

About University Alliance

University Alliance is a group of 24 major, business-engaged universities committed to delivering world-class research and a quality student experience around the UK.

Alliance universities have innovation and enterprise running through everything they do and deliver – the courses they offer; their leading graduate prospects; the impact of their research; how they work with business, the professions and the community; the leading role they play in building regional economies; right down to the way they are run.

They are universities without boundaries: delivering economic and social growth through close links with their research, students and staff and the world around them – locally, nationally and internationally. With representation right across the UK they educate over 25% of all UK students, with large proportions of international and post-graduate students.

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Introduction

The past year has been our busiest and most active yet. Building on the foundations of our first two as an organisation, we have seen our influence and outputs increase alongside the expansion of our team. This Annual Report brings together the highlights from the past year to help show the impact we have had as an organisation.

Our aim continues to be a constructive and positive voice within the sector: developing solutions and new thinking; forging a partnership and collaborative approach; and being an advocate for UK Higher Education more broadly, as well as Alliance universities specifically.

A key priority for us in the past year has been highlighting the critical role of universities in driving economic growth. This theme has run through everything we have said and done, from press statements through to events and starting with the launch of one of our major reports, *Growing the future: universities leading, changing and creating the regional economy*, at Party Conferences. The report helped us illustrate the vital role universities are playing in the economy through the voices of the very people who have experienced firsthand the power of genuine engagement and partnership with universities. Contributors ranged from business leaders, politicians, economists and the like from the UK and abroad, including, amongst others, Sir Patrick Stewart (Chancellor of the University of Huddersfield), Sir Richard Lambert, Will Hutton, Angela Saini and a foreword from Vince Cable.

Other reports and events have built on this theme, demonstrating the significant economic and social impact universities have. *The way we'll work: labour market trends and preparing for the hourglass*, highlights that the shortage of graduates threatens the future growth of the economy and social mobility in the UK. *Problem Solved: university research answering today's challenges* brings together a new collection of case studies showcasing the strength and quality of the UK's diverse research base and its role in responding to global challenges and strengthening our economy and society. Our work on the back of the Wilson Review demonstrated our ability to bring together a wide range of stakeholders and promote serious debate on these issues.

This collaborative approach has become a trademark of the way we generate ideas and develop policy. A big project launched this year, which highlights this approach was, *university_vision*. The aim of the project was to bring together a wide group of people and organisations to help establish a sector-led vision for universities. The project saw us move into corporate sponsorship, with Hewlett-Packard coming on board as sponsors.

Another significant development for us this year has been to begin the process of incorporating as a charity. This will enable us to develop new partnerships and explore new models of working, with the ultimate aim of increasing our influence across the policy, regulatory and funding environments that affect our members.



Libby Hackett
Chief Executive | University Alliance

Influencing Key Decision-Makers

Government and Parliament

The primary focus of University Alliance is to build and maintain strong, constructive relationships with key decision-makers within Government and Parliament. We keep this focus at the core of what we do, helping us prioritise when and what we say and do. We will always try to work positively with policy makers rather than creating headlines.

We have regular meetings with key decision-makers in Government and Parliament from across the political spectrum.



Vince Cable MP, Secretary of State for Business, Innovation and Skills

We have developed our relationship with Dr Cable throughout the year and have influenced him on some key decisions, including core and margin for 13-14. He wrote the foreword to our publication, *Growing the Future* and spoke at our fringe event at the Liberal Democrat Party Conference in 2011.



David Willetts MP, Minister of State for Universities and Science

University Alliance is regarded as a trusted adviser to the Minister. Our regular meetings with him are constructive and solutions-focused. The Minister has attended various University Alliance events throughout the year, including speaking at the launch of our report, *Problem Solved*.



Shabana Mahmood MP, Shadow Minister of State for Higher Education

Since Shabana's appointment to this brief we have worked successfully in developing a close relationship with her. We ran an "introduction to HE policy" workshop for her and her team, meet on a regular basis and organised an event on graduate employability.

Other key relationships include:

- **Chuka Umunna MP, Shadow Business Secretary** – since taking up the brief we have built a good relationship with Chuka Umunna MP and his team. We have regular meetings with him to discuss higher education policy, in particular the role of universities in driving growth.
- **Nicky Morgan MP, Parliamentary Private Secretary to David Willetts** – we are in frequent communication with Nicky Morgan MP and meet with her on a quarterly basis.
- **Nick Hillman, Special Adviser to David Willetts MP** – we have a close relationship with Nick and communicate with him regularly in an informal advisory capacity.

- **Andrew Miller MP, Science and Technology Select Committee**
- **Paul Blomfield MP, BIS Select Committee**
- **Baroness Brinton, Liberal Democrat Peer**
- **Baroness Garden, Liberal Democrat Peer, Government Whip and Spokesperson for BIS in the Lords**

We continue to have a productive relationship with John Denham MP and Gareth Thomas MP who were moved from their roles in the Shadow Labour BIS team in a reshuffle in October 2011.

Select Committees

Part of our focus on Parliament is monitoring the key Select Committees relating to university policy. We regularly submit evidence, both written and oral, to relevant inquiries, including, for example:

- BIS Select Committee inquiry into the future of higher education
- Science and Technology inquiry into technology innovation centres
- House of Lords European Union Committee inquiry into The Modernisation of Higher Education in Europe

Party Conferences 2011

Our focus at the Autumn 2011 Party Conferences was on the role of universities in growth. We timed the publication of our report, *Growing the future: universities leading, changing and creating the regional economy*, to coincide with Party conference season to spark debate.

These events brought together key decision-makers, those with an interest in higher education, the economy and the wider commentariat. Our aim was to discuss a vision for the UK economy that goes further than the recent growth strategy and better outlines the important role universities play in the UK economy and society.

Discussion at the event focused on:

- What pillars the UK economy needs to put in place to ensure growth and a sustainable economy.
- The role universities play as a pillar in their own right, but also in supporting other growth areas, for example in driving innovation and enterprise of UK Plc, being leaders in regional economies.
- What businesses needs are and how universities and business can work better together to make the links and deliver the research and graduates that the economy and society need.



We partnered with Policy Exchange for the event at the Conservative Party Conference with David Willetts as the keynote speaker. We drew together a panel which included Janet Beer, Liam Burns (NUS President) and Hushpreet Dhaliwal (Chief Executive of the National Consortium of University Entrepreneurs).



Centre Forum ran our event at the Lib Dem party conference with Vince Cable as the keynote speaker. Wendy Purcell spoke for University Alliance, with the additional panel members being Duncan Greenland (Chair, Centre Forum) and Tim Hames from the British Venture Capitalists Association (formerly Times leader writer and special advisor to John Bercow).



We took a more targeted approach at the Labour Party Conference and hosted a private dinner with the opposition BIS team including John Denham MP, Gareth Thomas MP, Chi Onwurah MP along with Dominic Shellard and Martin Hall.

Government Officials

We are recognised within BIS and other government departments as a credible and sensible voice, working to provide solutions to policy questions. We have very good links with key Officials across Government, both at a senior level and with those leading on specific policy areas. Our focus is primarily on the Department for Business, Innovation and Skills; Number 10 Downing Street; and the Treasury. Throughout 2011-2012 we held regular meetings with:

- Deputy Director, Policy Unit, Number 10
- Head of HE, HM Treasury
- BIS, Director General, Higher Education
- BIS Higher Education
- BIS Growth Team
- BIS Finance Team
- BIS Communications Team

Extensive contacts with HEFCE

In addition to working closely with Government Officials, we maintain a very close working relationship with HEFCE colleagues across the organisation. We have regular meetings and regular contact with Sir Alan Langlands (Chief Executive) and David Sweeney (Director – Research, Innovation and Skills). We also have good quality, regular communication with other members of the HEFCE team including the REF, HEIF and postgraduate teams.

Consultation responses

We take a strategic approach to consultation responses. Where we have a distinct position or where Alliance institutions have a particular response to a consultation we will submit evidence. We balance our submissions with raising awareness of Alliance institutions and offering solutions to the policy question being asked.

Listed below are the responses we have made during the year:

- Student number controls and teaching funding consultation for 2013-14 and beyond (June 2012)
- UCAS consultation on admission reform (January 2012)
- BIS Technical Consultation – a new, fit-for-purpose regularity framework for the Higher Education sector (October 2011)
- Milburn review into Social Mobility and Child Poverty (October 2011)
- Higher Education: consultation on potential early repayment mechanisms for student loans (September 2011)
- Teaching funding and student number controls, consultation on changes to be implemented in 2012-13 (September 2011)

Business and the professions

Building closer links with businesses and the professions has been a priority for us this year. A particular focus for us was around the Wilson Review into Business-University Collaboration. This presented a unique opportunity for us to raise our profile in this area.

On the back of the Wilson Review we launched a month-long campaign called *Open Doors*. This included a launch event with Professor Sir Tim Wilson and key business figures. We also launched an interactive map showcasing case studies of exemplar business-university collaboration at Alliance institutions. The campaign has opened up several partnerships with businesses including Barclays, Hewlett-Packard, Santander, Microsoft and Google.

As well as these direct links with businesses we continue to foster close engagement with representative bodies including CBI, Institute of Directors, the Federation of Small Businesses and the British Chambers of Commerce. John Cridland, Director General of CBI spoke at the March 2012 Board Meeting.

The Big Innovation Centre (BIC)

In an attempt to extend our engagement and joint activity with business, University Alliance became a founding partner of BIC (as a consortium of Alliance universities), a business-led research centre which looks at practical proposals and reforms to Britain's investment and innovation systems. Their ambition is to make the UK a global innovation hub by 2025 and we wanted to make sure that we were at the forefront of this ambition and their programme of work. Over the year, we have held the first meeting of the University Alliance BIC Steering Group, attended a high level BIC dinner, attended various BIC Board Meetings and worked to develop long term partnerships with other BIC partners.

BIC focus their activities around five key areas of work:

1. Building the UK's Innovative Networks, Places and Markets;
2. Building an Innovation-friendly Financial System;
3. Universities as Interactive Partners in Systems of Innovation;
4. Skills for Innovation;
5. The Enterprising State: Public Action to Drive Private Innovation.

Engagement with BIC has introduced us to new business partners and enabled us to get a clearer picture of how we might effectively engage with business and the professions in the future.

Stakeholders

Central to all of our work is the core value of partnership and collaboration. We know that our efforts will always be more productive when we join with others to share knowledge and profile to get our messages more widely heard. We work particularly closely with the following organisations:

- Universities UK
- NUS
- Design Council
- Technology Strategy Board
- HEPI
- Policy Exchange
- IPPR
- CentreForum
- Work Foundation

In addition to these organisations, we have close links with the following:

- Government-related bodies (**QAA, UCAS, OFFA, UKCES, NESTA, OIA, HESA**)
- Sector-wide groups (**UCEA, HEA, JISC, ECU, International Unit, Europe Unit, GuildHE**)
- **Research Councils**

- External bodies (Royal Societies, British Council, Design Council, Science Council, AGR)
- Think tanks (IFS, Demos, CEE, Reform, Sutton Trust, CSJ, JRF)
- Other mission groups (Russell Group, 1994 Group, Million+)

Wales and Scotland

UA has maintained close relationships with colleagues in Scotland and Wales with regular updates from lead VCs at Board meetings. Our Head of Policy (Liz) has taken a lead in ensuring our publications, research and policy development is useful right across the UK and feeds into the work that our Scottish and Welsh members are undertaking independently to influence the Scottish Parliament, Welsh Assembly and respective funding bodies.

The Year in Pictures



Aug: Vince Cable, Secretary of State for BIS, visits Plymouth University to see how UA universities are leading their regional economies.



Sept: We attend and hold fringes at the three main political party conferences.



Oct: Launch of our new publication 'Growing the Future'.



Nov: Roundtable event discussing the role universities have to the growth agenda.



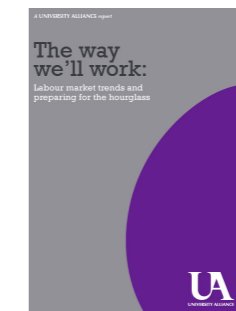
Dec: Huddersfield student, Marta Szczygiel, chosen as winner of the Christmas card competition.



Jan: Kingston University join University Alliance.



Mar: Launch of Open Doors: universities open for business



Apr: Launch of 'The way we'll work' report



May: We officially launch university_vision



Jun: Annual Summer Reception and launch of Problem Solved



Jul: Graduate employability event with Shabana Mahmood MP



Jul: Research trip to Australia

Projects at a glance

Growing the Future



Growing the future: universities leading, changing and creating the regional economy, illustrated the vital role universities are playing in the economy through the voices of the very people who have experienced first-hand the power of genuine engagement and partnership with universities. Universities are driving economic growth through five key areas.

These five themes shaped our project:

1. Regional leadership and 'anchor' capacity
2. Change agents: starting, growing and supporting enterprise
3. Creating and diffusing research-led innovation
4. Delivering a knowledge workforce
5. Attracting inward investment

The project included:

- **Publication:** Led by Professor Wendy Purcell of Plymouth University and featuring contributors ranging from business leaders, politicians, and economists from the UK and abroad, including, amongst others, Sir Patrick Stewart, Sir Richard Lambert, Will Hutton, Angela Saini and a foreword from Dr Vince Cable.
- **Roundtable launch event:** On 3 November 2011 we held our launch event in London. The event opened with a panel discussion on the importance of universities to regional growth. This was followed by roundtable discussions on the five key themes of the project.

The project enabled us to show the crucial role that universities are playing in driving growth. Indeed, this project was extremely timely with ministers looking for new strategies for growth. The publication has helped us to build contacts across the sector and beyond and enabled us to engage with a new audience through the powerful and diverse range of contributors.

Problem Solved: university research answering today's challenges



Universities, through their world-leading research, are advancing our knowledge and understanding of some of the key challenges we face and discovering new ways to solve the problems that drive them. *Problem Solved: university research answering today's challenges* demonstrated why universities are uniquely placed to carry out research that crosses disciplinary boundaries and affects us all. From research on the cutting edge of science ensuring our energy supplies in the future are sustainable, to bringing design to the forefront of innovation.

The project included:

- **Report:** The report looked to tackle the misconception of the type of research being undertaken at Alliance universities and help us show that our universities are working to tackle global challenges. This featured a series of case studies from 15 universities.
- **Online microsite:** Each chapter was explored and promoted individually through the University Alliance microsite.
- **Launch and annual reception:** On 27 June 2012 we launched the report at Sixty One Whitehall in London. Professor Steve West opened the event and was joined by David Willetts MP, Professor Andrew Wathey and Alan Archer.

The project succeeded in demonstrating the valuable work that is being undertaken in Alliance universities. We engaged a large number of Alliance universities and built long-term partnerships amongst the research and scientific community.

university_vision



university_vision is a key project for University Alliance which explores the big issues and challenges facing universities, and asks where they need to position themselves to deliver the knowledge, networks and places of the future. The project is being led by University Alliance but draws together thought-leaders from across the sector, business and beyond to seek a consensual approach. The project focuses on solutions and outcomes, identifying how the

sector can drive its own policy agenda; serve society and the economy; and seek out new and innovative ways to anticipate, approach and tackle the challenges of the future.

We are delighted to have involvement from the following thought-leaders who are helping inform understanding about the potential futures for English universities and the drivers that will influence these futures.

- Professor Nick Barr, Professor of Public Economics, London School of Economics
- Professor Sir Drummond Bone, Master, Balliol College, Oxford
- Liam Burn, President, National Union of Students (NUS)
- Ty Goddard, Co-founder, The Education Foundation
- James Groves, Head of Education & Arts, Policy Exchange
- Libby Hackett, Director, University Alliance
- Carl Lygo, Chief Executive, BPP Holdings & Principal BPP University College
- Rick Muir, Associate Director for Public Service Reform, IPPR
- Emily Nott, Research Base Liaison Manager, Technology Strategy Board (TSB)
- Professor Wendy Purcell, Vice-Chancellor and Chief Executive, Plymouth University
- Lynne Sedgemore, Executive Director, 157 Group
- Professor Steve West, Vice-Chancellor, University of the West of England
- Andy Westwood, CEO, GuildHE
- Nick Wilson, UK & Ireland Vice President & Managing Director, Hewlett-Packard
- Graeme Wise, Assistant Director (Policy), National Union of Students (NUS)
- Steve Woodfield, Senior Researcher Higher Education Policy and Management, Kingston University

We are privileged to have had Emily Thomas leading the process for us. Emily, Founding Director of Aequitas, is a former Special Adviser to the Chancellor of the Exchequer and to both the Secretary of State and the Minister of Science and Innovation at the Department of Trade and Industry. Most recently, she has advised UK innovation organisations the Technology Strategy Board, NESTA and Manchester Knowledge Capital and provided leadership and organisation building in Africa.

We are ambitious that *university_vision* will generate fresh insight and ideas that will impact future policy decisions. We want to establish a sector-led vision to ensure that universities are able to sustain their global competitiveness and deliver the knowledge, networks and places of the future.

The project is on-going and will be launched at Party Conferences 2012.

Open Doors: Universities open for business



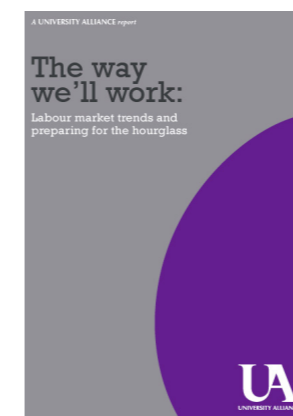
Open Doors: Universities open for business, a project timed to coincide with the release of the Wilson Review, promoted the partnerships between our universities and business. It also provided us with an opportunity to provide business with an easy way to find their local university business centre. The evidence shows that business-university collaboration brings huge benefits to the business, the university and students, through developing stronger research, job-ready and entrepreneurial graduates, better communities and economic growth.

The project included:

- **Open Doors roundtable event:** Held in London on 1 March 2012, this event featured a panel of contributors including Professor Sir Tim Wilson, Professor Janet Beer, Matt Smith (NACUE), Andrew Battarbee (BIS) and Trudy Norris Grey. Roundtable discussions on key areas followed the panel debate.
- **Interactive hub:** Online information for businesses on their local university business centre.
- **Case studies:** A series of case studies demonstrating how Alliance universities are working in this area.

Open Doors demonstrated that Alliance universities are at the forefront of university and business engagement. Our event helped build partnerships amongst the businesses community and increased our presence on this issue whilst cementing our position as a respected voice in BIS.

The way we'll work: labour market trends and preparing for the hourglass



The way we'll work: Labour market trends and preparing for the hourglass, is a project that works to show decision makers the huge contribution that graduates make to society. The report utilised a large body of evidence on the shape of labour markets in developed economies. It demonstrated that if the UK is to remain globally competitive we need a greater proportion of graduates in our workforce. We also need to create genuine progression opportunities to drive social mobility and equip the population for the demands of an hourglass-shaped labour market.

The project included:

- **Report:** Using data this report highlighted the economic threat that faces the UK economy if the shortage of graduates is not addressed.
- **Roundtable discussion:** Held at The Work Foundation, this event pulled together thinkers in this area to look at the issue and consider practical steps for going forward.

This report provided us with a credible tool in lobbying decision-makers on the value of universities and increasing total student numbers.

Graduate Employability: Where next?



Shadow Minister of State for Higher Education, Shabana Mahmood MP, joined us for an event in London looking at the important issue of graduate employability. Shabana gave a speech discussing how ensuring graduates are ready for work and a fulfilling career is a complex issue, and one that

cannot be cracked alone. The event helped us cement our constructive relationship with the Shadow Minister and enabled us to engage with a range of corporate partners.

DSTEM project



This is a project in partnership with the Design Council. It is currently in its early stages but we've held a roundtable to help direct the focus of the project. We'll be looking to hold another workshop in the Autumn 2012.

Policy areas

As well as these projects, we maintain a watching brief across the policy landscape. To help us in this process lead Vice-Chancellors have been assigned to each of the policy areas we focus on. They include:

- *Student experience and public information* - Janet Beer
- *Teacher Education* - John Brooks
- *Fees and student finance* - John Craven
- *Pensions* - Bob Cryan
- *International strategy* - Pamela Gillies
- *Business collaboration and inward investment* - Neil Gorman
- *Innovation* - Martin Hall
- *Pensions* - Julie Lydon
- *Visa regulations and UKBA* - Quintin McKellar
- *Regional economies and enterprise* - Wendy Purcell
- *Opposition* - Dominic Shellard
- *Social Mobility* - Mary Stuart
- *Research* - Andrew Wathey
- *Health and 2012 project* - Steve West
- *Design and STEM* - Julius Weinberg

Communications

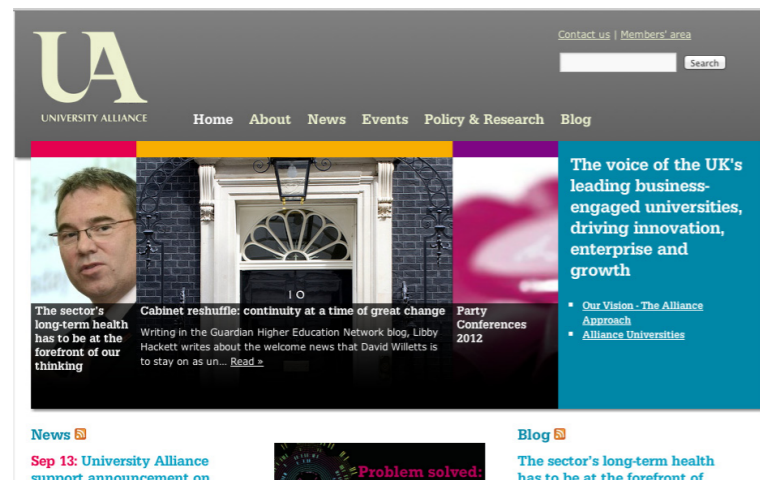
In addition to our work across Westminster and Whitehall, highlighted earlier in the report, we have an active communications strategy to further our reach and raise the profile of University Alliance. We have built many more partnerships and links with key organisations, implemented a successful programme of events and have increased our media presence. Alongside this we have developed our internal communication to ensure that colleagues across Alliance institutions are kept up-to-date and engaged with our work.

Events

Events are a key way for us to engage with a wide audience and raise the profile of University Alliance. We try to make these as interactive and solutions-focused as possible, so they will always include a panel of speakers and plenty of opportunities for delegates to get involved in discussions. The main events we have run this year are:

- Growing the future, November 2011
- Open Doors, March 2012
- The way we'll work, March 2012
- Problem Solved launch event with David Willetts MP, June 2012
- Graduate employability with Shabana Mahmood MP, July 2012

Digital



We have continued to develop the University Alliance website which has the latest information on the organisation and provides a clear and distinct voice in the sector. The site features blogs from Alliance staff, Vice Chancellors and partner organisations. It also hosts our project microsites that we develop to accompany our publications. During 2011-2012 we had over 35,000 visitors to the site. This compares to 20,000 visitors the previous year.

We are actively engaged with Twitter and our Twitter account (@unialliance) has increased from just over 1000 to almost 3000 followers during this period.

We now send a quarterly newsletter to stakeholders to update them on Alliance projects and news. This goes to around 400 subscribers.

Media

Relationships with journalists and broadcasters are being strengthened with the Alliance being increasingly regarded as a key voice amongst education press. Key links are being built with the following correspondents:

- Julia Burns (BBC)
- Jeevan Vasagar (Guardian)
- Graeme Paton (Telegraph)
- Simon Baker (THE)
- John Morgan (THE)
- Laura Clarke (Daily Mail)
- Chris Cook (FT)
- Jack Grimston (Sunday Times)
- Alison Goddard (Economist)
- Alison Kershaw (Press Association)

University Alliance in the news

As part of our engagement with the media we have been featured in a range of outlets including BBC News, Radio 5 Live, The Economist, The Telegraph and Times Higher Education. Some highlights can be found below:



Government plans new shake-up to university admissions

"The changes announced are a step in the right direction, increasing our ability to place students at the 'heart of the system'".



UK university applications fall 8.7%

"We must not forget there will still be thousands of young people who will be unable to find a place at university this summer and will join the growing number who are unemployed".



Pile them high

"At a time when our global competitors are increasing the number of graduates in the workforce to increase their capacity for economic growth, how can Britain justify a reduction in university places?"



Soft ways into university face the axe

"[Parity of esteem] is a laudable aim, but it never did provide that equality of status because it does not compare like with like. It's trying to put different types of qualifications into a single system. It doesn't help anybody,"

Internal

We have introduced a monthly internal digest which acts as a quick update on what we have been doing at University Alliance, what is coming up and some highlights of the latest news and information from across the sector. This goes to around 250 subscribers.

Visits to Alliance universities are always invaluable for developing our thinking, as well as an important way to build relationships. All Alliance staff have visited member universities throughout the year.

A range of informal networks are now running across Alliance universities, attended by UA central office staff:

- The PVC (Research) and PVC (Teaching and Learning) networks meet approximately twice per year.
- The Communications network meet on a thrice-yearly basis in London. The Chair of the Group is Andy Carter, Director of Communications and Development at Northumbria University.
- The Development Professionals network, is a partnership with CASE Europe. Ceri Butcher, Assistant Development Director, Oxford Brookes University is the transitional chair of the group.
- The Union Alliance group, made up of Alliance students' union presidents, was temporarily suspended due to lack of participation.

Informal email communication networks are also established across the following groups:

- T&L Pro Vice-Chancellors
- Research Pro Vice-Chancellors
- Heads/Directors of Enterprise and Innovation
- PR Directors
- Policy Advisors
- Finance Directors
- HR Directors

University Alliance Internal Affairs

Membership



The growing reputation and strength of the Alliance was confirmed with the strong application, and subsequent admittance, of Kingston University (January 2012) and Coventry University (August 2012).

Four applicants were denied membership but were given constructive feedback and asked to re-apply in the future.

Aberystwyth University left the Alliance on 1 January 2012 in amicable circumstances due to a lack of strategic 'fit' with other members.

The 24 members of University Alliance as of 1 August 2012 are:

- | | |
|------------------------------------|--------------------------------------|
| • Bournemouth University | • Manchester Metropolitan University |
| • University of Bradford | • University of Wales, Newport |
| • Cardiff Metropolitan University | • Northumbria University |
| • Coventry University | • Nottingham Trent University |
| • De Montfort University | • Open University |
| • University of Glamorgan | • Oxford Brookes University |
| • Glasgow Caledonian University | • Plymouth University |
| • University of Hertfordshire | • University of Portsmouth |
| • University of Huddersfield | • University of Salford |
| • Kingston University | • Sheffield Hallam University |
| • University of Lincoln | • Teesside University |
| • Liverpool John Moores University | • University of the West of England |

Elected positions

For 2011-12, the role of Chair, Deputy Chair and Treasurer were occupied as follows:

- **Chair:** Professor Janet Beer, Vice-Chancellor, Oxford Brookes University
- **Deputy Chair:** Professor Andrew Wathey, Vice-Chancellor, Northumbria University
- **Treasurer:** Professor Steve West, Vice-Chancellor, University of the West of England

Elections for elected positions for 2012-2015 took place with the following results:

- **Chair:** Professor Steve West, Vice-Chancellor, University of the West of England
- **Deputy Chair:** Professor Mary Stuart, Vice-Chancellor, Lincoln University
- **Treasurer:** Professor Martin Hall, Vice-Chancellor, University of Salford

Board Meetings

<i>Date</i>	<i>Venue</i>	<i>External guests</i>
Thursday 6 October 2011	The Crypt, St Martin-in-the-Fields, London	Birgitte Anderson , Director, BIC Alan Langlands , Chief Executive, HEFCE
Thursday 8 December 2011	Institute of Mechanical Engineering, One Birdcage Walk, London	Anthony McClaren , Chief Executive, QAA David Willetts MP , Minister of State for Universities and Skills
Thursday 15 March 2012	Institute of Mechanical Engineering, One Birdcage Walk, London	John Cridland , Director-General, CBI Emily Thomas , Director, Aequitas
Wednesday 12 Thursday 14 June 2012	Nottingham Trent University	Shabana Mahmood MP , Shadow Minister of State for Higher Education Emily Thomas , Director, Aequitas

Development of Central Office

In June 2012, UA Board approved plans for UA to become a company limited by guarantee with charitable status. The company would be a subsidiary of UH Holdings Ltd with Subscriber Members maintaining control of the company. The process of incorporating is due to be completed by Autumn 2012.

In May 2012 the decision was made to move to a new, larger premise to provide external meeting space close to Westminster and accommodate an expanding team, whilst ensuring value for money for the organisation. The relocation to new offices on Whitehall will take place in November 2012.

From September 2011 – August 2012, key staff were in place across each area of organisational capability as outlined in the 2010-13 Strategic Plan and within budget:

Director

Libby Hackett, Director

Organisational support

Louisa Carpenter, Office and Communications Coordinator

Policy and projects

Liz Shutt, Head of Policy

Mark Leach, Senior Policy Adviser

Naomi Weir, Policy Officer

Communications and public affairs

Sam Jones, Head of Communications

Andrew Henry, Communications Officer

On 18 July 2011, Naomi Weir was appointed as Policy Officer from her previous role as Executive Officer.

On 1 September 2011, Andrew Henry joined the Alliance as Communications Officer. Andrew joined the Alliance from NUS where he was Campaign Partnerships Officer.

