Moving forward
City is a special place in the world of higher education. We’re a leading global university, committed to academic excellence, focused on business and the professions and located in the heart of a great global city.

We are proud of our Victorian heritage and value our roots in the Northampton Institute, the Inns of Court School of Law and Saint Bartholomew’s College of Nursing. Our links with the City of London are strong, through our Chancellor, the Lord Mayor and the Livery Companies, which have long supported us in many ways and over many years.

We are now among the top five per cent of universities in the world and fortunately, in the increasingly competitive UK higher education sector, our courses are among the most popular, not least because we are in the top ten in the UK for graduate level employment and in the top five for starting salaries.

During 2013 we made significant progress implementing our Strategic Plan to achieve our Vision for City in 2016: to be a leading global university, ranked among the top two per cent in the world and recognised globally for the quality of our education, research and enterprise.

Our major investments are bearing fruit. Within the Report, we describe our success in international academic recruitment; our significant estate and infrastructure projects; our excellent student satisfaction (City was the most improved English university in the National Student Survey); our submission to the Research Excellence Framework which will go a long way to securing our academic reputation and discretionary Government funding over the next five years; and our developing ties with our community.

I hope you enjoy reading about our achievements in education, research and enterprise and our contributions to the City, Islington, London and the world.

Professor Paul Curran
Vice-Chancellor, City University London
2013 has been another progressive year for City University London as the impact of our transformational Strategic Plan started to materialise. We are firmly on track to being a leading global university positioned among the top two per cent of universities in the world.

Under Professor Curran’s strong leadership we continue to make significant investments in people, particularly world-leading academic staff, our estate, our infrastructure and our overall student facilities and experience. I encourage you to read about them and the positive effects they are having on City, our growing academic standing and our stature as a major employer and thought-leader in London and beyond.

I am particularly proud of our world-leading and internationally excellent research performance. This is reassuring as the thrust of our development is to strengthen further our academic excellence while retaining our traditional strengths in providing education focused on and relevant to business and the professions.

Research performance is a major determinant of universities’ reputations and will be even more relevant in 2014 as the outcome of the Research Excellence Framework is determined. Our submission to the national Research Excellence Framework included the work of 426 members of academic staff covering 12 areas of expertise.

We are especially grateful to the Lord Mayors of London, Alderman Sir Roger Gifford and Alderman Fiona Woolf for their dedication to supporting the education of our students in their capacity as Chancellors of the University.

I would also like to take this opportunity to thank our other friends, supporters and all members of our dedicated staff. Some of you have been with us since our foundation in 1894, others since we gained University status in 1966 and others more recently. We appreciate your friendship and commitment and I look forward to your support through 2014, which I am sure will be another year of progression for City University London.

Mr Rob Woodward
Pro-Chancellor, Chair of Council

City in 2013

City’s pioneering Continuing Professional Development portfolio generated income of over £6M

426 academics across 12 areas of expertise

City University London’s submission to the national Research Excellence Framework included the work of 426 members of academic staff, working across 12 areas of expertise

TOP 5
City was ranked among the top 5 UK universities for graduate salaries

85% In the 2013 National Student Survey, over 85 per cent of City students indicated that overall, they were satisfied with the quality of their education

£6M

2022 countries
The University’s database of alumni contacts grew to comprise 94,000 former students from 202 countries
Turning the Vision into reality

One year on, City’s Strategic Plan continues to underpin the University’s investment in excellence

Since its approval by Council in March 2012, City’s Strategic Plan 2012–2016 has provided a focal point for activity across the University. 2013 was a year of significant progress, as this Annual Report attests: our investment in academic excellence inspired an outstanding submission to the Research Excellence Framework; improvements to our Information Services provision reaped rewards with our National Student Survey results and ambitious changes to our estate generated an air of excitement across the campus. As this handful of highlights from 2013 demonstrates, effective implementation is generating impressive results.

Investment in academic staff
By the end of 2013, 141 new academic staff had been recruited by the University. This marked the end of a remarkable period of change, in which the proportion of academic staff undertaking world-leading or internationally excellent research more than doubled. These new colleagues are already enriching our research community and contributing to education and enterprise activities across the University.

Ask the same question of Professor Susan Ayers, whose research focuses on the commonly occurring but often overlooked trauma experienced by women following a distressing birth and she too emphasises the opportunities that exist at City: “There is so much relevant research going on here. The School of Health Sciences is undertaking innovative work with technology. Research is also being carried out into maternal help and midwifery care, both of which are important to birth trauma.” Given a mandate to establish the Centre for Maternal and Child Health with colleagues at City, Susan is excited about its potential impact. “Now I can contribute directly to midwifery education and I hope our research can influence the next generation of midwives,” she says.

Investment in our estate
Implementation of the Strategic Estate Investment Plan began in earnest in 2013, as several major construction projects were launched. Over the next five years, up to £130 million will be invested in our estate, bringing redundant spaces back into use and creating outstanding new academic facilities.

At the start of the 2013/14 academic year, new and returning students were greeted by a rejuvenated campus at Northampton Square and an entirely new facility for the Cass Executive programmes at 200 Aldersgate. At our main site in EC1, the first element of the three-phase Lecture Space project has delivered stunning new education spaces, created from long-neglected basement areas of the University Building.

Schools have also benefited from the first phase of the Strategic Plan’s estate investment. The undergraduate programme at Cass Business School now has enlarged, refurbished accommodation in the Drysdale Building, while The City Law School and the School of Health Sciences have seen substantial investments in academic office space through improvements in the Tait Building and the complete refurbishment of the Gloucester Building.

“Cass Business School is undertaking some of the most exciting research in Europe – it is exploratory, open to new ideas and I liked how many of the academics are trying to take a holistic point of view on the world of business.”

Professor Peter Fleming, Professor of Business and Society

From top: Professor Susan Ayers, Professor of Maternal and Child Health, Professor Peter Fleming, Professor of Business and Society

From left: Professor Susan Ayers, Professor of Maternal and Child Health; Professor Peter Fleming, Professor of Business and Society
Turning the Vision into reality

Engineering facilities have been transformed, as almost the entire lower ground floor of the Tait Building has been reconfigured to provide a new undergraduate laboratory, engineering hall, improved research space and a new wind tunnel. Meanwhile, comprehensive changes have taken place behind the scenes at Northampton Square to ensure that our new spaces and those planned for the coming years, are adequately provisioned with power, data and other utilities.

2013 was also a year in which we looked forward to future projects. We secured planning consent for further major development of the University, including an iconic new building on Sebastian Street, a complete remodelling of our main entrance and circulation area and wholesale changes to the Tait Building. We have also acquired Abacus House, close to our Innovation Building, which will be brought into use in the next twelve months.

While the past year has witnessed the passing of several major milestones, we are poised to deliver even more impressive results, as several transformational projects are set to break ground in the coming year.

Investment in Information Services

To inspire pride in the quality of our education, as outlined in the Strategic Plan, we need to continue to exploit the enormous potential of technology. To this end, Information Services (IS), working in collaboration with the Learning Enhancement and Development (LEaD) team, has established the infrastructure needed to achieve our Vision in the increasingly global higher education market.

The first year of implementation of the Strategic Plan has laid the foundations for a more stable and reliable IT infrastructure and services that will deliver an improved experience to our students and staff. Evidence that IS is beginning to make a difference was offered by City’s improved National Student Survey results for 2013 (see page 5). In particular, investment in the library collections and services has been praised by our student community.

Professor Richard Verrall
Pro Vice-Chancellor (Strategy & Planning)

Information Services: 2013 highlights

Library collections and service improvements
• Significant investment in the library collections (both print and electronic)
• Implementation of assistive technology and extension of the library opening hours
• Introduction of an online reading list giving students easy access to resources relevant to their chosen modules.

Learning and teaching technologies
• Introduction of lecture capture systems, allowing academic staff to record lectures and publish the recordings for students to listen again at their own pace
• Implementation of an upgrade to Moodle, the University’s online learning environment.

Information Technology
• Completion of the Research and PhD progress tracking scheme
• Transfer of the University’s IT systems into a shared service data centre, saving the institution £3.5 million over the next ten years
• Establishment of a 24 hour IT service desk
• Implementation of the Eduroam wireless network and significant improvement in wireless provision throughout the University
• Migration of all students and staff to Office 365 calendaring and email services, offering 25 gigabytes of storage space and collaboration tools
• Development of the Symplectic Research publications system to allow academic staff to maintain their academic profiles on the University website
• Introduction of a Digital Asset Management System for Moodle
• Implementation of a University-wide module evaluation system to collect student feedback and produce management reports
• Introduction of a Visiting Lecturers’ contract management system.
Enhancing education

City continues to address the needs and expectations of its students

Dr Anastasia Nesvetailova, Reader in International Politics, leads a seminar in the Political Economy of Global Finance
In the increasingly competitive university landscape, the most successful institutions amplify the transformative power of education. As a pillar of the Strategic Plan, the importance of education is reflected in the progress we are making towards our Vision for 2016.

Professor David Bolton, Deputy Vice-Chancellor, examines the work undertaken during 2013 to support student learning, promote excellence in education and enhance the student experience. Efforts in these areas are bearing fruit across the campus, as witnessed in a marked upswing in our National Student Survey performance.

The student experience – from curriculum quality and placement opportunities to the comfort of the seating in the lecture theatres – has always mattered, but in the age of online social media, word spreads quickly and the testimonies of the people at the sharp end of education are more important than ever. Whether captured by the influential National Student Survey (NSS) or shared among peers via blogs, Facebook or Twitter, the day-to-day experiences of our students are more closely intertwined than ever with the destiny of the University as a whole.

"It is incredibly important that students make their views known and I am delighted by the continued increase in NSS response rates [to 72 per cent]. The progress made by the University is very encouraging, and together I know we can do more to improve further the student experience at City."

Giulio Folino, President of the Students’ Union

Unprecedented success in the National Student Survey

Evidence that the Strategic Plan is proving effective emerged when the 2013 NSS reported an overall satisfaction rating of 85 per cent for the University, a seven percentage point increase on 2012. As well as showing the largest increase in England, City also outperformed many other London universities, with above average results on five key measures including access to staff and the availability of specialist facilities and equipment. Climbing 57 places for overall satisfaction, City also scored highly in the teaching category, with a 90 per cent rating.

Based on the opinions of final year undergraduates across most UK universities and colleges, the Survey is the most visible indicator of student satisfaction and an invaluable tool in devising and implementing our educational provision. It also informs the Key Information Sets (KIS), which are available from the Unistats website and help prospective students make an informed choice about their course. Such an impressive showing can only help increase the visibility of the University and raise awareness of our most appealing attributes.

Fourteen courses at City achieved over 90 per cent for overall satisfaction, with the BMus (Hons) Music degree receiving 100 per cent satisfaction rate. The BMus (Hons) Music degree received 100 per cent satisfaction rate. The BSc (Hons) Psychology received 99 per cent satisfaction rate. The BSc (Hons) Psychology received 99 per cent satisfaction rate. The BSc (Hons) Psychology received 99 per cent satisfaction rate. Degrees in International Politics achieved a 99 per cent satisfaction rate.

Achieving our student recruitment goals

In 2013 the recruitment of undergraduate students continued to be influenced by external changes: most notably the impact of the increase in UK and EU fees and the division of the applicant pool into a fixed number with 'A' levels below ABB (or the equivalent) and an unlimited number with ABB or higher. We have responded successfully to the creation of a more competitive marketplace by considerably enhancing our marketing and recruitment activities, including our very popular University Open Days and we offer some of the most generous merit-based cash scholarships in the sector. In 2013 we recruited slightly above our overall UK/EU targets and maintained the number of our students with ABB or higher. We also increased the number of international students. The official statistics show that our average entry qualifications continue to rise, with the latest published figures showing an increase to 394 points as the average (a grade A 'A' level is worth 120 points).
Support for learning and development
2013 saw the introduction of several initiatives designed to enhance our students’ engagement with education. The creation of the Learning Enhancement and Development (LEaD) team means that we are now better able to support students by making clearer links between student support and curriculum development. The LEaD team also ensures a more focused service for staff in relation to educational development.

Under the stewardship of LEaD, an externally funded Change Academy project was launched in 2013 to recognise and establish new benchmarks for education excellence. Supported by the Higher Education Academy, this project involved a City team reviewing the award schemes run in Schools and through the Students’ Union and collecting data from staff and students. The team also undertook literature and competitor reviews to develop criteria for a more transparent and equitable evaluation and awards process.

This initiative complemented the launch of the inaugural Vice-Chancellor’s Education Excellence Awards, which recognise those who consistently demonstrate excellence in their approach to education and provide progression for winners of School-level and Student Voice commendations. Given to nine staff in its first year, the award includes criteria from previous evaluation processes and from the Change Academy project.

Run in conjunction with the Students’ Union, the Student Voice award scheme began in 2009/10 and enables students to nominate a member of staff who has had an impact on their learning. A winner from each School and from Professional Services is selected by committee, with an ‘overall winner’ category introduced in 2012/13. Following the Change Academy project, new categories have been added in specific themes and these prestigious awards are now celebrated alongside our student programme representative awards at a special evening event.

Enriching the student experience
Progress towards our goal of achieving a more coherent and rewarding student experience was boosted in 2013 with the creation of Student and Academic Services. Comprising the Student Centre, the Deputy Academic Registrar’s team, the University Admissions Office, the Programmes and Partnerships team and Academic Operations, the department aligns essential services and operations to support our students on their journeys from application to graduation.

A continuing commitment to enhancing the student experience was also in evidence as the Student Centre was re-accredited by the Institute of Customer Service (ICS) for its high level of service provision. City is still the only university in the UK to have achieved the ServiceMark national quality standard, which recognises those organisations providing high levels of support, performance and professionalism.

The University’s investment in new student facilities is taking shape in the form of CitySport, with construction of the new sports centre beginning in 2013. Scheduled to open in the autumn of 2014, CitySport boasts over 3,000m² of floor space and will provide outstanding facilities and equipment for students, staff and the local community. For more information about what to expect from CitySport, turn to page 28.

Professor David Bolton
Deputy Vice-Chancellor

Room to grow
City has been leading the way in its Learning Spaces initiative, by designing new lecture rooms that are world class in their physical and educational design. The initiative has brought together staff from Learning Enhancement and Development (LEaD), Property and Facilities, Information Services and the Students’ Union. Consultation with the student body has meant that the flexible new spaces are tailored to student needs and promote active learning within the institution.

The initiative is one of the first of its kind in the UK and has garnered interest from the rest of Europe and the United States. City’s new spaces have been used as a case study in research for the French Ministry of Higher Education and the Flexspace initiative in the United States. The hard work and dedication of staff across City’s professional services has ensured that this initiative is deservedly receiving attention across the sector.

For more information on Learning Spaces, visit blogs.city.ac.uk/educationalvignettes.
Success stories from 2013
Snapshots of excellence in education from City’s five Schools

School of Arts & Social Sciences

City is one of 15 UK universities to receive a share of £19.5 million as part of an ambitious intervention to address a critical shortage of social scientists with the high-level quantitative skills needed for the analysis of complex data. The Q-Step Centre will give social science undergraduates the opportunity to develop quantitative skills in the workplace and will provide a unique opportunity to work with a wide range of information from around the world. Enhancing data literacy in seven social sciences undergraduate programmes and introducing specialist pathways for students on four degree programmes, including Criminology and Sociology, Q-Step will be housed at City’s internationally renowned Centre for Comparative Social Surveys (CCSS) and will build on the University’s long-standing expertise in quantitative methods.

Schools of Engineering & Mathematical Sciences and Informatics

City’s first year Computer Science students began the academic year with an intensive Introduction to Programming Bootcamp using the Java programming language. Beginning in September with an induction session at the Science Museum featuring a lecture on the life and career of Alan Turing and culminating in October with judging of the students’ programming projects, the Bootcamp provided a vibrant, immersive space for students and instructors to explore the joys and challenges of coding. Professor Roger Crouch, Dean of the School, describes “walking into the vaulted brick Crypt on the Green on a wet Friday afternoon, I immediately sensed the buzz of enthusiasm as first year students explained and demonstrated the code they wrote as part of their two-week introduction to programming. The results were truly impressive.”

The City Law School

2013 saw the Start Ed Clinic make an impact on the education of our students and in the commercial world. This pro bono scheme, in which students provide legal advice for local businesses, enables City students to develop legal expertise and gain real-world experience. Run by law students and supervised by local professionals, the free walk-in centre offers assistance for small businesses and technology start-ups in the area. The service provides advice on a range of business and legal matters including contractual agreements and intellectual property issues, with students writing blogs and media reports for their clients. The service also provides additional sessions to enhance students’ drafting skills – an important area that is rarely emphasised during undergraduate legal training.

Cass Business School

Cass MBA students and alumni enjoyed an exceptional year, scooping top honours at some of the most prestigious awards within the MBA community. Former students strengthened ties at a series of exciting alumni network events, while current MBA students were treated to insights from high-profile guest speakers and were inspired to develop their own projects. In March, a Cass MBA team won the RWE npower Energy Challenge and two months later the Cass Alumni World Forum witnessed a memorable address from Chairman of the China Banking Regulatory Commission and Cass alumnus, Professor Liu Mingkang. In September, Cass teamed up with the Prince’s Trust to offer an Executive MBA scholarship to Bronwyn Lowenthal, who started her retail clothing company, Lowe, in 2002 after completing the charity’s enterprise programme. The year’s other winners included Tom Stephens, who scooped the Muhtar and Defne Kent Prize in Entrepreneurship and Beth Hepworth, who was named MBA Star in the 2013 Women of the Future Awards.

School of Health Sciences

City’s burgeoning culture of excellence and innovation was recognised in 2013, as staff and students featured prominently at the annual Health Education North Central and East London Awards. A graduate of the Health Visiting course, Mfon (Arche) Archibong, was named ‘Student of the Year’ for his work on a public health initiative to help low income families. Meanwhile, the School’s groundbreaking teaching methods were highlighted when Dr Jo Verhoeven claimed top prize in the ‘Innovation in Healthcare Education and Training’ category for his Eartrainer software package – a unique tool designed to assist speech and language therapy students develop effective transcription skills. City’s Shareville project, which is led by Mental Health and Social Care lecturer Ms Lorna Sauder, was Highly Commended in the same category.

Overall satisfaction with the education City provides has increased by 7 percentage points from 79 per cent in 2012 to 86 per cent for 2013, meaning we now exceed our Strategic Plan satisfaction benchmark of 85 per cent.
Fostering research

REF 2014 preparations highlight the impact of City’s research

From left to right: Professor Stephen Cottrell, Professor of Music and Head of the Departments of Music and Culture & Creative Industries; Dr Lara Zibarras, Lecturer in Psychology; and Dr Miguel Mera, Senior Lecturer in Music. Professor Cottrell led the work for two of City’s submissions to REF 2014; Dr Zibarras’s research was submitted as one of the University’s research impact case studies; Dr Mera will act as a panel member for REF 2014, assessing the work of colleagues around the country.
Fostering research

Professor John Fothergill, Pro Vice-Chancellor (Research & Enterprise), surveys the strides being made to support outstanding research and enhance City’s profile. From landmark funding successes and groundbreaking inter-disciplinary collaboration to comprehensive provision for research students, he reveals a vibrant scene characterised by an unswerving commitment to making a real difference to people’s lives.

Following numerous late nights and countless redrafts, research academics across the UK are by now only too familiar with the peculiar demands of the REF, the new system for assessing the quality of research in UK higher education institutions (HEIs). Replacing the Research Assessment Exercise (RAE), the primary purpose of REF 2014 is to produce assessment outcomes for each submission made by institutions, with funding bodies using these outcomes to inform the selective allocation of their research funding to HEIs, with effect from 2015/16.

As the primary yardstick used by the government, funding providers and the compilers of league tables, the results of REF 2014 are critical to both the financial wellbeing and the research reputation of the University. Under the ‘dual support’ system that administers public funding for research in English higher education, City has for several years received around £8 million of Mainstream Quality Research (QR) funding as part of its annual Higher Education Funding Council for England (HEFCE) grant and around £8 million of funding from Research Councils and other bodies by way of Research Grants and Contracts (RGC). The next round of QR funding will be determined by REF 2014.

2013 was dominated by the preparation of City’s submission to the Research Excellence Framework (REF) exercise. Investment in this crucial area began to pay dividends as staff across the University prepared detailed reports on research undertaken between 2008 and 2013.

Acutely aware that a strong REF performance is crucial to the fulfilment of our Strategic Plan, City’s academic community mobilised to produce a submission described by the Vice-Chancellor as “stunning”. Featuring the work of 426 colleagues, it comprised 146 pages of text on our research environment, 1,505 academic outputs such as journal articles and 49 impact case studies. The results – and the ramifications for research funding – will be revealed in December 2014.

The REF at a glance

The REF is a process of expert review, with submissions assessed by a sub-panel for each subject area, or ‘unit of assessment’. Sub-panels apply generic assessment criteria and level definitions, to produce an overall quality profile for each submission. Broadly, the REF uses the following star ratings to describe aspects of research that are assessed:

1* = Nationally recognised
2* = Internationally recognised
3* = Internationally excellent
4* = World-leading

City made submissions to 12 Units of Assessment: Health; Psychology; Mathematics; Computer Science; General Engineering; Economics; Business and Management; Law; International Politics; Sociology; Music; Communication, Cultural and Media Studies, Library and Information Management.

City’s REF 2014 submission was overseen by a Steering Group, chaired by Professor John Fothergill, which brought together the Associate Deans for Research in each School, representatives of the University’s Executive Committee and members of the Research Office. The Steering Group was supported by an Impact Advisory Panel, established to simulate part of the REF assessment process for impact case studies by drawing on the expertise of experienced lay members nominated by the Schools. Preparations for the submission were coordinated by the University Research Office, led by Jo Bradford.

Key dates:
- Deadline for submissions: 29th November 2013
- Submissions assessed by the REF panels during 2014
- Results published in December 2014
- Allocation of QR funding to an institution is determined by HEFCE from academic year 2015/16.
Research with impact

In a move to increase accountability and transparency, REF 2014 introduced the requirement to submit impact case studies alongside the usual research publications. Defining impact as “an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia”, this stipulation presented a significant challenge to all HEIs, since there were no precedents from which to draw comparisons.

The research underpinning each impact had to have been performed at City over the last 20 years and preparing the case studies provided an opportunity to reflect on the successful research environment that City has fostered in recent decades and to acknowledge the outstanding academics responsible for that success. Several measures were taken to help academic and professional staff prepare impact case studies, including the creation of an Impact Advisory Panel, the allocation of extra finance to Schools and the establishment of structures to facilitate the review of case studies by external academics, other case study authors, professional and other staff within the University.

With so many outstanding stories of impactful research showcased by our REF 2014 submission, even a slim cross section shows how the nurturing of a culture of expertise focused on delivering real-world outcomes has begun to bear fruit:

- A widespread practice in the UK and beyond, immigration detention involves thousands of vulnerable individuals being held for long periods without trial or proper access to justice. Research undertaken by Dr Daniel Wilsher of The City Law School has contributed to improvements in the treatment of detainees by influencing the legal framework and practices that govern detention. As a result, courts and governments are today demonstrating greater respect for the fundamental rights of detainees.

- Aphasia is a language disorder typically caused by stroke that affects around 250,000 people in the UK, with numbers likely to grow as the population ages. Research by Professor Jane Marshall has had a major impact on the treatment of this condition and on the way that treatment outcomes are assessed. Reflecting the fact that research in Language and Communication Sciences has been a major strength at City for over 25 years, Professor Marshall and her team have pioneered therapies that significantly enhance language and communication skills and created measures of quality of life that can be self-reported by people with aphasia and used to assess rehabilitation outcomes. Today, these therapy approaches and assessment tools are widely used across the world and are recommended in National and International Clinical Guidelines.

- In the past decade, research in the UK has shown that employees who have a stake in the organisation they are employed by have greater commitment to quality and are more flexible in responding to the needs of their organisation. Research at Cass Business School on employee ownership (EO), conducted by Professors Joseph Lampel and Ajay Bhalla, has made a substantial contribution to the evidence base used by the UK government to formulate and introduce policies aimed at boosting employee ownership. Their research has also led to a greater focus on EO in the public sector, with government policies now being formulated to encourage greater adoption of EO, specifically in the areas of health and social care.

European Social Survey awarded ERIC status

In 2013, the European Commission announced that the European Social Survey (ESS) would be granted European Research Infrastructure Consortium (ERIC) status. The ESS ERIC, which has its headquarters within the University’s Centre for Comparative Social Surveys, is the only ERIC hosted in the UK and joins some of the most innovative research infrastructures in Europe, including CERN, the world’s largest particle physics laboratory.

ERIC status will bring much-needed funding stability to the ESS and acknowledges it as a leading European research infrastructure in the social sciences. Research Infrastructures (RIs) are playing an increasingly important role in the advancement of knowledge and technology. They create a formal structure within which international academics and industry experts can work collaboratively in search of solutions to many of the problems faced by society.
Funding success

2013 witnessed notable successes in securing research grants from the European Commission and marked significant progress towards the targets in the University’s Strategic Plan.

As part of a €10.8 billion budget for research and innovation agreed for 2013, the European Commission announced an €8.1 billion package of calls for proposals under the EU’s Seventh Framework Programme for Research (FP7). Of this, €4.8 billion was invested in thematic areas, with specific priorities to preserve oceans and water, make better use of raw materials, explore efficient energy, promote efficiency in the processing of biological resources, develop smart cities and tackle issues such as public sector reform, brain research and anti-microbial resistance.

City currently hosts 45 research projects funded by the European Commission’s flagship FP7 programme and total awards amount to over €17 million – the highest figures City has ever enjoyed, both in terms of the number of projects and the size of grants.

At the School of Engineering & Mathematical Sciences funding of over £2.4 million has facilitated research by Professor Manolis Gavaises and his colleagues into new ways to control vapour pockets, known as cavitation, that occur in diesel fuel injection nozzles. The work has led to the design and manufacture of more durable and efficient fuel injectors that have been taken into serial production and are now used by major engine and component manufacturers such as Toyota, Caterpillar and Delphi. The prevention of erosion by cavitation and greater fuel efficiency have generated economic benefits through a rise in sales of advanced injection systems and an extended life for engine components, while cleaner and more efficient engines bring significant environmental benefits.

With FP7 support, Dr David Barling of the Centre for Food Policy, is spearheading research into more efficient methods of distributing essential resources. The Foodlinks Knowledge Brokerage promotes sustainable food consumption and production by bringing together scientists, policymakers and civil society organisations while Purefood, which explores urban, peri-urban and regional food dynamics, aims to establish an integrated and territorial approach to food.

National funding plays an equally crucial role in the nurturing of groundbreaking research. At Cass Business School, Professor Charles Baden-Fuller’s Building Better Business Models project has benefited from almost £1 million from the Engineering and Physical Sciences Research Council. He is exploring how firms are applying and engaging with new digital technologies to become more efficient, profitable and dynamic. The project will generate new understanding about how digital technology can be commercialised more effectively and will help firms in the UK to create more jobs, inspire economic growth and improve services.

With an injection of £418,580 from the National Institute for Health Research, Professor Susan Ayers at the School of Health Sciences (pictured on page 2) is using expressive writing interventions to promote health in women after birth, through her Health after Birth (HABiT) project. “My research aims to improve mothers’ mental health and general experience of being pregnant and giving birth,” explains Professor Ayers.

The funding will allow for the development of an esophageal sensor for the early detection of Multiple Organ Dysfunction Syndrome (MODS). This project will take place over three years. The second project involves the development of a Personal Lithium Blood Level Analyser for patients with bipolar mood disorder.

A commitment to the future

The Graduate School was established in 2012 to support the development of the next generation of academic staff. Since then, it has implemented several initiatives that support the University’s growing number of research students. For example, the School has awarded funds totalling approximately £20,000 to more than 25 research students, to help towards the cost of attending conferences at which they can present their research. Beneficiaries have travelled extensively to major international events within the EU and as far afield as the US, China and Japan, acquiring invaluable transferable skills and networking with peers in their field.

The School has also strengthened the research student voice through its participation in the biennial Postgraduate Research Experience Survey (PRES) and work with the Students’ Union. Committed to responding promptly and constructively to feedback, the Graduate School is constantly exploring ways to build on the University’s research student feedback and representation mechanisms with the Students’ Union. Looking ahead to the future careers of research students, policy development led by the School in 2013 is increasing access to the University’s research skills training through the implementation of its Framework for Doctoral Skills Training.

Professor John Fothergill
Pro Vice-Chancellor
(Research & Enterprise)
An enterprising approach

A year of innovative ideas and rewarding relationships

As befits an institution defined in part by its close relationship with business and the professions, enterprise plays a crucial role in propelling City towards its Vision for 2016. Dr Sue O’Hare, Director of Enterprise, explains how being attuned to the opportunities presented by a more connected world has enabled City to forge a deeper relationship with the booming Tech City digital hub. 2013 also saw City Enterprise supporting commercialisation initiatives originating within the University and managing the launch of a comprehensive programme of events designed to develop student entrepreneurs.

Closer connections with Tech City

With the Tech City digital media cluster flourishing on its doorstep, in 2013 City ramped up the profile-raising work that began in 2012. We built an online and offline community linking academics, students and alumni into Tech City’s inspiring networks of people, ideas and resources. City’s approach to engagement is built on the ethos of partnership and aims to underpin the development of the cluster with broad-based support. City’s strengths, combined with Tech City’s innovative small and medium-sized businesses and multinational companies and investors, create a powerful recipe for growth.

In 2013 City launched The Hangout, a pilot incubation and co-working space for student and academic entrepreneurs near the Old Street roundabout. The Hangout is designed to be a cool place, stocked with free coffee, beanbags and an ideas wall to get the creative juices flowing. Current tenants include Modafirma, a social commerce platform for fashion sellers and buyers, founded by Angela Ene Adamopoulous (a Cass alumna in Business and Finance) and Whisper London, a creative platform and magazine, started by business computing systems student Nancy Evbuomwan.

The development of knowledge and skills was also a feature of City’s engagement with Tech City in 2013, including the provision of short courses, topical events such as a Digital Marketing Masterclass for entrepreneurs in Global Entrepreneurship Week and specialist Masters programmes. Launched in January 2013, City Unruly University, a pioneering partnership between City and the digital creative agency Unruly, saw over 700 entrepreneurs and students take part in free weekly sessions to learn, network and share ideas.

The University also continued as an active partner in local initiatives including the Digital Shoreditch festival and news platforms such as TechCityInsider that provide news, stories and interviews with people prominent in the cluster. The University also continued to engage with the local community, partnering with TeenTech City and Islington College to deliver the TeenTech City event to raise awareness and aspirations of STEM careers among local teenagers.

Extending our influence through consultancy

Consultancy is important in raising the profile of the University, sharing our expertise with the world and achieving our strategic goals. Over the last year, postgraduate students in the field of Computer Science have been involved in consultancy projects with companies including Electrolux, FedEx, Vodafone, Ministry of Sound, AbilityNet, Selfridges, Profero and Mavens. Meanwhile, the School of Health Sciences’ Professor David Crabb and his team delivered over £100,000 worth of consultancy and leadership programmes. Cass Consulting won projects to the value of £230,000 with organisations including BNYM, Fidelity Investments, UNUM, Institute of Family Business, Aon Hewitt, Institute of Management Consultants and SWIFT Institute. The Aon Hewitt research project achieved particularly strong media coverage that resulted in increased enquiries from business for research and consultancy.

Inspiring growth through CPD

In 2012/13 the University’s Continuing Professional Development (CPD) income grew to over £6.2 million. Cass Executive delivered CPD contracts worth £2.4 million, while the School of Health Sciences delivered £2 million worth of non-accredited courses in topics such as glaucoma, advanced nursing, food policy, forensic imaging and radiography. Having achieved £260,000 in revenue in 2012/13, The City Law School secured bookings for a further £198,000 worth of bespoke high-level CPD by the end of 2013. This includes winning new business to deliver specialist Courtroom Skills and Report Writing training for the London Fire Brigade, which rolled out in November and continues into 2014.

City’s short courses have continued to grow, with student numbers exceeding 4,000 and income increasing to £1.6 million. The most popular courses were Major Event Management, Project Management and Finance for the Non-Financial Manager, closely followed by Starting up in Business and Human Resource Management. Our short course alumni continued to achieve great success. In 2013 Taro Takeuchi, Starting up in Business alumna, opened his first business, a pet accessories shop in Covent Garden; Gemma Holdway, Screenwriting alumna, landed a dream job as the script coordinator for the US remake of the popular British series Broadchurch; and Melissa Bailey, Writers’ Workshop alumna, saw her first book The Medici Mirror published by Random House (Arrow).

“The Hangout is an amazing interface between City University London’s research and education and the world of entrepreneurship, business and venture capital. It is a catalyst for young people to live their dreams.”

Professor Adrian Cheok, Professor of Pervasive Computing
Maximising the impact of research

It was a successful year for City’s many commercialisation initiatives. Heliex Power Ltd, a spin-out company with its origins in the School of Engineering & Mathematical Sciences, gained global recognition when it was named in the prestigious Global Cleantech 100 listing and won the GP Bullhound Connect ‘One to Watch 2013’ award. Another spin-out, Thomson Screening Solutions Ltd, won the Business Impact Aspiring category in PraxisUnico’s Impact Awards 2013. Thomson Screening’s success was matched by the special recognition award won by Start Ed, a legal clinic established by two City Law School academics Dr David Collins and Dr Eric Klotz, to provide pro bono advice to local businesses and start-ups using students working with law firms. Cass became the first UK business school (and only the third in the world) to commercialise investment strategies, through licensing agreements with two commercial partners Credit Suisse and Goldman Sachs via the intermediary Indexx Markets. As a result, investors can buy Cass Business School-branded structured products.

During 2013, Professors Tong Sun, Ken Grattan and John Carlton of the School of Engineering & Mathematical Sciences continued their progress toward commercialisation of their ‘smart’ propeller using novel optical sensor technologies. The experimental data obtained from their research show a close match with those from theoretical modelling using the finite element method, an achievement unmatched by any other conventional techniques. Members of this team are also working on a project aiming to explore the commercial potential of an instrumented pantograph using optical fibre sensor technologies.

CitySpark rewards bright ideas

The first round of prizes for the CitySpark competition was awarded at a festive Marketplace in December 2013. The £500 first prize went to Dhruvin Patel, (BSc (Hons) Optometry) for iSleepEasii, a blue light screen protector for mobile phones and tablets. He said, “The CitySpark Marketplace was a unique experience. I really enjoyed the format and was pleased everything went well! It was of great benefit to speak to all the guests, exploring their thoughts on iSleepEasii products.”

City’s Enterprise Education Manager, Ben Mumby-Croft commented, “Stage one of CitySpark challenged the students to identify something they think is broken and needs fixing. Find a great problem and you’re a big step closer to starting a successful business. The ideas on display at the Marketplace demonstrate what a wealth of talent we have here at City across a broad range of disciplines. I can’t wait to be involved in helping the students develop these ideas for stage two.”

Stimulating enterprise education

In 2013 enterprise education at City was energised by the launch of CityStarters.co.uk, a revised programme of weekly activities including the refocused CitySpark competition for students and recent alumni. CitySpark aims to encourage students to identify gaps in the market and build evidence-based start-ups designed to meet genuine demand. Of the 75 entries submitted in the first round, the top 30 were invited to take part in a special event with local entrepreneurs, business experts and alumni who each voted on their favourite ideas. 2013 also saw the inaugural Made@City competition to provide a showcase for final year student project work. Faisal Valli, a Computer Science student, won the most votes for his innovative Rubik’s Cube Solver computer program.

City Startupfest at Cass Business School was launched in 2013 and immediately attracted more than 200 students and alumni to a range of business seminars, alumni entrepreneurs panel and start-up marketplace. In November two postgraduate students, Andrew Whelan, MBA Cass Business School and Alejandro Pena, PhD International Politics, won third prize at the global final of the Idea to Product (I2P) competition. They developed a commercialisation plan for Offshore Extreme, a software solution for simulating extreme weather conditions based on the pioneering research of Professor Qingwei Ma and Dr Shiqiang Yan of the School of Engineering & Mathematical Sciences.

Dr Sue O’Hare
Director of Enterprise
Broadening horizons

A systematic approach to internationalisation is increasing mobility and equipping graduates for the future

For more than a century, City’s location in the heart of a world city and its close ties with business and the professions have helped attract the most able students from around the world. Hailing from some 160 countries outside the UK, international students today comprise over 35 per cent of our 17,000-strong cohort. As a powerful mechanism for enhancing education and research, internationalisation complements the focus on academic excellence articulated in the Strategic Plan 2012–2016. Moreover, international experience can lead to a more open-minded and well-rounded perspective – essential for City graduates entering the highly competitive global employment marketplace.

A warm welcome for international students

To support the University’s recruitment targets, the international team makes frequent overseas visits to attend education fairs and undertake one-to-one counselling with students who are interested in studying in the UK. In 2013, the team travelled the world to meet potential City students, visiting countries including Brazil, China, Colombia, Greece, India, Kenya, Morocco, Norway, Russia, Saudi Arabia and Thailand. We also have an extensive worldwide network of representatives to help students with their applications.

2013 saw strong participation in our study abroad initiatives, with 415 single-semester students and 13 year-long students joining the University. Though the majority came from the United States, students also arrived at City from institutions across Europe, Brazil, Hong Kong and Japan. During the same period, approximately 60 outgoing exchange students headed to Australia, the United States, Canada, Hong Kong and nations across Europe.

City has a team of specialist immigration advisers based in the Student Centre who provide support, advice and guidance to international students at all stages of their time with us. In 2013, a new fixed-term post was created in the team to assist with implementing our new Tier 4 visa application service. This means that students are fully supported through the visa application process, applications are checked by an experienced immigration adviser and supporting documents are submitted by the International Advice Team to the Home Office. Offering this service is beneficial to the students and essential to help maintain the University’s status as a Highly Trusted Sponsor under the Government’s Tier 4 system.

International: 2013 highlights

- TOP 20 in international-to-total student ratios (QS Global Rankings 2013/14)
- Over 25% of staff are international
- 120 student exchange agreements with departmental or institutional partners
- Over 7000 international (EU and overseas) students from some 160 countries representing about 36 per cent of the total student population
- Educational partnerships with 25 countries outside the EU
- Around 90 members of staff spending time abroad as part of the Erasmus scheme, making City the highest ranking university in the UK for outbound staff mobility
Building relationships though the WC2 Network

An example of City’s coordinated approach to internationalisation was the establishment in 2010 of a new model of international network, the World Cities World Class (WC2) University Network, which at present has 12 like-minded members located in the heart of world cities. Each of the founding members brings to the WC2 network expertise on issues such as transport, global health, global culture and sustainability. Relevant staff meet twice a year with the aim of developing proposals for research and educational collaborations in the four thematic areas.

In March 2013, the sixth WC2 meeting took place in New York, hosted by City University of New York (CUNY) at Baruch College. The meeting began with a welcome from President Matthew Goldstein and was followed by a panel discussion on ‘Challenges of Global Cities and their Global Universities’, which included a presentation from Professor Dinos Arcoumanis, Deputy Vice-Chancellor (International & Development). Other topics discussed during the event included global education and the creation of a framework to discuss what globalisation means for universities around the world.

The seventh WC2 meeting took place in October and was hosted by the Politecnico di Milano. Professor Arcoumanis welcomed Tokyo’s Meiji University to the WC2 network and we trust that the University of Witwatersrand (Wits), South Africa, will join the WC2 network following its decision to host the next meeting in March 2014.

International partnerships and collaborations

During 2013, a total of 1,620 City students benefited from the University’s existing international partnerships with institutions around the world. Offering opportunities to acquire valuable skills, expand professional networks and broaden the mind, these partnerships include the Erasmus Mundus Masters programme, Journalism and Media within Globalisation: The European Perspective, which sees collaboration between City and the University of Wales in Swansea, the University of Aarhus, the University of Amsterdam and the University of Hamburg.

Our relationship with Nanjing University of Aeronautics and Astronautics in China enables City undergraduates to deepen their knowledge of a range of engineering disciplines while experiencing life in one of the world’s most dynamic emerging markets, while our partnership with Renmin University offers similar opportunities to economics students. The University’s strong connections with Dubai International Financial Centre (DIFC) enhance the Cass Executive MBA proposition and attract postgraduate students to MSc courses in Air Transport Management, Air Safety Management and Aircraft Maintenance Management. Meanwhile, our relationship with Laskaridou Library of Piraeus, Greece, is reflected in the LLMs in International Commercial Law and Maritime Law.

2013 also saw the establishment of several new international partnerships for Cass Business School. Agreements with LUISS Università Guido Carli in Rome and Universita Commerciale Luigi Bocconi in Milan enable students from City to complete an MSc in Investment Management or Corporate Finance at Cass and then transfer to Italy to complete their studies. At the end of the course, they are awarded an MSc from each participating institution. A similar arrangement now exists between City and Queen’s University, Kingston in Canada, while our relationship with Tilburg University in the Netherlands underpins a new part-time Executive PhD available to candidates working in management or other specialist functional positions.
A visionary approach helps build essential bonds with diverse stakeholders

From left to right: Megi Fino, (second year LLB (Hons)); Adam Pettit, Community Volunteering Officer; Sapna Chandaria (BSc (Hons) Financial Economics, 2013). Megi volunteered during 2013 for Islington’s Help on Your Doorstep scheme and she now volunteers with the Islington Law Centre. Sapna won the 2013 Student Impact Award for Leadership in Volunteering for her work with the Royal National Institute of Blind People. (p. 21)

Connecting communities
We are part of a national and global community of higher education institutions with a responsibility to ensure that our research benefits wider society and that talented students can access education, regardless of their background. And, of course, we interact with our neighbours in Islington and its surrounding boroughs everyday. We have a duty to ensure that our actions have a positive effect, exemplify best practice and ensure sustainability for future generations. Here, we highlight some of City’s activities within its many communities.

**Widening participation**

The University is a charity, so it must always operate with a view to creating public benefit. Broadening education provision for sectors of society typically under-represented in higher education is a key way that City can benefit the wider public. Working within Careers, Student Development and Outreach, City’s Widening Participation team coordinates a range of activities to help young people make well-informed, realistic decisions about their futures. The team combines in-depth knowledge of higher education and career routes with insight into industry gained from its networks of employers. Its members draw on this expertise to challenge preconceptions, raise attainment and assist young people to develop the skills and knowledge needed to achieve their aspirations.

The key is engaging with young people from low-income neighbourhoods, who have no family history of attending university, who receive free school meals or who face other societal barriers to progression, at the beginning of their school lives. The Widening Participation team begins providing information, advice and guidance to primary school children and continues to work with them at key progression points. Through a wide range of interactive and engaging outreach activities, young people are encouraged to develop a clear understanding of the higher education offer and its financial dimension, identify their strengths and goals, make well-informed decisions and develop the skills to act on those decisions.

In the ten years since City began delivering Widening Participation activities, engagement has increased dramatically. Today, London students are 43 per cent more likely to advance to higher education than those in the north east and are 36 per cent more likely to make this life-changing decision than in 1990 (compared with 26 per cent in other areas of the UK). Pivotal to the success of this work is our student body, with 180 current students employed as City Student Ambassadors each year to work on a range of events including visit days, taster weeks, masterclasses and industry days.

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Community has many meanings for City. There is the University itself: students, academic and professional staff, members of Council and Senate and our Chancellor, the Lord Mayor of London. City is also the focal point for a diverse, vibrant network of alumni, who are spread around the world and work in a variety of sectors.

**A taste of City**

City delivered its first summer school in 2003 and since then the programme has expanded rapidly to cover ten subject-specific winter, spring and summer taster weeks for pupils aged between 14 and 17. Demystifying higher education by giving bright pupils from non-privileged homes an insight into university life, the programmes balance academic lectures, careers sessions, seminars and workshops with social activities and provide opportunities to meet and work with staff and students.

In 2013, more than 300 young people attended our taster weeks. Subject areas included Finance, Psychology, Music, Engineering, Business & Enterprise, Law & Criminology, Media and Nursing & Midwifery. By spending time in a university and taking part in motivating and inspiring activities, pupils are put on an equal footing with peers whose parents and siblings have attended university. During the taster weeks, City Student Ambassadors act as role models, answering questions, talking about university life and helping with activities.

City’s Widening Participation team works in partnership with academic staff to produce engaging and interactive events. They also work with organisations such as the London Symphony Orchestra, BBC TV Centre, The Brokerage and Setpoint, to ensure the most comprehensive and innovative approaches are taken to recruit and inspire the young people who attend the sessions.

A 2013 study of past summer school cohorts showed that of the 586 respondents, 93 per cent are currently at university. There has been a direct and positive impact on student recruitment at City, with one in five summer school pupils applying to study at City. Many have also gone on to work as widening participation ambassadors, passing on what they have gained to the next cohort of potential students.

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**Today, London students are 36 per cent more likely to advance to higher education than in 1990 (compared with 26 per cent in other areas of the UK).**

**Shamiur Rahman, Engineering taster week attendee, 2013**

"Attending the engineering taster week really encouraged me to go to university. The week itself enabled me to get an insight into what engineering is all about and being the first to attend university from my family meant that I had no idea how the education system operates.”
A focus on education
As with the taster weeks, our Student Ambassadors have a vital role to play in education, tutoring in primary and secondary schools and at City and Islington College, where the focus in recent years has been on mathematics.

Research has shown that 77 per cent of primary school children felt that tutoring had motivated them to work harder and had helped with their school work. Tutoring has been shown to improve performance, with 94 per cent of local primary school pupils achieving level 4 (compared to 84 per cent nationally) in mathematics and 9 per cent achieving level 6 (compared to 3 per cent nationally).

The University plays a key role as a co-sponsor of City of London Academy Islington (COLAI), which is committed to providing excellence in education and opportunities for all. The Academy’s Year 11 pupils achieved record GCSE results in August 2013, with 61 per cent of pupils securing at least 5 A*-C grades including English and Mathematics. 85 per cent of ‘A’ level students received A*-C grades. During the year, 30 City Student Ambassadors tutored mathematics at COLAI, targeting students who were at risk of not achieving a grade C and complementing COLAI’s own work to improve grades. Most students are now on track to achieve grade C.

Star student offers Help on your Doorstep
During Welcome Week 2013, the 1,500th City student signed up to volunteer in the local area: a milestone that reveals an enduring commitment to strengthening our ties with the Islington area. During 2013, City student Megi Fino (pictured on page 16) volunteered for local charity Help on your Doorstep’s core Connect service twice a week and also joined in with team meetings, training and activities when her study schedule allowed. Her flexible attitude and cheerful approach earned praise from her colleagues.

“We always look forward to Megi volunteering with us: she is a bright, hardworking and positive force in our team. Megi also goes out with our advisors to social housing estates and other residential areas, to knock on each door and offer free help to residents: this could be help to find work or access training; to resolve welfare benefit problems; to sort out financial problems; or to improve housing. It is an essential part of our community outreach work for which Megi has shown her trademark enthusiasm, even on freezing cold or rainy days!”

Gill, Help on Your Doorstep

Environmental excellence
Sustainability occupies a central position in City’s Strategic Plan; our environmental performance, as evaluated by the People and Planet Green League, is one of the Plan’s four Key Performance Indicators. In 2013, City’s Environment team rose to the challenge, being awarded a first-class award and taking 23rd place in the national rankings. This impressive performance reflects a year of success across several areas, from improvements in our carbon reduction and energy efficiency to a significant reduction in the waste we send to landfill. These achievements build on longstanding success in areas including sustainable procurement and the promotion of greener travel among students and staff.

In 2013, the number of Environmental Champions at the University increased by 40 per cent. More than 200 students and staff now work within departments or student groups to promote green behaviour and lead environmental projects. A particularly exciting development in 2013 was the launch of Green Dragons, a project funded by the National Union of Students and led by the Students’ Union which aims to increase engagement with environment issues. Students and staff can pitch ideas for promoting sustainability and, if successful, awards of between £500 and £5,000 will be made to help them establish their projects.

In 2013, the number of Environmental Champions at the University increased by 40 per cent.
"We hope that Green Dragons will become a permanent feature at City, with long-term benefits for the local community. We want to bring together students and staff with experts in industry and government to help get projects off the ground."

Giulio Folino, President of the Students’ Union

**City and the wider world**

In 2013, City expanded its lively and extensive range of events aimed at building public engagement and showcasing the best of what the University has to offer. From seminars on music and management to concerts and film screenings, public lectures and panel debates, we are committed to ensuring our doors remain open to those beyond the student community. Many of our public lectures are available to view online, alongside our City Perspectives video series, in which our academics give expert opinion, analysis and insight on topical issues that affect the wider world.

**City volunteers boost local business**

During 2013 City students worked on a variety of schemes to help local people into work, including projects to support unemployed single parents in Islington. Meanwhile, the successful, student-led Enactus and Bizlington projects are finding ways to reach new businesses in Islington:

- **Enactus** is a student-led society focusing on projects in the local community. Participants work to create entrepreneurial business solutions that will help people in need to change their lives for the better. There are 51 teams in the UK and 39 countries worldwide, making it a truly global organisation of change-makers and future business leaders. The University works alongside students to establish Enactus at City.

- **Project Bizlington** is a team of Enactus volunteers offering consultancy services to local small businesses that are just starting out, or have identified particular challenges. One team worked with Café Coco on St John Street, helping the owner develop a strategy to increase footfall by appealing to the student community, particularly during the quieter summer months.

- **City Start Ed** is a free legal clinic staffed by students in The City Law School under the supervision of industry professionals. The project, which has been recognised with several awards, gives advice on business planning, contracts and intellectual property. During 2013, it saw more than 300 organisations and start-ups, expanding into new areas such as Tech City.

- **City Enterprise Services** offers accessible legal and commercial advice to the owners of small businesses and start-ups. Established in 2011, in 2013 its major contribution to City’s local community was recognised by the UK government’s Intellectual Property Office, which judged it to be one of the UK’s ten most innovative university projects in the field of enterprise. This honour was accompanied by a grant of £12,500 to expand its work with start-ups in Tech City and the surrounding area.
Developing relationships

Activity in development and alumni relations reveals a vibrant and supportive City community

The wellbeing of an institution can be measured in many ways, not least by testing the extent to which its vision is shared by the people from whose loyalty and enthusiasm we seek to draw strength. David Street, Director of Development & Alumni Relations, presents an overview of the work that took place during 2013 to enrich the lives of our students and engage our growing community around the world with our Vision to become a leading global university.

The Development & Alumni Relations Office supports City’s current and future students by managing a wide range of relationships and working to secure help and financial support for the University. In 2013 this support amounted to just under £4 million, with more individuals than ever assisting us in the form of donations and by volunteering their time.

Expanding our alumni network
In today’s technologically and culturally interconnected world, our former staff and students play crucial roles in sustaining and propagating the values of the University. At present, we are in touch with 94,000 alumni spread across 202 countries. Each year a range of events is organised, some by the University and many by alumni themselves. 2013 saw 117 events held throughout the world, with well over 3,500 attendees. During May, to celebrate the tenth anniversary of Cass Business School, an Alumni World Forum was held at various locations and was supported by 950 former Business School students. Many of those who attended an event also supported the University financially through the Annual Fund and by giving their time to help current students.
Mentoring Scheme provides a template for success
The Annual Fund provides support for students through scholarships, bursaries and in other ways, including our Professional Mentoring Scheme, which pairs students with inspirational individuals working in highly competitive industries, such as business, journalism and the arts. Mentors guide students through the difficulties of early professional development with a view to increasing their employability. In the past, this has led to work placement and internship opportunities and sometimes even the offer of a job. Students also gain the confidence to tackle the challenges ahead, be they examination planning, job hunting or simply coping with life through and after University. In 2011/12, 85 pairs of mentors and mentees took part in the programme. In 2012/13 this was increased to 200 pairs and in 2013/14, the final number of pairs is expected to be over 300.

The scheme helps City hold its place as one of the highest ranking universities for graduate employment in the UK and enables strong relationships to be built between current students and our extensive alumni community.

In 2011/12, 85 pairs of mentors and mentees took part in the Mentoring Scheme. In 2012/13 this was increased to 200 pairs and in 2013/14, the final number of pairs is expected to be over 300.

A generous response to City’s call for support
In an uplifting demonstration of support for their alma mater, City alumni pledged a total of £72,000 during 2013’s annual telephone campaign. Donations were made to the City Future Fund and the Cass Fund, which offer support to students in the form of scholarships, bursaries, volunteering opportunities and participation in the Professional Mentoring Scheme.

A team of student callers spoke to more than 1,400 alumni during the campaign in November. In addition to making donations, alumni spoke to students about their industries and professions, gave careers advice, offered to check their cvs and, in some cases, even offered internships. The results demonstrate the warm regard in which the University is held by former students and bode well for the future.

A proportion of the donations made by alumni will be used to help talented students continue their studies with a scholarship. These are designed to help students who are experiencing financial difficulty continue with their studies at City, or to give ambitious students unique career opportunities. For those who excel academically but otherwise could not afford a university degree, this support can be life changing.

“I would almost certainly not have been able to fund my studies without your aid. I am the first in my family to go to university and I intend to work hard, do my best and achieve as much as possible throughout my studies, in order to gain my Midwifery degree. I thank you for your kind support and sincerely express my gratitude.”

BSc (Hons) Midwifery student Jodie King was a City Future Fund Scholarship recipient in 2013.

Securing the future through grants and scholarships
Many former students supported named scholarships during the year, working with staff from the Development & Alumni Relations Office to select the disciplines they would like to support and to shape their contribution to match the needs of individual students. This usually leads to a meeting with recipients at an annual event and lasting friendships have been established.

We are also deeply indebted to those trusts and foundations, Livery Companies and companies that support the University through grants for specific programmes, which help to provide support for research that will benefit society. One such project is the ‘Changing Behaviours – Changing Futures’ programme led by Professor Victoria Joffe, one of the UK’s leading specialist speech and language therapists and Professor of Developmental Speech, Language and Communication Sciences in the School of Health Impairments in the School of Health Sciences. Victoria’s work includes evidence-based practice in speech and language therapy and she provides training for therapists and teaching staff working with children and young adults with speech, language and communication needs. The Changing Behaviours campaign will seek to provide more funding to enable this outstanding work to continue and grow.

The Olive Tree Programme is another potentially life-changing initiative to receive essential financial support during 2013. This unique programme allows Israeli and Palestinian students to undertake undergraduate study at City while participating in a parallel programme of dialogue. It is proving to be of great interest to individuals, trusts and foundations and is another striking example of how focused fundraising is helping City to continue to change lives.

Thank you to all our alumni, friends and staff who supported us in 2013.

David Street
Director, Development & Alumni Relations
Recognising excellence

Honorary degrees and fellowships awarded to distinguished leaders

Honorary degrees are awarded to people who have achieved international academic distinction or held major leadership roles nationally or globally in the areas of business and the professions that City serves and who are considered to be excellent role models for the University’s students.

January 2013

Professor Zhores Ivanovich Alferov
Doctor of Science honoris causa
Professor Zhores Alferov is one of the most distinguished and globally recognised physicists of the last 50 years. He graduated from the Ul’yanov Electrotechnological Institute in Leningrad (LETI) in 1952 and received his PhD and DSc degrees from the Ioffe Physico-Technical Institute of the USSR Academy of Sciences (now RAS) in St Petersburg. His work on semiconductor heterostructures used in high speed and opto-electronics underpins modern telecommunications, especially fibre-optic communication systems. He is Vice-President of the RAS, Chairman of the St Petersburg Scientific Centre of the RAS and Dean of Physico-Technical Faculty at St Petersburg State Polytechnic University. He is a member of the Russian State Duma and of the Presidential Board for Science, Technology and Education.

Ms Pamela Castle OBE
Doctor of Laws honoris causa
Ms Pamela Castle is Chair of The Castle Debates. She also chairs the National Centre for Biorenewable Energy, Fuels and Materials (NNFCC). She is former Chair of the United Kingdom Environmental Law Association, the Environmental Law Foundation and the London Sustainable Development Commission. She is also former Head of Environmental Law at the law firm CMS Cameron McKenna. She has an honours degree in chemistry and wide experience in commercial and industrial matters.

January 2013

Alderman Sir Roger Gifford
Doctor of Science honoris causa
Alderman Sir Roger Gifford took office as the 685th Lord Mayor of London on 9th November 2012. Alderman Gifford joined S.G. Warburg & Co in the 1970s and in 1982 joined Skandinaviska Enskilda Bank (SEB). For six years he headed the bank’s operations in Japan and he is now Head of SEB London. Alderman Gifford was elected as Alderman for the Ward of Cordwainer in the City of London in 2004 and is currently on the Policy and Resources Committee of the City of London Corporation. He is a member of the Worshipful Company of Musicians, member and Past Master (2010–2011) of the Worshipful Company of International Bankers and a member of the Cordwainers and Security Professionals. He is the sponsoring Alderman for the Guild of Public Relations Practitioners; a member of the Cordwainer and Bread Street Ward Clubs, the Royal Society of St George, the Cook Society, the United Wards Club, the City Livery Club and the Royal Perth.

January 2013

Dr Basil Phrixos Papachristidis
Doctor of Science honoris causa
Dr Basil Phrixos Papachristidis was educated at McGill University and Columbia University (MBA, MPhil, PhD). On completing his studies, he joined Papachristidis Maritime Inc, the Montreal-based, Canadian-flag deep sea and Great Lakes shipping company established by his father, the late Phrixos B Papachristidis in 1946. He became President in 1981. Dr Papachristidis oversaw the growth and diversification of the company into a cross-trading, open-flag carrier under the style of Hellespont Steamship Corp. Dr Papachristidis retired as CEO of the Hellespont Group in 2007 but remains Chairman of Hellespont Holdings Ltd and is a director of Hellespont Marine Services Ltd. His son, Phrixos B. Papachristidis, has succeeded him as CEO of the Group.

April 2013

Professor Brian S. Collins
Doctor of Science honoris causa
Professor Brian Collins is Professor of Engineering Policy at University College London and a Visiting Professor at City University London and Wollongong University, Australia. He previously held a professorial role at Cranfield University, from 2003 to 2011. Alongside his work in education, Professor Collins was the Department for Transport’s Chief Scientific Adviser (CSA) (2006–2011) and CSA in the Department for Business, Enterprise & Regulatory Reform from 2008, (it became the Department for Business, Innovation and Skills in 2009) until May 2011. Professor Collins is a Fellow of the Institute of Physics, the Institute of Civil Engineers and the Royal Academy of Engineering and a member of the Royal Society.

April 2013

Professor Dame Wendy Hall
Doctor of Science honoris causa
Professor Wendy Hall is Professor of Computer Science and Dean of the Faculty of Physical & Applied Science at the University of Southampton. One of the first computer scientists to undertake serious research in multimedia and hypermedia, the influence of Professor Hall’s work has been significant in many areas including digital libraries, the development of the semantic web and the emerging research discipline of Web Science. Professor Hall is a Fellow of the Royal Academy of Engineering and a Fellow of the Royal Society. She became a Dame Commander of the British Empire in 2009.
His Highness Sheikh Ahmed Bin Saeed Al Maktoum

**Doctor of Science honoris causa**

His Highness Sheikh Ahmed is President of the Dubai Civil Aviation Authority, Chairman of Dubai Airports and Chairman & Chief Executive of Emirates Airline & Group. His Highness Sheikh Ahmed has been involved in formulating economic, investment and fiscal policies and strategies in support of the Emirates’ overarching vision. In recognition of his contribution to the sector, the Royal Aeronautical Society honoured His Highness Sheikh Ahmed with a fellowship in 1994. He also holds honours from France (Commandeur de l’Ordre de la Legion d’Honneur) and Germany (Verfassungsportugaleser). The award of Doctor of Science honoris causa was made in recognition of His Highness Sheikh Ahmed’s leadership in professional sectors including aviation, finance, banking and entrepreneurship in the United Arab Emirates.

Mr Christopher Muttukumaru

**Doctor of Laws honoris causa**

Mr Christopher Muttukumaru is General Counsel at the Department for Transport, where he leads a group of over 80 lawyers which advises the Department and its executive agencies. He is also a member of the Executive Committee of the Department of Transport’s Board. Mr Muttukumaru studied at Jesus College, Oxford and the City Law School, before he was called to the Bar in 1974. After practising in Sir Dingle Foot’s chambers for several years, he joined the Treasury Solicitor’s Department. He has held positions in the Attorney-General’s Office, the Ministry of Defence, the Department for Culture, Media and Sport and the Department of the Environment, Transport and the Regions.

Ms Sophie Raworth

**Doctor of Arts**

Ms Sophie Raworth is one of the most recognisable faces on British television. She is the main presenter of the BBC’s News at One and regularly appears on BBC News at Six and BBC News at Ten. Since January 2013, she has been a guest presenter on the flagship current affairs programme, The Andrew Marr Show. Ms Raworth was educated at the University of Manchester (French and German) and City University London (Broadcast Journalism). After graduating from City, she joined the BBC as a trainee. Ms Raworth is an ambassador for the profession of journalism and for qualifications in journalism. She has also raised tens of thousands of pounds for charities including Cancer Research, The Prince’s Trust and St John Ambulance by taking part in the London Marathon.

Mr David Kym Newman

**Honorary Fellowship**

Mr David Newman is a retired Chartered Building Surveyor. He is a Freeman of the City of London, a Liveryman of the Worshipful Company of Clockmakers and Chairman of the George Daniels Educational Trust. George Daniels — an alumnus of City University London’s predecessor, the Northampton Institute and recipient of an honorary degree from City — was one of the foremost watchmakers of the twentieth century. Under Mr Newman’s leadership, the Educational Trust encourages excellence in clock and watchmaking through education and apprenticeships, providing grants and bursaries to those wishing to make a career from horology in the UK. Alongside his work with the George Daniels Educational Trust and the Worshipful Company of Clockmakers, Mr Newman is a Director and Trustee of the Crystal Palace Museum, President of the Bromley Branch of the British Sub-Aqua Club and a former Vice-Chairman of the Bromley Regeneration Business Forum.

Mr Frank McLoughlin CBE

**Honorary Fellowship**

Mr Frank McLoughlin has established a reputation for being one of the foremost leaders in the UK further education sector. Through his role as Principal of City and Islington College, Mr McLoughlin has been instrumental in changing the fortunes of thousands of young people and adults, while transforming the College into an award-winning and academically outstanding seat of learning. Mr McLoughlin is a founding member and ex-chair of the influential 157 Group, a membership organisation of further education colleges in England and a member of both the London Councils Young People’s Education and Skills Board and the London First Employment and Skills Steering Group. He is a board member of Action Aid UK, a member of the All Souls Group and a Fellow of the Royal Society of Arts.
Governance at City

City’s Council works in collaboration with the Vice-Chancellor, the Senate and other key bodies to oversee the affairs of the University
City University London is an independent corporation, granted the status of university by Royal Charter in 1966. In the Charter, the University Council is defined as the governing body of the University, ultimately responsible for its affairs.

The Charter also stipulates that the Lord Mayor of London should act as the Chancellor of the University, a unique arrangement that continues today and reflects the University’s historic ties with the City of London.

Chancellor
The Chancellor is the Head of the University: she is entitled to preside over the Annual Stakeholders’ Meeting (Court) that takes place in March each year and to confer awards on behalf of the University. On 29th September 2013 Alderman Fiona Woolf was elected as the 686th Lord Mayor of London. She took office on 8th November 2013 and in doing so became City University London’s Chancellor.

Alderman Woolf began her career in the corporate and banking fields at Clifford Chance, before moving to CMS Cameron McKenna where she became the firm’s first female partner. She ran its banking and project finance practice in Bahrain for three years and went on to build an innovative energy and major projects practice. Her career has taken her to 40 jurisdictions, advising more than 25 governments and multi-lateral agencies, on attracting investment in infrastructure and energy reforms. She was awarded a CBE for her contribution to the UK knowledge economy and invisible earnings in 2002. A Senior Fellow at Harvard University, she has also been awarded honorary doctorates by Keele University and the College of Law and is an Honorary Bencher of Middle Temple.

The theme of her year in office is ‘The Energy to Transform Lives’, with money raised from the Lord Mayor’s Appeal destined for community-based charities. Alderman Woolf has also created the Lord Mayor’s Charity Leadership Programme, in partnership with the Centre for Charity Effectiveness at City University London’s Cass Business School, Mazars and The Macquarie Group Foundation.

From 10th November 2012 to 8th November 2013, Sir Roger Gifford served as Lord Mayor of London and Chancellor of City University London. Sir Roger was made a Knight Bachelor in 2013.

Pro-Chancellor
The Pro-Chancellor is the Chair of Council. He acts as Chancellor in the absence of the Chancellor, is a regular member of the Corporate Governance & Nominations Committee and the Remuneration Committee and provides leadership and support to the Vice-Chancellor.

Mr Rob Woodward is Chief Executive Officer of STV Group plc, the Scottish based media company. Until 2005, Mr Woodward served as Commercial Director of Channel 4 Television. He was an executive member of the Channel 4 Corporation Board and responsible for Channel 4’s commercial wellbeing.

Prior to joining Channel 4, Mr Woodward was a Managing Director at UBS Corporate Finance working in London and New York. Before this, he was the Managing Partner of Braxton UK, the strategy consulting practice of Deloitte. He also led Deloitte Consulting’s European Technology, Media & Telecommunications (TMT) group. He has specialised in advising TMT companies on strategic and corporate finance issues for the past 20 years. Mr Woodward was appointed to the Board of Trustees of the National Endowment for Science, Technology and the Arts (NESTA) in November 2009.

Council
Council delegates some of the decision-making afforded to it by Royal Charter to Senate, its sub-committees, the Vice-Chancellor and the Pro-Chancellor (Chair of Council), as the diagram above illustrates.

Members of Council are appointed for terms of up to three years, renewable to a maximum of nine years in total.

In 2013, the following new members of Council were appointed:
• Sir Brendan Barber, Independent Member from 1st January 2013
• Mr Andrew Friend, Independent Member from 1st January 2013
• Mr Iain Gray, Independent Member from 1st January 2013
• Professor Steven Haberman, Dean of Cass Business School from 8th February 2013

Membership of Council at the end of 2013:
Chancellor The Rt Hon The Lord Mayor of London, Alderman Fiona Woolf
Pro-Chancellor (Chair) Mr Rob Woodward
Deputy Pro-Chancellor (Deputy Chair) Mr Roger Bright
Vice-Chancellor Professor Paul Curran
Independent Members
Mr Roger Bright
Professor Sir Drummond Bone
Dame Lynne Brindley
Mr Andrew Friend
Mr Iain Gray
Ms Humphrey
Dr John Low
Mr Kieran Murphy
Ms Hunada Nouss
Ms Carolyn Regan

Members drawn from the students and staff:
Professor Dinos Arcoumanis
Mr Stephen Avery
Professor David Bolton
Mr Giulio Folino
Professor Steven Haberman
Professor Stanton Newman

Governance at City
City University London’s financial year runs from 1st August to 31st July. In this summary, ‘2012’ refers to the financial year from 1st August 2011 to 31st July 2012, while ‘2013’ refers to the financial year from 1st August 2012 to 31st July 2013.

The results for the year and comparatives for the prior year are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013 £M</th>
<th>2012 £M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>181.3</td>
<td>175.5</td>
</tr>
<tr>
<td>Expenditure</td>
<td>1975</td>
<td>176.5</td>
</tr>
<tr>
<td>Net Operating Deficit</td>
<td>(16.2)</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Surplus on sales of halls of residence</td>
<td>22.7</td>
<td>0</td>
</tr>
<tr>
<td>Surplus / (Deficit)</td>
<td>6.5</td>
<td>(1.0)</td>
</tr>
</tbody>
</table>

The University is reporting an operating deficit of £16.2M, compared to a £1.0M deficit in the previous year. The surplus including the surplus on the sale of Finsbury, Heyworth and Pear-Tree Court halls of residence was £6.5M, compared to the deficit of £1.0M reported in the previous year. The majority of the operating deficit this year related to one-off investments associated with the Strategic Plan 2012–2016, in particular the investment in new academic posts, the estate, IT and library infrastructure and restructuring costs associated with the Professional Services Review.

Income
The charts above summarise the income for the past two years.

Total operating income, which excludes the surplus on the sale of halls and the income generated by the joint venture with INTO, increased by £5.8M (3.3%) to £181.3M.

Funding Council (HEFCE) grants decreased by £6.8M to £29.7M. This is largely related to the reduction in teaching grant consequent on the transition to the new fee regime. The majority of funding for new intake UK and EU undergraduates is now received as fee income rather than through the Funding Council grant.

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Tuition fee income, excluding NHS educational contracts, increased by £11.1M (11.5%) to £107.9M within 2013. This reflected the transition to the new funding regime. Tuition fees from home and EU undergraduate students increased by £6.7M. Income from postgraduate and international (non EU) students increased by £3.4M and income from other sources of fees, including continuing professional development courses, increased by £1.0M. Income received

from contracts with the NHS fell by £1.5M to £20.1M, largely as a result of a reduction in the contract for Continuing Professional and Personal Development.

Income from research grants and contracts increased by £1.8M (22.5%) to £9.8M. This resulted from, amongst other things, the first phase of investment in new academic posts and is slightly ahead of our strategic target of £9.4M.

Investment income remained at £1.6M. Although cash and investment balances increased from £68.0M to £84.6M following the sale of the halls of residence, UK interest rates remained depressed. Towards the latter part of the year we began to move the balance of investments to more liquid deposits with lower rates of return in anticipation of a decline in cash balances over the summer period resulting from major investments in our estates infrastructure.
Expenditure
The charts above summarise the expenditure for the past two years.

Total expenditure, excluding depreciation and restructuring, increased by £17.8M (10.9%) compared to the previous year, reflecting investment spend in implementing the Strategic Plan 2012–2016.

Staff costs, excluding restructuring, increased by £7.0M (6.8%), reflecting the investment in new academic posts, including action taken to retain existing staff. Action is also being taken to reduce the cost base associated with professional staff through the Professional Services Review. Non-staff costs, excluding depreciation, increased by £10.8M (18.1%). This reflects investment in the estate, IT and libraries. Depreciation for the year increased from £12.2M to £13.9M reflecting the investment in the estate.

Academic and other educational related costs, excluding research and knowledge transfer, account for £102.9M (52.1%) of the £197.5M total expenditure in 2012/13. If research and knowledge transfer activity is included, then these account for £110.1M or 55.7% of total expenditure.

Capital projects
The value of tangible fixed assets increased to £121.7M during the year with additions of £19.4M, of which £14.4M related to building improvements and £5.0M related to fixtures, fittings and IT equipment. This includes the first year of investment in the University’s estate which forms part of the Strategic Plan 2012–16.

The University disposed of a long leasehold interest in the Finsbury halls site in Goswell Road, which also included the University’s sports centre, on 21st August 2012. The future development of the site will provide the University with access via a nomination agreement to over 800 purpose-built student rooms and a lease on an enlarged, state-of-the-art sports centre for students, staff and community use and academic facilities.

INTO City LLP
INTO City LLP is a joint venture between the University and INTO University Partnerships Limited, which began trading in January 2010. Its principal activity is the provision of pre-University education for international students, with the intention that a significant proportion of those students progress to degree level programmes at City University London. A 50% share of the gross assets and liabilities is included in the University’s balance sheet and 50% of its net income is reported in the University’s consolidated income and expenditure account. The University’s share of the loss for 2012/13 was £0.6M (previous year £0.4M).

Expenditure
56% 7%
36% 58%

Expenditure for 2013

Expenditure for 2012

Cash flow
The University’s balance sheet shows a balance of cash and short-term investments of £84.6M at the year end – an increase of £16.6M over the previous year. The cash inflow from operating activities plus net investment returns was £10.9M, with an equivalent outflow of £19.4M for investment in capital assets offset by the £23.6M receipt for the sale of the halls of residences and £1.5M related to other movements in investments including the receipt of capital grants. The cash inflow from operating activities includes an increase in short-term liabilities related to capital investment of £6.9M. Cash and short-term investment balances are expected to reduce in the coming year as the University continues to implement planned investments in academic staff, information services and the estate.

Stephen Avery
Chief Financial Officer

The University’s balance sheet shows a balance of cash and short-term investments of £84.6M at the year end – an increase of £16.6M over the previous year.
As City reaches the halfway point in the implementation of its Strategic Plan 2012–2016, examples of the ideals that underpin the Plan can be seen across the University. Here, we highlight just a few examples of excellence and impact in research, a commitment to creating an outstanding student experience and innovation in enterprise and public engagement.

CitySport opens its doors
One of the most eagerly anticipated elements of the University’s ambitious investment in its estate will be unveiled in autumn 2014. CitySport will have at its heart the Saddlers Sport Hall (envisioned above), an elite competition venue of Sport England standard with seating for up to 400 spectators. It will accommodate basketball, badminton, five-a-side football, volleyball, netball and other court games. There will also be a strength and conditioning area with free-weights and resistance equipment and purpose-built studios for group exercise, martial arts, mind and body classes, spinning and student team sports. For students, staff and members of the local community, CitySport will provide an unrivalled space for developing and maintaining fitness, trying new activities and promoting general wellbeing. To find out more, visit www.citysport.org.uk.

My Home Life: research transforming policy and practice
When Professor Julienne Meyer and colleagues in the School of Health Sciences launched the My Home Life project in 2006, in collaboration with Age UK, they were motivated by a desire to review and synthesise research into quality of life for older people in care homes and communicate research findings to care providers. Their goal was the adoption of evidence-based practice in this growing health and social care sector. Since then, My Home Life has grown to become a unique collaborative movement that is internationally recognised for its research, its promotion of best practice and quality improvement in care homes and its capacity to influence and inform policy. 2014 will see My Home Life expand its Leadership Support and Community Development programme. The programme will help local authorities work in better partnership with the care home sector to build on existing strengths and improve the experience of living, dying, visiting and working in care homes. Some of the revenue from the programme will be channelled into further research within City’s Quality of Care for Older People Research Group and will strengthen a virtuous circle that has already improved the lives of some of the most vulnerable members of society.

Research Excellence Framework outcomes published
18th December 2014 is a date that is firmly fixed in the calendars of higher education institutions across the UK. The outcomes of the Research Excellence Framework (REF), due to publish on that date, will play a key role in the funding that universities receive for research over the next few years and will influence the league tables and rankings that, for better or worse, can affect their fortunes during volatile times for higher education. Several members of City’s academic staff, including Professor Andrew Jones, Dean of the School of Arts & Social Sciences, have been invited to be REF panel members and they will work through 2014 to assess the research of their colleagues.

Where practice meets intellect
In 2013 Cass Business School opened new state-of-the-art corporate facing premises at 200 Aldersgate in London’s financial heartland. This learning environment, one of the largest facilities of its kind in the Square Mile, provides a space for Cass Executive Education clients from global organisations to work with leading academics who also have extensive industry experience. Cass Executive Education prides itself on being small enough to provide a truly customised experience and large enough to offer choice to clients. It delivers a learning experience that leverages London as the classroom and which is tailored to enhance business performance and accelerate personal growth. Under the leadership of new CEO JoEllyn Prouty McLaren, in 2014 Cass Executive Education will significantly expand its programme offering in line with cutting-edge industry insight, learning technologies and executive development trends as well as its reach and influence across global territories.

The Conversation grows louder
Launched in May 2013 and based at City, The Conversation UK builds on a successful Australian template to provide its growing audience with independent news and opinion from the nation’s academic and research community. The product of a unique collaboration between 20 UK universities, including City, The Conversation UK sees a dedicated team of professional editors working with university and research institute experts to present their knowledge to the wider public. Its aim is to help rebuild trust in journalism and inspire a higher quality of public discourse around the key issues of the day. As the buzz builds, The Conversation UK is set to take on new academic partners and expand its presence, while retaining it headquarters at City – a mutually beneficial partnership that can only enhance the University’s reputation as a beacon of journalistic excellence.
Any section of this publication is available in an accessible format upon request.

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