral training initiatives in the UK and Europe. These include the ESRC South-East Doctoral Training Centre, the AHRC Consortium of the Humanities and the Arts South-East England (CHASE), the NERC Env-East Doctoral Training Centre and two EU-funded Erasmus-Mundus Programmes: the PhD in Text and Event in Early Modern Europe (TEEME), and the Doctorate in Cultural and Global Criminology (DCGC). The University also funds 100 additional studentships for doctoral study every year.

The University has also established an important new collaboration with the Universities of East Anglia and Essex – the Eastern Academic Research Consortium (EARC). This will have a particular focus on research training and collaboration. As part of this, EARC will fund 18 new PhD studentships for entry in 2015/16 in the areas of Digital Humanities, Synthetic Biology and Quantitative Social Science.

Alongside enriching the University's research reputation through doctoral collaboration, the Graduate School continues to provide excellent development and networking opportunities for the whole postgraduate community, which includes students on both taught and research programmes. The

Researcher Development Programme has developed considerably and is supported by both Kent academic staff and external experts. Over 200 Master's degree students follow the innovative Global Skills Award Programme alongside their degree studies every year. There are many additional activities provided by the Graduate School such as the Annual Research Festival, Postgraduate Experience Awards, The GradPost (postgraduate newsletter), a Research Café and a Graduate Teaching Assistant Network. Regular events are also held for academic staff through the Directors of Graduate Study Network and lunchtime sessions for research degree supervisors. The Graduate School continues to support the 'Shut Up and Write!' scheme which helps postgraduate students across the University to meet their writing targets as they progress through their degree.

Kent has succeeded in developing postgraduate programmes and student numbers at a time in which the national picture has been one of declining participation (Universities UK, 2014). We look forward to meeting future challenges, reflecting on our portfolio to create the potential for further growth and collaboration with partners in the UK and across Europe.

**Professor Diane Houston**  
Dean





# AWARDS, APPOINTMENTS, PROMOTIONS AND DEATHS 2014

## Awards

The University has been awarded a Queen's Anniversary Prize for Higher and Further Education for the work of the Tizard Centre and its contribution to improving the lives of people with Intellectual and Developmental Disabilities (IDD) and their families.

The University was shortlisted for 'Most Improved Student Experience' in the Times Higher Education (THE) Awards 2014.

The University received an Athena SWAN Charter Bronze Award for supporting the career progression of women in STEM (science, technology, engineering, maths and medicine) areas. The School of Mathematics, Statistics and Actuarial Science has been awarded a departmental Athena SWAN Bronze Award.

Kent Law Clinic, the University's pro-bono legal service, has won the Ethical Initiative of the Year award at The Lawyer Awards 2014.

Vice-Chancellor Professor Dame Julia Goodfellow has been elected President of Universities UK (UUK) for 2015-17.

Dr Peter Klappa of the School of Biosciences has been awarded a 2014 National Teaching Fellowship. He also received a special 50th Anniversary prize at the University's annual Teaching Prize Awards for his sustained contribution to teaching.

Other Teaching Prize winners were: Humanities Faculty Teaching Prize – Dr Oliver Double and Dr Sophie Quirk (Drama and Theatre) for their MDrama work on Stand-Up Comedy, Dr Virginia Pitts (Film) for her innovative teaching in Film Practice; Sciences Faculty Teaching Prize – Dr Tarlochan Gill (Pharmacy) for his work with the 'Sim Man' artificial patient in Clinical Pharmacokinetics, Dr Jeremy Rossman (Biosciences) for his innovative teaching in Virology; Social Sciences Faculty Teaching Prize – Dr Jane Reeves, Professor David Shemmings, Isobel Drew, Vanisha Jassal, Dr Emily Blake and Dr Mark O'Connor, for their internationally-recognised work on the distance learning MA in Advanced Child Protection, Dr Stefan Rossbach, Dr Iain MacKenzie and Dr Adrian Pabst for their work on the innovative postgraduate module 'Resistance in Practice'; Barbara Morris Prize for Learning Support – Samantha Harris, Specialist Associate Lecturer in KLS and Associate Lecturer in

Drama, for her work on the interdisciplinary 'Justice and Persuasion' workshop series.

Orlando Bloom has been named Kent's Cultural Icon in the University-sponsored Canterbury Cultural Awards 2014.

Chloé Gallien and Linda Lough, Faculty Administration Managers for Social Sciences and Sciences, have been awarded AJA (Association of University Administrators) Fellowships.

Robert Green OBE, of the School of Physical Sciences, has been named a Fellow of the Chartered Society of Forensic Sciences for his outstanding contribution to the profession.

Professor Glynis Murphy, Co-Director of the Tizard Centre, is one of 28 social scientists to have been given the award of Academician by the Academy of Social Sciences.

Professor David Shemmings, Co-Director of the Centre for Child Protection, was awarded an OBE in the Queen's Birthday Honours List for his services to child protection.

Professor Alex Stevens, Professor in Criminal Justice, has been appointed to the Advisory Council for the Misuse of Drugs.

The University has won *Group Travel Organiser's* 'Best University Accommodation for Groups' award for an unprecedented seventh consecutive year.

Student of the Year in the inaugural Kent Student Awards was Tom Currie for 'all his amazing initiatives... and hard work to make the University a greener place'.

## University of Kent Honorary Degrees 2014

Geraldine Allinson, Doctor of the University

Camila Batmanghelidj, Doctor of the University

Billy Childish, Doctor of Arts

Zameer Choudrey, Doctor of Civil Law

Lord Hastings CBE, Doctor of Civil Law

Harry Hill, Doctor of Arts

George Kennedy CBE, Doctor of the University

Shan Morgan, Doctor of Civil Law

Mark Padmore, Doctor of Music

Sir William Sargent, Doctor of the University

Liz Sayce OBE, Doctor of the University

John Simmonds MBE, Doctor of the University

Baroness Vivien Stern CBE, Doctor of Civil Law

Daphne Todd OBE, Doctor of Arts

Sandi Toksvig OBE, Doctor of Arts

Robert Wyatt, Doctor of Music

## Appointments

Dr Alastair Bailey, Head of the School of Economics

Julie Compton, Director of Projects and Business Improvement

Professor Chris Davies, Pro-Vice-Chancellor, Teaching, Learning and Students

Professor Philippe De Wilde, Pro-Vice-Chancellor, Research and Innovation

Dr Gavin Esler, Chancellor

Dr Jonathan Friday, Master of Darwin and Woolf Colleges

Professor Michelle Garrett, Professor of Cancer Therapeutics

Professor Yannis Georgellis, Professor of Management

Professor Kevin Grant, Professor of Management

Professor David Herd, Head of the School of English

Professor Angelos Kanas, Professor of Finance

Professor Roman Matousek, Professor of Banking and Finance

Dr Peter Nicholls, Dean, KentHealth

Dermot O'Brien, Master of Turing College

Dr Palaniappan Ramaswamy, Reader in Computing

Dr Georgina Randsley de Moura, Head of the School of Psychology

Alison Ross-Green, Director of Human Resources and Organisational Development

Sir David Warren, Chair of the University Council



Dr Gavin Esler



Sir David Warren



Geraldine Allinson



Billy Childish



Professor Yutaka Arai



Professor Karen Douglas

Professor Richard Whitman, Head of the School of Politics and International Relations

Professor Patricia Wilson, Professor of Primary and Community Care

## Promotions

### New Professors

Professor Yutaka Arai, Kent Law School

Professor Helen Carr, Kent Law School

Professor Karen Douglas, School of Psychology

Professor Andrew King, School of Computing

Professor Robbie Sutton, School of Psychology

### Readers

Dr Julie Anderson, School of History

Dr Timothy Brittain-Catlin, Kent School of Architecture

Dr Edward Cartwright, School of Economics

Dr Emily Grabham, Kent Law School

Dr Mark Hampton, Kent Business School

Dr Simon Holder, School of Physical Sciences

Dr Neophytos Loizides, School of Politics and International Relations

Dr Daniel Lloyd, School of Biosciences

Dr Janice Malcolm, Unit for the Enhancement of Learning and Teaching

Dr Jane Reeves, School of Social Policy, Sociology and Social Research (SSPSSR)

Dr Anna Schaffner, School of European Culture and Languages

Dr Dinkar Sharma, School of Psychology

Dr Ayse Uskul, School of Psychology

Dr Niaz Wassan, Kent Business School

Dr Iain Wilkinson, SSPSSR

### Senior Lecturers

Dr Kristoffer Ahlstrom-Vij, School of European Culture and Languages

Dr Jim Ang, School of Engineering and Digital Arts

Dr Benjamin Baumberg, SSPSSR

Dr Fred Barnes, School of Computing

Dr Beth Breeze, SSPSSR

Dr Helen Brooks, School of Arts

Dr Dominique Chu, School of Computing

Dr Heejung Chung, SSPSSR

Dr William Collier, School of Economics

Dr Vybarr Cregan-Reid, School of English

Dr Karen Devine, Kent Law School

Dr Gavin Dick, Kent Business School

Dr George Dobre, School of Physical Sciences

Dr Alison Edwards, Medway School of Pharmacy

Dr Helen Gittos, School of History

Dr Campbell Gourlay, School of Biosciences

Dr Sarah James, School of English

Dr Jan Loop, School of History

Dr Patrick Mahoney, School of Anthropology and Conservation

Dr Lex Mauger, School of Sport and Exercise Sciences

Dr Luca Mavelli, School of Politics and International Relations

Dr Edward Morgan-Jones, School of Politics and International Relations

Dr William Norman, School of English

Dr Scott Owens, School of Computing

Dr Claire Peppiatt-Wildman, Medway School of Pharmacy

Dr Pauline Phelan, School of Biosciences

Dr Steven Roberts, SSPSSR

Dr Cecilia Sayad, School of Arts

Dr Benjamin Thomas, School of Arts

Jayne Thompson, School of Arts

Dr Zaki Wahhaj, School of Economics

Dr Wei-Feng Xue, School of Biosciences

Dr Paul Young, School of Engineering and Digital Arts

Dr Joy Zhang, SSPSSR

## Deaths

Sandy (UHB) Alexander, member of the University Council between 1974 and 1992 and University Treasurer from 1977 to 1992, died on 11 July 2014.

Dr Charles Brown, former member of the then Chemical Laboratory, died on 19 August 2013.

Helen Davis, an administrator in the Academic Division for over 25 years, died in May 2014.

Professor Reg Foakes, founding Professor of the present-day School of English and distinguished Shakespeare scholar, died in December 2013. Professor Foakes, with Professor Guy Chilver, applied for the grant that led to the building of the Gulbenkian theatre and took the lead in establishing other disciplines at Kent: in Drama, Film, and History and Theory of Art.

Professor Laurence Goldstein, former Head of the School of European Culture and Languages (SECL) died on 19 May 2014. Professor Goldstein joined Kent in 2005 after having spent many years at the University of Hong Kong. He served for six years as Head of SECL, and was also Acting Dean of the Faculty of Humanities for a term. He published many books and articles, specialising in the philosophy of logic, the philosophy of language, and the work of Ludwig Wittgenstein.

Dr Timothy Moorhead, Associate Lecturer and alumnus, Kent Law School, died in August 2014.

Professor Donald Preece, who had been associated with the University for many years after becoming a lecturer in Statistics in 1970, died on 6 January 2014.

David Reason, Master of Keynes College from 2005 to 2008 and member of the University's academic staff for over 30 years, died on 30 October 2014.

Professor Brian Spratt, founding Director of the Computing Laboratory and Dean of the Faculty of Information Technology from 1987 to 1991, died on 17 December 2013.

Adrian Taylor, founding Director of the Kent Law Clinic, died on 11 January 2014.



# SUMMARY OF FINANCIAL PERFORMANCE

for the year to 31 July 2014

## Financial highlights for the year to 31 July 2014

- Surplus for the year of £6.7m (2012/13: £12.8m) representing 3.1% of income (2012/13: 6.4%);
- Income from tuition fees up £20.2m (20%) to £118.8m as a result of strong recruitment and the move to the new funding regime;
- Continued strong residences and catering income at £29.0m (2012/13: £27.6m);
- Staff costs representing 54.3% of income (2012/13: 53.0%);
- Decrease in net current assets of £7.7m to £17.6m, with 'cash reserves' representing 85 days expenditure (31 July 2013: 103 days); and
- Significant capital expenditure of £31m (2012/13: £30m).

## Financial summary

The University's consolidated results for the years ended 31 July 2014 and 31 July 2013 can be summarised as follows:

	2013/14 £000	2012/13 £000	Change %age
Income	214,366	201,313	6.5
Expenditure	(208,056)	(188,766)	10.2
Transfer from Accumulated Income in Endowment Funds	346	250	38.4
<b>Surplus for the year</b>	<b>6,656</b>	<b>12,797</b>	<b>(48.0)</b>

The results for 2013/14 are once again a strong indication that, even in times of higher education government funding cuts and increased competition, the University has continued growing its income streams while maintaining good control over its expenditure. The retained surplus for the year of £6.7m, compared to a budgeted surplus for the year of £4m, was lower than that generated in 2012/13 (£12.8m) but

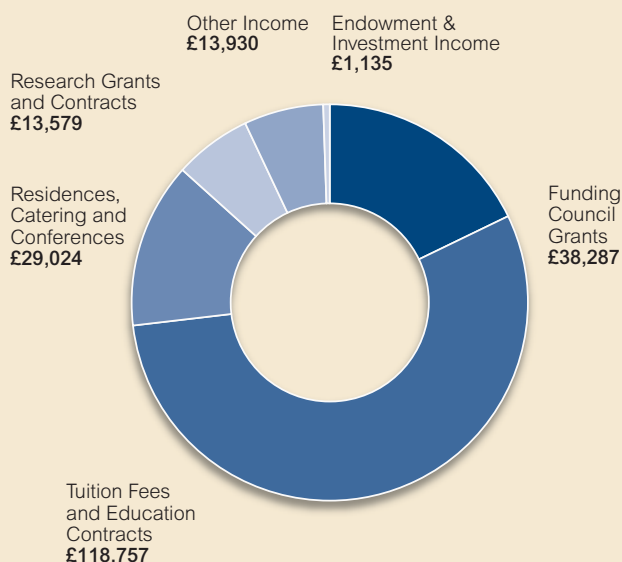
reflects the strategic decisions taken to invest in new staff resources in areas of growth and research excellence. Due to higher than budgeted tuition fee income and timing delays in the appointment of new staff, the surplus does, however, exceed the budget for the year and represents 3.1% of the University's turnover, exceeding the target of 2% set within the University's Financial Framework which is designed to ensure that sufficient cash is generated for the maintenance of the estate and new capital investment.

## Income

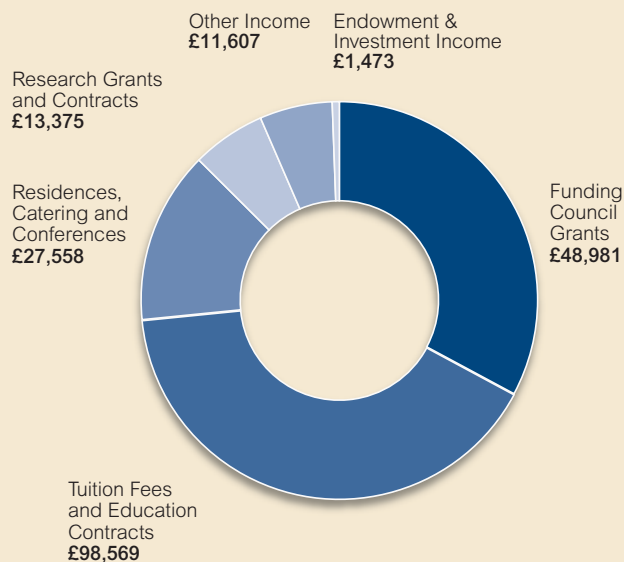
Total income grew by 6.5% to £214.4m with an additional £20.2m Tuition Fee income, partially offset by an associated £10.7m fall in funding from the Higher Education Funding Council for England (HEFCE). There were also increases in income from Research Grants and Contracts (£0.2m), Residences and Catering Operations (£1.5m) and Other Income (£2.3m). The increase in Tuition Fee income and associated fall in HEFCE income largely reflects the ongoing introduction of the £9,000 undergraduate fee regime and the consequent reduction in direct funding from the Funding Council. Income from full-time overseas students continues to be a high-growth area, and, benefiting from the previous two year's high levels of overseas student recruitment, was in total up by 13.7% when compared to 2012/13. This reflects Kent's strategy to increase its numbers of overseas students and the University's growing reputation both in the UK and internationally.

Income from research grants and contracts was £13.6m for the year representing a slight increase from last year and continuing the upward trend. Other income-generating activities remained strong in the year, with another successful result from the University's Hospitality division due to high occupancy levels in University residential accommodation, a strong catering business and a buoyant conference trade throughout the year.

## Analysis of income 2013/14 (£000)



## Analysis of income 2012/13 (£000)



## Expenditure

Staff Costs rose by 9.1% in the year to £116.3m, largely reflecting the continuing investment into areas of strategic importance and growth in academic schools. While the national pay award was constrained to a level of 1%, average staff pay increased by an additional 1.5% as a result of increments and promotions. The overall rise in staff costs also reflects the full impact of prior years' investment in research excellence and the continuing increased pension costs associated with auto-enrolment which has seen a significant increase in pension scheme membership. The University monitors its staff costs as a percentage of income with a financial framework upper limit of 60%. During the year, this measure increased from 53% to 54%, reflecting the higher staff numbers, which on average increased by 163 full-time equivalents (7.2%) in the year.

Other Operating Expenses increased by £7.4m (11.4%) in the year as a result of the continued investment directly into student support and academic services, with an additional £2m of expenditure in the year in academic schools. Payments to students in the form of bursaries increased by £1.3m, amounting to £6.2m in total, with a further £4m of fee waivers reducing the total reported income from tuition fees. This reflects the University's continued commitment to widening access to higher education and is part of Kent's overall approach to supporting its students as set out in its approved Access Agreement. In addition, studentships funded by Research Council training grants increased by £0.7m and the University increased its grant funding to Kent Union by £0.4m.

## Balance sheet and cash flow

The University's Consolidated Balance Sheet continues to be strong with Net Assets of £179.8m (2013: £176.0m), Net Current Assets of £17.6m (2013: £25.3m) and a current asset ratio of 1.40 (2013: 1.61). Current assets were budgeted to fall during the year as large cash reserves, accumulated in previous years, are gradually utilised on investment in the

University's estate and on some major systems developments. Total cash, short-term deposits and current asset investments amounted to £46.2m (2012/13: £51.1m). This strong financial position largely reflects the cumulative effect of high surpluses in recent years, but as further progress is made on major projects within the University's capital programme, cash and short-term deposit holdings are anticipated to fall back to normal operating levels.

## Capital programme and long-term borrowing

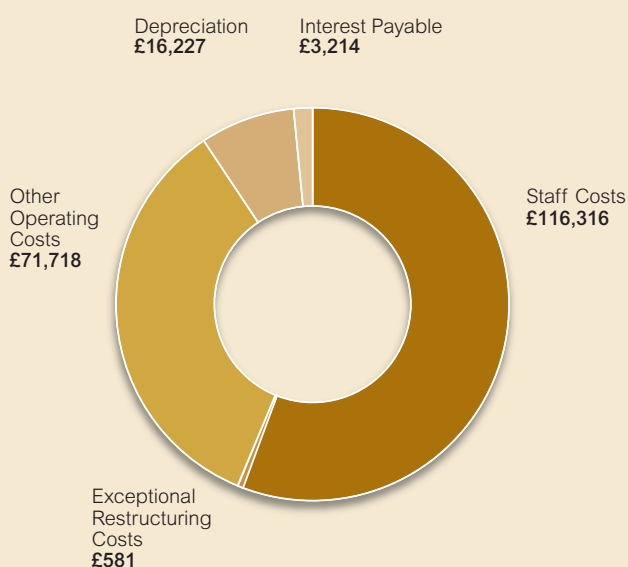
Capital expenditure amounted to £31.0m in the year, reflecting the continued increase in investment into the University's estate. This includes £16m on major new teaching and learning facilities and £5.4m on the enhancement of academic, social and recreational spaces. £5.7m was spent on updating the estate and its infrastructure, and investment into academic school equipment, computing and library technologies and university systems amounted to a further £3.9m, including significant investment of £1.4m in large equipment items for academic schools.

Long-term bank loan debt has fallen by a further £2.9m in the year with borrowing levels now reduced to 23% as a percentage of income (2013: 25%).

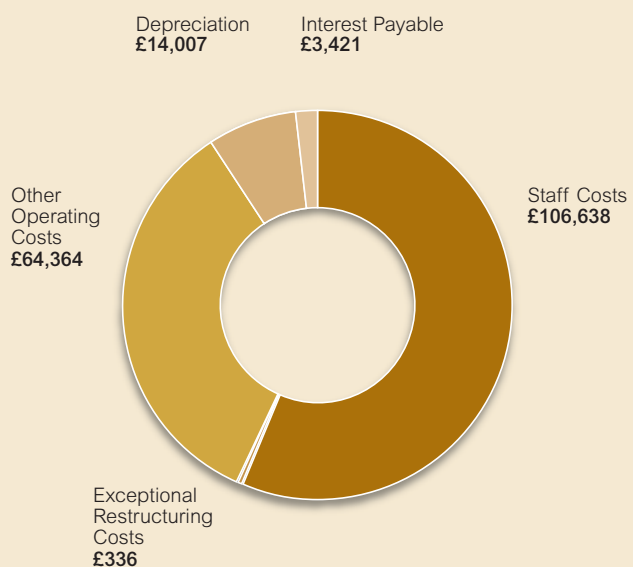
## Statement on behalf of the University's Council

The above summary provides an overview of the University's financial performance during the 2013/14 financial and academic year. It is consistent with the information incorporated in the University's audited Financial Statements for the year to 31 July 2014 and largely comprises information detailed in the Operating and Financial Review contained within those statements. Full details of the University's financial results, performance and year-end position can be found in the University of Kent Financial Statements for the Year to 31 July 2014, which can be found on the University's website or by writing to the Secretary of the Council, The University of Kent, The Registry, Canterbury, Kent CT2 7NZ.

### Analysis of expenditure 2013/14 (£000)



### Analysis of expenditure 2012/13 (£000)





# PRINCIPAL OFFICERS

Visitor	– <b>The Lord Archbishop of Canterbury</b>
Chancellor	– <b>Gavin Esler</b> , BA (Kent), MA (Leeds), DCL (Kent), FRSA
Chair of the Council	– <b>Sir David Warren</b> , KCMG, MA (Oxford)
Vice-Chancellor	– <b>Professor Dame Julia M Goodfellow</b> , DBE, CBE, BSc (Bristol), PhD (Open), FMedSci, FIBiol, FInstP
Deputy Chair of the Council	– <b>Anthony Quigley</b> , BSc (Eng) (London), CEng, FIEE
Senior Deputy Vice-Chancellor	– <b>David Nightingale</b> , MA (Oxford)
Deputy Vice-Chancellors	– <b>Denise Everitt</b> , BA (Kent), ACA
Pro-Vice-Chancellors	– <b>Professor Keith Mander</b> , BSc PhD (Nottingham)
Director of Finance	– <b>Professor Chris Davies</b> , PhD (Manchester)
Dean of the Faculty of Humanities	– <b>Professor Philippe De Wilde</b> , MSc (Ghent), PhD (Ghent)
Dean of the Faculty of Sciences	– <b>Jane Higham</b> , BSc (Warwick), ACA
Dean of the Faculty of Social Sciences	– <b>Simon Kirchin</b> , MA (Oxford), PhD (Sheffield)
Dean of the Graduate School	– <b>Professor Mark Burchell</b> , BSc (Birmingham), DIC, PhD (London)
Dean for Europe	– <b>John Wightman</b> , MA LLB (Cambridge)
Sub-Dean for Medway	– <b>Professor Diane Houston</b> , MA (Dundee), PhD (Kent), CPsychol, FBPSS, AcSS
Secretary of the Council (and the Court)	– <b>Professor Roger Vickerman</b> , MA (Cambridge), DPhil (Sussex), Dr h c (Marburg) AcSS, FRSA, FCILT
Senior Master	– <b>Professor Nicholas Grief</b> , BA PhD (Kent), Barrister at Law
Master of Darwin and Woolf Colleges	– <b>Keith Lampard</b> , BA (Kent), MSc (London), PhD (Kent), PGC-HEM (Southampton)
Master of Eliot College	– <b>Wayne Campbell</b> , BSc (Kent), MSc (Loughborough), MA (Cambridge), PhD (Kent)
Master of Keynes College	– <b>Jonathan Friday</b> , BA (London), MPhil PhD (Cambridge)
Master of Rutherford College	– <b>Stephen Burke</b> , BA (Kent)
Master of Turing College	– <b>Sian Stevenson</b> , BA (London)
College Master for Medway	– <b>Peter Klappa</b> , BSc MSc PhD (Munich), PGCHE (Kent)
Public Orators	– <b>Dermot O'Brien</b> , MBA (Hartford), PGDip (Roehampton), PGCHE (Kent), FRSA, FHEA
	– <b>Jane Glew</b> , BSc (Aston), PG Dip (CIM), MA (Greenwich)
	– <b>Professor Peter Brown</b> , BA (Sussex), DPhil (York)
	– <b>Farzin Deravi</b> , MA (Oxford), MSc (London), DIC, PhD (Wales)
	– <b>Professor Tim Luckhurst</b> , MA (Cambridge)
	– <b>Louise Naylor</b> , BSc (Aberdeen), PhD (Calgary)
	– <b>Peter Nicholls</b> , BSc (Southampton), PhD (London)
	– <b>Marion O'Connor</b> , BA (Toronto), MPhil PhD (London)
	– <b>Professor Simon Thompson</b> , MA (Cambridge), DPhil (Oxford)
	– <b>Professor Julia Twigg</b> , MA (Durham), MSc PhD (LSE)

## Constitution

The University's constitutional arrangements are set out in its Royal Charter, Statutes and Ordinances. The Statutes set out the powers and responsibilities of the Court, the Council and the Senate.

The Court's membership includes representatives from many sectors of the local and national community as well as staff, student and graduate members. An annual general meeting is held once a year at which an annual review of the University and the accounts are presented.

The Council is the governing body of the University and comprises lay, staff and student members, with a non-executive lay majority. The Council has responsibility for the ongoing strategic direction of the University, approves major projects and receives regular reports from Committees and Executive Officers acting under statutory or delegated powers.

The Senate is the academic authority of the University and comprises academic staff and student members. It directs and regulates the teaching and research work of the University.

The business of the University is conducted in accordance with the seven principles identified by the Nolan Committee on Standards in Public life (selflessness; integrity; objectivity; accountability; openness; honesty; leadership), it follows the advice of the Committee on good governance and further advice from the Higher Education Funding Council for England and the Committee of University Chairs. The Council maintains a Register of Interests of its members and staff of the University.

Enquiries about the constitution and governance of the University should be directed to the Secretary of the Council.

A review of this length can only indicate very briefly some of the principal achievements and activities which took place during 2013-14.

The University also produces a report relating to finance. If you would like a copy of this, please contact the Corporate Communications Office, The Registry, University of Kent, Canterbury, Kent CT2 7NZ.

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Printed by the Design & Print Centre.

The information contained in this Review was correct at the time of going to press. The University reserves the right to modify or cancel any statement contained in it and accepts no responsibility for the consequences of any such changes.

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