LONDON’S GLOBAL UNIVERSITY

A New Landscape for Physics

UCL is contributing a wealth of engineering, computing and scientific expertise to the ATLAS project – one of the detectors in the Large Hadron Collider (LHC), Geneva.

The LHC is an underground ring-shaped tunnel, which fires protons at each other to create head-on collisions at unprecedented energy levels. An international collaboration of 2,500 scientists, ATLAS consists of highly sophisticated detectors that record, process and analyse data from the events. Principal Investigator of the UK ATLAS team, Professor John Butterworth (UCL Physics & Astronomy) describes the project as allowing physicists access to an undiscovered, high-energy realm in which everyday forces, such as electromagnetism, behave completely differently.

Highlights 2009

Credit: ESA

Review 2009
We are
• a world-class centre of research and teaching, dedicated to developing and disseminating original knowledge to benefit the world of the future.

We believe
• in engaging fully with the world around us
• in breaking new ground through challenging convention
• in progress through partnership.

We value
• creativity and innovation
• independent thought
• integrity
• energy
• perseverance.

We are committed
• to the pursuit of excellence and sustainability
• to maintaining rich academic diversity embracing the Arts and Sciences
• to equality of opportunity and fulfilment of potential for all our staff and students.

We strive always
• to lead
• to inspire
• to achieve.

Welcome to UCL’s annual review for 2009, which offers a flavour of what we have achieved over the past year, and of our aspirations for the year to come.

The past year has once again seen a continuing stream of fine achievements on the part of students and staff. Yet it has been a challenging period for UCL in many respects. We have felt already the impact of the global recession and know that we face a challenging economic future.

In response to concerns about the employment prospects of last year’s graduating class, we launched a unique support package. We wanted to encourage new graduates to extend their learning and enhance their qualifications, so we offered a significant fees reduction on our taught masters courses, and the opportunity to spend 8–12 weeks on fully funded internships with local businesses. We also ran a series of Entrepreneurship Boot Camps for them which proved overwhelmingly popular.

On a broader front, we offered support to the London economy by engaging with business and the public and voluntary sectors, tackling problems through the application of discoveries in science and through commercialising innovation in engineering, healthcare and technology. We enjoy strong relationships with London’s other global institutions, from the City to the museums and galleries, research institutes, hospitals, Whitehall and Westminster. We are wholly open for business through partnership and collaboration.

This approach is reflected in our ambitions as London’s Global University. We have entered into new models of global teaching and research through founding overseas institutes and collaborations, including the innovative new partnership with Yale University and our respective partner hospitals.

A word about league tables. UCL’s progress in the Times Higher-QS world university rankings has been widely described as meteoric. Our stock has risen from place 34 five years ago, by significant margins every year, until October 2009, when we were declared to be in fourth place, overtaking both Oxford and Imperial. We do not, of course, claim that the methodology is rigorous, but this result nonetheless captures very accurately the enormous strength of this great institution.

With intense pressure on public funding, the coming years will be challenging for universities. I want UCL to be able to look back and say that we were the university who responded best. It is with this in mind that we are embarking in 2010 upon a process intended to define UCL’s course over the coming years. Structured around the four key concepts of sustainability, impact, student experience and internationality, our strategy will set out the values and processes required to meet future challenges. The underpinning principle will always be excellence, and of that you will find many examples in this annual report.

Professor Malcolm Grant
UCL President and Provost
Cross-disciplinary collaboration was a central feature of major developments in UCL's research in 2009. The excellence of our 4,000 individual researchers – evident in the 2008 Research Assessment Exercise – is key to everything that UCL accomplishes. Recruiting and retaining the best minds remains our university's central concern. Yet it is what these minds can do together – working across and beyond conventional boundaries – that makes UCL's potential impact on the world's major problems extraordinary.

The formal launch in 2009 of several significant research groups reflected this approach to collaboration; they included the UCL Institute of Origins, the UCL Centre for Stem Cells & Regenerative Medicine, the UCL Energy Institute, the UCL Institute of Human Rights, the UCL Genetics Institute and the UCL Institute of Public Health. Groups reflected this approach to collaboration; they included the UCL Institute of Origins, the UCL Centre for Stem Cells & Regenerative Medicine, the UCL Energy Institute, the UCL Institute of Human Rights, the UCL Genetics Institute and the UCL Institute of Public Health.

The second of UCL's Grand Challenges, that of Sustainable Cities, was formally launched in July. The UCL Grand Challenges programme provides time, space and support to allow our talented researchers to interact and collaborate across and beyond specific academic disciplines, because together they can have an impact exponentially greater than that which they can achieve alone.

**Intercultural Interaction and Human Wellbeing**

Work on UCL's Grand Challenges of Intercultural Interaction and of Human Wellbeing began in 2009, with the aim of creating new modes of collaboration across disciplines at UCL and developing partnerships with institutions and organisations from the public, private and third sector. Building on these approaches, the programmes sought to enhance the impact of UCL's research, to influence intellectual debate, shape policy development and engage the wider public.

The Grand Challenge of Intercultural Interaction examines the causes and features of social and cultural diversity, assesses their implications and devises novel strategies to address them. It works to mobilise expertise on the complexity of relations between individuals and groups from different ethnic, religious and linguistic backgrounds and heritage, between states, regions and civil societies, and between intellectual and artistic traditions and developments.

The Grand Challenge of Human Wellbeing considers both the nature of being human and the nature of wellbeing. It encompasses: how to achieve lifelong wellbeing for individuals and for society, including physical, mental, social and environmental wellbeing; how to achieve wellbeing in the context of different social and economic goals and priorities; and topics relating to happiness, cultural wellbeing, health and social justice.

**Sustainable Cities**

Hundreds of invited guests – including policymakers and practitioners from government bodies and non-governmental organisations, architectural practices and engineering firms – were welcomed by UCL President and Provost Professor Malcolm Grant for the launch of Sustainable Cities, a response to the rapid expansion of urban areas that will see some 80 per cent of humanity living in cities by the end of the century. This rapid growth will further stress the urban environment, posing significant problems in areas such as food security, energy, water, transport, economy, trade, manufacture, wealth creation and quality of life – problems UCL is poised to address.

Other initiatives in the Sustainable Cities inaugural year included: Franny Armstrong (UCL Zoology 1994), director of The Age of Stupid, participating in an expert panel discussion following the film's screening; an examination of the legacy of the London Olympics called Growing a New Piece of City: Designing a Legacy for 21st Century London; a one-day symposium on Just Enough: Sufficiency and the Cultural Imagination; and the start of major research projects on Cities and Migration, Cities and Water, Healthy Cities and London's long-term future.

**Global Health**

A major report by The Lancet and UCL warned that climate change is the biggest global-health threat of the 21st century. Managing the Health Effects of Climate Change was the work of UCL academics from many disciplines across the university – including health, anthropology, geography, engineering, economics, law and philosophy.

Shortly after the publication, UCL was represented at the Commonwealth Health Ministers Meeting on Health & Climate Change and the World Health Assembly meeting, which sets priorities for the World Health Organization. Six briefing papers on the managing the health effects of climate change, commissioned from UCL by the Commonwealth Secretariat, were also published.

UCL's Grand Challenge of Global Health continued its series of interdisciplinary symposia, this year including sessions on global finance, adolescent health, forgotten child health issues, economics, law and philosophy.
E5 million for nanotechnology healthcare research

UCL won four grants worth a total of just over £5 million from the Engineering and Physical Sciences Research Council (EPSRC) to support research into large-scale integrated projects that exploit nanotechnology for healthcare purposes. The projects will focus on using nanotechnologies – systems that function at the level of molecules – to advance knowledge and treatment of cancer, dementia and HIV. Projects include the investigation of novel high-efficiency targeting agents that can treat locally metastatic cancers (cancers that spread out from a primary site in the body), the targeted delivery of novel therapeutics for Alzheimer’s disease, research into portable, non-invasive imaging methods to detect colon cancer biomarkers, and UCL’s role in a world-leading consortium to engineer and commercialise the next generation of multi-marker HIV smart chips, which will rapidly diagnose and monitor HIV in resource-limited environments such as district hospitals, GP surgeries and developing countries.

Ninth EPSRC Centre for Doctoral Training (A new Centre for Doctoral Training (CDT) in Energy Demand Reduction & the Built Environment – a collaboration between the UCL Energy Institute and Loughborough University – has been funded by the Engineering & Physical Sciences Research Council (EPSRC). The centre will receive £5.8 million over the next eight years to support 40 students through a doctorate programme in energy-demand reduction in buildings. A further 40 students will be supported from the partner universities’ own funds. The strategic aim is to educate the next generation of highly skilled and broadly based energy researchers to lead and support the complex, multidisciplinary task of driving down energy demand and CO2 emissions from the UK building stock.

Ten industry-linked awards from MRC

UCL has received funding for ten new awards from the Medical Research Council (MRC), which funds targeted PhD courses to help UK research organisations make a significant impact on unmet national needs for advanced biomedical and health research skills.

UCL excellence recognised by AHRC

The Arts & Humanities Research Council (AHRC), awarded UCL with funding for 447 research posts over the next five years as part of new Block Grant Partnership (BGP) Scheme. The AHRC confirmed that UCL was “one of the most successful” of the 48 institutions to receive BGP funding, winning 81 per cent of posts submitted. The UCL allocation will fund 176 PhD and 271 MA awards.

E5.8m grant to improve interactive medical devices

A team from the UCL Interaction Centre (UCLIC) has been awarded a £5.8m grant from the EPSRC, CHI+MED (Computer-Human Interaction for Medical Devices) is improving devices that are designed to be used by people without extensive technical training, such as infusion devices, glucometers and vital signs monitors. The CHI+MED team involves investigators from Swansea University, City University, the Royal Free Hospital, the Singleton Hospital and Queen Mary College, University of London. Medical errors in the UK are estimated to kill or seriously injure 74,000 a year. Many of these involve mistakes using interactive medical devices, so the ease of use and reliability of such devices is critical. The project will work with those who design, purchase, deploy and use devices, to deliver improvements in the design and selection of devices and training users. It will both save lives and improve the standard of living, particularly of those with long-term illnesses.

UCL British slave ownership study

A major investigation into Britain’s debt to slavery revealed founders of banking dynasties who benefited from slavery. The three-year UCL project, Legacies of British Slave Ownership sponsored by the Economic and Social Research Council (ESRC), built a systematic analysis of the economic, commercial, political, cultural, social and physical legacies of slave ownership. The study sought to highlight the major companies, art collections and institutions that can trace their existence back to colonial slavery in the 18th century.

Implementation of open access policy to all research

UCL announced the establishment of a UCL Publications Board to implement the university’s open access policy and be responsible for ensuring that, subject to copyright permissions, all UCL research is placed online in the university’s institutional repository, freely accessible to all. This move places UCL at the forefront of academic institutions who are pioneering the move to Open Access, as the first European university ranked in the global top ten in the TH-ESQ university rankings to do so. Open access is a new form of dissemination for published books, articles, conference proceedings and digital outputs.

First preconception baby tested for genetic breast cancer

The first baby tested preconceptually in the UK for a genetic form of breast cancer (BRCA1) has been born. Women who carry this genetic variation have an 80 per cent chance of developing breast cancer and a 60 per cent chance of developing ovarian cancer during their lifetime. Preimplantation Genetic Diagnostics (PGD) provides information regarding the genetic status of the embryo, to be known prior to conception. It has the added advantage of avoiding the physical and emotional trauma of undergoing a termination of an affected pregnancy. The Artificial Conception Unit and the PGD group at the UCL Institute for Women’s Health have pioneered and successfully applied this technology for avoiding transmission of cancer predispositions in a whole host of cancers.

Computer scientists on ‘database’ state failure

Researchers from UCL Computer Science contributed to a study, entitled Database State, that reveals that a quarter of all public sector databases are flawed. According to the report, published by

Research

UCL Route 2009

Research
The institute, which seeks to draw up a working blueprint for a multidisciplinary teams and supporting ambitious projects. emissions reductions across the university by building coordinate and stimulate research on energy and carbon-

The UCL Energy Institute, launched in June, was set up to and the indoor environments of historic buildings that often house the processes of change in building materials and ensembles, the built heritage and cultural landscapes. The project examines outstanding research on the impact of global climate change on UCL’s Centre for Sustainable Heritage was rewarded for its work-related travel as part of an ongoing attempt to reduce the objects of study as they calculated the carbon footprint of their Staff at the UCL Environment Institute became their own the challenge of creating sustainable communities.

As if to underline this commitment, a major UCL-led programme formally launched Sustainable Cities, the second of its four Grand Challenges (see focus on UCL Grand Challenges). As it to underline this commitment, a major UCL-led programme was subsequently shortlisted for an award recognising an ‘outstanding contribution to sustainable development’. The Times Higher Education (THE) Awards 2009 acknowledged the impact of UrbanBuzz, UCL’s flagship two-year knowledge exchange programme that brought together experts from the private, academic and public sectors to develop new approaches to the challenge of creating sustainable communities.

Staff at the UCL Environment Institute became their own objects of study as they calculated the carbon footprint of their work-related travel as part of an ongoing attempt to reduce the institute’s impact on the environment. for the first time

A magnetic charge can behave and interact just like an electric charge in some materials, according to new research led by the London Centre for Nanotechnology (LCN). The findings could lead to a reassessment of current magnetism theories, as well as significant technological advances. The study, published in Nature, proves the existence of atom-sized ‘magnetic charges’ that behave and interact just like electric charges. It also demonstrates a perfect symmetry between electricity and magnetism – a phenomenon dubbed ‘magnetricity’ by the authors.

Focus on: climate change

The past year saw UCL focus many of its intellectual resources on climate change and its growing impact on global health, particularly the publication of the Managing the Health Effects of Climate Change report (see focus on UCL Grand Challenges p.3).

UCL’s Centre for Sustainable Heritage was rewarded for its key role in a project to map and model the likely impact of a changing climate on the heritage’s cultural landscape. The project examines the processes of change in building materials and ensembles, and the indoor environments of historic buildings that often house objects that can greatly impact on the environment.

The UCL Energy Institute, launched in June, was set up to coordinate and stimulate research on energy and carbon-emissions reductions across the university by building multidisciplinary teams and supporting ambitious projects. The institute, which seeks to draw up a working blueprint for a low-carbon world, plays a leading role in advising government and industry, and its research embraces everything from legal frameworks for carbon capture to modelling demand for transporting people and goods. The following month, UCL formally launched Sustainable Cities, the second of its four Grand Challenges (see focus on UCL Grand Challenges).

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At UCL, we want our students to be global citizens; students who understand the context of what they are studying.

For us, developing global citizenship is more than simply developing a series of attributes in our students: it is the creation of a new kind of student who understands that they are always going to be working in a global as well as a local context. We want our students to be critical but also creative in their thinking, and this can only happen by looking beyond our own frames of reference.

Putting global citizenship into practice means that all our departments are internationalising their curriculum. We can't simply pepper our lectures and seminars with examples of other countries. We need to explore and come fully to understand and then learn from different methodologies from different countries; we need to explore and come fully to understand and then learn from different methodologies from other countries; we need to explore and come fully to understand and then learn from different methodologies from other countries.

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Every year is marked by moments. At UCL, the most memorable are those where we discover more about ourselves, the world and our place within it. For learning and teaching, these moments are our raison d’être because they inspire us to do things differently, to think differently, even to live differently. An inspiring person or moment takes us forward into our lives and remains with us. It may be a tutor, a seminar, a discovery, someone or something that shapes our thinking and changes the way we see the world.

For me, it was my modern French theatre tutor at Edinburgh University: he was enthusiastic, energetic and completely passionate about a subject that he wanted us to understand by doing it and not simply by reading about it. It was partly because of him that I later trained in acting and mime and theatre direction in France; he made me understand the spoken and the written word as two very different experiences. But beyond that, he also taught me to think about ‘the Other’, and this is perhaps one of the most important issues for learning and teaching in a 21st-century world. In every learning encounter, people are coming from different backgrounds, offering a rich diversity of experience that can inform and enhance our own.

Professor Michael Worton
UCL Vice-Provost (Academic & International)
PhD student investigating giant underwater volcano

A PhD student from UCL Earth Sciences joined an expedition to investigate a giant underwater volcano in the Pacific Ocean. Kate Littler spent two months aboard the JOIDES (Joint Oceanographic Institutions for Deep Earth Sampling) Resolution as shipboard geologist. The Integrated Ocean Drilling Program (IODP) explores Earth’s history and structure recorded in seafloor sediments and rocks. The expedition was to drill and recover igneous rocks from the Shatsky Rise, which erupted in the ancient Pacific about 200 million years ago, and to investigate how this huge structure was first formed.

Ms Littler helped to describe and interpret the layers of marine sedimentary rock that cover the plateau.

Scholarship awards

In December, UCL’s newest scholarship recipients were presented with their award certificates at the annual Scholarship Awards Ceremony. The event was attended by the 145 winners and their guests. Ambassadors, High Commissioners and other senior diplomats from some of the 46 countries represented by the scholars; and Assistants and supporting learning.

The awards have four categories: teaching and learning across UCL’s eight faculties, celebrate leadership in teaching and learning, and demonstrate our commitment to excellence and innovation in teaching. Now in their third year, the awards celebrate high-achieving black students and represent real opportunities to gain work experience while earning a stipend of £200 a week from the university.

UCL held a one-day colloquium on 'Shaping the curriculum for a global university' on 25 June, bringing together colleagues from across the UCL community to explore how departments are developing curricula that are international in scope and embody UCL’s global citizenship. The Integrated curriculum is an important strategic goal of the Global Citizenship agenda.

UCL student nominated for Black Academic Achievement Awards

Oluwatosin Taiwo, a UCL Human Genetics graduate, was a nominee at the 2009 Black Academic Achievement Awards. Oluwatosin worked as a part-time laboratory assistant, helped with new student inductions and mentored first-year students. She was also on the Dean’s list for outstanding performance in recognition of the high grades she gained throughout her degree. Diane Abbott MP established the awards in 2006 to celebrate high-achieving black students.

Student ambassador visits Kuwait

Jack Davies, a 2nd Year LLB student in UCL Laws, was among six British students who travelled to Kuwait as guests of Kuwait University in December, as part of an initiative of the university to improve its relations with selected UK universities. During his packed schedule, Jack experienced tastes of Kuwaiti culture, industry, charity organisations, and education with enough time to even attend a traditional wedding.

Teaching & Learning

Teaching, Learning and Assessment public forum

UCL’s teaching, learning and assessment strategy for the next six years was discussed at a public forum organised by Professor Michael Worton, UCL Vice-Provost (Academic & International) in February. The meeting pulled together colleagues from across the UCL community to explore how departments are developing curricula that are international in scope and embody UCL’s global citizenship. The Integrated curriculum is an important strategic goal of the Global Citizenship agenda.

View experience praise from students and businesses

A perfect partnership – that was the verdict of companies that hosted UCL students on work experience during summer 2009. Companies ranging from start-ups to multinationals signed up for the innovative scheme, which involved hosting one or more students for six to eight weeks. All the placements represented real opportunities to gain training and experience, while paying a stipend of £200 a week from the university.

Study China

Five UCL students spent three weeks in the Far East as part of Study China, a UK government-funded programme that gives students an opportunity to learn about the country’s language and culture. The students flew out to one of two host institutions, Shandong University in Shandong Province and Nanjing University in Jiangsu Province. Their varied itinerary included a visit to the Peking Opera, Mandarin lessons, lectures, and classes in Chinese art forms such as Tai chi, calligraphy, painting, and martial arts.

Provost’s Teaching Awards

11 UCL staff members were recognised for their outstanding contribution to excellence and innovation in teaching at the Provost’s Teaching Awards. In their third year, the awards celebrate leadership in teaching and learning across UCL’s eight faculties, and demonstrate our commitment to the promotion of research-led teaching. The awards have four categories: beginning of career, experienced academic staff, postgraduate teaching assistants and supporting learning.
Amyloidosis and Alzheimer’s collaborations
Professor Mark Pepys (Director of the UCL Centre for Amyloidosis and Acute Phase Proteins) has conducted long-term amyloidosis research, which has led to highly promising breakthroughs and a GlaxoSmithKline collaboration to develop a drug antibody for the disease. Amyloidosis is caused by amyloid deposits in the body that results in progressive organ failure in patients. It also has an aspect in common with Alzheimer’s disease: amyloids are present in the brain of patients with Alzheimer’s. After successful pre-clinical studies, in which the development of both diseases have been arrested, new doors of research have opened for Professor Pepys, whose team is embarking on clinical trials to examine treatments for both diseases.

Ocera Therapeutics licenses UCL liver failure research
UCL Business and biopharmaceutical company Ocera Therapeutics Inc. have signed an exclusive worldwide licensing agreement for UCL-LTV – a compound that can be used to treat acute hepatic encephalopathy (AHE) – a common complication of cirrhosis and acute liver failure. Symptoms of AHE include impaired cognition, uncontrolled movements and decreased levels of consciousness leading to coma. International research led by Professor Rajiv Jalan and the Liver Failure Group at the UCL Institute of Hepatology showed the compound directly reduces blood levels of ammonia: a highly toxic chemical that builds up during attacks of AHE. Ocera will develop the licensed compound as a treatment for AHE in patients with liver disease. Clinical trials in patients are taking place at centres including University College Hospital.

Research commercialisation award
Professor Mohan Edirisinghe (UCL Mechanical Engineering), Chair of Biomaterials, has been awarded the 2009 Kroll prize from the Institute of Materials, Minerals & Mining for his research on inorganic materials and the 2009 Brian Mercer Innovation Feasibility Award from the Royal Society. Professor Edirisinghe was commended for the Kroll medal and prize for his significant scholarly contribution to materials chemistry as applied to the industrial production of materials. The Brian Mercer Awards aim to encourage enthusiasm and entrepreneurship in today’s scientists. The award recognised a proposal for the development of novel engineering devices for healthcare to be undertaken by the UCL Microencapsulation for Drug Delivery Group. These devices can transport different combinations of fluids and suspensions simultaneously under the influence of an electric field. Such devices will immensely advance modern drug delivery and tissue engineering strategies.

UCL & Arup collaboration and training
UCL has signed a memorandum of understanding (MoU) with global firm Arup to boost collaboration and training in a number of fields including design, engineering and sustainability. The MoU will encourage researchers to work jointly on projects, exchange personnel, share supervision of doctoral training programmes, enable students to spend time in each organisation, and share thinking on innovation. It also aims to boost knowledge transfer to businesses. It builds on projects including The Thames Gateway Institute for Sustainability, a research institute to be set in the heart of a new sustainability industries park at Dagenham Dock, as part of the regeneration of the area.

The best moment of 2009 for me was putting pen to paper to sign up to a three-year strategic alliance with GlaxoSmithKline at the UCL Institute of Ophthalmology (IoO). That moment is three or four years’ hard work at the IoO come together.

It was especially poignant for me because it reflected a general shift over the year towards deeper and longer-term relationships with pharmaceutical partners – including Pfizer – on the London side. I am delighted that Enterprise has been able to develop in this way during a recession, and what is more, we’ve harnessed these strategic alliances are resulting in comprehensive collaborations between UCL scientists and business people, with many benefits to UCL.

I am delighted that Enterprise has been able to develop in this way during a recession, and what is more, we’ve harnessed the power of UCL Advances this year to support our graduates with a recession-busting package worth £2.5 million, which has delivered significant training to our graduates, helping them to market themselves in a tight time for employment.
UCL hosts seedcamps for fledgling entrepreneurs

The fledgling entrepreneurs of the future took part in a week-long training course, hosted by UCL Advances. Seedcamp sees top venture capital investors and business leaders representing many of the leading European technology start-up companies share their expertise with students. The occasion is an opportunity for mentoring and networking for the next generation and aims to support first-time entrepreneurs as they develop their business ideas and their confidence.

Learning from Ovid

Maurice Biriotti, UCL Honorary Visiting Professor of Humanities for Business, delivered his inaugural lecture ‘Learning from Ovid: Literary and Organisational Transformation’ in April. Professor Biriotti has founded a successful consultancy firm, which applies humanities teaching to commercial challenges of all kinds. His approach is at the leading edge of a sea-change in management training and executive education, which has received added impetus by the downturn now confronting the economy.

Virtual exhibitions partnership

New partnership agreements have been signed that enable the university to take a leading role in the development of virtual exhibitions in the arts and heritage sector. UCL has extended its agreement with Arius3D for the loan of a 3D colour laser scanner, which has already been used to scan artefacts in the UCL Petrie Museum of Egyptian Archaeology, which can display and support 3D imaging of its collection, while retaining copyright of the images. Use of the scanner has already generated £2.5 million of research income and the new agreement will allow UCL to stage touring exhibitions based on scans of artefacts in its custody and further relationships with external institutions.

Enterprise awards

The UCL Bloomsbury Theatre hosted the second annual UCL Awards for Enterprise on 15 May to honour many of the most notable entrepreneurial and commercial activities that have taken place within UCL during the last year while also bringing together academics with businesses and investors. The awards are unique among UK universities as an event that celebrates a complete cross-section of enterprise activities.

A New Landscape for Physics

UCL is contributing a wealth of engineering, computing and scientific expertise to the ATLAS project – one of the detectors in the Large Hadron Collider (LHC), Geneva. The LHC is an underground ring-shaped tunnel, which fires protons at each other to create head-on collisions at unprecedented energy levels. An international collaboration of 2,500 scientists, ATLAS consists of highly sophisticated detectors that record, process and analyse data from the events. Principal Investigator of the UK ATLAS team, Professor John Butterworth (UCL Physics & Astronomy) describes the project as allowing physicists access to an undiscovered, high-energy realm in which everyday forces, such as electromagnetism, behave completely differently.
UCL was established in 1826 in order to open up education in England for the first time to students of any race, class or religion. The idea was bold, radical, and responsive to the needs of the world; three qualities that we believe passionately in to this day. We’ve always believed that excellence should go hand-in-hand with enriching society. Whether we’re designing the iconic parks or buildings of tomorrow, or grappling with issues such as global health or climate change, the challenges of daily life inspire each generation of UCL students and academics.

Universities thrive on the collective efforts of their scholars in tackling complex ideas that require breadth and range of expertise. But the work of unique thinkers is equally fundamental in the march of progress. UCL individuals, both past and present, have made discoveries and inventions that have changed the world. Some UCL people are household names, while others, equally brilliant thinkers are known primarily within their field. There is inspiration for all of us among UCL’s people.

Fierce intelligence, a desire to change the world, juggling a challenging study programme, volunteer work and London’s exciting social life – UCL students have a zest for life.

Coming to UCL from nearly 140 countries around the world, they share common attributes of creativity and critical thinking. They are prepared to take their subject knowledge into the community, be it the government or local schools, and enjoy the cultural and social diversity of UCL and London life. While entrepreneurship is a budding area among the student body, demonstrations of innovation and leadership occur on an everyday basis. Our students graduate with a wealth of experiences that make them true global citizens.

THE UCL SPIRIT

A team of undergraduates from UCL Civil, Environmental & Geomatic Engineering spent the summer building earthquake-resistant housing in Peru. The project involved building new homes in Casa Blanca, a small community on the outskirts of the southern city of Ica, which was severely affected by an earthquake in 2007. Many residents in the region still live in transitional housing. The team used quincas: a variation on a traditional construction system using wood, mud and cane, which is resistant to seismic activity. The students also instructed the communities in which they are working in the differences between the traditional and improved method of construction, so that they can carry on rebuilding safe, earthquake-resistant houses.

With dedication and a creative approach, academic research can be used to tackle the world’s most urgent problems – that’s what we believe at UCL.

Our research approach is built on foundations of excellence in the fundamental disciplines, encouraging UCL people to work together and transform society with their ideas and innovations. We have developed a series of Grand Challenges, designed to activate a response from across UCL to major problems of our times, including global health and sustainable cities. From legal reform to carbon capture, UCL ideas are changing everyday life.

At UCL, we’re committed to the principle of merging and working across traditional subject boundaries.

Our interdisciplinary approach is so important to us because it enables ideas from one subject area to be seeded into another, resulting in fruitful new ideas and even new disciplines. English and Laws were once bundles of ideas from different subjects rather than the established fields that they are today; UCL was the first to systematically teach both. These days, we have many leading centres where groundbreaking interdisciplinary work takes place, and our students and staff are taking daring new approaches to find the answers to their questions about the world.

RESEARCH WITH IMPACT

A major report on managing the health effects of climate change, launched jointly by The Lancet and UCL in May 2009, stated that climate change is the biggest global-health threat of the 21st century. ‘Managing the Health Effects of Climate Change’ was the work of UCL academics from many disciplines across the university – including health, anthropology, geography, engineering, economics, law and philosophy. Lead author Professor Anthony Costello (UCL Institute for Global Health) stated that climate change is the biggest global-health threat of the 21st century.

Four UCL students travelled to the United Nation’s Climate Change Conference in November 2009 to share ideas with students from 16 other universities on how their respective institutions can become more sustainable and energy efficient. The students were dubbed the ‘dream team’ by Director of UCL Environment Institute Professor Mark Maslin, because: “It’s not going to be us, the middle-aged and elderly statesmen, who are actually going to have to live through climate change – it’s the youth, the students of today. It’s the dream team that’s going to have to manage this problem and be the policymakers of the future.”

Forging effective partnerships is integral to UCL’s belief in maximising the social impact of its intellectual resources.

As a research institution, our primary expertise is on developing ideas and knowledge, so by working with institutions with a practical focus to their activities, such as hospitals, local authorities, business or government, we can help these ideas turn into real-world solutions. Getting a breakthrough cancer drug to the patient waiting in the clinic, or conveying the magic of a Greek drama to a group of local schoolchildren - these are just two examples of how UCL expertise is delivered most effectively through strong external relationships.

PROGRESS THROUGH PARTNERSHIP

A team from the UCL Mullard Space Science Laboratory supplied one of three telescopes on board the European Space Agency’s satellite observatory Herschel, launched on 14 May 2009. The telescope, known as SPIRE, was designed and built by a UCL engineering team who developed a ‘Russian Doll’ concept of stepped down boxes, each thermally isolated from its predecessor and with its own cryogenic temperature. The Herschel space mission is the result of an extensive international consortium of industry and research institutes. Expected to end in 2012, is studying the formation of galaxies and stars in the early universe and their subsequent evolution.

INSPIRING MINDS

Dr Nick Lane (UCL Department of Genetics, Evolution & Environment) received the first UCL Provost’s Venture Research Fellowship - an initiative to fund researchers whose ideas challenge the norm and have the potential to substantially change the way we think about an important subject, free of the constraints set by funding rules and peer review. “There is a big hole at the very heart of biology, and it concerns the origin of all complex life on earth – why our planet erupted with life, and why humans turn out to be so closely related to mushrooms at the level of our cells,” explains Dr Lane, who will now seek to solve this mystery, with potentially groundbreaking implications for the ageing process and the origins of the species itself.

At UCL, we believe that cutting-edge research should go hand-in-hand with enriching society. Whether it is a response from across UCL to major problems of our times, including global health and sustainable cities. From legal reform to carbon capture, UCL ideas are changing everyday life.

CROSSING SUBJECT BOUNDARIES

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The Grand Challenge Of Sustainable Cities

Cities – now home to more than half the world’s population – face complex and systemic problems. By the end of the 21st century some 80% of humanity will live in cities. This rapid growth will further stress the urban environment, posing significant problems in areas such as food security, energy, water, waste, transport, economy, trade, manufacture, wealth creation and quality of life. In response, UCL’s Grand Challenge of Sustainable Cities was launched in July 2009. The event marked UCL’s commitment to deploying the breadth of its expertise – in imaginative, interdisciplinary collaborations and partnerships with policymakers and practitioners – to make our cities fit for purpose.

The Rt Hon The Lord Mayor Alderman Ian Luder (UCL Economics): Lord Mayor of the City of London
Dr Diana Manuel (UCL Zoology; MSc, PhD UCL History and Philosophy of Science); Honorary Senior Research Associate at the Wellcome Trust Centre for the History of Medicine at UCL
Sir Ian McAllister (UCL Economics): Non-Executive Chairman, Network Rail
Professor Brian Warner (UCL Astronomy); Professor Emeritus of Natural Philosophy, University of Cape Town
UCL Honorary Fellows 2009
Sir John Birch Farmer ambassador to Hungary and to the United Nations
Professor Sir Peter Cook: UCL Bartlett Professor of Architecture and Chair of the UCL Bartlett School
Professor Michael Crawford: Founders of the Michael & Morven Heller Charitable Foundation
Sir Henry Welcome Postdoctoral Fellowship: Dr Jennifer Brookes
Honorary Doctorates, Fellowships, Lectureships and Senior Investigatorships

University of Paris II
Doctoral Honours Causa
Professor Jeffrey Jowell (UCL Laws)

Awards & Appointments

Professor Martin Rossor
2009 Bengt Winblad Lifetime Achievement Award Alzheimer’s Association

Professor Robin Ali (UCL Institute of Ophthalmology)
Award for outstanding contribution to advancing eye health:
Alcon Research Institute

Professor Martin Rossor (UCL Institute of Neurology)
2009 Epilepsy Research Award
American Academy of Neurology & National Multiple Sclerosis Society

Dr Lucie Green (UCL Mullard Space Science Laboratory)
Certificate of Merit: International Law & Bioengineering

Awards, Medals & Prizes

American Academy of Neurology
2009 Nancey Award: Professor Jeffrey Jowell

American Association for the Advancement of Science
Newcomb Cleveland Prize: Professor Jeremy Brooks, Philip Gage, Dr James Geddes and Dr Anoop Kumar (UCL Structural & Molecular Biology)

American Epilepsy Society
2009 Epilepsy Research Recognition Award for Clinical Science: Professor Joasima W. Sandar (UCL Department of Clinical & Experimental Epilepsy)

American Society for Developmental Biology
President: Professor Claudio Stern (UCL Cell & Developmental Biology)

International Society for Limnology and Oceanography
Ruth Patrick Award: Professor Rick Battarbee (UCL Geography)

Biochemical Society
Astrazeneca Award: Professor Bonnie Wallace

British Institute for the Study of Iraq
Gertrude Bell Memorial Gold Medal: Dr Lamia al-Gailani Werr (UCL Institute of Archaeology)

British Medical Association
2009 Student Textbook Award: Mr Rakhee Bashar (UCL Computer Science)

American Society of Hematology
2009 Wallace H Coulter Lifetime Achievement Award: Professor George Janossy (UCL Immunology)

American Society of International Law
Certificate of Merit: Dr Ralph Wilde (UCL Laws)

C Mondino Foundation, University of Pavia
Ottorino Rosai Award: Professor Stephen Hunt (UCL Cell & Developmental Biology)

Coastal and Estuarine Research Federation
Prichard Award: Dr Helena Burningham (UCL Geography), Professor Jon French (UCL Geography)

Environmental Design Research Association
Great Place Planning Award: Professor CJ Lim (UCL Bartlett School of Architecture)

European Physical Society
Silver Medal: Professor Martin Birchall (UCL Bartlett School of Architecture)

British Neuroscience Award
2009 Young Investigator Award in Paediatric Pain: Dr Suellen Walker (UCL Neuroscience, Physiology & Pharmacology)

International Genetically Engineered Machines Competition
Silver Medal: Anike Akinrinlade (UCL Biochemical Engineering)

C Mondino Foundation, University of Pavia
Fondation NRI, Institut de France Grand Prix Scientifique: Professor John Wood (UCL Wolfson Institute for Biomedical Science)

British Neuroscience Association
Junior Award for Excellence in Neurological Studies: Professor Chris Frith (UCL Institute of Neurology), Professor Uta Frith (UCL Institute of Cognitive Neuroscience)

European Society for the Study of Pain
British Pain Society: Dr Helen Ling (Rita Luke Weston Institute of Neurological Studies)

Institute of Medical Illustrators
Gold Award: Dr Alan Fisher (UCL Medical Illustration Unit)

Institute of Physics
Moses Medal: Dr Matthew Wing (UCL Physics & Astronomy)

Institute of Physics
Occhiario Medal and Prize: Professor Gaetana Laricchia (UCL Structural & Molecular Biology)

Institution of Engineering and Technology
Oliver Lodge Medal: Professor Anthony Finkaelstein (UCL Computer Science)

Institute of Materials, Minerals & Mining
Kroll Prize: Professor Mohan Eknathra (UCL Mechanical Engineering)

Institute of Miners & Geologists
Humphry Dale Medal: Professor Mohan Eknathra (UCL Mechanical Engineering)
UCL and London are interwoven: many of the university’s achievements can be attributed to the endeavours, values and people of the city, and UCL in turn helps propel the capital forward. We are proud to be one of London’s leading universities and we take our role in the development of the city and our community seriously.

We are London’s Beacon for Public Engagement, building closer involvement between universities, local communities and the wider public. The strength of our commitment to local children is epitomised by our role as sponsor for a new Academy school to open in 2011.

Our staff and postgraduates provide local and central government with specialist research and consultancy on health, transport, housing, climate change, cultural heritage, town planning, security, human rights, enterprise and many more issues that affect us all. UCL has partnered with its four key teaching hospitals to deliver pioneering research work from the laboratory bench to the bedside, care for thousands of patients and train the healthcare professionals of the future. We have also joined with the Medical Research Council, Cancer Research UK and the Wellcome Trust to establish the UK Centre for Medical Research and Innovation. The centre will be set on a derelict site in London between Bankside, London and our community engaged.

The unit also launched the highly popular Bright Club – billed as the thinking person’s variety night – blending comedy, music, art, new writing, science, and performance. Bright Club aims to bring diverse new audiences to UCL researchers together with a new audience, primarily 20–40 year olds who have no existing relationship with academia.

Our academics provide expert consultancy and training to businesses, large and small, helping strengthen London’s economy, and we in turn aim to foster entrepreneurial awareness among our staff through a dedicated department. UCL and Camden Borough Council are working together to deliver a range of activities for new entrepreneurs and existing small businesses in Camden and across London.

Culture

The UCL Public Engagement Unit provides funding as part of our status as London’s Beacon for Public Engagement. The three main funding streams are the Beacon Bursaries, Beacon Fellowships, and Innovation Seed funding. In 2009, Beacon Bursaries were awarded to 25 UCL projects, including the following:

Towers of London is developing a growing public interest in London’s buildings and urban histories. With support from UCL’s Centre for Advanced Spatial Analysis the public will be invited to upload photographs, web-links, videos and personal stories about living or working in and around London’s tall buildings onto an interactive online map.

Destination London: Writing Cities was a series of public events structured around the experiences and perceptions of East Europeans who have written about London – and, in addition, is intended to explore new approaches to seeing and writing about the city, in the belief that even long-term Londoners can experience their city anew through reading and hearing about the perspectives of others.

In spring 2009, the unit awarded its first fellowship to Professor David Napier (UCL Department of Anthropology), for his project on migration and wellbeing, which includes a programme of talks and activities with the communities affected by the issues discussed. It also gives students in the Network for Student Activism the opportunity to take placements working on the community activities. This will help to create sustainable relationships between UCL, the British Museum, and the communities engaged.

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Object retrieval and disposal

A London Routemaster bus was the unorthodox host for the interactive exhibition ‘Object Retrieval: You are the Routemaster’, which invited the UCL community and the general public to trace the origins of an unusual object from UCL’s museum collections. The project – the brainchild of internationally renowned artist Joshua Sofaer and UCL curator Simon Gould – ran for 24 hours a day over the course of a week. Visitors joined researchers to build an enormous biographical network of information around a toy car from the UCL Pathology Collection. The car’s paint is thought to have caused lead poisoning in a four-year-old boy.

A picnic basket linked to Agatha Christie, soil samples collected before the Channel Tunnel was built and a radioactive rock used in a Nobel Prize-winning experiment featured in the ‘Disposal?’ exhibition, which invited visitors to comment on the most challenging question faced by museums today: What should we collect and hold on to and what should we get rid of? The exhibition contained five objects earmarked for disposal that the public could vote on. This is one of several ways in which people can contribute their views on the collections: on what they think is important, what should be collected and what they feel would be better off elsewhere.

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This ambitious project is hosted by the Thames Estuary Partnership in the UCL Environment Institute, and the Thames Explorer Trust with generous support from Heritage Lottery Fund. Other partners include the Museum of London, English Heritage and the UCL Institute of Archaeology. The Foreshore Record Observation Group (FROG), the membership of which is drawn from right across the London community, is being trained to survey key sites on a regular systematic basis. The funds will also directly support the running of the public engagement training programmes themselves, again at the direct interface between UCL and the general public. Once the training programme has been completed, the FROG members will be empowered to take over the long term survey and re-survey of the Thames sites. The project is building on the community fieldwork through the development of a web-based river-related database, Thames Discovery Programme: Riverpedia, ultimately compiled by the public.

Focus on: The Thames Discovery Programme

The Thames Discovery Programme (TDP) aims to communicate an understanding and informed enjoyment of the historic Thames to the widest possible audience. It was initially developed as a response to the gradual loss of archaeological sites exposed on the open foreshore – including prehistoric forests, a Bronze Age bridge, and boats, barges and shipyards – threatened by the daily scour of the tidal Thames. A monitoring programme is being established in which key sites will be systematically surveyed on a regular basis.

UCL professional networking event

UCL Partners becomes one of UK’s first Academic Health Science Centres

UCL Partners (UCLP) has been designated as one of the UK’s first academic health science centres. The partnership is one of just five bids which satisfied the Department of Health’s rigorous selection process, which included peer review of the application by an international panel of experts. The successful outcome demonstrates that the partnership possesses excellence in research, education and patient care. UCLP comprises five of London’s biggest and best known hospitals and research centres: UCL, Great Ormond Street Hospital for Children NHS Trust (GOSH), Moorfields Eye Hospital NHS Foundation Trust, the Royal Free Hampstead NHS Trust and University College London Hospitals NHS Foundation Trust. The Partnership will bring together the combined skill and expertise of its clinicians and researchers to focus initially on seven areas: infectious diseases; neurological disorders; eyes and vision; cardiovascular; child health; women’s health; and immunology and transplantation. The establishment of Academic Health Science Centres was one of the major reforms recommended in Professor Lord Darzi’s report, ‘Healthcare for London: a framework for action’, published in July 2007 by NHS London. It sets out how London needs to change in order to meet Londoners’ health needs over the next ten years.

Health

Business outreach for London

Project ‘HELO’ (Higher Education London Outreach) is a new initiative led by UCL in partnership with Meganexus Ltd and supported by London Business School and others. Launched in November 2009, HELO will deliver a programme of new activities designed to link London-based SMEs with UCL and London Business School staff and students to meet business needs and overcome the problems that limit their growth. The project is led by UCL Advances, the centre for entrepreneurship and business interaction at UCL, and it will run until the end of 2011.

Sector-specific networking events

UCL launched a series of professional networking events for its graduates. Over 80 recent UCL graduates attended the first in a series of UCL professional networking events at ITV studios in Waterloo in March, which focused on public relations, broadcasting and journalism. The second event, aimed at those interested in the fields of architecture, planning, project management and construction, was held at UCL in November 2009. The events, organised by UCL Alumni Relations, have been designed to connect experienced alumni with recent graduates, and to provide information on career change, or how to break into an industry sector. High-profile panels of UCL alumni drew on their own career experiences to share insights and provide tips for career entry into their respective fields.
2008–09 was another successful and busy year for UCL, which is reflected in its financial performance. But these results do not come easily and are testimony to the hard work of UCL staff.

UCL’s total income for 2008–09 grew by 12 per cent to £714 million. Of particular note was an 18 per cent increase in research grants and contracts income where our enhanced levels of support for staff are starting to bear fruit. Fees income rose by 18 per cent, reflecting increased student numbers as well as the final year of the top up fees roll out.

Total expenditure was up by 11 per cent in 2008–09, driven largely by an increase in staff costs of nine per cent. Whilst some of the rise reflects higher levels of activity, the high level of national pay awards in 2008 has also had an impact.

The operating surplus for 2008–09 before adjustments was just over £11 million, compared with less than a million the previous year; reflecting the increase in income ahead of the increase in costs.

Alison Woodhams
UCL Director of Finance

Fixed asset additions for the year were £65 million as UCL continues to invest in new facilities and refurbishments. With the financial pressures facing UCL likely to increase over the next few years, the underlying position will demand further significant effort to manage as effectively as possible the resources at UCL’s disposal if long term financial sustainability is to be achieved whilst maintaining our vision for excellence around the student experience, our research and teaching. These financial results leave UCL in a strong position to meet the challenges ahead.

HEFCE recurrent grants increase

UCL’s recurrent grant allocation from the Higher Education Funding Council for England (HEFCE) for 2009/10 increased by 1.2 per cent on its 2008/9 allocation, to £176.6 million. UCL has received the third highest allocation of research funding, the 11th highest allocation of total teaching funds, and the fifth highest total grant overall. In addition, UCL was awarded £1.8 million from the Higher Education Innovation Fund, designed to support and develop a broad range of collaborations between higher education and businesses or public sector, charity or community groups, which result in economic and social benefit to the UK.

Ian Baker House student residence

The Estates Division has continued to make progress by increasing recycling and reducing waste. Personal action is also at the centre of UCL’s approach, and a Green Champions scheme of volunteers, designed to implement sustainability initiatives at department level, has been revitalised this year. UCL is now a partner in the EcoCampus and the 10:10 initiative, providing new frameworks for improving the university’s environmental performance.

Student residences refurbished

Student accommodation received an overhaul in 2009 with the completion of refurbishment work to Campbell House East and Hawkridge House. Ian Baker House, a new student residence block in the courtyard of Ramsay Hall, was also completed this year.

Updates to the main campus

The Gower Street campus received some important accessibility improvements over the course of the year, including a new lift linking the Jeremy Bentham room and the South Cloisters and Refectory, and a ramp for disabled access into the Rockefeller Building. A programme of refurbishment work carried out this year included restoration of UCL’s buildings at 16–26 Gordon Square.

Green investment

Investment in environmental sustainability continued to increase in prominence throughout 2009. The existing ten per cent reduction target within UCL’s Carbon Trust Management Programme was accelerated via a successful bid to the HEFCE Salix Revolving Green Fund, to provide £250,000 repayable via energy savings.

UCL is now a partner in the EcoCampus and the 10:10 initiative, providing new frameworks for improving the university’s environmental performance.
Library refurbishment
The second phase of learning laboratory work was carried out on the ground floor of UCL's Science Library. This forms part of a comprehensive refurbishment of UCL's libraries, transforming them into modern, state-of-the-art resources for students and researchers.

Investment in partnership
Over the past year, UCL has continued to invest considerable time and resources into its relationships with external partners. These partnerships are intended to maximise the impact of the university’s research expertise.

In March 2009, UCL Partners was confirmed as one of five Academic Health Science Centres (AHSC) to be established in England. UCL Partners has brought UCL together with Great Ormond Street Hospital for Children NHS Trust, the Royal Free Hampstead NHS Trust and University College London Hospitals NHS Trust. The AHSC model enables the smooth translation of ideas from basic science into treatments for patients, and provides academic-clinical groupings that are excellently suited for international collaborations.

Fundraising and the Campaign for UCL
UCL’s fundraising efforts, channelled through the Campaign for UCL, reached a ‘halfway to goal’ milestone this year – with total commitments now exceeding £156m towards the Campaign goal of £300m by 2014.

The total gift income generated during the year exceeded £6.15 million in 2008/2009 and income from UCL’s Annual Fund, which relies on smaller gifts from UCL’s alumni and friends, crossed the £500,000 level for the first time in UCL history.

UCL's Science Library
**Members of UCL Council**

- Mr Josh Blacker
- Professor Iain Borden
- Professor Robert Braun
- Ms Anne Bulford (Treasurer)
- Mr Andrew Caddy
- Lord Hart of Chilton
- Ms Philippa Foster-Back
- Professor Malcolm Grant
- Mr Rob Holden
- Mr Mark Knight
- Dr Nikos Konstantinidis
- Ms Catherine Newman
- Ms Vivienne Parry (Vice-Chair)
- Ms Katharine Roseweam
- Dr Benet Salway
- Dr Gill Samuels
- Professor Chris Thompson
- Dr Andrea Townsend-Nicholson
- Sir Stephen Wall (Chair)
- Professor Maria Wyke

**Secretary to Council**

- Mr Tim Perry

**UCL Officers**

- Visitor
  - The Master of the Rolls
- Chair of Council
  - Sir Stephen Wall
- Vice-Chair of Council
  - Ms Vivienne Parry
- Treasurer
  - Ms Anne Bulford
- President and Provost
  - Professor Malcolm Grant

**Deans of UCL Faculties**

- Arts and Humanities
  - Professor Henry Woudhuysen
- Built Environment
  - Professor Alan Penn
- Biomedical Sciences
  - Professor Dame Hazel Genn
- Engineering Sciences
  - Professor Richard Catlow
- Laws
  - Professor Iain Borden
- Life Sciences (Biological and Medical)
  - Professor Mary Collins
- Mathematical and Physical Sciences
  - Professor Richard Catlow
- Social and Historical Sciences
  - Professor Stephen Smith

**Pro-Provosts**

- African and Other World
  - Professor Volker Sommer
- Canada, Mexico and the USA
  - Professor Carol Cash
- China, Hong Kong and Macau
  - Professor Z Xiao Guo
- East and South East Asia
  - Professor Eric Hekker
- South Asia
  - Professor Stephen Smith

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- East and South East Asia
  - Professor Eric Hekker
- South Asia
  - Professor Stephen Smith

**Other UCL Officers**

- Academic Registrar
  - Mr Christopher Hallas
- Dean of Students (Academic)
  - Professor Michael Bate
- Dean of Students (Welfare)
  - Dr Ruth Siddall
- Director of Academic Services
  - Mr Tim R Perry
- Director of Administration, UCL Medical School
  - Mr Andrew J Whalley
- Director of Centre for the Advancement of Learning & Teaching
  - Mr Brighton Pickett
- Director of Development & Corporate Communications
  - Mr Arthur L Wasserstein
- Director of Estates & Facilities
  - Mr Andrew G Langner
- Director of Finance
  - Mr Alison C Woodhams
- Director of Human Resources
  - Ms Sarah E Barr
- Director of Information Services
  - Mr Chris Randle
- Director of Information Systems
  - Dr Wil Mair
- Director of Management Systems
  - Dr Wil Mair
- Director of Media Services
  - Mr Jeremy C Speller
- Director of Internal Audit Services
  - Mr Peter J McCarrick
- Director of Library Services
  - Mr Paul Ayrts
- Director of Museums, Collections and Public Engagement
  - Ms Sally Macdonald
- Director of Research Planning
  - Dr Mary E Phillips
- Head of Graduate School
  - Professor I David L Bogle

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### People

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Academic and Research Staff (as of October 2009)</th>
<th>Undergraduate Students (2008/09)</th>
<th>Graduated Students (2008/09)</th>
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<td><strong>12,634</strong></td>
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**Faculty**

- Academic and
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- (as of October 2009)
- Undergraduate
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- Graduated
- Students
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Cities – now home to more than half the world’s population – face complex and systemic problems. By the end of the 21st century some 80% of humanity will live in cities. This rapid growth will further stress the urban environment, posing significant problems in areas such as food security, energy, water, waste, transport, economy, trade, manufacture, wealth creation and quality of life. In response, UCL’s Grand Challenge of Sustainable Cities was launched in July 2009. The event marked UCL’s commitment to deploying the breadth of its expertise – in imaginative, interdisciplinary collaborations and partnerships with policymakers and practitioners – to make our cities fit for purpose.