MINUTES OF THE PROCEEDINGS

at the

Third Meeting of the

COUNCIL

of the

IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Fourth Meeting of the Council was held in the Solar Room, 170 Queen’s Gate at 10:00 a.m. on Friday, 14th March 2008, when there were present:

The Lord Kerr of Kinlochard (Chairman), Professor D.K.H. Begg, Professor J.C. Buckingham (from Minute 2 onwards), Mrs. P. Couttie, Sir Peter Gershon, Mr. B. Gidoomal, Dr. G.G. Gray, Ms. C. Griffiths, Dr. M.P. Knight, Professor Sir Peter Knight, Mr. J. Newsum, Mr. S. Newton, Ms. K. Owen, Professor S.K. Smith, the Baroness Wilcox, Professor J. Wood, the Rector and the President of the Imperial College Union together with the Clerk to the Court and Council.

Apologies:   Professor R. Sinden.

In attendance: The Director of Alumni and Development (for Minutes 41 - 43 only), Mr. S. de Grey of Foster + Partners and the Director of Project Management (for Minutes 50 - 54 only) and the Assistant Clerk to the Court and Council.

MEMBERSHIP OF THE COUNCIL

Proposed Amendments to Ordinance A3, Nomination Election and Co-option of Members of the Council (Paper A)

1. The Chairman introduced Paper A and said that the change to Ordinance A3 was intended to deal with the situation when there was not a Deputy Rector in post. The sensible solution was then to appoint one of the Pro-Rectors to this vacancy until such time as a Deputy Rector was appointed. The proposed amendment would provide the Council with the flexibility to do so. If this was approved, the Rector had proposed that the Current Pro-Rector (Education), Professor Julia Buckingham, should be appointed to this vacancy on the Council.

Resolved: (i) That the amendments to Ordinance A3, as set in Annex A to Paper A, be approved.

(ii) That the Pro-Rector (Education), Professor Julia Buckingham, be appointed to the vacancy on the Council for a Deputy Rector until such time as a Deputy Rector is appointed.

2. The Chairman then invited Professor Buckingham to join the Meeting and welcomed her to the Council.
MINUTES

Council – 23rd November 2007

3. The Minutes of the Third Meeting of the Council, held on Friday, 23rd November 2007, were taken as read, confirmed and signed.

MATTERS ARISING

4. There were none.

RECTOR’S BUSINESS

Staff Matters (Paper B)

5. Paper B was received for information.

6. The Baroness Wilcox noted that some of the professors who had resigned were moving to other institutions. She asked if the College was able to take measures to ensure that its best staff were not poached by its main competitors. The Rector said that there was a fairly constant flow of staff between institutions; Imperial often recruited staff from other institutions in the UK and across the World and similarly, its staff were sometimes recruited by those same institutions. This degree of interchange was healthy and indeed, he said, there were a few occasions when the College was happy to see particular individuals move on. As far as the College was concerned, he said the balance between incoming and outgoing staff was about right. He did, however, confirm that the College was always quick to take action to recruit and retain the very best staff to maintain the College's pre-eminent position and he said that the College probably had a greater proportion of world-class staff today than it had had five years ago. He also said that the presence of so many academic stars helped to foster an environment which attracted other excellent staff to Imperial.

Oral Report by the Rector

7. The Rector advised the Council that Imperial had returned its submission for the Research Assessment Exercise (RAE) 2008 at the end of November 2007. He reminded members that the RAE was extremely important because of its key link to research funding. The submission would now be reviewed by the RAE panels and a profile of the quality of Imperial’s research determined. This would then be used to quantify the grant that the College would receive from HEFCE with effect from 2009-10. The RAE results were expected by December 2008.

8. Although the RAE system was extremely effective and the envy of most other countries, the Rector continued, HEFCE, under pressure from the Treasury, was considering replacing it with a distribution system based purely on metrics. HEFCE was consulting on the possible successor to the RAE, the Research Excellence Framework (REF). The College had responded to HEFCE’s consultation, making clear its reservations about the proposals. Happily, he said, the feeling emerging from HEFCE now was that they were likely to pull back from some of the thrust of the REF proposal: they would not disturb the Dual Support system; they would not now pursue different systems for different subjects; and a more sensible timing for its
implementation could now be expected. HEFCE was due to publish the results of the consultation exercise in Autumn 2008.

9. More positively, the Rector said that HEFCE had recently announced its grants for 2008-09. Imperial had received a 5.1% increase in its grant, which was better than the sector average of 3.3% and better than the increases received by either Oxford or Cambridge. The College’s larger grant increase was a direct reflection of the excellence and success of its research.

10. Moving on, the Rector said that the College was actively engaged in discussions over a possible strategic partnership to offer the College’s high quality brand of education and research in Dubai. The Dubai Ministries of Education and Health were interested in inviting Imperial to establish a number of educational and healthcare ventures in Dubai and were willing to provide funding for these. Their Government was also interested in making large-scale investments in Bio-fuels, Biomass and environmental research with a large portion of the research into these areas to be undertaken in London. The Rector said that Dubai was establishing links with a number of prestigious institutions including Harvard University and the Mayo Clinic as well as the LSE and Edinburgh and Manchester universities, and was keen for Imperial to be involved.

11. The Rector then updated members on recent developments at the College’s Wye Campus. As members had previously been advised, on 11 January, following changes to the joint agreement with the University of Kent, the College had announced that the teaching of Applied Business Management students at Wye would end by 30 September 2009. Imperial College students on the Campus, who numbered about 110 in total, were due to complete their degree courses by summer 2009, while Kent University students would be relocating to its main Campus in Canterbury. Following on from these changes, the Rector said that Imperial had begun to explore a range of possible alternative uses for the Campus after summer 2009.

12. The Rector then said that the Management Board had asked Professor Buckingham to conduct a review of Registry Services at the College and he asked her to update Governors on progress with her review. Professor Buckingham said that the review had in part been prompted by the imminent retirement of the Academic Registrar, Mr Vernon McClure, which provided an opportunity for the College to decide what it required from a University Registry in the Twenty-first Century. Another factor was the need for the College to continue to attract the best students. Finally, she said, Universities UK (UUK) was considering the future of degree classifications in this Country. Although there was still a lot of support for the retention of the traditional classifications, there was increasing pressure from business to either replace or supplement these with a detailed attainment record, which would require the Registry to produce a detailed transcript of each student’s achievements throughout their study. Professor Buckingham said that her review group had concluded that the Registry’s core activities lay in the quality assurance mechanisms for the College’s degree programmes and in the operational management of student admissions, registration, records, examinations, appeals and disciplinaries. It was proposed that the Registry should, in future, be structured around core teams responsible for these activities. Cutting across these would be Faculty Liaison Officers, responsible for ensuring good communication between the Registry and the academic departments and divisions; the whole to be underpinned by the effective use of IT systems. The President of the Imperial College Union, Mr. Brown, agreed that there was increasing pressure for detailed transcripts, which he said were already required by many employers.
13. Turning to other matters, the Rector said that the Business School wanted to be able to promote itself as an integral part of the College and to stress its links with all three Faculties. One of the unique features of the School was its close relationship with the engineering, science and medical disciplines through its courses and research. However, the School’s current name was not conducive to this as it was not always clear externally that the School was a part of Imperial College. Recognising this, the Management Board had agreed that the Business School should adopt the title "The Imperial College Business School" in order to reinforce its identity as part of the College and to maximise the value of the Imperial name in the international MBA marketplace. The Rector acknowledged that, with a total of £4 million received, Dr Tanaka was still the largest single donor in Imperial’s history. He said that the College remained grateful for his generosity and changing the School’s name would not entail renaming the Tanaka Building. The Principal of the Business School, Professor Begg, said that students and alumni of the School all wanted the School’s name to reflect its position in the College. Furthermore, market research showed that, outside the College, the Tanaka name was not especially associated with Imperial College and many respondents did not realise that the Business School was an integral part of Imperial. Given the prestige attached to the Imperial name, this was detrimental to the School’s future development. The Chairman said that he believed this was the right decision for the School and for the College and noted that other Business Schools which had also adopted the names of donors were also having difficulties in promoting themselves because of the lack of a clear link to their often prestigious home institutions.

14. Finally, the Rector said that the Management Board had recently agreed a proposal from the Campus Dean at the Silwood Park Campus, Professor Mick Crawley, that four of the buildings at the Silwood Park Campus be named after distinguished scientists who were all associated with Silwood. Professors Hamilton, Lees and Kennedy were all Fellows of the Royal Society and internationally renowned Imperial professors; Professor Hamilton was one of the most distinguished evolutionary theorists of the 20th century. Professor Munro had obtained Silwood Park for the College in 1947. In order to retain flexibility the names would not be conferred indefinitely on the buildings.

15. With regard to the developments in Dubai on which the Rector had just reported, Mr. Gidoomal said that there were now extremely large sums of money available for education and healthcare in the Middle East and he agreed that the College needed to be in this market. However, he said, the emerging economies in China and India were growing very quickly and might soon be in a similar position to certain Middle East economies. He asked if the College was also developing pro-active links with these Countries. The Rector reminded members that the College had been asked by the Shanghai authorities to consider developing an Imperial College there, while the Business School had increasing links with India through the Rajiv Gandhi Centre. However, he said, the real driver to relationships in the Middle East would be the opportunity for the College to unlock very significant funds for research, which would be conducted in the UK. If Imperial was to maintain its position in the top 5 of global universities, it would have to continue to increase its funding for research year on year. It was clear that research funding in the UK would be very constrained in the next few years, so this was an opportunity to access alternative sources of funding. As he had already stated, many of the best US universities were already heavily involved in Dubai and elsewhere. If Imperial did not also enter this market, he believed that it would fall behind its main competitors, both nationally and internationally. Professor Begg agreed that access to the Middle East sovereign funds would be crucial for the College to remain competitive. It was likely that the UK
and US universities that were successful here would use this additional funding to attract the best staff. However, he said, the key to a successful relationship would the College’s ability to deliver high quality research in the UK and education and healthcare in the Middle East.

16. Mr. Newton asked if there were any opportunities for using IT to deliver teaching and other materials remotely between London and the Middle East. Professor Sir Peter Knight said that many countries, including those in the Middle East, restricted internet traffic into and out of the Country. This meant that the IT transfer rate was often too low to consider the remote delivery of teaching materials in this way.

17. Professor Smith said that one of the reasons that US universities such as Harvard and Stanford had been successful in developing operations in the Middle East was because of their extensive medical activities, which included the ability to set up and run hospitals. The Academic Health Sciences Centre meant that Imperial was uniquely placed amongst UK universities to offer these Countries a relationship that encompassed excellent teaching, research and healthcare.

Oral Report by the Principal of the Faculty of Engineering

18. Professor Wood said that the Faculty was also developing links with the Middle East. Two engineering departments had secured contracts worth £50M from the King Abdullah University of Science and Technology (KAUST) to help them to recruit faculty for KAUST and to develop curricula. Under this initiative staff would spend the first 2 years at Imperial and then help to set up the new Research Centres at KAUST. The College was the only university in the World to receive two such contracts from KAUST and £50M was the largest sum won by any university. In addition to this, the Faculty had also recently signed contracts in Qatar worth another £50M.

19. Professor Wood then reported on the recent vote by the European Parliament to establish a European Institute of Technology. The first two areas of research which had been announced would be Sustainable Energy and ICT, both of which were areas of particular strength for the Faculty. Imperial was therefore well-placed to take advantage of any funding from this initiative and the Faculty was working with a number of European partners on proposals. With regard to the Faculty’s longer term strategy, Professor Wood said that he believed the Faculty would need to investigate the possibilities for operating a large-scale facility away from South Kensington as this would provide the best opportunities for conducting significant research and international collaboration. One such was the HiPER Project (the proposed European High Power laser Energy Research facility), which he hoped the Faculty would be able to bring to the UK and take a lead in its construction.

Oral Report by the Principal of the Faculty of Medicine

20. Professor Smith reported first on developments with the Imperial College Healthcare NHS Trust, which had now been in operation for six months. He was pleased to say that major improvements had been made in financial management and that, because of this, the Trust was likely to generate a modest operating surplus in its first year, rather than the losses that many NHS Trusts were wont to make. The Trust’s new management structure was now in place and the clinical programme boards, which were a key feature of how the Trust would be run were also in place.
21. Professor Smith then reported on a recent proposal by the Medical Research Council (MRC) to fundamentally change the way in which it funded translational research. Under these proposals leading University centres would be given the opportunity to compete for new funding specifically earmarked for expanding the MRC’s portfolio of translational and public health research. The universities that would benefit most would be those already receiving more than £10M per annum from the MRC. The MRC would then contract with these universities to provide at least £10M – 15M of annual funding. Professor Smith said that the AHSC would put the College into a prime position to attract this MRC funding.

22. Concluding his report, Professor Smith said that another area of business to be considered by the AHSC was that of private practice. At present, he said, most private practice in the UK was provided through HCA International Ltd, even though the work was conducted by doctors and consultants whose main work was conducted for the NHS. He suggested that, if the AHSC was responsible for managing its consultants’ private work following the US model, this could generate significant additional income which could be used to fund research. He recognised that this was a very sensitive point and that there would be strong opposition from some people who believed that the NHS provision and private practice were incompatible. Members recognised the sensitivities around this and Mr. Newton said that the College would have to ensure that public and private funds were clearly differentiated and their uses wholly transparent so that there could not be any suggestion that NHS funding was being used to support private patient care. Professor Smith said that all consultants had to comply fully with their NHS contracts before undertaking any private work. Furthermore, the additional funds generated through such work would palpably improve patient care within the NHS by, for example, funding the purchase of equipment that would otherwise not be affordable.

Oral Report by the Principal of the Faculty of Natural Sciences

23. Opening his report, Professor Sir Peter Knight said that Professor Sir Brian Hoskins had been appointed as the first Director of the Grantham Institute for Climate Change on 7 December 2007. Sir Brian was a world leading authority on climate issues and global weather patterns. In addition to running the Institute, he would share his time as a Royal Society Research Professor between Imperial and the University of Reading. Sir Peter said he was already proving to be a dynamic leader for the Institute, which was now progressing well.

24. Sir Peter reported that the Faculty had also now signed a contract to establish a new Institute of Hydrodynamics, or Shock Physics, which would provide funding of £10M over a five year period. The Faculty was also investigating the possibilities for establishing a presence at the Harwell Science Park and considering the establishment of another new institute to conduct research into the science of population protection, which would include issues such as cyber crime and terrorism.

Oral Report by the Principal of the Business School

25. Opening his report, Professor Begg said that the recently established Healthcare Management Group in the School had just secured its first research grant in conjunction with Professor Kitney’s bioengineering group. Professor Begg said that this grant, which he hoped would be the first of many, showed the integration of the School’s work with that of the rest of the College and also underlined the importance of demonstrating these links and connections to the outside world through the name change for the School that the Rector had reported earlier in the Meeting.
26. The School was also involved in the Design London consortium with the Royal College of Art and the Faculty of Engineering. A further £1M of funding had recently been secured for the project, the goal of which was to promote SME innovation by getting firms to work with accredited designers and to experience the power of design in transforming their business performance. The Rajiv Gandhi Centre had also obtained another sponsor and Professor Begg said that this Centre would also help with the College’s activities in the Gulf. The School’s executive education programme was progressing well with both the Wellcome Trust and the MRC now making use of the School to train staff in the business of science. Finally, Professor Begg said that the School had recently come very close to securing a major £5M contract. That the eventual winners had been a consortium of Stanford and the London Business School, showed the School’s ability to compete at the very top end of the market.

SENATE REPORT (PAPER C)

27. Paper C was received for information.

THE ANNUAL HEALTH AND SAFETY REPORT (PAPER D)

28. The College Safety Champion, Professor Wood, presented Paper D and said that the main health and safety activity during the previous year had been the preparation of the new Safety Management System (SMS), which was now being implemented. In order to conduct the major review of the College’s policies, procedures and codes of practice which this entailed, the safety audit programme had been temporarily suspended. However, he was pleased to say that this audit programme had now been reinstated and the Safety Department was already conducting its first safety audits of the year. He was also investigating the possibility of involving external consultants to assist in auditing some departments and in implementing the SMS. Moving on, he said that he and the Director of Risk Management were reviewing the structure and membership of the College’s main safety committees; the Health and Safety Management Committee and the Health and Safety Consultative Committee to ensure that these were fit for purpose and could add real value to the task of improving the College’s safety culture. Finally, he said that the decommissioning of the Reactor Centre at Silwood Park was still an issue, but that recent discussions with the Nuclear Decommissioning Authority (NDA) were now looking more positive.

29. The Chief Operating Officer, Dr. Knight, confirmed that the NDA had now accepted in principle that they should take on responsibility for decommissioning the Reactor. The NDA was currently preparing a business case that would eventually lead to the designation of the Reactor. The business case was due to be completed by the end of April. Designation would follow the timetable set out in the business case with the first priority being the removal of the fuel elements from the site. Although this was much more positive, and demonstrated real progress on the NDA’s side, Dr. Knight suggested that the financial provisions for decommissioning should be retained in the College’s accounts for the time-being; the Reactor Centre was not a top priority for the NDA and so funding for this project could easily slip. Furthermore, he said, there would inevitably be additional costs, some of which might fall to the College to fund.

30. Mr. Gidoomal noted that the Report referred to inspections and visits to the College from the various enforcement agencies. He asked what sort of recommendations they made as a result of their inspections. Professor Wood said that, in general, the
recommendations were relatively minor and the College had been able to act quickly to address all the recommendations made. However, he said, the real value of many of these inspections was in changing peoples attitudes towards health and safety. This was also why the College's own auditing process was important and why he was pleased that this had now recommenced.

31. Ms. Owen asked if the College had any emergency response procedures in place. Professor Wood said that the College's procedures in this area were good; it had a Disaster Recovery Plan in place and key staff had received training. The College had also held a number of test exercises.

32. Dr. Gray said that the Report covered health and safety activities in the previous year. He understood that the work on the development of the new Safety Management System and its subsequent implementation had delayed the preparation of this Report, but he hoped that in future it would be presented at the Council's November Meeting, when the activities on which it reported were still relatively fresh.

33. Ms. Griffiths said that the Report was positive and she was pleased to hear Professor Wood's suggestion that additional, external resource would be used to assist in implementing the SMS. She also hoped that the Audit Committee would soon be receiving more detailed information on health and safety that would help it to monitor progress in this area.

FINANCE MANAGEMENT REPORT (PAPER E)

34. Introducing Paper E, the Chief Operating Officer, Dr. Martin Knight, said that the half-year headlines were good, albeit slightly behind budget. However, past experience showed that performance would improve in the second half of the year and he was confident that the budget would be exceeded by the year-end. He then highlighted the improvement in cash holdings in recent years and said that this was a direct result of the decision to establish a treasury management section within the Finance Division. This had proved beneficial for the College and was continuing to do so; most recently, the College had been able to take advantage of changes in the credit market through the sensible management of its cash assets.

35. Moving on, Dr. Knight reminded Governors that, towards the end of the previous year, there had been considerable debate with the external auditors about the correct accounting treatment for the donation of a software licence with a substantial commercial value. This debate had been continuing, but without a resolution to date. Dr. Knight said that the College had therefore decided to bring this issue to a close by not including a value for the donated software licence in its research income. To have done so would have been out-of-kilter with the way such donations were treated in the rest of the sector and it was not clear that the external auditors would agree to this treatment without a lot more debate, which would be both time-consuming and expensive. Although this would have an impact on the College's research volume, because no money had actually changed hands, it would not affect the College's bottom line.

36. Closing his report, Dr. Knight said that he had already noted the decision to retain a provision for the decommissioning of the Reactor Centre, but he believed it would be prudent to also make a provision for the possible financial impact of the reduction in activities at the Wye Campus, on which the Rector had reported earlier in the Meeting.
Mrs. Couttie said that the results for the half-year were very good, but she noted that research income was marginally behind budget. She asked whether this would improve before the year-end. Dr. Knight said that the shortfall was mainly in the Faculty of Medicine, but that this was a familiar pattern and he expected the second half performance to improve, as it had done in previous years. Sir Peter Gershon then asked if the Council should be concerned about the increase in debt. Dr. Knight said that this was largely due to changes to the way in which student fees were paid and did not indicate any deterioration in the quality of the College’s debt management. Mr. Newsum noted that capital values were established for new buildings and asked if there was a similar process for establishing the true value of the College’s existing estate. Dr. Knight said that the College did not routinely update the valuations for its existing buildings although he agreed that new buildings were added to the accounts at cost and then depreciated. The College did not have a choice when valuing new builds, Dr. Knight continued, but to undertake valuations for the whole estate would be a very large and complex undertaking, which would provide little benefit to the College. Obtaining accurate valuations for some of the older buildings would also be difficult as there would have to be considerable debate about their condition and any long-term maintenance requirements.

In relation to this, the Chairman noted that the Report included a detailed breakdown of capital projects. However, it was clear that some of the information contained in the Report was intended for other, non-financial purposes. The Chairman suggested that it would be better to include a high level summary of project costs and expenditure in this Report, but to include the other, works-related information in the Major Projects Report.

COLLEGE FUND REPORT (PAPER F)

The Chairman of the College Fund, Mr. Newton, presented Paper F, which was intended primarily for information. He asked the Council if this was the type of Report that it needed to receive from the College Fund. Before closing his report, Mr. Newton drew members’ attention to an issue with the Special Circumstances Fund. The College’s holdings of shares in Imperial Innovations were a major part of the Special Circumstances Fund and, as these shares were volatile, this meant that the Fund was particularly exposed to the effects of that volatility. He said that the College Fund Board would be considering how it could reduce this exposure.

The Chairman thought the form of Report entirely appropriate and thanked Mr. Newton for bringing the issue of the Imperial Innovations holding to the Council’s attention. But he confirmed that the way to reduce this exposure was clearly a matter for the College Fund Board to resolve within the context of meeting the investment target set by the Council. Mr. Newton agreed, but had wanted the Council to understand that the College Fund Board was aware of and would be addressing the issue. Bringing his report to a close, Mr. Newton asked the Council to confirm the latest transfer of non-core assets to the College Fund.

Resolved: That the transfer to the Unitised Scheme of the College Fund of the Non-Core Assets set out in Annex A of Paper F, be approved.
The Chairman welcomed the Director of Alumni and Development, Ms. Fiona Kirk, to the Meeting to report on the College’s Centenary campaign. Ms. Kirk presented Paper G and reminded the Council that the College had established three main objectives for the Centenary: to accelerate and enhance an effective fundraising campaign; to promote the reputation of Imperial; and to develop a sense of community within the College. The year had, she said, been successful on all three fronts and, as evidence of this, she cited the following:

a. Over 1,800 donors had contributed to the Centenary Campaign, with a 45% increase in alumni donors during 2007. 2% of the alumni base had made a contribution and, although this sounded like a low number, Ms. Kirk assured Governors that this was a relatively high penetration for these sorts of campaigns. In addition, current staff were also now making donations.

b. During 2007, £24M had been secured in pledges and donations, with a further £64M to be raised by the end of the Campaign in 2010. So far this year, another £10M had been raised towards this total. Ms. Kirk said that it would be important for the College to achieve some landmark gifts during the next three years, to maintain momentum with the Campaign and to achieve the final target.

c. 12 cultivation events had been held with potential donors during the year and the Alumni and Development Office would be keeping in contact with these people to ensure that the impetus was maintained.

d. Although the highlight of the year had been the Queen’s visit to South Kensington on 9 July, centenary events had also been held in 20 countries around the world, with 8 international groups having been formed or re-energised as a result of the Centenary.

e. 4,000 Imperial staff had attended the staff party, which had been particularly well received.

Mr. Newsum welcomed the report and said that the Centenary had provided an excellent focal point for the stated objectives, but he asked how this could be kept going now the Centenary was over. Ms. Kirk said her team was very motivated to reach the final target and to keep up the strong presence established during the Centenary year; the objective now was to ensure that donors understood that the Centenary campaign was running until 2010, and had not ended on 31 December 2007.

The Chairman also thanked Ms. Kirk for her report and said that fundraising was often an interesting business. The effort required to obtain the first donation from a potential funder was often enormous, but once the ice had been broken and a relationship established, it was often the case that a donor would continue to provide significant funds. Fundraising therefore was not just about obtaining a donation, but more importantly about establishing and building a long-term relationship with each donor. Ms. Kirk confirmed that this was well-understood by her office.
CAPITAL PROJECT APPROVAL LIMITS (PAPER H)

44. The Clerk presented Paper H. He reminded the Council that it was four years since it had last considered the appropriate limit for capital project approvals, during which time the College’s capital expenditure had increased significantly. He noted that all of the major projects during that time had been considerably more than £10M in value, while those that had been under £10M were refurbishments which did not present significant risks to the College. Furthermore, the College now had in place a rigorous monitoring process for all capital projects. It was therefore proposed to increase the limit for capital project approval by the Council from £5M to £10M.

Resolved:  
(i) That, for projects which have been approved in principle by the Council through the Capital Investment Plan, the limit above which its specific approval is required shall be £10M.

(ii) That final approval for those projects with a value of less than £10M which have been approved in principle by the Council through the Capital Investment Plan shall be delegated to the Rector, as advised by the Management Board.

(iii) That approval for expenditure up to a limit of £5M for projects which have not been included in the Capital Investment Plan, or for which development work is required prior to their inclusion in the Capital Investment Plan shall be delegated to the Rector, as advised by the Management Board.

(iv) That the limits for the delegation of approval shall be set out in Ordinance C1, Financial Matters, rather than Ordinance A4, Delegation of the Powers of the Council, and that Ordinances A4 and C1 be amended accordingly.

MAJOR BUILDING PROJECTS REPORT (PAPER I)

45. Dr. Knight presented Paper I and said that the College’s major projects were all proceeding on schedule. Indeed, the Eastside project, which he reminded members had to be finished by September 2009 so that it could be available for new students joining that year, was currently ahead of schedule. Dr. Knight went on to say that the Library project had experienced a number of difficulties on which he had previously reported. However, these were now under control and he was confident that the Project would provide a much improved environment for the Library’s users and he said that the ground floor in particular would be very attractive. Closing his report, Dr. Knight highlighted the projects at the Hammersmith Campus, not the least of which was the replacement of L and J blocks, which would be discussed later in the Meeting. This was, he said, part of a programme to upgrade facilities at the Campus and bring it up to the standards required of a Twenty-First Century medical research facility.

46. The Chairman noted that the report provided an overall cost for each project, but did not state how much of this was being funded by the College and how much by external sources. Dr. Knight acknowledged that this was the case, but said that this Paper was intended to provide a progress report, rather than a detailed breakdown on how each project was financed; he suggested that this could be discussed when the Capital Plan was presented annually.
47. Dr. Gray said that the works at the Hammersmith Campus were impressive, but he asked whether there were similar plans for upgrading and improving the facilities at the St. Mary’s Campus. Dr. Knight said that, because of its proximity to Paddington Station and the Post Office site, this Campus was more problematic; the College’s ability to move forward on its plans was, to an extent, dependent on other developments which were outside the College’s control. Westminster Council also wanted to see a plan for the whole area and was less likely to approve piecemeal developments. This would require the College and the NHS to work together on a whole site plan. However, he said, the College owned the triangle site at the Campus, and there were opportunities for this to be developed by the College on its own.

48. Professor Smith said that the NHS had been in discussion with the Post Office about the site for over 25 years. If this matter could be resolved, it would free up considerable funds for the development of the site. The Trust was, he said, looking at the plans for the Hospital site and he hoped that these would coalesce within the next six months. Dr. Gray asked if the earlier plans to develop a large hospital site at Paddington were no longer being considered. Professor Smith said that these plans had finally been turned down and there was no possibility of them being resurrected in any way. Indeed, he said, the long drawn out process involved in considering those plans had led to a certain amount of planning blight at St. Mary’s.

49. The Chairman asked if there were any difficulties with morale at St. Mary’s as a result of these planning difficulties, particularly in comparison with Hammersmith where the College was doing so much work to improve the estate. Professor Smith said that staff understood the problems with planning and could also see that the College was planning to develop the triangle site, so there was a clear commitment to improve facilities. The Rector said that the College had already refurbished parts of St. Mary’s and improved facilities where it could. The real problems there were related to the NHS infrastructure, which had always been outside the College’s control. Dr. Knight also noted that, while the College was in charge of its own balance sheet and costs and could determine how to spend its own money to its own advantage, the Hospital was beholden to the NHS and to Government and had much less control over its own capital expenditure.

Resolved: That funding for the refurbishment on levels 6 & 9 of the Commonwealth Building at a total cost of £8.45M, as set out in Paper I, be approved.

THE SOUTH EAST QUADRANT PROJECT (PAPER J)

50. Before presenting Paper J, the Principal of the Faculty of Engineering, Professor Wood, invited the Scheme Architect, Mr. Spencer de Grey of Foster + Partners, and the College’s Director of Project Management, Dr. Chris Towler, to join him in giving a presentation to the Council on the project. A copy of their presentation is attached as Annex A of these Minutes. At the conclusion of the presentation, Professor Wood reiterated that the redeveloped complex would provide state of the art accommodation for both the research and teaching activities of Aeronautics, Mechanical Engineering, Civil Engineering and part of the Business School and would also complete the development of the College’s aspect facing onto Exhibition Road. At the heart of the development would be a contiguous suite of shared teaching and learning space which would serve both academic and conference needs.
51. The Chairman said he thought the decision to divide the project into separate segments, each of which could be achieved as stand-alone projects, was sensible. The first such segment, the refurbishment of the Skempton Building, was a free-standing project that would unlock the rest. The Chairman also praised the architectural solutions proposed and the fact that sustainability was central to the new buildings in the South East Quadrant (SEQ) Project.

52. Mr. Gidoomal also noted that sustainability was a key objective for this development. He asked if the cost of eventually disposing of the building had been included in the calculations of its carbon footprint and its full-life costs. Mr. de Grey said that this was a debatable point and that it was not yet clear whether the new legislation on sustainability would require these costs to be included. In the absence of clear guidelines or precedents on this point, the College and the architects were aiming to make the building as sustainable and carbon-neutral as possible.

53. Sir Peter Gershon said that this was in his view a commendable project. However, its total estimated costs would be over £200M and the Council would shortly be considering a proposal to develop L Block at the Hammersmith Campus, which would cost nearly £100M. He asked if the College had the financial and managerial capacity to run both these major projects concurrently. Dr. Knight said that affordability was a key concern, but that both these projects had been included in the Capital Plan and could be afforded in the context of the currently approved Plan and the College’s current borrowing ceiling. In management terms, Dr. Knight said that the Estates Projects team was now very experienced in running the myriad of projects across the College. However, for these very large projects, the College always employed external project managers. Taking these points together, Dr. Knight said that the College had the capacity to run two major projects such as these at the same time, but no more. If both these projects were approved, it would mean that other major projects, such as the development of the triangle site at St. Mary’s, would either have to wait until these were finished, or would have to be largely externally funded.

54. The Chairman said that securing external funding for these and other projects would provide the College with more flexibility. He suggested that one task for next year should be securing significant external funding for the SEQ Project. Dr. Knight said that, while the College would certainly look for sponsors for the SEQ Project, medical projects were currently more likely to be successful in obtaining external funding; the Hammersmith and St. Mary’s projects were therefore better prospects for attracting major sponsors.

Resolved: That Stage One of the South East Quadrant Project at a cost of £20M, as set out in Paper J, be approved.

L BLOCK, HAMMERSMITH PROJECT (PAPER K)

55. Professor Smith introduced Paper K and gave the Council a presentation on the L Block Project, a copy of which is attached at Annex B to these Minutes. Concluding his presentation, Professor Smith noted that the redevelopment of L block at Hammersmith would provide a focal point for the College’s commitment to achieving pre-eminence in clinical research and cardiovascular medicine. As such, it constituted a pivotal project for the College and the new AHSC.

56. The Chairman thanked Professor Smith for his presentation and asked how much of the total cost would be provided by external funding. Professor Smith said that the
MRC and the Wellcome Trust had already agreed to provide £20M and he was hopeful that this could be increased. However, he said that any substantial additional contributions were more likely to come from the medical charities than from philanthropic giving.

57. Mr. Newton noted that this and the SEQ Project were substantial and complex projects, but that the information provided to the Council was fairly high-level. This meant the Council was relying on the Project Review Board and the Management Board having scrutinised the costings carefully to ensure that they were accurate and realistic. He also asked how the College was to fund both these projects and what sort of return they would generate. Dr. Knight said that the proposals before the Council would both be funded from College funds.

58. Professor Smith said that Mr. Newton’s question about a return was an interesting one. It was undoubtedly the case that the provision of the new L Block building would enable researchers to carry out more groundbreaking work and attract more and larger grants and HEFCE funding as a result. The work conducted in these facilities would also lead to the generation of intellectual property and possible spin out companies. It should, he said, be possible to construct a business case that would show that these new facilities, although expensive, would more than meet their costs.

59. Echoing Mr. Newton’s point, the Chairman said that these were indeed substantial projects and he believed that they would warrant closer monitoring from the College than the other projects. He suggested that the Council should receive a twice-yearly report on progress for this and the SEQ project. Dr. Knight said that the Project Review Board met on a monthly basis and scrutinised these projects very closely. All projects also had project boards in place which were responsible for monitoring progress and ensuring that any problems were addressed immediately. However, he acknowledged the Chairman’s point and agreed to provide the reports requested.

60. Sir Peter Gershon noted that the SEQ Project had a major objective to provide a sustainable building. He asked if the L Block development would be similarly sustainable. Dr. Knight said that the building satisfied the local authority’s requirements for sustainability, although, because this was a medical facility that was likely to contain a large amount of expensive and energy intensive equipment such as scanners, it was that much more difficult to reduce its carbon footprint.

Resolved: That the L Block Project at the Hammersmith Campus, as set out in Paper K, be approved with a total Project cost of £71.8M

CLERK’S BUSINESS

The Appointment of Appeal Panels (Paper L)

61. Presenting Paper L, the Clerk said that the College’s dismissal procedures required the Council to establish a Panel, from which the members of appeal panels could be drawn. This was in addition to a member of the Council, who would be appointed to such panels on an ad-hoc basis by the Chairman.

62. Ms. Owen, who had recently chaired an Appeal Panel complimented the staff from the College’s HR Division involved in the appeal. She said the whole process had been run very efficiently and she had found the staff very helpful to her as the Chair.
Resolved: That the list of Appeal Panel Members, as set out in Paper L, be approved.

ANY OTHER BUSINESS

Valete

63. The Chairman advised members that this would be the Rector's last Meeting of the Council, although there would be further opportunities for members to say farewell to Sir Richard Sykes in the coming months. The Chairman and the Council then unanimously paid tribute to Sir Richard Sykes' remarkable period as Rector of Imperial College.

NEXT MEETING

64. The Clerk reminded members that the Council's next Meeting would be on Friday, 11th July 2008.
The South East Quadrant Programme
100 years of living science

- Professor John Wood – Programme Champion and Principal of Engineering
- Dr Chris Towler – Programme Director and Director of Project Management
- Spencer de Grey – Head of Design, Senior Partner, Foster + Partners

What is the background?

The Faculty of Engineering departments have grown within an envelope of 1950/1960’s buildings, made possible with local modifications.

The Mechanical Engineering and Skempton Buildings are coming to the end of their useful lives in their current state and are in need of significant investment.
New opportunity - new Engineering!

It is an opportunity to relocate the Aeronautics department in juxtaposition to Mechanical and Civil Engineering and foster collaborative teaching.

A state of the art facility is needed to house the world class engineering and research for which Imperial is famed.

College has acknowledged that the nature and scale of engineering teaching and research is changing.

The Vision

- To build on Imperial’s international excellence and renown in Engineering and look radically at future needs and opportunities.

- Integration with other disciplines to develop solid engineering skills that will deliver holistic solutions to major challenges.

- Creation of a flexible environment so that new approaches to teaching and research can be encouraged.

- Sharing our excitement about the contribution of Engineering and our concern for the environment.

- Making a public statement about our ambitions and values.
What are the benefits?

- A greatly enhanced working environment
- Accommodation for new critically important activities
- Ensures that we can attract major grants
- Reduction in essential maintenance
- Replacement of time-expired plant and equipment
- Will allow for a radically different approach to teaching and learning
- Space for growth of new interdisciplinary “Institutes”
- Compliance with environmental (carbon footprint) and DDA requirements
- Commercial opportunities from exploitation of conference facilities
- Retain position as the vanguard of engineering education, world wide.

The new face of Engineering at Imperial

- Redevelopment of the Skempton Building
  - New mezzanine floor created in the Student Workshops
  - New 160+ seated Lecture Theatre
  - New shared teaching space on Levels 0 & 1 (this includes an upgrade to Civil Engineering entrance)
  - New Shared Teaching Space on Level 2 (later in programme)

- Construction of a new Faculty of Engineering Building
- Demolition of the Black Tower
- Demolition of the Mechanical Engineering Annex
- Refurbishment of the Mechanical Engineering Annex
A new face for the College

- Completes the Facade
- Allows integration with the Business School
- Makes a statement about Engineering at Imperial

A living statement of sustainability
## Critical milestones and decision points

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<td><strong>MECHANICAL ENGINEERING BUILDINGS</strong></td>
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**Explanation:**
- **Blue:** Design, Planning, Procurement
- **Red:** Enabling & Construction Works
- **Purple:** Critical path for Faculty of Engineering South
- **Green:** Progress to Date
Skempton Building – New lecture theatre designs

- Space is flexible
- Assumes use of portable IT
- Assumes use of interactive IT

Skempton Building - Shared teaching & learning (level 0)
Approval is sought from Council to ratify the recommendation of Management Board to proceed with stage one of this programme at a sum of £20M.

Skempton Building Project estimated cashflow

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<td>£0.64M</td>
<td>£3.87M</td>
<td>£6.16M</td>
<td>£7.57M</td>
<td>£1.76M</td>
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Total: £20M
SEQ Programme estimated cashflow

Next steps

- Progress with Skempton Building project
- Complete Capital Works Masterplan – April 2008
- Present Capital Works Masterplan to May 2008 Management Board and June 2008 Council
- Seek approval to initiate next work package (works in Mechanical Engineering)
The L Block Development

Professor Stephen K Smith
Principal, Faculty of Medicine

- A beacon capital project for the new Academic Health Science Centre
- A state-of-the-art new centre to replace current unfit for purpose accommodation
- Provides ability to expand and combine activities at the Hammersmith to deliver our strategy
- A focal point for major partnership research funding and enabling recruitment and retention of field-leaders.
The capital strategy for Hammersmith

1. Burlington Danes
2. Commonwealth Building
3. Wolfson Education Centre
4. Wolfson Imaging Centre
5. L &J blocks
6. CBS H1 Refurbishment
7. Small Subjects imaging

Location to be confirmed

Current site and proposed new building

Current L&J blocks – viewed from Ducane Road
New L Block - architect’s projection
The academic focus

• Joint goal of Trust and College to develop the appropriate infrastructure for medical research ‘bench to bedside’

• Proposal will ensure that vision is delivered in key areas of excellence:
  
  • Cardiovascular Science
    » Basic research led by Schneider, Rosenthal, Haskard
  
  • Genetics and Genomics
    » Centre for Genetics and Genomics for transgenics and humans
  
  • Pre-clinical to Phase II clinical trials
    » Core to AHSC goals – a dedicated ‘first into human’ unit and complementary imaging suite

Approvals to date

• 14 December 07
  Management Board reviewed project proposals and approved
  • decant funding of £4.962M
  • ~£40K pa ground rent for 125 year lease on J block

• January – February 08
  Joint Imperial/Trust programme prepared and on schedule to complete full decant by 31 March 09

• 22 February 08
  Fully costed PID (£98.6M) reviewed and endorsed by PRB

• 4 March 08
  Final proposal endorsed by Management Board
### Project financial summary

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<th>Description</th>
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<td>Full project cost</td>
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<td>Less MRC allocation</td>
<td>£13,000,000</td>
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<td>Less Wellcome allocation</td>
<td>£7,000,000</td>
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<td>Less previous endorsed spend</td>
<td>£6,830,000</td>
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<td><strong>Total requested</strong></td>
<td><strong>£71,795,000</strong></td>
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### Project programme and projected cashflow

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<td>2008</td>
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<td>2009</td>
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<td>2010</td>
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PAPER A

PROPOSED REVISIONS TO ORDINANCE A3,
NOMINATION ELECTION AND CO-OPTION OF MEMBERS OF THE COUNCIL

A Note by the Clerk

INTRODUCTION

1. The Membership of the Council is set down in the College’s Statutes and includes the Chairman, 9 external members, 5 senior staff members, one elected staff member and three ex officio positions for the Rector, Deputy Rector and the President of the Imperial College Union. The appointment procedures for the senior staff and elected staff members are currently prescribed under Ordinance A3, Nomination Election and Co-Option of Members of the Council. As members are aware, the Statutes can only be changed with the approval of the Privy Council while the Ordinances are approved by the Council.

DEPUTY RECTOR

2. Although the Deputy Rector is included on the Council as an ex officio member, there is no absolute requirement for there to be a Deputy Rector. Statute 8(2) states:

“The Council shall, on the recommendation of the Rector, appoint for such period as the Council shall determine a Deputy Rector of the University who shall undertake such duties as shall be assigned to him by the Rector.”

3. There will be times when, as at present, it is expedient not to appoint a Deputy Rector. However, when there is no Deputy Rector, there will be a vacancy on the Council for a member of the College’s Executive that could, potentially, be filled by another senior member of staff, appointed by the Council on the recommendation of the Rector. Because it is recognised that this sort of situation is likely to be rare, and because of the bureaucracy involved in making changes to the Statutes, it is suggested that the membership of the Council in the Statutes remains as it is, but that the following paragraph is added to Ordinance A3 to provide a degree of flexibility in this particular appointment for those occasions when it has been decided not to appoint a Deputy Rector:

“The ex-officio position of Deputy Rector on the Council shall be taken by the person appointed by the Council as Deputy Rector under Statute 8(2). In the event that the Council has, on the recommendation of the Rector, decided not to appoint a Deputy Rector, the position on the Council may be filled by one of the Pro-Rectors appointed under Statute 8(3) until such time as a Deputy Rector is appointed. The Pro-Rector to serve in this capacity will be appointed by the Council, on the recommendation of the Rector.

4. If this proposal is accepted, the Rector recommends that the Pro-Rector for Education, Professor Julia Buckingham, should be appointed to this vacancy on the Council until such time as a Deputy Rector is appointed.

ELECTED STAFF MEMBER

5. The Council has previously agreed that the position for an elected staff member on the Council should be filled by one of the elected Deans. Initially the Deans themselves
decided which of their number should serve each year. However, it was subsequently agreed that this person should always be the Senior Dean and this is now stated explicitly in Ordinance D6, *The Definition, Election and Responsibilities of Deans*, which states that the “Senior Dean will serve as the Elected Staff Member of the Council”. It is therefore proposed to amend Ordinance A3 to make it consistent with Ordinance D6.

**DECISIONS**

6. The Council is asked to consider, and if it sees fit, approve the proposed amendments to Ordinance A3, as set out in Annex A to this Paper, and to approve the appointment of the Pro-Rector for Education to the vacancy on the Council until such time as a Deputy Rector is appointed.

R.F.E.
IMPERIAL COLLEGE LONDON

ORDINANCE A3

NOMINATION, ELECTION AND CO-OPTION OF MEMBERS OF THE COUNCIL

THE DEPUTY RECTOR

1. The ex-officio position of Deputy Rector on the Council shall be taken by the person appointed by the Council as Deputy Rector under Statute 8(2). In the event that the Council has, on the recommendation of the Rector, decided not to appoint a Deputy Rector, the position on the Council may be filled by one of the Pro-Rectors appointed under Statute 8(3) until such time as a Deputy Rector is appointed. The Pro-Rector to serve in this capacity will be appointed by the Council, on the recommendation of the Rector.

SENIOR STAFF MEMBERS

2. The five members of the Council appointed from the senior staff of the University under the terms of Statute 3(1)(a) shall be the Faculty Principals, the Principal of the Business School and the Chief Operating Officer.

CASUAL VACANCIES

23. In the event of a vacancy occurring on the Council before the end of the period of co-option of an External Member, the Council will co-opt a person to fill that vacancy. Any person co-opted to fill such a casual vacancy shall commence his period of office immediately, but his appointment shall be deemed to have commenced on the following 1 October for the purposes of determining that member’s eligibility for further periods of membership of the Council in accordance with Statute 3(2)(c).

ELECTED STAFF MEMBER

34. At the beginning of each academic year the Elected Staff Member shall be chosen by and from among the Senior Deans elected by the academic staff in accordance with Ordinance D6. The Dean chosen as the elected staff member shall serve in this capacity for one year, but shall be eligible for re-appointment.

Approved by the Council 23 March 2007
Effective from 8 July 2007
Revised 14 March 2008
PAPER B

STAFF MATTERS

For the period 1 November 2007 – 31 January 2008

A Note by the Rector

DEAN OF STUDENTS

Professor David Lloyd SMITH, Professor of Structural Mechanics, has been appointed Dean of Students, with effect from 1 October 2007.

DIRECTOR OF THE GRANTHAM INSTITUTE FOR CLIMATE CHANGE

Professor Sir Brian HOSKINS, CBE, FRS, currently Royal Society Research Professor and Professor of Meteorology, University of Reading, has been appointed Director of the Grantham Institute for Climate Change in the Faculty of Natural Sciences, with effect from 1 January 2008. He will hold a Royal Society Research Professorship in tandem with the University of Reading.

ACTING HEAD OF THE DEPARTMENT OF EARTH SCIENCE AND ENGINEERING

Professor Johannes CILLIERS, Chair in Mineral Processing, has been appointed Acting Head of the Department of Earth Science and Engineering, in the Faculty of Engineering, with effect from 1 January 2008 until 31 March 2008.

PROFESSORS

Professor Robert W ZIMMERMAN, previously Professor of Engineering Geology and Head of the Division of Engineering Geology and Geophysics at the Royal Institute of Technology, Stockholm and part-time Reader in Rock Mechanics at Imperial College, has been appointed to the post of Chair in Rock Mechanics, Department of Earth Science and Engineering, in the Faculty of Engineering, with effect from 1 January 2008.

Emeritus Professor the Lord WINSTON, Emeritus Professor of Fertility Studies at Imperial College, has been appointed Professor of Science and Society, Department of Humanities, with effect from 1 January 2008.

Dr Jianguo LIN, currently Reader in Solid Mechanics (Leader of Metalforming and Materials Modelling Group), in the Department of Mechanical and Manufacturing Engineering, at the University of Birmingham, has been appointed to the post of Chair in Mechanics of Materials and Head of Materials Division, Department of Mechanical Engineering, in the Faculty of Engineering, with effect from 1 April 2008.

Dr Mikhail Yurij IVANOV, currently Principal Research Officer and Head, Theory and Computation Program, at the Steacie Institute for Molecular Sciences, National Research Council of Canada – NRC Canada, has been appointed to the post of Chair in Physics, Department of Physics, in the Faculty of Natural Sciences, with effect from 1 October 2008.
READERS

Dr Nicholas Charles GRASSLY, previously Royal Society University Research Fellow and Head of the Disease Ecology Research Group, Department of Infectious Disease Epidemiology at Imperial College, has been appointed Reader of Infectious Disease Ecology, Department of Infectious Disease Epidemiology, in the Division of Epidemiology, Public Health and Primary Care, Faculty of Medicine, with effect from 1 December 2007.

Dr Stefan MAIER, previously Reader in Physics at the University of Bath, has been appointed Reader in Nanophysics, Department of Physics, in the Faculty of Natural Sciences, with effect from 5 November 2007.

VISITING PROFESSORS

Dr Graham FAIRHALL, previously employed as Chief Technology Officer at Nexia Solutions, has accepted an association with the College as a Visiting Professor in the Department of Materials, Faculty of Engineering, with effect from 1 November 2007 until 31 October 2010.

Professor Malcolm WARD-CLOSE, previously employed as Senior Technical Consultant at QinetiQ Limited, has accepted an association with the College as a Visiting Professor in the Department of Materials, Faculty of Engineering, with effect from 1 November 2007 until 31 October 2010.

Professor Duncan DOWSON, previously Research Professor and Member of the Court of the University of Leeds, has accepted an association with the College as a Visiting Professor, in the Department of Mechanical Engineering, Faculty of Engineering, with effect from 1 January 2008 until 31 December 2011.

RETIREMENTS

Emeritus Professor Mike GRAHAM, FREng, Professor of Unsteady Aerodynamics, Department of Aeronautics, in the Faculty of Engineering, has retired with effect from 2 November 2007. Following retirement, the Emeritus title has been conferred.

Emeritus Professor Peter John CARGILL, Department of Physics, in the Faculty of Natural Sciences, has retired with effect from 1 November 2007. Following retirement, he has accepted an association as Senior Research Investigator and the Emeritus title has been conferred.

Emeritus Professor Michael Patrick HASSELL, CBE, FRS, Campus Dean, Division of Biology, in the Faculty of Natural Sciences, has retired with effect from 1 November 2007. Following retirement, he has accepted an association as Honorary Principal Research Fellow and the Emeritus title has been conferred.

Professor Raymond John RIVERS, Professor of Theoretical Physics, Department of Physics, in the Faculty of Natural Sciences, has retired with effect from 1 November 2007.

Professor Michael ROWAN-ROBINSON, Chair in Astrophysics, Department of Physics, in the Faculty of Natural Sciences, has retired with effect from 1 November 2007. Following retirement, he has accepted part-time re-employment with the College.
Professor David Marshall WEBSDALE, Professor of Physics, Department of Physics, in the Faculty of Natural Sciences, has retired with effect from 1 November 2007. Following retirement, he has accepted part-time re-employment with the College.

Professor Geoffrey Herbert Charles NEW, Professor of Non-Linear Optics, Department of Physics, in the Faculty of Natural Sciences, has retired with effect from 1 November 2007. Following retirement, he has accepted part-time re-employment with the College.

Emeritus Professor Charles COUTELLE, National Heart and Lung Institute, in the Faculty of Medicine, has retired with effect from 31 December 2007. Following retirement, the Emeritus title has been conferred.

Emeritus Professor Peter Harry ELLAWAY, Division of Neurosciences and Mental Health, Faculty of Medicine, retired with effect from 31 December 2001. Following retirement, the Emeritus title has been conferred.

Professor Michael Alfred ROBB FRS, Chair in Chemistry, Department of Chemistry, in the Faculty of Natural Sciences, has retired with effect from 31 December 2007.

Ms Janet Margaret BUDD, Deputy Academic Registrar, College Registry, has retired with effect from 31 December 2007.

RESIGNATIONS

Professor George WEISS, Professor of Systems and Control, Department of Electrical and Electronic Engineering, in the Faculty of Engineering, has resigned with effect from 30 November 2007, to take up an academic appointment in the School of Electrical Engineering, Tel Aviv University.

Professor Francesco MUNTONI, FMedSci, Clinical Professor of Paediatric Neurology, Division of Medicine, in the Faculty of Medicine, has resigned with effect from 30 November 2007 to take up an appointment at University College London.

Professor John Rex BEDDINGTON, CMG, FRS, Division of Biology, in the Faculty of Natural Sciences, has resigned with effect from 31 December 2007 to take up appointment as Chief Scientific Officer for HM Government and Head of Government Office for Science.

Professor Christopher John LAWRENCE, Professor of Fluid Mechanics, Department of Chemical Engineering, in the Faculty of Engineering, has resigned with effect from 31 December 2007.

Professor Junia Vaz DE MELO, Professor of Molecular Haematology, Division of Investigative Science, in the Faculty of Medicine, has resigned with effect from 31 December 2007. Following resignation, he has accepted an association with the College as Senior Research Fellow.

Professor Stefan Andrew SZYMANSKI, Professor of Economics, Tanaka Business School, has resigned with effect from 31 December 2007.

Professor Nizar Mohamed TOUZI, Chair in Mathematical Finance, Tanaka Business School, resigned with effect from 31 December 2007.

Professor Nicholas Maxwell FISK, Clinical Professor, Division of Surgery, Oncology, Reproduction Biology and Anaesthetics, in the Faculty of Medicine, has resigned with effect
from 6 January 2008 to take up appointment as Director of the Centre for Clinical Research, University of Queensland.

**Dr Anand NARAASIMHAN**, Reader in Organisational Behaviour, in the Tanaka Business School, has resigned with effect from 1 November 2007.

**Mr Andrew John BLAZA**, Principal Research Fellow, Centre for Environmental Policy, in the Faculty of Natural Science, has resigned with effect from 30 November 2007.

**Dr Martin John HOWARD**, Reader in Biological Physics, Department of Mathematics, in the Faculty of Natural Sciences, has resigned with effect from 30 November 2007.

**Dr Nilesh MORAR**, Research Fellow at the National Heart and Lung Institute, in the Faculty of Medicine, has resigned with effect from 1 December 2007. Following resignation, he has accepted an association with the College as Honorary Senior Lecturer.

**Dr Jean-Luc THIFFEAULT**, Reader in Applied Mathematics, Department of Mathematics, in the Faculty of Natural Sciences, has resigned with effect from 1 January 2008.

**Dr Jenny MORGAN**, Reader in Cell Biology, Division of Medicine, in the Faculty of Medicine, has resigned with effect from 31 January 2008 to take up an appointment at the Institute of Child Health.

R.B.S.
1. The Minutes of the meetings of the Senate held on 5 December 2007 and 20 February 2008 are attached.\(^1\) The following points are drawn to the attention of the Council.

**MINUTE 1081 – QUALITY AND ACADEMIC REVIEW COMMITTEE**

2. The Senate was advised that the Tanaka Business School had presented a satisfactory follow up report to the Quality and Academic Review Committee on the action it had taken in response to the recommendations of the panel, which reviewed the School’s undergraduate programmes in January 2006.

3. The Senate approved a generic Job Description for the role of Director of Undergraduate Studies, and agreed that it should be circulated to departments and divisions.

**MINUTE 1088 – CAREERS ADVISERS COMMITTEE**

4. The Senate was informed that in the THES world rankings the College had risen from 38\(^{th}\) to 8\(^{th}\) place in the review by employers.

**MINUTE 1098 – RECTOR’S BUSINESS**

5. The Senate agreed that the College should standardise the undergraduate pass mark at 40% across all faculties for all students registering on or after 1 October 2008. The single pass mark would not be introduced for existing students as it was important to ensure consistency in marking schemes for those already studying.

6. The Senate also approved the recommendation that the pass classification for BEng and BSc degrees should be abolished such that this category would not be available to students registering in and after October 2008. Provisions would, however, continue to be made for extenuating circumstances.

7. The Senate agreed that there should be a standard approach to the consideration of borderline candidates. Such candidates would be considered for promotion to the next classification only if their aggregate mark was within 2.5% of the borderline. This would apply to both undergraduate and taught postgraduate Masters’ courses with effect from the 2007/2008 session.

8. The method for assessing borderline candidates was also discussed. The Senate agreed that, with effect from the 2007/2008 session, a full and transparent discussion of all students should take place at Board of Examiners meetings. Detailed records should be made of these, so that decisions regarding borderline candidates could be clearly justified. Those Departments wishing to adopt a two stage process, including a viva or alternative

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\(^1\) The Minutes of the Senate Meetings are not included with these Minutes.
test, should explicitly outline this. Extra marks should be applied to those students promoted to the next classification to bring their final marks into the higher range.

MINUTE 1099 – PRO RECTOR (EDUCATION)’S BUSINESS

9. The Senate was informed that the Rector’s annual Away Day was held on 30-31 January, the overall theme of which was ‘Quality Counts’. There was considerable discussion of teaching at the Away Day.

MINUTES 1100 AND 1101 – REVIEWS OF UNDERGRADUATE TEACHING IN THE DEPARTMENT OF CHEMICAL ENGINEERING AND CHEMICAL TECHNOLOGY AND DEPARTMENT OF BIOENGINEERING

10. The Senate received overall positive reports from the Quality and Academic Review Committee on undergraduate teaching in the Department of Chemical Engineering and Chemical Technology and Department of Bioengineering, and asked the Departments to report back to it in twelve months’ time on action taken in response to the reports.

V.McC.
COLLEGE HEALTH AND SAFETY MANAGEMENT

1. The major revision of the College Health and Safety Management System prompted by the review carried out by HASTAM in 2006 has continued throughout the year. The milestones achieved during this period include the appointment of a College Safety Champion (initially Professor Steve Smith now Professor John Wood) and the approval of a raft of new policies and procedures setting out the new Safety Management System including:
   b. The College Health and Safety Structure.
   c. Health and Safety Responsibilities, which clearly defines the roles and responsibilities of all categories of staff in the health and safety management chain.
   d. College Health and Safety Committee Structure, with defined terms of reference for safety committees at all levels.
   e. A new Risk Management Policy.
   f. An Overview of the Safety Management System, which explains how the System works and provides a context and framework for the College's new and existing health and safety policies and procedures.

2. The new Safety Management System was approved by the Management Board in November 2007 and is now being implemented across the College. Several meetings have been held with Faculties and Departments/Divisions to promote it and the Safety Director has also held individual meetings with most Heads of Department/Division. Health and safety issues were also included in the College Annual Report for the first time.

HEALTH AND SAFETY COMMITTEES

3. The Health and Safety Management Committee met four times during the year. Its main task is to improve the safety culture within the College, take forward the issues raised by new legislation and by the Annual Reports on Health and Safety from Departments, Divisions and Campuses to the Management Board, and identify the financial implications for the College. The Committee has two sub-committees reporting to it in the form of the Health and Safety Consultative Committee and the Nuclear Safety Committee. It has approved new policies and reviewed safety audits undertaken by the College Safety Auditor.

4. The Health and Safety Consultative Committee fulfils the College's legal obligation to consult with the trades' unions on safety issues and is the forum for the development of College policies on health and safety. The Committee met four times in 2006/07 (one meeting – the annual review of Departmental, Divisional and Campus health and safety reports – was held jointly with the Health and Safety Management Committee). The Committee has discussed a wide range of
issues brought to its notice by the College Officers with responsibility for Safety, Occupational Health and Fire, as well as by the trades' union representatives.

5. The Nuclear Safety Committee provides specialist safety expertise to the Reactor Centre on the Silwood Campus.

6. As mentioned above, Departments, Divisions and Campuses are required to submit annual reports on health and safety to the Health and Safety Management Committee. The Committee held a joint meeting with the Consultative Committee in September 2007 to consider the reports for 2006/07. More Heads of Department/Division attended the meeting than in previous years, but there is still room for improvement. The meeting was held on a Faculty basis and members felt this was an excellent mechanism for the sharing of best practice and the spotting of safety trends. The annual reports, together with the HASTAM Review and the internal safety audits, continue to be the main drivers in setting the College’s safety direction for the coming year.

POLICIES

7. During the last academic year the Health and Safety Management Committee has approved new policies on Fire Safety, Manual Handling, and Smoking.

8. The Fire Safety Policy incorporates changes brought about by the Regulatory Reform (Fire Safety) Order, and introduced a new departmental position of Fire Safety Coordinator (most likely to be included within the duties of the Department Safety Officer). The College Fire Department is responsible for undertaking Fire Risk Assessments for all College Buildings. The Departmental Fire Safety Coordinators then incorporate the findings of the Fire Risk Assessment in their risk assessments for the departmental activities undertaken in the buildings.

9. The revised Manual Handling Policy provided more detailed guidance and more clearly assigns the responsibilities for ensuring staff are aware of manual handling issues.

10. The College Smoking Policy was revised following the new rulings introduced in July and imposed smoke-free areas around the College campuses. Many other policies are in development as part of the new Safety Management System.

SAFETY ISSUES

11. Significant Hazards. The significant hazards at the College include fire, exposure to laboratory animal allergen, and work with dangerous human, animal and plant pathogens, genetically modified organisms, ionising radiation, lasers and toxic chemicals. College policies have been developed for all these areas. Specialist advisers have been appointed to provide expert advice and support to the College.

12. Fire and other Emergencies.

   a. In November 2006 there was an incident in the Chemical Engineering Department, South Kensington. The Fire Brigade attended. Research workers were disposing of waste solvent and bulking the waste into an appropriate container. The waste from one bottle reacted with the rest of the waste and released fumes containing hydrogen chloride and traces of cyanide. The incident was investigated by the Safety Department and revised waste procedures have been implemented as a result.

   b. In March 2007 there was a fire in the Chemistry Department, South Kensington. The Fire Brigade attended the incident and extinguished the fire. Two postgraduate researchers received minor burns and a Security Officer attending the incident suffered from smoke inhalation. The casualties were taken to hospital where two of them went to
the Burns Unit for treatment. All three casualties were later released. One of the casualties, who had received burns to the face, was away from College for five days. The laboratory closed for the weekend. The fume cupboard where the work was being carried out was extensively damaged and needs to be replaced. The injuries to the two postgraduates have been reported to the Health and Safety Executive. The Safety Department investigated the cause of the incident and recommendations have been made to the Department.

13. **Laboratory Animal Allergy (LAA).** The Health and Safety Management Committee was once again pleased to note that the adoption of best practice by CBS for cleaning, transportation and facility management, as well as the introduction of the compulsory use of dust masks for most animal work, has minimised the risk of laboratory animal allergy, although it was disappointed to note that two cases of sensitisation had been recorded for this year.

14. **Portable Appliance Testing (PAT).** The Health and Safety Management Committee continues to monitor the College’s response to the requirement to ensure the safety of electrical equipment. Many Departments/ Divisions have their own PAT arrangements in place and the Estates Helpdesk is able to offer support to those Departments/ Divisions without the internal resource to carry out such testing. A draft Electrical Safety Policy has recently been prepared although the overall resource implications for the College could be significant.

15. **Long Term Maintenance.** The Health and Safety Management Committee continues to receive regular reports on the Long Term Maintenance (LTM) Fund that is used by the College to finance safety-related maintenance work. A major change during the past year has been the funding of several large projects through Capital Expenditure. This has enabled some long overdue improvements to be carried out, including the upgrading of fire precautions and lift replacement.

**ANNUAL REPORTS FROM DEPARTMENTS, DIVISIONS AND CAMPUSES**

16. This year, all of the reports expected were received, with no Department/ Division failing to present. Each session was well attended, with several Heads of Department/ Division or Campus Deans present.

17. The main issues identified included: the need to develop risk assessments and appropriate levels of training for office-based activities; the need to develop on-line access to training records for departmental safety personnel; the need to review College-wide options for the disposal of hazardous waste; concerns over the air handling in the Chemistry Department which affects the performance of many fume cupboards; and, the need to resolve the management of health and safety matters on the Wye campus following the departure of its academic activities. These issues, together with other minor issues, have been incorporated into a table and progress on their resolution is monitored by the Health and Safety Management Committee.

18. The Health and Safety Management Committee recognises the importance of an annual review of health and safety in departments and is considering ways in which this can be improved. The present arrangement of having all the reports presented on the same day imposes a considerable burden on members of the committee and consideration is being given to holding separate faculty meetings culminating in a presentation to the Management Board.

**AUDIT VISITS**

19. Auditing has now recommenced following a period of suspension while the comprehensive Safety Management System was prepared. A revised Safety Audit Policy is in preparation.
20. An audit of the Faculty of Natural Sciences Safety Management System was carried out during the year. The main findings of the audit revealed a significant lack of risk assessment and the need to develop a robust safety management system. This is being implemented based on the revised College system.

21. Some Departmental/Divisional Safety Officers have attended a training course on safety audit procedures with the intention of introducing a cross-College self-auditing system based on a common approach used in many universities.

ACCIDENTS AND DANGEROUS OCCURRENCES

22. The Health and Safety Consultative Committee receives and reviews accident reports at each of its meetings. Attached to this Report at Annex A is the statistical analysis of the reports for the year compared with those of previous years.

23. Although there are fluctuations between the various categories, overall this year there has been a decrease of 22% in the total number of accidents reported to the Safety Department compared to last year when there had been an increase of 4%. The accident rate, which is a truer reflection of the relative number of accidents in the College, has also decreased by 25%. Many of the accidents reported to the Safety Department are relatively minor, involving limited first aid. This is an encouraging sign and indicates that there is generally a high of reporting across the College.

24. The most serious accidents are those that are formally reportable to the Health and Safety Executive (HSE) in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). These include major injuries, injuries resulting in absence from work for more than three days and injuries to ‘members of the public’ (for reporting purposes, both visitors to the College’s campuses and students are considered to be ‘members of the public’). In 2006/07 there were 11 reportable injuries, a decrease of 39% compared to 2005/06, when they were 18 reportable injuries. Details of the reportable injuries for 2006/07 are attached at Annex B.(1)

25. The Universities Safety and Health Association publish Higher Education Injury, Disease and Dangerous Occurrence Statistics annually. This year the College improved its overall position in the league of RIDDOR reportable rates for accidents to members of staff and for students.

26. The College’s position on the staff-related RIDDOR rate is 20th (out of the 112 institutions that contributed to the survey) with an Incident Rate of 1.03 per 1000 at risk. This compares with 46th (out of 117) in 2005 with a rate of 2.08 per 1000 at risk. Eleven institutions reported a zero rate of injury. The College’s position on the student-related RIDDOR rate is 1st equal (with 46 other institutions) with a rate of zero compared with 68th (out of 117) in 2005 with an Incident Rate of 0.09 per 1000 at risk. In terms of the total injury rate for staff-related incidents the College was 49th (with a rate of 31.59 per 1000) in 2006 compared with 77th (with a rate of 38.34) in 2005. The lowest injury rate was again zero with the highest rate being 126.09 per 1000 at risk. The College’s position in terms of student-related incidents (101st – with a rate of 7.43 per 1000 at risk) is little improved compared with the previous year (111th – with a rate of 8.43). Four institutions reported a zero incident rate for student-related injuries, with the poorest performance being 27.14. All of the data is reported anonymously so it is not possible to identify which institutions performed better or worse than the College. Nor is it possible to narrow the focus to more comparable institutions.

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1. These summaries cover the period 1 August 2006 to 31 July 2007 and therefore do not include the very serious accident which happened to a member of the library staff who was injured by a work tool falling from scaffolding in Wells Way in September 2007.
ENFORCEMENT AGENCY INSPECTIONS

27. During the course of the year, the College has had several visits by inspectors from the HSE. Mr Ron Wright, Principal Inspector, visited the College to discuss the new Safety Management System and also met with trades’ union representatives. Mr James Taylor, Specialist Inspector (Ionising Radiations), visited some of the Departments on the South Kensington Campus which work with ionising radiation. He also visited one of the Departments which works with high-power lasers systems. He followed up his visit with a letter containing some recommendations for improvement – these have been acted on. Specialist Inspectors from the Health and Safety Executive (formerly with the Department of Trade and Industry) visited the College to review the College’s arrangements for reporting its holdings of uranium, thorium and plutonium.

28. Inspectors from the Environment Agency have visited most of the College campuses, accompanied by representatives from Counter Terrorism, to review arrangements for the security of our high-activity sealed sources. Recommendations made by the Inspectors have been acted on.

ANNUAL HEALTH AND SAFETY AWARD

29. This year's winner of the Rector’s Health and Safety Award was Mrs Prupti Malde, Departmental Operations Coordinator and Safety Officer, Department of Oncology, Division of Surgery, Oncology, Reproductive Biology and Anaesthetics. Prupti had been responsible for many successful projects and initiatives, including authoring numerous guidelines, procedures and risk assessments. Her input has been vital in instilling a disciplined approach to health and safety which researchers who worked alongside her in the laboratory will take with them throughout their careers. The runner-up prize was awarded to a team who had worked together to establish safe working procedures for the Silwood Park Campus.

Professor John Wood
College Safety Champion
ACCIDENT REPORTS

1. During the year 2006/07 (1 August 2006 to 31 July 2007) 240 work-related accidents were reported to the Safety Department. This represents a decrease of 22% when compared to 2005/06. Of these, 11 were reported to the HSE, a decrease of 39% on 2005/06, when there were 18 reportable accidents.

TYPES OF ACCIDENT

2. Accidents have been categorised using the classifications employed by the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). The results for the last fourteen years are shown in the attached table.

ACCIDENT RATE

3. Although it is important to consider the numbers and types of accidents, a more instructive yearly comparator is the accident rate; this is the number of accidents per 1000 people at risk (staff and students). This shows that the accident rate for the last two years has dropped compared to the beginning of the five-year period.

4. The accident rate for the last five years is as follows:

<table>
<thead>
<tr>
<th>Rate per 1000</th>
<th>2002/03</th>
<th>2003-04</th>
<th>2004-05</th>
<th>2005-06</th>
<th>2006-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of staff and students</td>
<td>16812</td>
<td>17800</td>
<td>17305</td>
<td>17668</td>
<td>18404</td>
</tr>
<tr>
<td>Accident Rate per 1000</td>
<td>18.20</td>
<td>19.38</td>
<td>19.19</td>
<td>17.38</td>
<td>13.04</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Contact with moving machinery or material being machined</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Hit by moving, including flying or falling, object</td>
<td>39</td>
<td>38</td>
<td>35</td>
<td>38</td>
<td>18</td>
</tr>
<tr>
<td>Struck by moving vehicle</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Hit against something fixed or stationary</td>
<td>36</td>
<td>22</td>
<td>18</td>
<td>26</td>
<td>27</td>
</tr>
<tr>
<td>Injured whilst handling, lifting or carrying</td>
<td>86</td>
<td>53</td>
<td>49</td>
<td>76</td>
<td>66</td>
</tr>
<tr>
<td>Slip, trip or fall on same level</td>
<td>48</td>
<td>45</td>
<td>34</td>
<td>40</td>
<td>38</td>
</tr>
<tr>
<td>Fall from a height</td>
<td>2</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Trapped by something collapsing or overturning</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Drowning or asphyxiation</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Exposure to, or contact with, a harmful substance</td>
<td>28</td>
<td>25</td>
<td>14</td>
<td>23</td>
<td>29</td>
</tr>
<tr>
<td>Exposure to fire</td>
<td>15</td>
<td>10</td>
<td>12</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Exposure to an explosion</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Contact with electricity or an electrical discharge</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Injured by an animal</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Accidents</strong></td>
<td><strong>265</strong></td>
<td><strong>204</strong></td>
<td>172</td>
<td>235</td>
<td>199</td>
</tr>
</tbody>
</table>

The highlighted boxes indicate the highest number for that category of accident.
REPORTABLE ACCIDENT SUMMARIES
1 August 2006 to 31 July 2007

Injured whilst handling, lifting or carrying (4 incidents)

06/323R Technician, Central Biomedical Services (Charing Cross) – 10 August. The technician was trying to adjust the autoclave door and in the process strained their shoulder requiring them to take a week off work. *Incident notified to HSE as over three day injury.*

07/141R Manual Worker, Catering – 14 March. Whilst unloading a large, half-empty metal cage, it rolled towards the person and resulted in a jarred neck injury. The injured person was signed off work for two weeks by their GP. *Incident notified to HSE as over three day injury.*

07/113R Contractor, Modus Group (Hammersmith) – 3 March. The individual was moving a trailer and trapped and crushed their finger between the stabiliser of the trailer and a speed bump. *Incident notified to HSE by contractors as over three day injury.*

07/242R Technician, Mechanical Engineering – 18 May. The technician was lifting a vice from the milling machine and replaced it with a large chuck. The person suffered a strain in their lower back when they lowered the equipment on to the table. *Incident notified to HSE as over three day incident.*

Slip, trip or fall on same level (3 incidents)

06/412R Groundsman, Estates (Wye) – 13 November. The Groundsman slipped while moving some logs they were carrying and one of them fell on his thumb causing an injury. The person visited hospital where it was confirmed that they had broken their thumb. They were signed off for three weeks. *Incident notified to HSE as over three day injury.*

06/437R Administrative Staff, MRC (Hammersmith) – 17 November. Individual slipped and fell on a wet patch in the north corridor of the hospital. *MRC notified the incident to the HSE as over three day injury.*

07/211R Postgraduate, Aeronautics – 10 May. Postgraduate slipped on wet floor. *Incident notified to HSE as postgraduate was taken to hospital for treatment.*

Exposure to, or contact with, a harmful substance (1 incident)

07/269R Academic, Civil and Environmental Engineering – 14 June. During a laboratory experiment, the individual inhaled fumes from hexafluorophosphoric acid (fumes would have been hydrogen fluoride). The incident occurred when the person decided to abandon the experiment they were doing and attempted to wash the measuring cylinder outside the fume cupboard. The person was taken to hospital for treatment. *Incident notified to HSE as over three day injury.*

Exposure to heat/ fire (3 incidents)

07/142R Postgraduate, Chemistry – 16 March. Research group had been disposing of unwanted sodium hydride by adding it to iso-propanol in a fume cupboard. At the last stage of the process the reaction caught fire. Use of CO2 fire extinguisher failed to put the fire out and the
fire spread resulting in minor burns to postgraduate. The laboratory was evacuated and the Fire Brigade attended and extinguished the fire using sand. *Incident notified to HSE as postgraduate was taken to hospital for treatment.*

07/143R Postgraduate, Chemistry – 16 March. As above. *Incident notified to HSE as postgraduate was taken to hospital for treatment.*

07/317R Technician, Chemical Engineering – 10 July. Whilst working with quartz tube at high temperature, individual suffered temporary blindness. The person was not wearing appropriate protective safety spectacles. *Incident notified to HSE as temporary blindness.*
1. We have now reached the half way point in the financial year and so have undertaken a detailed reforecast of the full year financial performance. The January figures do not, in any way, alter the overall picture presented at the last Management Board. In fact, they merely reinforce the view that expenditure is below budget, that cash is ahead of budget and that the financial performance of the College is better than budgeted.

HALF YEAR MANAGEMENT ACCOUNTS TO 31/1/08

2. Total income at £266.2m has fallen behind budget (pg. 2), although it is 5% up on last year. With the removal of the software licences the headline Research income growth is 4%; however, as noted last month the underlying research activity continues at approx 8% up on last year: Research contribution continues ahead of budget as more FEC contracts have started (pg. 8), although non FEC contribution is some £1.0M adverse. Academic fees are £0.5M ahead of budget, driven by higher numbers of PGRs than was budgeted and Other income is £1.1M up on budget due to additional HEFCE grant monies and higher deferred capital grants released.

3. Expenditure continues to be favourable across all areas. Faculty expenditure in particular is lower compared to budget, driven by research expenditure which reflects the removal of the software licences and non staff expenditure, although this has accelerated in January. Academic related investments (pg. 11) continue to underspend, particularly on the Drug Discovery Facility, whilst the spend on the Reactor Programme is adverse to budget, driven primarily by the need to ensure the November test regime was positive. Most areas of Support Services are favourable to budget and there has been a significant improvement in the cleaning costs following the recent difficulties. Corporate and Project costs continue lower than budget (pg. 13), primarily driven by net interest running ahead of budget due to both the favourable cash and the favourable interest rate positions. Higher non-capitalisable project costs are now included to reflect the current early project pre-planning building activity. Commercial Services continue to generate a surplus and are significantly better than budget following good January trading activities.

4. The combined effect of the income and expenditure items show a strong I&E position with a surplus on the I&E account which is some £13.5M ahead of budget.

5. On the balance sheet (pg. 3), invoiced Debtors have fallen significantly since last month, although the level of outstanding student debt remains stubbornly high because, under the new arrangements with the student loan company, we receive income only in two instalments, both in the second half of the year. There has been an unexpected increase in research WIP since December as WIP is normally expected to fall in the month following quarter ends when we receive quarterly profile payments from many funders. This is being reviewed.

1. The Finance Management Report Booklet is not included with these Minutes.
6. The cash position continues to reflect the underlying seasonality of our cash flows (in the autumn we collect most of our student fees) - the favourable operating position of the College and also some sales of equity holdings by the College Fund. Capital Expenditure is now trending behind budget, as happened last year (pg. 4). The overall net cash position at £13M therefore continues better than budget, now by some £28M.

7. Further thought has been given to the software licence issue. It seems increasingly clear that it would be unproductive to enter in to a long and un-useful debate with PWC on this point. It is worth reminding ourselves that this issue has no effect on the I&E or the cash position of the College; it is entirely an issue concerning research volume and we have found that no other university adopts the policy that we would have liked to adopt last year.

FULL YEAR FORECAST

8. The full year forecast continues the strong I&E and cash positions seen at the half year. If costs are kept under control, the aggregate surplus budget is forecast to be £9M, which is some £5.7M ahead of budget. The cash position, budgeted at £87M in deficit, is forecast to be £65M in deficit.

9. There are 7 factors from the figures produced that are worth noting:

a. The headline research volume growth assuming a zero value for the software licences is 3.5% with the real underlying growth falling from 10% at the half year to 7% for the full year. This reflects the significant increase in research volume run rate seen in the second half of last year which is not forecast to be repeated this year.

b. There is a significant increase in the expenditure run rates in the non staff expenditure in the faculties as they ramp up discretionary spend to meet budget commitments. This is in line with trends seen in prior years but care must be taken to ensure that this is spent on appropriate items.

c. Spend increases against trend have been assumed in many of the Academic Related Investments.

d. Discussions have been progressing positively with the NDA however no definite agreement has yet been reached and so it is assumed that the decommissioning provision cannot be released this financial year.

e. Corporate costs spend increase in the second half year reflecting further non capitalisable pre planning costs within the building projects portfolio and lower than budget capitalised interest. Interest costs in the second half will be closer to budget as the favourable interest rate differential seen in the first half year does not continue following the recent rate reductions, and the College will see a reduction in its deposit rate as the high rate term deposits mature through the spring.

f. On cash, the trends seen in the first half year will continue although the year end forecast reflects the second half I&E deficit and the College Fund shifting some of its asset holdings out of cash
g. Following consideration of the latest position at Wye, it seems prudent to make a £2m provision for restructuring and closure related costs; and pre-planning project costs are now mounting strongly and will have to be written off this year.

10. That said, on past performance, expenditure will lag forecasts, income will run faster than anticipated towards the year end and the cash outflow will be lower than forecast. The position at the year end may well be better than the final forecast as set out above.

MPK
BACKGROUND

1. The current Membership of the Board is as follows:

   Stewart Newton   Chairman
   David Miles      Non Executive Member
   Robert Rayne     Non Executive Member
   Sir Richard Sykes Rector (ex officio)
   Martin Knight   Chief Operating Officer (ex officio)

2. As previously reported, the Fund Board has created two distinct portfolios within the College Fund: The Unitised Scheme and the Special Circumstances Portfolio. This reflects the need to manage the assets against clear, but different, investment objectives.

UNITISED SCHEME

3. Having clarified the objectives of the various assets, we are now strengthening the investment support and have recently appointed Asset Risk Consultants as Investment Advisers. This will enable us to look at a broader range of assets and asset managers.

4. Historically, the investment portfolio has been invested in equities, with an allocation of between 70-80% to this asset class and a heavy bias towards UK equity. This allocation has been implemented in recent times through primarily passive ‘index’ funds. Since 1 August 2007, we have reduced our exposure to equities, and specifically UK equities, by reallocating £3M from indexed UK Equity and Emerging Markets to cash and reallocating a further £3M from UK equity to a global long/short Absolute Return position. Furthermore, we sold our commercial property fund, increasing cash by a further £5.7M.

5. This has resulted in a tactical shift in cash from 5% to 20% with relatively fortuitous timing given the closure of a number of property funds to redemptions and the negative performance of equity markets over the last six months, and the Board views this as a positive move in terms of reducing the risk in the portfolio. The table below shows the shift in asset allocation since the inception of the Fund Board:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>1 Aug 2007</th>
<th>29 Feb 2008*</th>
<th>Shift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equities</td>
<td>78%</td>
<td>64%</td>
<td>-12%</td>
</tr>
<tr>
<td>Commercial Property</td>
<td>9%</td>
<td>0%</td>
<td>-9%</td>
</tr>
<tr>
<td>Absolute Return</td>
<td>11%</td>
<td>16%</td>
<td>+5%</td>
</tr>
<tr>
<td>Cash</td>
<td>2%</td>
<td>20%</td>
<td>+18%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
</tbody>
</table>

6. In the six months to 31 January 2008, therefore, the fall in the portfolio was limited to 5.3% versus a fall in UK Equities of 7.5% over the same period. However, it should be noted that over the longer rolling five year term, the exposure to equities has been critical in the outperformance against the Investment Objective demonstrated in the chart below:

* Estimate
7. The College Fund Board also hosted the inaugural Unitholders AGM on 21 February, with a broad cross section of the Unitholder community attending to receive a report on the ethos and operation of the Unitised Scheme. The meeting also considered the potential for including an allocation to Imperial Innovations within the Unitised Scheme, and the Board are now going out to the Unitholders to vote on the issue. Details of the presentation and a note of the meeting have been posted on the College Fund website at www.imperial.ac.uk/collegefund.

8. Finally on the Unitised Scheme, the College has been fortunate to receive a significant number of new Non-Core Assets in the form of cash donations and realisations during the first six months of the year and a schedule of the assets transferred to the Unitised Scheme of the College Fund (with the approval of the Rector) is attached at Annex A. The Council is asked to ratify the decision to class the assets listed in the schedule at Annex A as Non-Core Assets.

SPECIAL CIRCUMSTANCES PORTFOLIO

9. The highlight for the Special Circumstances Portfolio since the last report is the Acquisition of Silwood Business Park. The Fund completed the purchase of this 38,500 sq ft property for £10.15M on 18 February 2008. This transaction reconsolidates the South Eastern corner of the Silwood Park Estate, and will have substantial benefits in terms of giving the College greater flexibility for the long term planning of the Campus. The Business Park has been transferred on a fully let basis, delivering a net rental return of c. £700k per annum, thus yielding 6.9% on full acquisition costs – a significant premium over the 5.3% average cost of funding the acquisition.

10. The Special Circumstances Portfolio’s Net Asset Value has increased from £140.3M to £153.1M over the first six months. This reflects a 19.2% investment return on the increased property portfolio, recognising some significant planning gains, offset by the decline in the Innovations share price, which dropped 17% against an 18% reduction in the FTSE AIM All Share Index over the same period.

TOTAL COLLEGE FUND

11. At the consolidated level, the College Fund has moved to a total Net Asset Value of £222M as at 31 January 2008, compared to a Net Asset Value of £210M at 31 July 2007.

SN

1. Annex A has not been included with these Minutes.
PAPER G

CELEBRATING THE CENTENARY OF IMPERIAL COLLEGE LONDON
A REVIEW OF CENTENARY ACTIVITIES DURING 2007

A Note by the Director of Development and the Director of Communications

CENTENARY PROGRAMME GOALS

1. The Centenary Programme was created to ensure that Imperial’s one hundredth birthday was celebrated and marked appropriately and to give impetus and profile to the Centenary Campaign, a £207M fundraising campaign which runs from 2000-2010. The programme had three main goals:
   a. Accelerate and enhance an effective **fundraising** campaign.
   b. Promote the **reputation** of Imperial.
   c. Develop a sense of **community**.

2. The table below shows how activities throughout 2007 helped to achieve these three aims:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Fundraising</th>
<th>Reputation</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prestigious birthday event (Royal visit and events)</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>International Ambassador and alumni events</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Re-badged special events and lectures</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Centenary staff party</td>
<td></td>
<td></td>
<td>√</td>
</tr>
<tr>
<td>Centenary student events and activities</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-badged alumni events</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of Centenary website</td>
<td>√</td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Production of branded publications and gifts</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Decoration of all campuses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centenary-related mail and email to alumni</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Fund mailing sent to all alumni</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building fundraising prospect networks through</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Advisory Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased contact with high net-worth prospects</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional media coverage</td>
<td></td>
<td></td>
<td>√</td>
</tr>
</tbody>
</table>

BENEFITS

3. A number of institutional benefits arising from the Centenary Programme can be summarised as follows:

   a. Campus activities throughout the year served to raise awareness of the Centenary Campaign – both internally and externally. Internally, the launch of the Campaign raised awareness of the role that fundraising can play in terms of improving College facilities for the benefit of students and staff e.g. the Library and Union Building.

   b. There was a significant increase in donors to the Annual Fund: a 45 per cent increase in alumni donors; and significant penetration amongst other groups who had not given previously (including Imperial staff). Staff generally gave through Centenary-driven initiatives such as the London Marathon place and sponsored bicycle ride.
c. The Centenary and associated activities led to increased involvement and contact with Development Advisory Board members throughout the year, resulting in some new networks of potential prospects for the campaign. In some cases, this has already resulted in gifts towards the Campaign from new donors.

d. The Centenary facilitated a highly successful launch of the International Ambassador scheme. Twenty-four events were held in 13 countries involving 16 alumni groups. Almost 2,000 international alumni attended one of these events and heard about the College’s Centenary from a senior member of staff. Several alumni groups have re-activated as a result, including India, Uganda, Australia, Argentina and Cyprus.

e. The Centenary also facilitated an excellent improvement in alumni attendance at campus-based events in the UK, with nearly 900 attending the Alumni Reunion in September and over 400 at the Annual Alumni Lecture with Brian May in November.

f. The Centenary provided an impetus to film more events, making them available online. This significantly increased audience reach throughout the Centenary, with some 40,000 downloads of College events recorded in 2007.

g. Internal communication and branding efforts resulted in significantly higher numbers of staff members contacting communications for help and advice with branding events and departmental materials. This has both allowed the Communications team to promote the wide range of available resources for staff, and also to use the opportunity to distribute branded promotional materials to enhance the quality of local events and activities.

h. Work on a variety of events has enabled the Communications, Fundraising, Alumni Relations and International Office teams to build good and sustainable relationships with each other, faculty staff and other campus representatives.

**REACHING KEY AUDIENCES**

**INTERNAL AUDIENCES (STAFF AND STUDENTS).**

4. **Centenary (General).**

   a. All Imperial campuses decorated with Centenary materials (banners, window stickers, bill-boards, publication stands);

   b. Staff from all campuses involved in key Centenary events for staff;

   c. 38 individual articles and adverts in *Reporter* between July 2006 and December 2007;

   d. 42 Centenary news stories posted on imperial.ac.uk between October 2005 and December 2007;

   e. Centenary staff party attended by 4,000 members of Imperial staff from all Imperial campuses, with unprecedented positive feedback received;

   f. Sell-out Union Centenary Ball attended by a record 2,500 students (and staff and alumni).
5. **Centenary Campaign**.

a. Elements of Centenary Campaign highlighted to staff and students (and other campus visitors) through projection, touch-screens and publications in the Main Entrance;

b. Staff and students given direct opportunities to financially contribute towards Campaign projects:

   (1) Sponsorship of the College London Marathon place (Student Opportunities Fund);

   (2) Sponsorship of John O’Groats to Lands End cycle by Union President (Union Building Redevelopment Fund);

   (3) Profit from Union Centenary Ball (including charity raffle) (Union Building Redevelopment Fund).

**EXTERNAL AUDIENCES (ALUMNI, PROSPECTIVE AND EXISTING MAJOR DONORS, DEVELOPMENT ADVISORY BOARD, COURT AND COUNCIL, CAMPUS VISITORS, THE MEDIA AND THE GENERAL PUBLIC)**

6. **Centenary (General).**

a. 29 College Centenary events for a variety of internal and external audiences, targeted and personalised invitations sent out to key external subsets (see appendix 1);

b. 34 Centenary events for alumni in 17 different countries, including 24 visits of one or more International Ambassador to an international alumni group (see appendix 1);

c. 18 Centenary events filmed and posted online (Royal visit attracting 11,454 views);

d. 67,274 visits to the Centenary website’s home page recorded;

e. 10 mentions of Centenary and, in some cases, Campaign in national media including *The Sunday Times, The Guardian, The Telegraph* and *Business Times Singapore*.

7. **Centenary Campaign.**

a. 12 cultivation and donor acknowledgement events during the Centenary year, including two Development Advisory Board meetings (see appendix 1);

b. Mailing on Centenary events and Centenary Campaign sent to all alumni at the beginning of the Centenary year (see appendix 2);

c. All alumni asked to contribute towards the Centenary Campaign (majority via the Annual Fund) during the Centenary year.
THE CENTENARY CAMPAIGN

8. The Centenary Campaign runs from 2000-2010, and was publicly launched on 30 January 2007. The Campaign target is to raise £207M in philanthropic funds. Philanthropic income to the College’s Centenary Campaign during 2007 totalled c. £24M. At the end of 2007, income to the campaign stood at £143 million, with £64 million still to be raised.

<table>
<thead>
<tr>
<th>Funds raised</th>
<th>£143m*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding gap</td>
<td>£64m</td>
</tr>
<tr>
<td>£50m</td>
<td></td>
</tr>
<tr>
<td>Academic direction</td>
<td></td>
</tr>
<tr>
<td>£75m</td>
<td></td>
</tr>
<tr>
<td>Campus renewal</td>
<td></td>
</tr>
<tr>
<td>£18m</td>
<td></td>
</tr>
<tr>
<td>Student support</td>
<td></td>
</tr>
</tbody>
</table>

*A further single pledge of £10 million was received in early 2008, now leaving c. £54 million to be raised by the end of 2010.

EXAMPLES OF GIFTS INTO CAMPAIGN DURING 2007:

<table>
<thead>
<tr>
<th>Donor</th>
<th>Project</th>
<th>Gift (£k)</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grantham Foundation</td>
<td>Grantham Institute for Climate Change</td>
<td>12,800</td>
<td>Academic Direction</td>
</tr>
<tr>
<td>Edmond J Safra Foundation</td>
<td>Edmond J Safra Chair</td>
<td>1,030</td>
<td></td>
</tr>
<tr>
<td>BP</td>
<td>Rajiv Gandhi Centre</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Kusuma Trust</td>
<td>Rajiv Gandhi Centre</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Winston Wong (alumnus)</td>
<td>Institute of Biomedical Engineering</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>The Hunter Foundation</td>
<td>Lung Cancer research</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Wolfson Foundation</td>
<td>Library Redevelopment</td>
<td>200</td>
<td>Campus Renewal</td>
</tr>
<tr>
<td>Goldsmiths</td>
<td>EnVision (for buildings)</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Annual Fund donors#</td>
<td>Library and Union Building Redevelopments</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>The Arcadia Trust</td>
<td>Scholarships (PhD)</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Maria O'Donoghue</td>
<td>Scholarships (PhD)</td>
<td>625</td>
<td></td>
</tr>
<tr>
<td>Annual Fund donors#</td>
<td>Student Opportunities Fund (all courses)</td>
<td>235</td>
<td></td>
</tr>
<tr>
<td>Vodafone</td>
<td>Scholarships (undergraduate/ exec education)</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Vincent Eyre legacy (alumnus)</td>
<td>Student Opportunities Fund</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>City &amp; Guilds of London Institute</td>
<td>EnVision (for scholarships)</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

#45 per cent increase in alumni donors to the Annual Fund and significant penetration into other Annual Fund donor audiences (for example staff).
CENTENARY CAMPAIGN – NEXT STEPS

9. To reach the campaign target by the end of 2010, several landmark gifts, in the region of £5-10 million need to be secured. Key Centenary Campaign projects that are being actively fundraised for, or are being developed for fundraising, include:

- EnVision;
- Angel Scholarships – endowed scholarships that recognise academic talent;
- Rajiv Gandhi Centre for Innovation and Entrepreneurship;
- Grantham Institute for Climate Change;
- Cardiology;
- Centre for Robotic Surgery;
- Public outreach (and Chair in Science and Society);
- Academic Chairs across all faculties.

10. The OAD will continue to cultivate existing College prospects, as well as using proactive prospect research and utilising available networks through bodies such as the Development Advisory Board and the Court and Council to identify new philanthropic contacts.

CONCLUDING STATISTICS

- Over 1,800 donors to the Centenary Campaign;
- 45 per cent increase in alumni donors during 2007;
- Centenary events held in 20 countries around the world;
- Over 3,000 alumni involved in a Centenary event;
- 4,000 Imperial staff attended the staff party;
- 2,500 guests attended the Summer Ball;
- 5,000 pieces of birthday cake eaten on Launch Day;
- 20 Centenary events were filmed and are now available online, having been viewed over 40,000 times;
- 67,274 hits on the front page of the Centenary website;
- 881 copies sold of Hannah Gay’s book sold;
- 14,555 pints of Centenary ale pulled;
- 8,641 bottles of Centenary wine have been sold;
- 10 Centenary media mentions in the national press since October 2006.

Fiona Kirk
Tom Miller
CENTENARY EVENTS

Please note, this list represents key Centenary events and is not exhaustive. Other events took place in all departments and at all campuses during 2007.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Audiences reached</th>
<th>Internet views/downloads</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Year’s Day Parade</td>
<td>1 January</td>
<td>General public Students</td>
<td></td>
</tr>
<tr>
<td>Centenary Launch Day</td>
<td>30 January</td>
<td>Staff Students</td>
<td></td>
</tr>
<tr>
<td>Centenary Launch Lecture</td>
<td>30 January</td>
<td>Staff Students Alumni</td>
<td>5,002</td>
</tr>
<tr>
<td>EnVision 2010 Launch Dinner</td>
<td>31 January</td>
<td>Major donors/prospects</td>
<td></td>
</tr>
<tr>
<td>Diversity Lecture – Trevor Phillips</td>
<td>8 February</td>
<td>Staff Students</td>
<td>2,004</td>
</tr>
<tr>
<td>International Ambassador event – Kampala, Uganda</td>
<td>12 February</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>Centenary Launch Dinner</td>
<td>19 February</td>
<td>Major donors/prospects</td>
<td></td>
</tr>
<tr>
<td>Hounsfield Lecture – Professor Peter Hunter</td>
<td>27 February</td>
<td>Staff, Students Alumni</td>
<td>1,622</td>
</tr>
<tr>
<td>Alumni Quiz Night*</td>
<td>13 March</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>Launch of Centenary Ale</td>
<td>15 March</td>
<td>Students Staff</td>
<td></td>
</tr>
<tr>
<td>IG Nobel Award Tour Show</td>
<td>15 March</td>
<td>Postgraduate students Staff</td>
<td>1,960</td>
</tr>
<tr>
<td>VIP Reception at ICSO Centenary Concert, Cadogan Hall</td>
<td>17 March</td>
<td>Major donors/prospects</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – Beijing, China</td>
<td>26 March</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>Ernst Chain Prize Lecture – Robin Weiss</td>
<td>27 March</td>
<td>Staff</td>
<td>1,720</td>
</tr>
<tr>
<td>Grantham Institute for Climate Change Dinner</td>
<td>2 April</td>
<td>Major donors/prospects</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – Lagos, Nigeria</td>
<td>7 April</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Date</td>
<td>Audiences reached</td>
<td>Internet views/downloads</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>---------</td>
<td>-----------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>International Ambassador event – <strong>Hong Kong</strong></td>
<td>20 April</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Buenos Aires</strong>, Argentina</td>
<td>26 April</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Perth</strong>, Australia</td>
<td>29 April</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>Hannah Gay Book Launch</strong></td>
<td>1 May</td>
<td>Staff</td>
<td>267</td>
</tr>
<tr>
<td><strong>Centenary Drinks Reception</strong></td>
<td>2 May</td>
<td>Major donors/prospects</td>
<td></td>
</tr>
<tr>
<td><strong>Drinks for graduates of the last decade</strong></td>
<td>3 May</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event, <strong>Bonn</strong>, Germany</td>
<td>4-6 May</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>Athena Lecture</strong> – <strong>Professor Dame Julia Higgins</strong></td>
<td>16 May</td>
<td>Staff/Students</td>
<td>849</td>
</tr>
<tr>
<td><strong>Legacy Lunch</strong></td>
<td>23 May</td>
<td>Alumni donors</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Nicosia</strong>, Cyprus</td>
<td>24 May</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Tokyo</strong>, Japan</td>
<td>2 June</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>The SORA Lecture</strong> – <strong>Professor Atul Gawande</strong></td>
<td>4 June</td>
<td>Staff/Students</td>
<td>1,867</td>
</tr>
<tr>
<td><strong>IDEA League Sports Event</strong></td>
<td>13-15 June</td>
<td>Students from Imperial and IDEA League institutions</td>
<td></td>
</tr>
<tr>
<td><strong>Burlington Danes Opening</strong></td>
<td>13 June</td>
<td>Government</td>
<td></td>
</tr>
<tr>
<td><strong>Summer Ball</strong></td>
<td>16 June</td>
<td>Students/Alumni/Staff</td>
<td></td>
</tr>
<tr>
<td><strong>Exhibition Road Family Day</strong></td>
<td>17 June</td>
<td>Staff/Students/Local residents and institutions/General public</td>
<td></td>
</tr>
<tr>
<td><strong>Watson and Ridley Lecture</strong></td>
<td>18 June</td>
<td>Staff/Students</td>
<td>4,026</td>
</tr>
<tr>
<td><strong>Exhibition Road Music Day</strong></td>
<td>21 June</td>
<td>Staff/Students/Local residents and institutions/General public</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Beijing</strong>, China</td>
<td>22 June</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>Development Advisory Board Meeting</strong></td>
<td>9 July</td>
<td>Development Advisory Board/Major donors</td>
<td></td>
</tr>
<tr>
<td><strong>Centenary Royal Ceremony</strong></td>
<td>9 July</td>
<td>Staff/Students/Alumni/Major donors/prospects</td>
<td>11,454</td>
</tr>
<tr>
<td><strong>Dinner for HH Sheikha Mozah Bint Nasser Al Missned of Qatar</strong></td>
<td>9 July</td>
<td>Major donors/prospects</td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Date</td>
<td>Audiences reached</td>
<td>Internet views/downloads</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------</td>
<td>-------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Centenary staff party</td>
<td>11 July</td>
<td>Staff</td>
<td>860</td>
</tr>
<tr>
<td>4,000 staff attended</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Hong Kong</strong></td>
<td>14 July</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Sydney, Australia</strong></td>
<td>9 August</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>International Ambassador event – <strong>Perth, Australia</strong></td>
<td>6 September</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>Alumni Reunion 2007</strong></td>
<td>14-16 September</td>
<td>Alumni</td>
<td>xxx (David King)</td>
</tr>
<tr>
<td>Nearly 900 alumni and guests travelled from as far as Venezuela, South Africa and Australia</td>
<td></td>
<td></td>
<td>DVD sent to c.500 alumni attendees</td>
</tr>
<tr>
<td><strong>City of London Guildhall Lecture</strong></td>
<td>18 September</td>
<td>Major donors/prospects/Alumni/Senior academics</td>
<td></td>
</tr>
<tr>
<td>– Sir Richard Sykes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>250 guests</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Fund Donor Lecture</strong></td>
<td>19 September</td>
<td>Alumni donors</td>
<td></td>
</tr>
<tr>
<td>**International Ambassador event – <strong>Beijing, China</strong></td>
<td>24 September</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>Runners and Riders Benefit dinner</td>
<td>27 September</td>
<td>College contractors and consultants</td>
<td></td>
</tr>
<tr>
<td>650 attendees from over 80 of the College’s major advisers, suppliers and consultants</td>
<td></td>
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<tr>
<td>Raised over £40,000 for the Student Opportunities Fund</td>
<td></td>
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<tr>
<td>**International Ambassador event – <strong>Shenzhen, China</strong></td>
<td>25 September</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>**International Ambassador event – <strong>Cambridge, USA</strong></td>
<td>25-26 Sept</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>Drinks for graduates of the last decade</strong></td>
<td>4 October</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>**International Ambassador event – <strong>Paris, France</strong></td>
<td>6 October</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td>Centenary Prestigious Lecture – <strong>Professor Lord Robert May</strong></td>
<td>11 October</td>
<td>Staff/Students/Alumni</td>
<td>1,946</td>
</tr>
<tr>
<td>Centenary Prestigious Lecture – <strong>Dr J Craig Venter</strong></td>
<td>23 October</td>
<td>Staff/Students/Alumni</td>
<td>2,526</td>
</tr>
<tr>
<td>International Ambassador event – <strong>Brighton, Australia</strong></td>
<td>29 October</td>
<td>Alumni</td>
<td></td>
</tr>
<tr>
<td><strong>Special Centenary debate</strong> – Do Scientists and the Media make Good Bedfellows?</td>
<td>1 November</td>
<td>Staff/Students</td>
<td>1,664</td>
</tr>
<tr>
<td>Event</td>
<td>Date</td>
<td>Audiences reached</td>
<td>Internet views/downloads</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>--------------------------</td>
</tr>
</tbody>
</table>
| **Africa: Health Matters?**  
Joint conference with Royal Geographical Society | 13 November  | Staff, Students                                                                   |                          |
| **Annual Alumni Lecture* – Dr Brian May**                            | 14 November  | Alumni                                                                           |                          |
| **The Gabor Lecture* – Sir John Rose**                                | 15 November  | Staff, Students, Alumni, Research partners                                       | 2,267                    |
| **Rector’s Annual Dinner* (for DAB and Major Donors)**               | 19 November  | Development Advisory Board, Major donors/prospects                              |                          |
| **The Schrodinger Lecture* – Professor Jim Virdee**                   | 21 November  | Staff, Students, Alumni, Research partners                                       | 436                      |
| **International Ambassador event – Kuala Lumpur, Malaysia**           | 24 November  | Alumni                                                                           |                          |
| **Alumni Seminar – Singapore**                                        | 29 November  | Alumni                                                                           |                          |
| **Singapore High Commission Lecture – Sir Richard Sykes**            | 29 November  | VIPs, industry                                                                    |                          |
| **Asia Convocation**                                                  | 30 November  | Students and parents, Local VIPs/honorary graduates                               |                          |
| **International Ambassador event – Bangkok, Thailand**               | 1 December   | Alumni                                                                           |                          |
| **International Ambassador event – Nurnberg, Germany**               | 1 December   | Alumni                                                                           |                          |
| **International Ambassador event – Mumbai, India**                   | 3 December   | Alumni                                                                           |                          |
| **Christmas Demonstration Lecture – Roger Highfield**                | 6 December   | Staff, Students, Local schools, Alumni and families                              | 1,289                    |
| **International Ambassador event – Cape Town, South Africa**         | 14 December  | Alumni                                                                           |                          |
| **End of year Centenary party**                                      | 14 December  | Staff involved in Centenary celebrations                                          |                          |
| **Centenary Prestigious Lecture – Tachi Yamada**                     | 29 January   | Staff, Students, Alumni                                                           |                          |

* indicates an existing annual event rebranded for the Centenary year
Annex B

PUBLICATIONS, WEBSITE AND BRANDING

(a) Publications
A number of publications were developed to promote elements of the Centenary programme:

- May 2006: Introductory Centenary Campaign brochure – for high net-worth prospect/donor audiences who don’t necessarily know the College well;
- Dec 2006: First-ever printed events calendar – 110,000 were distributed to staff, students and alumni;
- Centenary Campaign brochure – 100,000 were distributed to alumni and used at fundraising events and in on-campus displays;
- Book marks – 140,000 printed free of charge for use as free giveaways throughout the year;
- 6 individual promotional postcards, used at events;
- 38,500 stickers printed and distributed to students, staff and alumni.

Many other publications were given special treatment and branding to promote the Centenary to a variety of existing audiences:

- Reporter, 19 editions from 26 October 2005 to 13 December 2007;
- Felix, 10 editions from 27 November 2005 to 16 March 2007;
- Imperial Matters, two editions (Feb and Aug 2007);
- Building the Connection, two editions (Feb and Aug 2007);
- Postgraduate prospectus;
- Undergraduate prospectus;
- Imperial College Annual Fund materials;
- Annual Report 2007;
- Strategy 2006-09;
- The Lord Mayor’s Show Programme;
- Imperial Engineer;
- Postgraduate Awards, Commemoration Day and Singapore Convocation programmes;
- Annual Fund telethon/direct mail ask;
- Annual Fund and legacy update newsletters;
- Alumni Reunion and other alumni event marketing materials;
- International Ambassadors Annual Report.

(b) Website

- A special Centenary microsite was launched on 25 January 2007, and during the remainder of the Centenary year received 67,274 hits to its front page;
- Peaks of activity on web traffic coincide with the site launch, birthday week, the staff party build up, and publications of Reporter and Matters;
- The website was awarded an award of excellence at the University & College Designers Association (UCDA) Annual Design Competition and was noted as “website of the week” in Communication Arts magazine.

(c) Branding

- All stationery, websites, outgoing post, presentations and merchandise were Centenary branded throughout 2007;
- c. 33,000 pieces of Centenary branded merchandise were produced during 2007;
- Nine campuses were decorated with Centenary banners, window stickers and posters, and branded event banners were provided for all events.
INTRODUCTION

1. At present, all purchases, disposals or projects with a value in excess of £5M must have the prior approval of the Council before they can proceed. This limit was set by the Council at its meeting on 12 December 2003. It is currently enshrined in Ordinance A4, Delegation of Powers of the Council.

2. The College is now a larger organisation than when this limit was set and most capital projects and disposals now have a value in excess of £5M, indeed, many will greatly exceed this amount. Four years ago the College’s annual capital expenditure was £78.3M. Capital expenditure last year was £98.2M. In 2005/06 the figure was £115.6M and in 2007/08 it is expected to exceed £100M again. In other words, there has been at least a twenty five per cent increase in capital expenditure in the last four years (Annex A). Annual consolidated income has also increased during this time, from £434.4M in 2003/04 to £556M in 2006/07 (a 27% increase). Budgeted income for 2007/08 is £552M.

3. Given the increasing cost of individual projects, it would seem sensible to reconsider the limits of authority to determine whether the level above which Council approval is required before a project can commence, or purchases and disposals take place, is still appropriate to the College’s needs.

4. The purpose of this Paper is to propose an increase of the threshold at which projects need to be submitted to the Council for approval to £10M. This proposal is predicated on the current robust approach to the development of the Capital Investment Plan and upon the continued close scrutiny of capital projects conducted on a monthly basis by the College’s Portfolio Review Board.

THE CURRENT POSITION

5. Over the last three years, the Council has approved 15 projects and/or disposals with a total value of £299M. (This is compared with 31 projects and/or disposals with a total value of £155M from 2000-2003). Of these 15 projects, 9 (or 60%) each had a value of less than £10M. The total value of these smaller projects was £51M (or just 17% of the total value of all 15 transactions). A breakdown of the projects and/or disposals approved during this period is attached at Annex B. Many of these smaller projects were for the refurbishment or renewal of existing College space. All of the major strategic projects exceeded £10M in value and would still have required approval by the Council under these new proposals.

PROPOSALS

6. As the analysis above shows, the majority of the projects below £10M are primarily refurbishments of existing areas. They are therefore unlikely to expose the College to significant business risks. The major capital projects are all over £10M and, if an increased
limit of up to £10M were to be agreed, would still be subject to scrutiny and approval by the Council. Furthermore, the College now has in place a much more robust process for reviewing progress with all of its capital projects through the Portfolio Review Board, which meets monthly and reports to the Management Board.

7. In the light of the above it is proposed that:

   a. For projects which have been approved in principle by the Council through the Capital Investment Plan, the Council should increase the limit above which its specific approval is required from £5M to £10M.

   b. Final approval for those projects with a value of less than £10M, which have been included in the Capital Investment Plan and approved in principle by the Council, should be delegated to the Rector, as advised by the Management Board.

   c. For new projects which have not been included in the Capital Investment Plan, the Rector, as advised by the Management Board, shall have delegated authority to approve project expenditure up to a maximum of £5M, where the total project cost is less than £5M or where such expenditure is required for development work on a project to be carried out prior to its inclusion in the Capital Investment Plan.

   d. For those projects which have been included in the Capital Investment Plan and which have been formally approved by the Council, the Rector, as advised by the Management Board, shall have delegated authority to approve subsequent variations to the total cost of the project, provided that the variation does not exceed 10% of the total project cost (regardless of whether this variation is the result of a single increase or of the aggregation of two or more smaller increases). This delegation of approval only applies to project changes and does not apply to variations between a project’s initial cost estimates and the receipt of firm tenders.

   e. Final approval for those projects dealing exclusively with Non-Core Assets held within the College Fund shall be delegated to the College Fund Board.

8. Where a project involves both non-core and other College assets, the Project will be subject to the project approval requirements set out in Paragraph 7 above in respect of the other College assets not held within the College Fund.

9. For the avoidance of doubt, this proposal is based on the present checks and balances on expenditure remaining in place and specifically, that total budgets will be monitored and not exceeded; that the systems whereby the Management Board and the Portfolio Review Board monitor and control expenditure continue to meet current standards; and that the process by which the Capital Investment Plan is developed, approved and monitored remains as rigorous as at present.

10. If accepted by the Council, this increased limit will have to be reflected in the Ordinances. At present, the approval limits for capital expenditure are enshrined in Ordinance A4, Delegation of Powers of the Council. However, the College has recently been conducting a review of its Financial Ordinances and Regulations, the results of which will come to the Council for approval in due course. As part of this review, it has been agreed that it would be more appropriate for these financial approval limits to be set down in the Financial Ordinance, C1, rather than in Ordinance A4, as at present.
ACTION REQUIRED

11. The Council is therefore asked, if it sees fit, to approve the following proposals:

   a. That, for projects which have been approved in principle by the Council through the Capital Investment Plan, the limit above which its specific approval is required shall be £10M.

   b. That final approval for those projects with a value of less than £10M which have been approved in principle by the Council through the Capital Investment Plan shall be delegated to the Rector, as advised by the Management Board.

   c. That approval for expenditure up to a limit of £5M for projects which have not been included in the Capital Investment Plan, or for which development work is required prior to their inclusion in the Capital Investment Plan shall be delegated to the Rector, as advised by the Management Board.

   d. That these limits for the delegation of approval shall be set out in Ordinance C1, Financial Matters, rather than Ordinance Ordinance A4, Delegation of the Powers of the Council, and that Ordinances A4 and C1 be amended accordingly.

R.F.E.
## Annex A

### CAPITAL EXPENDITURE PER ANNUM 2003/04 – 2006/07

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Capital Expenditure</th>
<th>% Increase from Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003/04</td>
<td>£78.3M</td>
<td>n/a</td>
</tr>
<tr>
<td>2004/05</td>
<td>£78.3M</td>
<td>-</td>
</tr>
<tr>
<td>2005/06</td>
<td>£115.6M</td>
<td>47.6</td>
</tr>
<tr>
<td>2006/07</td>
<td>£98.2M</td>
<td>(15)</td>
</tr>
<tr>
<td>2007-08 (projected)</td>
<td>£147.4M</td>
<td>50</td>
</tr>
</tbody>
</table>
## Annex B

### PROJECTS AND DISPOSALS APPROVED BY THE COUNCIL

**IN THE PERIOD 2003-04 – 2007-08**

<table>
<thead>
<tr>
<th>Project and/or Disposal</th>
<th>Amount</th>
<th>Under £10M</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Redevelopment of Southside Hall of Residence</td>
<td>£54,100,000</td>
<td></td>
</tr>
<tr>
<td>2. Burlington Danes Development (GSK/ MRC/ HS NHS Trust) inc lab fit out</td>
<td>£70,000,000</td>
<td>*</td>
</tr>
<tr>
<td>3. New Imperial Building (under the Paddington Waterside Project)</td>
<td>£8,500,000</td>
<td>*</td>
</tr>
<tr>
<td>4. Imperial College Bio-incubator Project</td>
<td>£7,150,000</td>
<td>*</td>
</tr>
<tr>
<td>5. Sherfield Refurbishment Project</td>
<td>£8,200,000</td>
<td>*</td>
</tr>
<tr>
<td>6. Phase 1A of Library Refurbishment Project</td>
<td>£3,500,000</td>
<td>*</td>
</tr>
<tr>
<td>7. Phase 1B of Library Refurbishment Project</td>
<td>£4,600,000</td>
<td>*</td>
</tr>
<tr>
<td>8. Phase 2 of Library Refurbishment Project</td>
<td>£6,250,000</td>
<td>*</td>
</tr>
<tr>
<td>9. Eastside Halls of Residence Project</td>
<td>£64,000,000</td>
<td></td>
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<tr>
<td>10. Royal School of Mines</td>
<td>£21,000,000</td>
<td></td>
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<tr>
<td>11. Plant Replacement Project</td>
<td>£3,560,000</td>
<td>*</td>
</tr>
<tr>
<td>12. Bessemer Building</td>
<td>£21,800,000</td>
<td></td>
</tr>
<tr>
<td>13. Sports Centre</td>
<td>£17,300,000</td>
<td>*</td>
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<tr>
<td>14. Minor Capital works inc. Evelyn Gardens redecoration, St</td>
<td>£1,962,000</td>
<td></td>
</tr>
<tr>
<td>15. Disposal of 47 Prince’s Gate</td>
<td>£7,000,000</td>
<td>*</td>
</tr>
</tbody>
</table>

**Total costs**                                                                                       | **£298,922,000** |

**Total costs for projects < £10M**                                                                     | **£50,722,000**  |

**Total costs for projects £5M - £10M**                                                                | **£37,100,000**  |
APPROVED PROJECTS

1. **Eastside (£64M)**. Piling is virtually complete and the basement areas are now being excavated. The Project is on programme; the ground floor concessions areas are progressing well through design.

2. **Library Building Phase 1a (£3.5M) and Phase 2 (£6.25M)**. The Library will be occupied in the summer. Cooling strategies for the upper floors are being re-evaluated as a separate project.

3. **Sherfield Building (£9M)**. The Project was completed on time and the building is now fully occupied.

4. **Replacement of Plant**. The programme is on target for time and expenditure.

5. **Burlington Danes (£56M)**. The College is currently undertaking some additional works to the holding rooms, which are being completed before re-validation for the Home Office.

6. **Commonwealth Building (£17M + £8.45M)**.
   a. Level 10 has been refurbished and Level 8 has been completed and occupied.
   b. Levels 7 & 5 are the next to be refurbished with completion due this summer.
   c. A further £8.45M has been approved in principle for the refurbishment of levels 6 and 9, together with infrastructure enhancements.
   d. The Council is asked to consider, and if it sees fit, to approve funding for the work on levels 6 & 9 at a total cost of £8.45M.

7. **Wolfson Education Centre (£5.4M) and Imaging Centre (£5.5M)**. Both projects are progressing for completion in Autumn 2008. Delays due to unforeseen circumstances in the Wolfson building are being mitigated and contingency plans are also in place.

8. **Shock Physics (£0.8m)**. Design has commenced on the creation of a new laboratory for the Institute of Shock Physics.

9. **Advanced Manufacturing Facility (£2.2M)**. Design work has commenced for a new ceramics lab created in vacant space in the Exhibition Road wing to the RSM.
PLANNED & PIPELINE PROJECTS

10. **Huxley Building.** The refurbishment of the toilets is progressing (1st & 2nd phases complete). The further investment of £20.5M on a general upgrade is being aligned to give maximum advantage to the occupants and life to the building before commencing design work.

11. **Blocks L and J (£120M): revised (£100M).** Design to Stage D is progressing and permission is sought from Council to proceed with the Project. This Project is the subject of a separate Paper.

12. **St Mary’s Campus Triangle Site Rejuvenation (£80M).** A feasibility study has been completed for the new building but funding is an issue. This is being addressed as a part of the College’s Capital Planning process.

13. **South East Quadrant**
   
   a. Design work to the Skempton Lecture theatre, training rooms and associated enabling works continues and permission is now sought to progress with this project which is key to unlocking the development of the Exhibition Road site. This Project is the subject of a separate Paper.

   b. Concept design for the Faculty of Engineering building on Exhibition Road is progressing well with the design team focused on exemplar levels of energy efficiency.

M.P.K.
PAPER J

SOUTH EAST QUADRANT (SEQ) PROGRAMME
PROPOSED DEVELOPMENT A NEW ENVIRONMENT FOR THE FACULTY OF ENGINEERING

A Note by the Principal of the Faculty of Engineering

WHAT IS THE BACKGROUND/OPPORTUNITY?

1. The South Kensington campus is the hub for the academic activities of the Engineering Faculty and significant parts of the Natural Sciences Faculty. Over past decades, departments have grown within an envelope of 1950s / 1960s buildings by carrying out local modifications, appropriate to the changing short-term needs of the occupying functions. Today we are faced with an unsustainable mixture of poor infrastructure, inefficient space usage and shortage of space of the right type, amidst some high quality areas.

2. The College proposes a significant investment in the creation of a research and teaching complex for our Engineering-related activities in the south-east quadrant of South Kensington, building on what is currently good and replacing or upgrading that which is considered substandard or no longer fit for purpose.

3. The proposed programme will also create an opportunity to reconfigure the geographical relationships between some of the departments of the Engineering Faculty. The main departments to be affected by programme will be Aeronautics, Mechanical Engineering, and Civil Engineering, although some space will be provided for expansion of the Business School.

4. The redeveloped complex will provide state of the art accommodation for both the research and teaching activities of Aeronautics, Mechanical Engineering, Civil Engineering and part of the Business School. At the heart of the development will be a contiguous suite of shared teaching and learning space which will serve both academic and conference needs.

WHY BUILD THE SOUTH EAST QUADRANT AND WHY NOW?

5. The nature of science and engineering research and teaching are changing and pointing to different future infrastructure requirements. In particular, we recognise the need for space that can be easily adapted for interdisciplinary research programmes or the founding of new ‘Institutes’. There is also a diminishing need for space to accommodate very large equipment and the space-charging burden for some departments is now unnecessarily high.

6. This proposed programme of work aligns closely with Imperial’s ambitions in Energy, the Environment and its prowess in the Engineering Sciences. Provision of state of the art facilities to house these elements of our academic mission will aid in attraction of both grants and people of excellence and will provide operationally efficient and flexible environments for development of the academic mission.
7. There are a number of benefits of developing this building complex:
   a. A greatly enhance working environment.
   b. Accommodation for new critically important activities.
   c. Enhanced ability to recruit world class academic staff.
   d. Business efficiency gains
   e. Reduction in essential maintenance
   f. Replacement of time-expired plant and equipment
   g. Compliance with environmental (Zero carbon footprint) and DDA requirements
   h. Greatly enhanced reputation of College
   i. Improved capacity for attraction of grants
   j. Space for growth of new interdisciplinary “Institutes”
   k. Commercial opportunities from exploitation of conference facilities

**SUMMARY OF SCHEME DESIGNS**

8. The projects and current cost estimates within the programme are as follows.

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<tr>
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<tbody>
<tr>
<td>1. Skempton Building Project - consisting of 4 work packages</td>
<td>£20M</td>
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<tr>
<td></td>
<td>a. Enabling Works (Workshops)</td>
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<td>b. Lecture Theatre</td>
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<td></td>
<td>c. Shared Teaching Space Levels 0 &amp; 1 (this includes entrance and level 1 south facade upgrades)</td>
</tr>
<tr>
<td></td>
<td>d. Shared Teaching Space Level 2</td>
</tr>
<tr>
<td>2. Mechanical Engineering Annex Demolition</td>
<td>£2.7M</td>
</tr>
<tr>
<td>3. Black Tower Demolition</td>
<td>£1.9M</td>
</tr>
<tr>
<td>4. Construction of Faculty of Engineering</td>
<td>£89.2M</td>
</tr>
<tr>
<td>5. Mechanical Engineering Building Refurbishment - consisting of 2 work packages</td>
<td>£21.8M</td>
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<tr>
<td></td>
<td>a. Refurbishment levels 0 &amp; 1</td>
</tr>
<tr>
<td></td>
<td>b. Phased Refurbishment levels 2-8</td>
</tr>
<tr>
<td>6. Decanting costs</td>
<td>£12.0M</td>
</tr>
</tbody>
</table>

9. Work package 1.a-c (blue) is the subject of the current funding request to Council and will complete a stand-alone programme of work. Work package 5a (green) will be the subject of a subsequent funding request to Council in July 2008. This work package will also deliver a stand-alone benefit to the College. The remaining programme of work encompassing elements 2, 3, 4 and 5b represents a highly integrated package and will
require funding approval as a whole. Further proposals regarding this phase and project 1d will be included in the July submission to Council.

10. The total estimated cost for the programme is £227M including allowances for decanting, inflation and VAT. Further refinement of these estimates will follow completion of the Master Planning exercise during April 2008.

11. Management Board / PRB have already allocated initial funding of £3.05M (included in the £227M estimate) for early design work.

12. A concept SEQ programme, involving a larger development of space, was included in last year's Capital Plan at a higher estimated cost. Initial assessments of value for money have resulted in the current re-scoped project.

13. The following diagram shows the proposed overall design including the massing proposal for the new Faculty of Engineering building (which entails demolition of the existing Mechanical Engineering Annex & Black Tower buildings).

SPACE BEING CREATED WITHIN THE SEQ COMPLEX

14. Current space occupied is approximately 41,900 m². The proposed programme involves both new build and demolition and, on completion, will create more than enough space for existing academic space plans plus release of a complete building (Roderic Hill) for future redevelopment. New build will be essentially the Faculty of Engineering Building facing Exhibition Road (12,400m²). The overall gain in space will be approximately 8,000 m² plus at least 6,000m² derived from development on the footprint of the vacated Roderic Hill building. Costs for this latter re-development are not included in this budget.
15. The first project is the Skempton Building project. The proposed work is currently scheduled to be completed by Q1, 2010 to unlock the rest of the programme.

### CURRENT LEVEL 1 SCHEDULE

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<tbody>
<tr>
<td>SKEMPTON BUILDING</td>
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<tr>
<td>ENABLELING WORKS (Workshops)</td>
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<td>MECH ENG ANNEX DEMOLITION</td>
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<td>BLACK TOWER DEMOLITION</td>
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<tr>
<td>FACULTY OF ENGINEERING BUILDING</td>
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<td>MECHANICAL ENGINEERING BUILDING</td>
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<tr>
<td>Refurbishment Levels 0 &amp; 1</td>
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<tr>
<td>Phased Refurbishment Levels 2 - 8</td>
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**LEGEND**
- Design, Planning, Procurement
- Enabling & Construction Works
- Critical Path for Faculty of Engineering Building

### ANTICIPATED CASH FLOW FOR SKEMPTON WORKS PROGRAMME

<table>
<thead>
<tr>
<th>Period</th>
<th>Cash Flow (£M)</th>
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</thead>
<tbody>
<tr>
<td>1H2008</td>
<td>£0.64</td>
</tr>
<tr>
<td>2H2008</td>
<td>£3.87</td>
</tr>
<tr>
<td>1H2009</td>
<td>£6.16</td>
</tr>
<tr>
<td>2H2009</td>
<td>£7.57</td>
</tr>
<tr>
<td>1Q2010</td>
<td>£1.76</td>
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Total - £20M
KEY CONSIDERATIONS

PLANNING REQUIREMENTS

16. Planning approval for the programme and its elements is subject to approval from Westminster City Council. Pre-application discussions with the Local Authority will begin in April 2008. RBK&C as the adjacent local authority will be consulted at the appropriate time. The gaining of Planning Approval for external works to the Skempton Building is not anticipated to be problematical.

17. The design phase has, in designing its approach to the local authority planning department, considered impacts of the building on the local environment. The College will seek to better the energy efficiency measures which it is legally obliged to address.

DECISIONS REQUIRED

18. The purpose of this Council paper is to inform Council members of the overall programme being considered and seek approval for an early, enabling, package of work.

19. Approval is sought from Council to ratify the recommendation of Management Board to proceed with stage one of this programme at a sum of £20M.

J.W.
INTRODUCTION

1. Imperial College and Imperial College Healthcare NHS Trust have combined to create the UK’s first Academic Health Science Centre (AHSC) with the goal of establishing the AHSC as a global leader in health research.

2. Imperial College, and therefore the AHSC, is committed to achieving pre-eminence in clinical research and cardiovascular medicine. The redevelopment of the L block to provide a focal point for this activity constitutes a pivotal project for the College and the new AHSC. The proposed development will:

   a. Establish a beacon capital project for the new Academic Health Science Centre, demonstrating the power of the new organisation with respect to true partnership working;

   b. Replace buildings that date back to 1935 (see Annex A) which are not now (and have not been for some time) fit for purpose, with a new development that will be designed and built specifically for taking forward 21st Century clinical research;

   c. Secure the flexibility to expand and combine activities at the Hammersmith campus, and deliver our strategy with respect to clinical research;

   d. Provide a hub for academic activity at the heart of the Hammersmith Campus, attracting major partnership research funding and enabling recruitment and retention of field-leaders.

3. This paper presents the proposals and approved costings for the development and seeks approval from the College Council to proceed with the L block project, which will cost £98.625M.

THE DEVELOPMENT OF L BLOCK

4. The L&J block site at the Hammersmith Campus, on which the proposed development will be built, is located in the south east quadrant of the campus, alongside hospital accommodation, and next to both the Imperial-owned Commonwealth Building (to the north), and (to the east) the new Burlington Danes facility, the Imperial portion of which is due for occupation this month. A site plan of the campus showing the location of the L&J block development is attached at Annex B.

5. The project will deliver a six storey building on the site of the current L Block, and levelling of the current J block area in preparation for future development needs.
The College will be investing to bring together cardiovascular science, genomic medicine, vascular inflammation and immunology in state-of-the-art accommodation at the heart of the academic campus at Hammersmith.

6. Clinical research at the hospital is currently conducted in ward space (Sir John McMichael Centre) and with staff shared with routine clinical investigation. This research would be moved to the new facility to create a unique environment in which to carry out early phase clinical trials.

7. The key elements in the building will be:

a. The co-location of Professor Michael Schneider's and Professor Nadia Rosenthal's world class research teams, thereby fulfilling the strategic aim of achieving critical mass in cardiovascular research on the Hammersmith campus. Bringing together these groups with the already well-established laboratories of Professor Dorian Haskard, and the potential offered to the cardiovascular science strategic initiative by the impending recruitment of a new Professor of cardiac surgery, will re-position cardiovascular science as a top level competitor on the global stage. Professor Schneider's leadership of the cardiovascular initiative has already been recognised by the award of a Royal Society Wolfson Merit award, and he recently secured a £9M award from the British Heart Foundation.

b. A dedicated clinical research facility for the 'first into human' studies, central to the AHSC's role in patient-centred research. Research excellence in this area has already been recognised by the award to the Faculty of Medicine of £7M capital support from the Wellcome Trust in open competition nationally for the construction of a Clinical Research Facility (CRF) on the ground floor. The CRF will also receive running support from the £19M per annum funding secured from the National Institute for Health Research (NIHR) for the Comprehensive Biomedical Research Centre.

c. Genetics and genomic medicine is pivotal in developing the potential of leading edge biomedical research into new therapeutic approaches. The second floor of the new building will provide the appropriate base for the well established world class genetics team and also position them close to both clinical research and cardiovascular research teams thereby creating the ideal environment for scientific synergy between groups fundamental to the highest quality science. The MRC has agreed funding of £13M towards construction of a genetics based floor in the new building.

8. The project continues the staged rebuild and refurbishment of the research and education facilities at the Hammersmith campus, complementing the new Burlington-Danes build, the phased refurbishment of the Commonwealth building and the reconstruction of the Wolfson Conference Centre to create a home for the new Graduate Entry medicine course from summer 2008.

9. The L block development offers an outstanding environment for attracting major research partnership funding – with the Medical Research Council, the British Heart Foundation, the Wellcome Trust, Cancer Research UK and National Institute for Health Research already fully engaged with the plans.

10. The plan enables a quick start to what will be seen as the first AHSC capital development scheme and will cement the future of the Hammersmith as a clinical research centre of international standing. The importance of this to the Faculty of Medicine and the College cannot be understated in terms of positioning us at the forefront for the future. The
attractiveness for recruitment and retention will be highly positive and the development will act as an exemplar of how the College and the Trust can work together.

PROGRESS TO DATE.

11. Outline planning permission was obtained at the end of 2007 for development of the site according to the scope set out above.

12. In December 2007 the Management Board considered and endorsed a paper presenting the scientific and business case for development of a new building on the L block site at the Hammersmith Campus alongside associated work on levelling of J block. Management Board approved funding of £4.9M to take forward the necessary decant of existing activity from the site to enable demolition of the existing building from April 2009.

13. Since receiving endorsement from Management Board, planning has proceeded quickly in close collaboration with Imperial College Healthcare NHS Trust and a programme is now in place to achieve the decant within the necessary timeframe. The College has also negotiated a 125 year lease on the J block site (a long-lease on L block is already owned by Imperial) at a ground rent of ca£40k pa.

14. In tandem with the above workstream, a fully-costed proposal for the capital development of the site was prepared, setting out the detailed plans, costs and project schedules. The February meeting of College's Portfolio Review Board reviewed the full proposal and endorsed the project at a full cost of £98.625M. This was reviewed by Management Board on 4th March, and the L-Block development was approved for onward submission to Council for its consideration.

15. **Summary Of Programme Major Milestones**\(^{(1)}\)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Completion</th>
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<tbody>
<tr>
<td>Design Development to Stage E</td>
<td>Nov 2008</td>
</tr>
<tr>
<td>Decant of Imperial and Trust staff from site</td>
<td>Mar 2009</td>
</tr>
<tr>
<td>Contract Tender and appointment</td>
<td>Jun 2009</td>
</tr>
<tr>
<td>Construction</td>
<td>Apr 2011</td>
</tr>
<tr>
<td>Commissioning and occupation</td>
<td>Sep 2011</td>
</tr>
</tbody>
</table>

16. **Summary of Space Gains**

**L block space**

- Existing Gross Area (m²)                      5,338
- Proposed Gross Area (m²)                      13,726
- **Net Increase (m²)** 8,388

**J block space**

- Existing Gross Area (m²)                      2,860
- 2,000 m² footprint available for future College development

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1. Programme dates as set out in EC Harris programme version 009.2 rev. 15.2.08
Project Financial Summary

Full cost £98,625,000

Less previous endorsed Imperial spend:
Design to RIBA Stage D £1,865,000
Decant costs £4,965,000

Note also further commitment of £40k pa ground rent for 125yr J block lease)

Less external funding already obtained:
MRC allocation £13,000,000
Wellcome allocation £7,000,000

Total funding requested £71,795,000

Cash Flows – Projected

07/08 – £8.5M
08/09 - £8.5M
09/10 - £29.5M
10/11 - £38.0M
11/12 - £14.0M

RECOMMENDATIONS

19. Council is asked to consider the proposal as outlined above and, if it sees fit, to approve:

   a. The project proposal and scope and full project cost.
   b. Expenditure from College funds of £71.8M for the development.

S.K.S.
THE EXISTING L AND J BLOCK ACCOMMODATION:

View of J block from Ducane Road, with L block behind. Commonwealth Building can be seen at the rear of the shot.

View of existing L block from corner of Commonwealth Building, looking towards Ducane Road

J block external entrance and ambulance drop-off point on east side of block.
Hammersmith site plan showing proposed development of L block alongside the full suite of ongoing academic capital upgrade and development projects at the campus.

In brief, this integrated programme will transform the East portion of the campus creating integrated and physically linked set of buildings:

**WOLFSON EDUCATION AND IMAGING CENTRE**

The Wolfson Education centre will be the home to the increasing student population at the campus and provides facilities for the new Graduate Entry and BSc in Biomedical Sciences courses. In a separate basement build a new specialist imaging suite is being developed to support major scientific programmes on the campus, complementing and enhancing existing facilities.

**COMMONWEALTH BUILDING**

A suite of projects is ongoing to upgrade and update this Imperial building at the heart of the ‘academic quarter’ of the campus. New labs have been completed on 8th and 10th floors with work now underway on 5th and 7th, and a further phased programme to refurbish 6th and 9th floors. A new academic interaction area and modernisation of the library facilities was delivered in 2007 on 1st and ground floors, with new high quality administrative hub completed on Level 2, and new facilities supporting nanomedicine and Biobank developments installed in the basement area.

**BURLINGTON DANES FACILITY**

Due for occupation in March 08, the Imperial part of this unique collaborative development will bring Imperial neuroscientists together, co-located with related GSK imaging science offering exciting opportunities for scientific partnership and development.
INTRODUCTION

1. Ordinance D7, General Provisions for Academic Staff: Dismissal, Discipline, Grievance Procedures and Related Matters, sets out how appeals against dismissal must be considered. Paragraph 24 of the Ordinance states that:

   “Appeals against dismissal shall consist of a panel of three persons, none of whom shall previously have had any involvement with the case. The three person panel shall include one lay member of the Council, one Dean and one person drawn from a list agreed from time to time by the Council. If no Dean is eligible or willing to serve, or if the panel is an appeal panel considering the position of a Dean, two persons will be drawn from the list agreed by the Council. The Director of Human Resources or his or her nominee will determine in his or her discretion a member of the panel to act as Chair.”

2. Members will note that, in addition to a member of the Council, the Panel must include “one person drawn from a list agreed from time to time by the Council”. The purpose of this Paper is to propose a list of potential panel members for the Council to agree and also to report on a recent Appeal Case.

3. One of the prerequisites for panel members must be that they have had no previous connection with the case. In order to ensure that this independence is maintained, the list of panel members should include senior academic and administrative staff from across the College. The proposed members of the Panel are:

   Professor Maria Belvisi - Medicine  
   Mr Nigel Buck - Support Services  
   Professor Dorothy Griffiths - Tanaka Business School  
   Professor Chris Hankin - Engineering  
   Ms Susan Howard - Support Services  
   Mr Paddy Jackman - Support Services  
   Professor Mike Jeger - Natural Sciences  
   Ms Fiona Kirk - Support Services  
   Professor David Lane - Medicine  
   Professor Jeff Magee - Engineering  
   Mr Tom Miller Support Services  
   Professor David Nethercot - Engineering  
   Professor Stephen Richardson - Engineering  
   Professor Murray Selkirk - Natural Sciences  
   Dr Kenny Weir - Natural Sciences

4. The Council is asked to consider, and if it sees fit, approve the list set out in paragraph 3 above.

5. As noted in Paragraph 2 above, an Appeal against dismissal was considered under Ordinance D7 in February. As the Council had not, at that time, approved a list of potential panel members, the membership of the Appeal Panel was approved by Chairman's Action.
Ms Kate Owen served as the Council member on the Panel and also chaired the Panel. Dr Kenneth Weir, the Associate Head of Department for Physics, was appointed as the third member of the Panel.

6. A discipline case involving a student in the Faculty of Medicine has also arisen that must be considered under the College’s *Procedure for the Assessment of Fitness to Practise Medicine*. These Procedures provide that the case must be heard by a Panel which, along with a large number of internal and external members, includes "a Lay member of the Panel, to be appointed by the College Council". Given the size of the Panel, which has up to nine members, it was considered appropriate for a lay member of the Court to serve in this capacity. Mr Malcolm Shirley, the Secretary of the Royal Commission for the Exhibition of 1851 and a member of the Court appointed by the Commission, was duly appointed as the lay member of the Panel by Chairman’s Action.

7. The Council is also asked to note the separate appointments of Dr Weir and Mr Shirley by Chairman’s Action.

R.F.E.
March 2008