In many ways, this year has been a time of consolidation and aspiration. Following a necessary and challenging period in which we considered how best to build an academically excellent and financially sustainable future, we launched our new strategic plan - Building on Excellence - which defines a fresh vision for the University.

By 2010 we aspire to be one of the small number of universities recognised as being the best in the world, by investing in internationally excellent research and by providing an outstanding teaching and learning environment for talented students from all backgrounds.

An encouraging move towards our goal of being among the top 50 higher education institutions in the world by 2010 was our rise to 81 in the 2006 Times Higher World University Rankings - an increase of 20 places on the previous year’s position.

Through our status as a leading international university, we aim to sustain and add value to Scottish culture and society, to the natural environment and to the national economy.

But we cannot succeed alone. Therefore, we have built powerful collaborations, both within Scotland and internationally, to ensure that we work together effectively with other partners to achieve excellence and to provide new opportunities for students and staff.

A cornerstone of our strategic plan is financial sustainability and I am pleased to report that after 12 years in deficit, we have turned the corner and are on a firm financial footing to face the challenges ahead.

The University’s finances have seen a strong improvement this year. From an operating deficit of £5.1M in 2004-05, this year we have an operating surplus of £2M, which represents a year-on-year improvement of £7.1M.

Our move to operating surplus has come despite our large capital expenditure programme which included continued modernisation and re-equipment of teaching accommodation and laboratories, and investment in our Glasgow Biomedical Research Centre, Computing Science Research Centre, BHF Glasgow Cardiovascular Research Centre, Library Environmental Improvement Project, Wolfson Medical School Building and Scottish Centre for Ecology & the Natural Environment.

Work is also underway on the new £10M Hub development, which will offer students easy access to a variety of services, coffee bars, a food court with seating for 400, a bookshop and a medical practice. We are currently in the process of fundraising for a capital campaign to build a state-of-the-art £10M Small Animal Hospital at our Vet School, allowing the existing hospital to expand and develop.

Our financial position is forecast to improve further in the years to come. But much hard work still lies ahead and we will continue to build on the excellence we have at the University of Glasgow.

Sir Muir Russell
Principal and Vice-Chancellor
Review of the year

This last year has been one of notable achievement at the University of Glasgow.

Professor Sir Kenneth Calman (pictured far left), the former Chief Medical Officer, was elected as the new Chancellor of the University following the retirement of Sir William Kerr Fraser at the end of January 2006. Principal, Sir Muir Russell, welcomed the appointment: “Sir Kenneth will be an excellent ambassador for the University and will build on our reputation as one of the UK’s leading universities.”

A lecturer in the Department of Electronics & Electrical Engineering was recognised by the Royal Academy of Engineering as one of the top teachers in the country. Dr Euan McGookin was one of just five engineering lecturers in the UK to be awarded a prize for excellence in teaching in 2006.

Dr Neil Clark of the Hunterian Museum (pictured left) featured in the Guinness Book of World Records 2006 for his discovery of the world’s smallest dinosaur footprint. The 165 million-year-old footprint, found on the Isle of Skye, measures 1.78 cm - smaller than a 5p coin.

Acclaimed poet and playwright Liz Lochhead (pictured right) was appointed to the post of Writer-in-Residence in the Department of Scottish Literature. The post, which is supported by the Scottish Arts Council, is a joint appointment with the Glasgow School of Art.

Glasgow’s first Synergy scholar celebrated his graduation in December 2005. Jonathan Leach was the first graduate to benefit from a scholarship funded by Synergy - the strategic alliance between the Universities of Glasgow and Strathclyde. He successfully completed his PhD in optics, the study of light, through the physics departments of both institutions.

Kristofer McGhee, an Honours student in the Faculty of Law, Business & Social Sciences, was invited to address the General Assembly of the United Nations in New York in October 2005. As a youth delegate of the UK, Kristofer delivered a statement on behalf of the EU welcoming the progress made in the past decade towards the achievement of goals related to the well-being of young people.

An impressive four students and one staff member competed in the 2006 Commonwealth Games in Melbourne. Student Rebecca Cooke (pictured far right), an Honours student in Psychology, excelled in her sport of swimming, winning gold in the 800m freestyle and silver in the 400m individual medley.

Europe’s largest grouping of life scientists work at the University and in 2005 it was rated as one of the top institutions in the world for life scientists to work. In a survey of academics working at non-commercial research institutions around the globe, carried out by The Scientist magazine, Glasgow was rated as the fifth top institution at which to work outside the US.

The success of the University’s Summer School in helping to improve access to higher education for students from families with no previous experience of university was highlighted in a report launched by the Education Minister Ruth Kelly.

The University led the 2006 Glasgow Mackintosh Festival, the first city-wide celebration of the architect’s work, which aimed to showcase the city’s exceptional Mackintosh heritage and promote new research and ideas.
The University welcomed back HRH The Princess Royal in April 2006 to officially open two new research buildings which will have a national and international impact upon areas of health and welfare that affect the entire community.

The BHF Glasgow Cardiovascular Research Centre will focus research in cardiovascular functional genomics, contributing to the development of new methods of detection and prevention of diseases of the heart and blood vessels.

The adjacent Glasgow Biomedical Research Centre will create and increase extensive multidisciplinary research, seeking solutions to problems of diseases of major morbidity and mortality and applying this knowledge rapidly in the clinic.

October marked the official topping out ceremony for Scotland’s new centre of excellence for research into cancer.

The £15M Cancer Research UK Beatson Institute being built on the University’s Garscube Estate will transform Scotland’s research environment and bring a number of distinct benefits to the country’s cancer patients.

An ambitious project to redevelop and refurbish the old Hillhead Church at the bottom of University Avenue into a lecture theatre was completed. Named after a former Principal of the University, the Sir Charles Wilson Building has a 300-seat lecture theatre set within the original church nave and a number of multi-purpose meeting and seminar rooms.

And construction of the Computing Science Research Centre, on the triangle of land between the existing Computing Science buildings at Lilybank Gardens and the Queen Margaret Union, began. The new building will provide a focus for the department’s research, giving major research groups coherent space not possible in the existing terrace of connected houses.
The University is committed to improving the health and well-being of people in Scotland and beyond.

The world's first translational medicine research collaboration was established in Scotland in 2006. It brings together four of Scotland's leading universities, Wyeth Pharmaceutical Co, Scottish Enterprise and NHS Scotland in a £50M initiative to ensure that Scottish patients benefit first from the latest advances in therapeutic medicine.

The University is leading in the areas of cancer and inflammation and is collaborating on several other projects in the areas of neuroscience, cardiovascular medicine and women's health.

The University is involved in a ground-breaking initiative looking at the ways genetic and lifestyle factors impact on health. Doctors and scientists from the four Scottish medical schools at Glasgow, Aberdeen, Dundee and Edinburgh are following the health of 50,000 Scots family members over the next generation, keeping Scotland at the forefront of healthcare genetics.

Mechanical engineers at Glasgow have developed a technique to send electrical impulses directly to paralysed muscles - replacing the signals that would otherwise be sent by the brain - and enabling the muscles to move.

The team, from the University's Centre for Rehabilitation Engineering, is working closely with doctors at the city's Southern General Hospital to develop exercise therapies for people paralysed through spinal cord injury.

A partnership between the University's Vet School and the Moredun Research Institute was created in 2006 to improve understanding of how to control the livestock diseases that affect the agricultural and rural economies.

The University has one of the largest research bases in the UK.

The University was awarded a seven-year contract, worth £18.5M, by the Crown Office to provide forensic pathology services for Strathclyde.

Scientists at the Universities of Glasgow, Edinburgh and Dundee received more than £11M for collaborative research in proteomics, the science often described as the next step after the sequencing of the human genome. Glasgow received £5.3M to develop technologies to help understand how some diseases work and the best way to tackle them.

Physicists at Glasgow were awarded over £1M to develop the next generation of gravitational wave detectors. Gravitational waves are ripples in the fabric of space-time. They have never been observed but scientists are certain of their existence and their detection will be one of the greatest scientific breakthroughs of our age.

The University is host to a growing number of centres specialising in a wide variety of research areas.

A new Centre for Cognitive Neuroimaging has been established, bringing together many of the country's top cognitive neuroscientists and creating a research environment unique in Scotland.

The University received £4.2M to create an Electronics Design Centre which will enable new systems to emerge from nanoelectronic, optoelectronic and bioelectronic technologies.

Academics at the Universities of Glasgow, Edinburgh and Stirling launched the Scottish Centre for Research on Social Justice.
Honours and distinctions

The outstanding achievements of our staff are frequently recognised by the conferment of honours and appointments.

Professor Michael Blatt, Regius Professor of Botany, was awarded one of the highly prestigious John Simon Guggenheim Fellowships for 2006-07.

Professor John Caughie, Dean of the Faculty of Arts, was appointed Chair of the Arts & Humanities Research Council.

Professor Christine Davies, Professor of Physics, was awarded the 2005 Royal Society Rosalind Franklin Award in recognition of her scientific achievements and work in promoting women in science.

Professor Peter Holmes, Pro Vice-Principal, was appointed a member of the Scottish Funding Council.

Professor Raymond Ogden, George Sinclair Professor of Mathematics, was elected to the Fellowship of The Royal Society.

Seven members of staff featured in the 2006 New Year and Queen’s Birthday Honours Lists:

Dr Alan Barr, Senior Lecturer in Social Work, OBE for services to social justice in Scotland.

Professor Christine Davies, Professor of Physics, OBE for services to science.

Professor Sally MacIntyre OBE, Honorary Professor in Public Health, CBE for services to social science.

Professor Malcolm McLeod, Pro Vice-Principal, CBE for services to education and to museums.

Professor Stephen Phillips, Professor of Parasitology, MBE for services to children.

Professor Michael Schmidt, Professor of Poetry, OBE for services to higher education and to poetry.

Professor Graham Teasdale, Honorary Senior Research Fellow, Knighthood for services to neurosurgery and victims of head injuries.

The following members of the University were elected Fellows of the Royal Society of Edinburgh in 2006:

Professor Michael Burton, Professor of Psychology.

Professor Saveria Campo, Professor of Viral Oncology and Cancer Research UK Fellow.

Professor Stuart Gulliver, Professor of City Development.

Professor Paul Hagan, Professor of Parasitology and Dean of the Faculty of Biomedical & Life Sciences.

Professor David Jasper, Professor of Literature & Theology, Head of the School of Divinity and Associate Dean for Postgraduates (Arts).

Professor Walter Kolch, Professor of Molecular Cellular Biology.

Professor Neil Metcalfe, Professor of Behavioural Ecology.

Professor Guenther Rosner, Cargill Chair of Natural Philosophy.

Professor Jeremy Smith, Professor of English Philology.

Professor Joseph Sventek, Professor of Communication Systems.

Professor Alexander Broadie, Professor of Logic & Rhetoric, was invited to deliver a lecture on the creation of the world at the Vatican Observatory.

Professor Neil McKeganey, Drug Misuse Research Centre, was invited to the White House to speak about the connection between cannabis use and teenage mental disorders.
Honorary degrees

The University conferred 17 honorary degrees during 2005-06.

Doctor of Laws

The Rt Hon Sir Francis Jacobs
An Advocate General of the Court of Justice of the European Communities

Doctor of Letters

Professor Sir Bernard Crick
Emeritus Professor, University of London

Professor Ian Diamond
Chief Executive, Economic & Social Research Council

Professor Michael Samuels
Emeritus Professor of English Language, University of Glasgow

Professor Sandy Stoddart
Sculptor

Doctor of Science

Dr Allan Baxter
Senior Vice-President, Drug Discovery, Glaxo Smith Kline

Professor Christian Bréchot
Director General, Institut National de la Santé et de la Recherche Médicale, France

Professor Ian Halliday
Former Chief Executive of the Particle Physics & Astronomy Research Council

Professor Anthony Lever
Former Director of the Medical Research Council Blood Pressure Unit, Glasgow

Doctor of Engineering

Professor Dennis Bernstein
Department of Aerospace Engineering, University of Michigan

Doctor of Veterinary Medicine & Surgery

Ms Stella Marsden
Animal welfarist and conservationist (pictured far right)

Dr David Onions
Chief Medical Officer, Invitrogen Inc, and formerly Professor of Veterinary Pathology, University of Glasgow

Doctor of the University

The Rt Hon The Lord Provost Liz Cameron
Lord Provost of the City of Glasgow

Mr Tom Divers
Chief Executive, Greater Glasgow NHS Board

Mr Iain Graham
Chief Executive, Graham Technology

Sir Tom Hunter
Philanthropist and entrepreneur

Mr Donald Kahn
Philanthropist
## Income and expenditure

<table>
<thead>
<tr>
<th></th>
<th>2005-06 £'000</th>
<th>2004-05 £'000</th>
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</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding Council grants</td>
<td>130,934</td>
<td>124,624</td>
</tr>
<tr>
<td>Tuition fees and education contracts</td>
<td>53,205</td>
<td>45,029</td>
</tr>
<tr>
<td>Research grants and contracts</td>
<td>75,439</td>
<td>76,000</td>
</tr>
<tr>
<td>Other income</td>
<td>47,447</td>
<td>42,909</td>
</tr>
<tr>
<td>Endowment and investment income</td>
<td>5,347</td>
<td>4,149</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>312,372</td>
<td>292,711</td>
</tr>
</tbody>
</table>

|                        |               |               |
| **Expenditure**        |               |               |
| Staff costs            | 186,754       | 181,548       |
| Exceptional restructuring costs | 6,209       | 3,783        |
| Other operating expenses | 103,167      | 96,886       |
| Depreciation           | 14,184        | 14,269        |
| Interest payable       | 87            | 1,319         |
| **Total Expenditure**  | 310,401       | 297,805       |

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<thead>
<tr>
<th></th>
<th>2005-06</th>
<th>2004-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus/(deficit) on continuing operations after depreciation of fixed assets at valuation</td>
<td>1,971</td>
<td>(5,094)</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>690</td>
<td>3,787</td>
</tr>
<tr>
<td>Surplus/(deficit) on continuing operations after depreciation of tangible fixed assets at valuation and disposal of assets</td>
<td>2,661</td>
<td>(1,307)</td>
</tr>
<tr>
<td>Transfer from accumulated income within specific endowments</td>
<td>(734)</td>
<td>(289)</td>
</tr>
<tr>
<td>Surplus/(deficit) for year retained within general reserves</td>
<td>1,927</td>
<td>(1,596)</td>
</tr>
</tbody>
</table>

The income and expenditure account is in respect of continuing activities.

## Consolidated statement of historic cost surplus/(deficit)

<table>
<thead>
<tr>
<th></th>
<th>2005-06</th>
<th>2004-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus/(deficit) on continuing operations</td>
<td>1,927</td>
<td>(1,596)</td>
</tr>
<tr>
<td>Difference between historical cost depreciation and the actual charge for the period calculated on the revalued amount</td>
<td>3,589</td>
<td>2,771</td>
</tr>
<tr>
<td>Realisation of property revaluation gains of previous years</td>
<td>727</td>
<td>2,187</td>
</tr>
<tr>
<td>Historical cost surplus for the period</td>
<td>6,243</td>
<td>3,362</td>
</tr>
</tbody>
</table>
**Facts and figures**

**Senior Officers 2005-06**

Chancellor
Sir William Kerr Fraser  GCB, MA, LL, FRSE
(from February 2006)

Professor Sir Kenneth Calman  KCB, MD, PhD, FRCS, DL, FRSE

Principal and Vice-Chancellor
Sir Muir Russell  KCB, FRSE

Chancellor's Assessor
Mrs Joy Travers  LLB, CA, ATII

Secretary of Court
Mr David Newall  BA, CIPA

Clerk of Senate
Professor Andrew Nash  BVMS, PhD, CBiol, FIBiol, DipECVIM, MRCVS

Director of Finance
Mr Robert Fraser  BSc, MBA, CA

Rector
Mr Mordechai Vanunu  BA

A Register of Interests of Members of the University Court and Senior Management is maintained by the University. Application for copies may be made in writing to the Secretary of Court or the Register may be inspected on personal application to the Court Office.

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**Number of staff 2005-06**

- Academic: 1,763 (30.8%)
- Research: 882 (15.4%)
- Administrative, Library and Computing: 644 (11.3%)
- Secretarial, Technical and Manual: 2,432 (42.5%)
- Total: 5,721 (100%)

**Number of staff 2004-05**

- Academic: 1,774 (29.7%)
- Research: 855 (14.3%)
- Administrative, Library and Computing: 662 (11.1%)
- Secretarial, Technical and Manual: 2,682 (44.9%)
- Total: 5,973 (100%)

**Full-time students 2005-06**

- Undergraduates: 15,012 (84%)
- Postgraduates: 2,861 (16%)
- Total: 17,873 (100%)

**Full-time students 2004-05**

- Undergraduates: 14,959 (84.4%)
- Postgraduates: 2,772 (15.6%)
- Total: 17,731 (100%)

**Home residence of full-time students 2005-06  2004-05**

- Within 30 miles of Glasgow: 45.9%  44.9%
- Other Scotland: 26.6%  27.2%
- Other UK: 12.5%  12.7%
- Other EU: 5.5%  5.5%
- Outwith EU: 9.5%  9.6%

**Students by faculty 2005-06  2004-05**

- Sciences (three faculties): 24.3%  24.3%
- Arts: 23.7%  23.8%
- Law, Business & Social Sciences: 20.9%  20.8%
- Medicine: 11.8%  11.8%
- Education: 7.9%  7.8%
- Engineering: 7.3%  7.3%
- Veterinary Medicine: 3.2%  3.2%
- Crichton: 0.9%  0.9%
Find out more