



# 2004/5

Annual Report

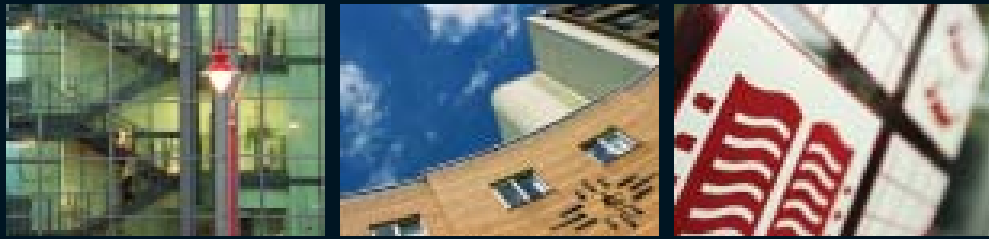


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# FOREWORD

**There are some defining moments in the life of any organisation that mean it will never be the same again. The year 2004-05 saw the launch of the vision for the future of the University of Bradford through the five-year Corporate and Financial Strategies. Despite the enormous challenges faced by the higher education sector, our vision was bold and it engendered a confidence which permeated and continues to resonate through our staff and students alike.**

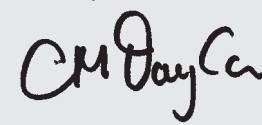
Underpinning the Corporate Strategy were plans to create a campus fit for the 21st century, which also committed us to take our responsibility for the 'environment' seriously. The evidence of our achievements in this regard are all around us.

We retained our 'Investor in People' Award demonstrating our strong commitment to staff training and development. It remains a notable achievement that the University of Bradford was the first mature higher education institution to be recognised in this way. We were also recognised by the Department of Trade and Industry by the first award of the 'Customer First' kite mark, acknowledging the quality of our interaction with the business community in the round.

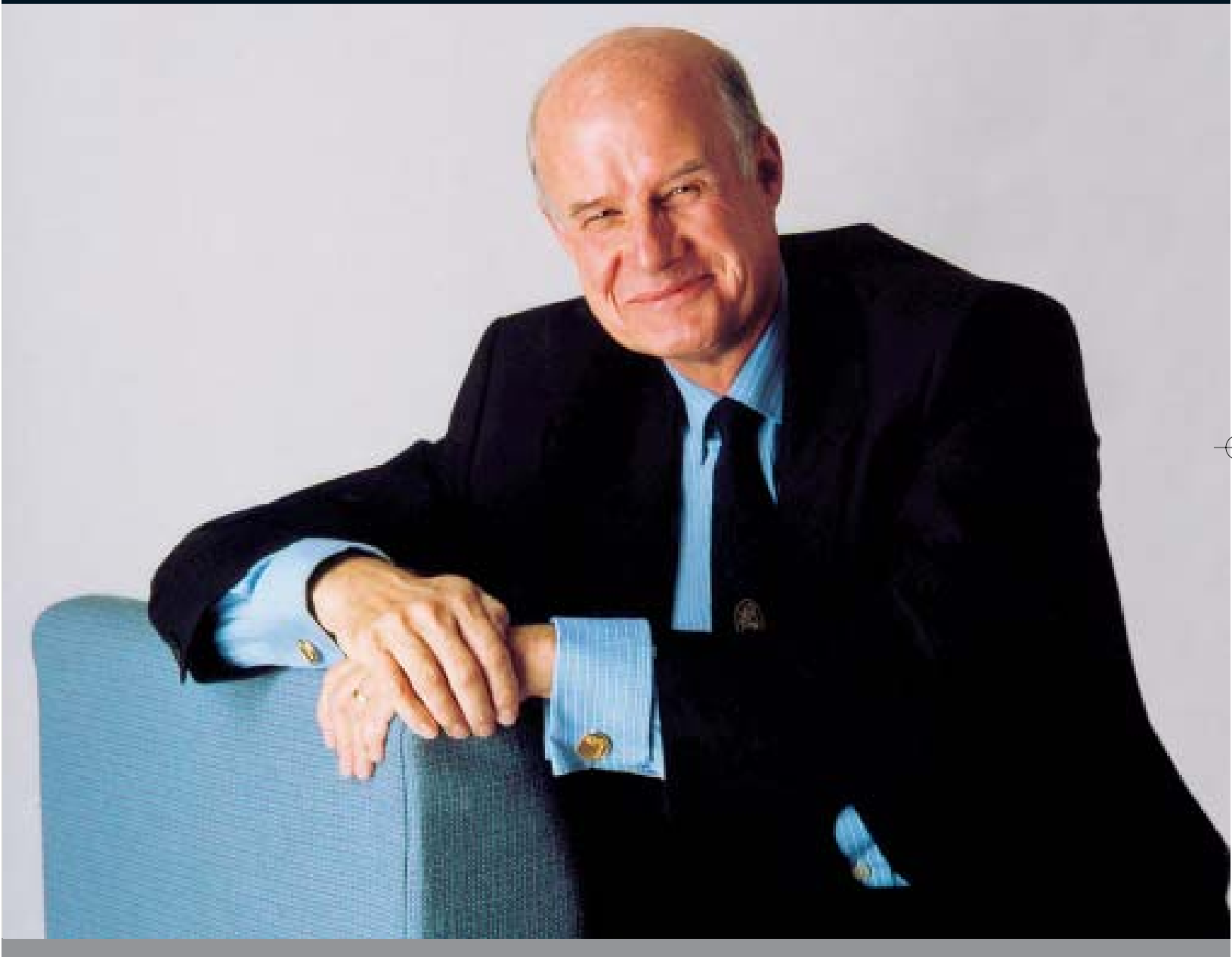
The City and District of Bradford continues to move forward with its regeneration plans. There is a widespread acknowledgement (locally, regionally, nationally and even internationally) that the last five years has seen a sea change in the prospective fortunes of Bradford. This is good for our University as our success is interwoven with that of the city and district. The University will continue to play a key part in supporting the development plans.

Our positions in the 'league tables' continues to improve, a trend which has been evident for a number of years and which speaks volumes for the efforts and energies of colleagues. We leapt forward 23 places in the Guardian league tables to be 31st out of 122 in the UK (after a jump of 15 the previous year). In the Times rankings we are still the No 1 University for graduate employment in the North of England (2nd after Cambridge) and we are the top widening participation university in the country.

This year has seen many changes to the University and a strengthening of the teamwork which is so essential to manage the change. It is through our values and our mission of 'Making Knowledge Work' that we can build upon our sense of purpose and confidence and be ready for the challenges that lie before us. I am enormously proud to be part of our exciting move forward. I hope that after reading this Annual Report you too will be enthused by the development of our great University.



Chris Taylor  
Vice-Chancellor



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### Our New Chancellor – Imran Khan

# OUR NEW CHANCELLOR

**In July 2005, Baroness Betty Lockwood formally stood down as the Chancellor of the University of Bradford. Betty had been our Chancellor for eight years and had devoted her time with great enthusiasm and commitment. A special dinner was held by the Vice-Chancellor in recognition of her service to the University.**



**Imran Khan** was announced as the fifth Chancellor of the University of Bradford.

Born in Lahore, Pakistan, he was educated at Aitchison College, where he proved to be a fine cricketer and made his first-class test debut for Lahore at the age of sixteen. Imran was selected for the Pakistan cricket team in 1970, where he soon made a permanent place for himself.

He finished his high school education at the Royal Grammar School in Worcester, England, where he excelled in cricket. He went on to study Economics and Politics at Keble College, Oxford, in 1972, and was captain of Oxford's cricket team in 1974.

During the Seventies, Imran became a world-class 'all-rounder' and was rewarded with the captaincy of the Pakistani cricket team in 1981. He was declared international cricketer of the year in 1989-90 and led Pakistan to numerous victories all over the world, clinching the World Cup in 1992.

Imran retired from cricket in 1992, and moved into Pakistani politics in 1996, launching the Pakistan Tehreek-e-Insaf (the Pakistani Justice Movement).

In 1996 he opened the Shaikat Khanum Memorial Trust (SKMT) Cancer Hospital in memory of his mother who had suffered from the disease. Today SKMT is one of the leading institutions for free cancer treatment in the world and has received international recognition.

Imran is also amongst a number of actors, artists, singers and sports figures who donate their talents to advocate for children on behalf of UNICEF as Special Representatives. He has used his international profile in cricket to support health and immunisation programmes in Bangladesh, Pakistan, Sri Lanka and Thailand.



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Our History means a lot to our Future

# OUR HISTORY

**In the nineteenth century  
our journey began;  
Bradford was the wool  
capital of the world, its  
renowned products  
reaching the four corners  
of the globe.**

Today, our high-quality teaching reaches out to those same four corners, bringing students from over 100 nations together in one place of learning excellence. We were granted our Royal Charter way back in 1966 which makes us one of the 'old' universities, and as much as we are aware of our origins, we look to the future; a future in which we continue to build upon our foundations of academic excellence and 'Making Knowledge Work', inspiring students, scholars and teachers alike to join the University of Bradford. Back in 1966, Bradford Institute of Technology became the University of Bradford and Harold Wilson, the then British Prime Minister, became our first Chancellor.

Nearly 40 years on, the University has moved from strength to strength. We have always been pioneering in our course provision, being the first British University to offer a Peace Studies degree and the first University outside London to offer part-time degree courses.

We are excited to be launching new courses at the cutting edge of technology such as Design for Computer Games and Wireless Sensor Networks.

The next five years will be an exciting time for the University, as we push ahead with plans to create a 21st-century 'Learning Village'. Around £75m will be invested in this ambitious project, which will create more social space for students and a new heart to the already lively campus.



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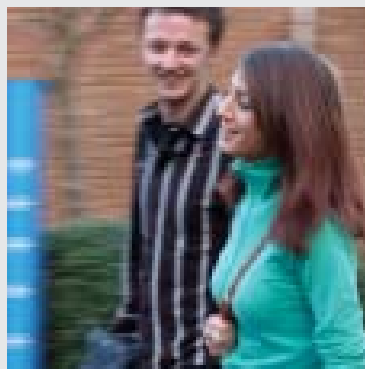
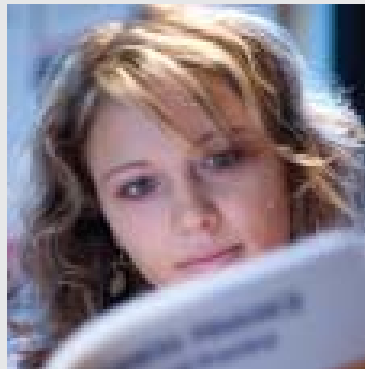
Our Mission is 'Making Knowledge Work'

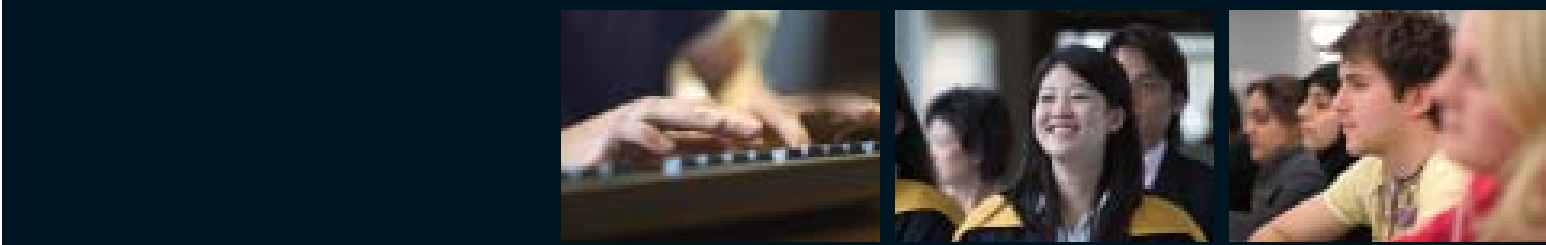
## OUR VALUES & MISSION

### Our values

The success and growth of the University has always been based on our commitment to our values:

- Confronting inequality and celebrating diversity
- Freedom of thought and expression
- Openness, transparency and an ethical approach to all activities
- Application, innovation and partnership providing a stimulating, healthy and safe environment in which to learn and work
- Achieving sustainable development





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Foundations for our Future

# OUR FUTURE

**In August 2004 the University launched its new Corporate Strategy for the next 5 years. This marked the beginning of an exciting journey, which aims to position the University at the heart of our city and the region.**

**After a year-long process of consultation with our students, staff and key stakeholders (regional and national), what emerged was a plan that marks a significant moment in our history. The University has made a commitment to deliver on the strategy, and will do so by the development of some key components of the Corporate Strategy.**

#### **Our 21st-century Campus**

In order to deliver an 'enhanced' student experience, the University announced some exciting plans for the re-development of the main campus. Plans include: the building of a new Institute of Cancer Therapeutics; a 400-seat lecture theatre; a 1,000-seater conference facility; an Atrium at the front entrance of the Richmond Building; a peace garden; and the creation of eco-friendly halls of residence. The University expects to invest £75million over the next 10 years, helping to boost the campus and the district's economy.

#### **Our Growth and Stability**

We have set out a clear agenda for financial stability. The Higher Education market is fast changing; student expectations are greater now than ever before. Our Financial Strategy sets out a plan to increase our annual surplus to allow further investment and to increase the amount of money gained from external grants and contracts.

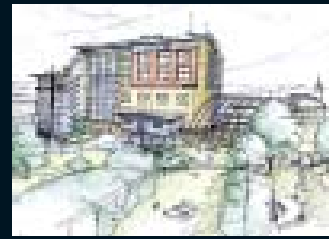
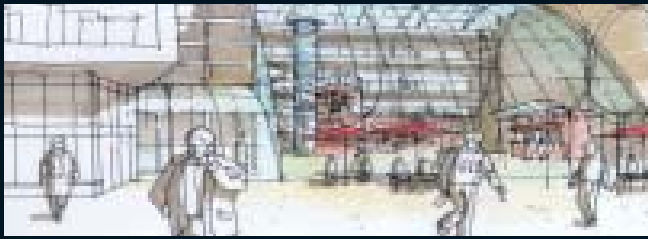
#### **At the Heart of our Community**

A key strategic aim for the University is to be at the 'heart of its communities'. In 2005 the University announced the creation of the 'Centre for Community Engagement'. This Unit is supported by the University and the Higher Education Investment Fund. The Unit will develop and facilitate interaction with voluntary and community organisations, and help them to access the resources and expertise from within the University.

#### **Staff – Our most vital asset**

Our staff, both academic and support, play a vital role in the future of the University. The Human Resources Strategy for the next 5 years aims to enhance our leadership and management capacity, ensure that staff are equipped with the necessary skills to benefit from working in a diverse environment, and finally to put into place programmes that reward excellence in performance. Our Aim for 2005 was to retain our 'Investor in People' award and to continue to support activities that ensure we retain this award for years to come.

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### Foundations for our Future

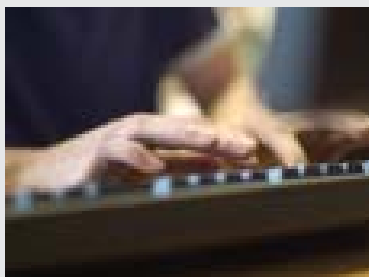
# OUR FUTURE

#### Enhancing the student experience

The University will aim to include 'Working with others' key skill modules within the design and delivery of all our taught programmes. Our E-Strategy will ensure that the University adopts the benefits of any technological advances, such as wireless networks and campuses, e-learning, and the use of any ICT application that will encourage our students to communicate in today's 'Information Age'.

#### Our role in Bradford's Regeneration

The University will continue to play a vital role in the regeneration plans of the Bradford District. Our Corporate Strategy sets out our agenda to not only be a partner, but also to drive growth and change. Our key contribution will be to make sure our Knowledge Transfer agenda benefits the needs of local businesses and to support new business start-ups.



#### Leading from the Top

Our Corporate Strategy emphasises the importance of leadership and direction. In order for us to deliver on this promise, key appointments were made in 2004 that would ensure the University delivers through leadership and vision.

**Professor Jeff Lucas** was appointed to the position of Deputy Vice-Chancellor and will become directly responsible for ensuring that our Corporate Strategy is monitored effectively and delivered.

Other appointments include: **Professor Phil Coates** appointed to Pro-Vice Chancellor – Research, Innovation and Knowledge Transfer, **Professor Rae Earnshaw** appointed to Pro-Vice Chancellor – Strategic Systems Development/e-Strategy and **Professor Geoff Layer** to Pro-Vice Chancellor – Learning and Teaching.

In addition to this, **Janet Jones** was appointed as Director of Human Resources, and **Clive Wilson** as Director of Estates and Facilities.



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Teaching in an Atmosphere of Research

# OUR TEACHING & LEARNING

**Teaching and Learning continues to be at the heart of what we do. Our Mission 'Making Knowledge Work' is not just our mission but our raison d'être.**

**It inspires the development of our degree programmes and our overall approach to providing an education experience that has 'real' value in today's world.**

#### Teaching Award

The Chancellor's Award for Distinguished Teaching this year went to **Jane Fisher**, who teaches pre- and post-registration nursing students. The award was bestowed upon her at a Graduation Award ceremony by our outgoing Chancellor Baroness Betty Lockwood.

#### League Tables recognise excellence

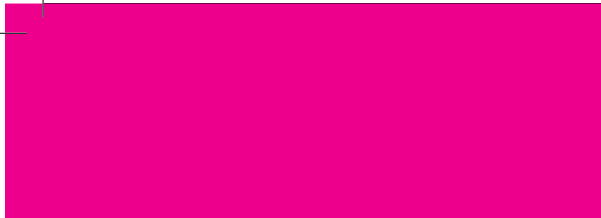
The University's status in league tables was once again given a boost. For the second year running the *Times Good University Guide* (2006), published in May 2005, ranked the University as No.1 in the North of England for Graduate Employment, and ranked us No.2 overall in the UK.

The *Guardian University Guide* ranked us 31 in the country, a leap of 23 places from the previous years. The University enjoyed further success, with fifteen subject areas in the top 20 position. Biosciences at Bradford was ranked 3rd in the UK, just after Oxford and Cambridge.

In 2005 our School of Management enjoyed further success, as our Master's programmes were ranked 2nd best in the UK, and 5th best in Europe (*Financial Times*). Our executive part-time MBA and full-time MBA programmes also featured in league tables, which places our school in the top 10 in UK and top 20 in Europe.

#### Widening Participation

The Higher Education Statistics Agency figures (2004) confirmed Bradford's success at Widening Participation in Higher Education. In Yorkshire we were ranked as No1 for first degree entrants who were from families who do not traditionally access higher education and 3rd in the UK.



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### Advancement of Research and Knowledge

# RESEARCH AND KNOWLEDGE

**The quest for knowledge is one of the fundamental goals for the University of Bradford. Our research defines our global standing and continues to enhance our reputation. Through our efforts we want to contribute to the global advancement of people, knowledge and society.**

#### **Proud of Our Research**

The University in 2005 launched the first of a series of 'Research Showcases'. The aim of these events is to raise awareness and to encourage the development of research. On show were the Institute of Pharmaceutical Innovation (IPI), our Centres of Industrial Collaboration, and our Interdisciplinary Research Centre (IRC) for Polymer Science and Technology. The events planned throughout the year will encourage not only staff, but organisations from across the region, to come and engage with the University on areas of research development and collaboration.

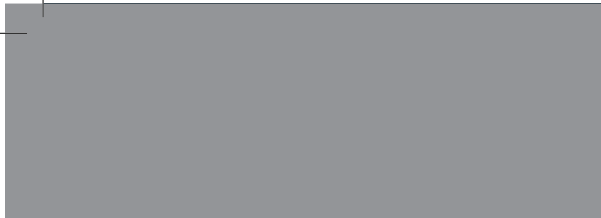
#### **Tackling Global Issues**

The University has an enviable reputation when it comes to issues around war, conflict resolution and peace studies, thanks to our 5 rated (RAE 2001) Peace Studies Department. In 2005, the Centre for International Co-operation and Security (part of the Peace Studies Department) presented research that assessed the impact of violence from small arms on the

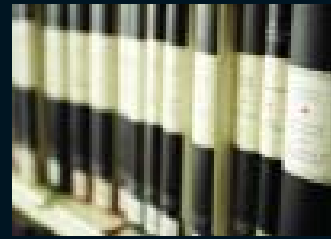
economy, the state and households. The work involved staff travelling to troubled parts of the world such as Sierra Leone, North West India, Nepal and Nigeria.

#### **Science, Gaming and Education**

Computing experts at the University were awarded funding for a two-year project from the European Union to conduct research into the 'delivery of content' through mobile and gaming technologies. The project is expected to encourage young people to engage with 'Science'. As Science is perceived as a 'hard subject', the project will deliver content that breaks down this perception by developing educational games that teach science.



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### Honorary Graduates 2004-05

# HONORARY GRADUATES



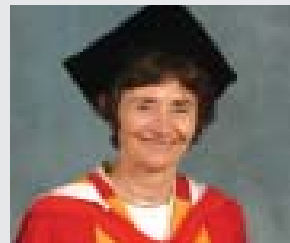
**Inspector Martin Baines**  
Awarded honorary Doctor of the University for his contribution as West Yorkshire Police Community and Race Relations Officer for the Bradford District



**Lord Haskins of Skidby**  
Awarded honorary Doctor of the University for his contribution to business achievements as Chairman of Northern Foods and as Board member of Yorkshire Forward



**Barrie Rutter**  
Awarded honorary Doctor of Letters for his contribution to theatre and as artistic Director of Northern Broadsides touring company



**Baroness Morris of Yardley**  
Awarded honorary Doctor of Letters for achievements as Member of Parliament, and her contributions toward promoting social inclusion and success in education



**Barbara Stephens OBE**  
Awarded honorary Doctor of the University for her services to equality of opportunity in the public service



**Professor Craig Jordan OBE**  
Awarded honorary Doctor of Science for his distinguished contributions to medical science and in particular his pioneering work in the field of antioestrogens



**Dr Gill Hawsworth MBE**  
Awarded honorary Doctor of Science for her distinguished and extensive contributions to the Pharmacy profession, in particular for her appointment as President of the Royal Pharmaceutical Society of Great Britain in 2003



**Ray Hill**  
Awarded honorary Doctor of Science for his outstanding support and advice given to Bradford's School of Pharmacy



**Tommy Ashdown**  
Awarded honorary Doctor of the University for the contribution he made to the University over the last 34 years



**Sir Bernard Ingham**  
Awarded honorary Doctor of Letters for his work as a writer and distinctive contributions to the world of communications in politics



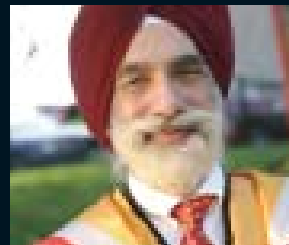
**Bary Malik**  
Awarded honorary Doctor of the University for varied and extensive contributions to the local community of Bradford



**Jenny Agutter**  
Awarded honorary Doctor of Letters for her contributions as an actress



**Zenobia Nadirshaw**  
Awarded honorary Doctor of Science for distinguished contributions nationally and internationally to the development of transcultural competencies in health and social care practice



**Ramindar Singh**  
Awarded honorary Doctor of the University in recognition of his many and varied contributions to the local community, in particular in the field of race relations.

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### Our Key Moments 2004-05

# OUR KEY MOMENTS

#### Corporate Strategy

The University unveils its vision and plan for the next 5 years. A campus-wide seminar programme inviting staff was developed and conducted by the Vice-Chancellor. The seminar programme then extended to key stakeholders in the region.

#### Research boost

The University was awarded £375,000 to appoint 3 new academic fellows. The School of Engineering, Design and Technology and the Peace Studies department will benefit from the award.

#### Race Equality Champion

The University announces the appointment of Professor Uduak Archibong, as the first Professor of Diversity. The post was established as part of the delivery on the Race Equality Strategy.

#### IPI gains regional recognition

The Institute of Pharmaceutical Innovation (IPI) was established as a 'Centre of Industrial Collaboration' by Yorkshire Forward (Regional Development Agency). This will allow businesses to benefit from the research expertise housed within the IPI.

#### Middle East Graduates awarded MBAs

Students from 11 companies in the Gulf were awarded Emirates Consortium MBA. The awards, run by the School of Management, were presented at Emirates Aviation College.

#### Peace in Africa – a step closer

The University was awarded £1.75 million by the Ferguson Trust for the creation of educational and research programmes into issues such as landmines, post-war reconstruction, and the rehabilitation of child soldiers.

#### Heavens open to Children in the UK

Bradford's robotic telescope (based in Tenerife) was given a £200,000 upgrade, so that children in the UK for the first time can see what the telescope can see. A special website has been created so children can ask the robotic telescope to make an observation of any part of the sky.

#### University sign agreement in Malaysia

The School of Engineering, Design and Technology signed an agreement with INTI College, Kuala Lumpur, so that students from Malaysia can take Bachelor's or Master's programmes in Electronics and Telecommunications, Civil Engineering, and Mobile and Satellite Communications.

#### University Hosts Extreme Archaeology

The University hosted a special public lecture by Argentinean high-altitude archaeologist Dr Constanza Ceruti, when she made her first-ever visit to the UK.

#### Cutaneous Biology – International Symposium

The University hosted 'The Frontiers of Cutaneous Biology 2004' attracting visitors from the UK, USA, Germany, Switzerland and Norway.

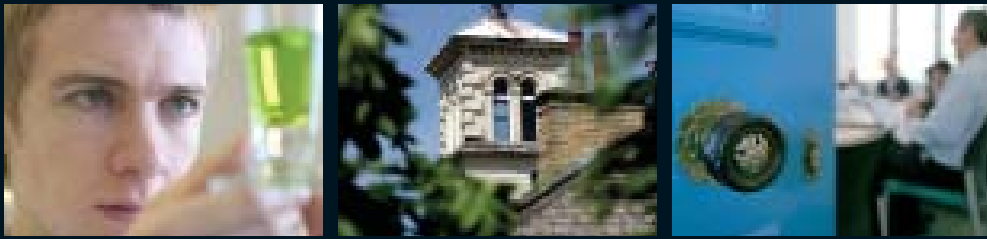
#### Institute of Cancer Therapeutics (ICT)

Professor Laurence Patterson was appointed as the new Director of ICT, and will oversee development of the new facility, due to be opened in 2006. Work started on the new facility in May 2005.

#### Digital Arts gets a boost on campus

A new Digital Arts Centre was developed following a grant of £400,000 from HEFCE. It will house the latest digital arts equipment, and will support student projects in photography and filming.

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### Our Key Moments 2004-05

# OUR KEY MOMENTS

#### **South Asian High Commissioners Visit the University**

The University hosted a conference to formally launch the South Asian Strategic Stability Unit. Her Excellency Maleeha Lodhi, his Excellency Kamlesh Sharma and His Excellency A.H. Mofazzal addressed the conference.

#### **University Careers Service rewarded with industry quality standard**

After an extensive assessment of its services and resources, the University Careers Service was awarded the quality Matrix mark.

#### **University unveils Rock Art**

The University unveiled a unique collection of prints by the late British artist Douglas Mazonowicz depicting rock and cave art from 28,000 year ago.

#### **University appoints new Chancellor**

The University of Bradford announced that Imran Khan will succeed Baroness Betty Lockwood on her retirement on 31 July 2005.

#### **University puts customers first**

The University was awarded the Customer First quality standard (Department for Trade and Industry standard). A first for higher education, the University was praised for its links with businesses, and high levels of customer satisfaction.

#### **University gets backing from USA for web portal**

The University was awarded products and services worth \$1million from CampusEAI consortium to help develop a single portal for staff and students.

#### **Raising Aspirations**

300 youngsters descended onto the University in February 2005 to help them 'raise their aspirations'. They were treated to workshops in Chemistry, Archaeology, Music, Drama and Cybernetics.

#### **Bank of England Governor gives lecture**

The School of Management hosted Mervyn King, Governor of the Bank of England, for a breakfast lecture on 'Monetary policy in the UK'.

#### **Health Research Award**

The School of Health Studies was awarded £210,000 from the Department of Health to undertake a PhD Investigating the effects of common visual impairment.

#### **League Table Rankings**

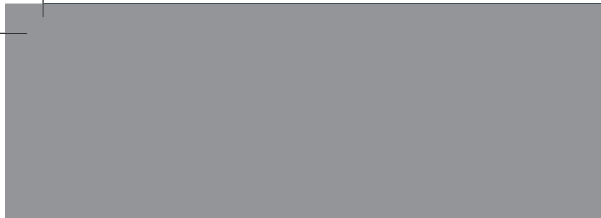
The University continued to climb the league tables this year. The Times League tables ranked us No.2 in the UK for graduate employability, and we maintained our position as No.1 in the North of England. In the Guardian league tables we leapt 23 places to 31 out of 122 universities in the UK.

#### **Investors in People**

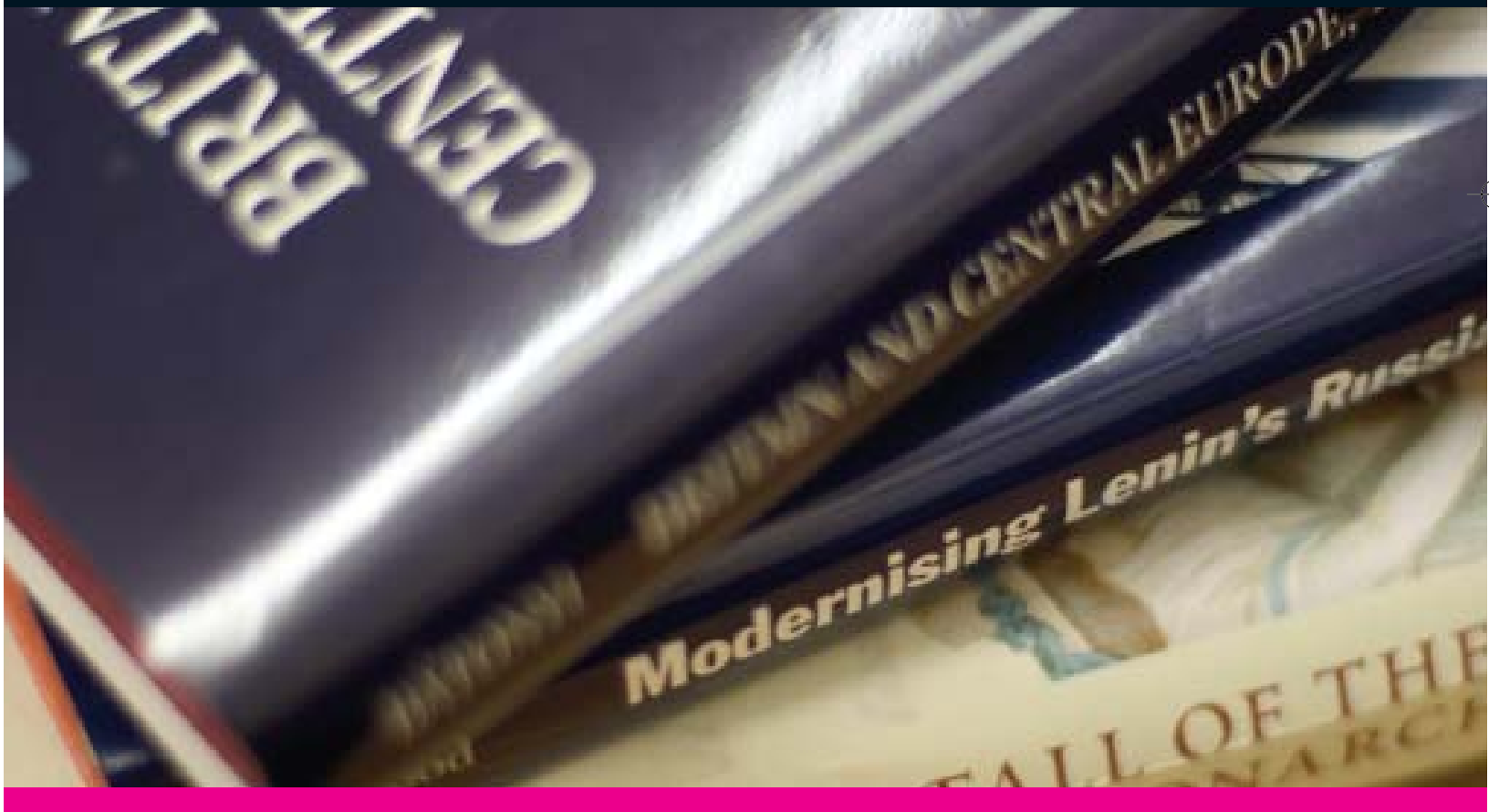
The University retained its status in Investor in People Award. The award recognises the level to which an organisation delivers on training and development to achieve organisational goals.

#### **Master's in Management**

The School of Management's suite of Master's programmes is ranked 2nd best in the UK and 5th best in Europe according to the Financial Times league tables.



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### Our Officers and Council 2005-06

# OUR OFFICERS & COUNCIL

#### Officers

**Chancellor**  
Imran Khan

**Chairman of Council**  
Mr M R Bousfield \*

**Vice-Chancellor and Principal**  
Professor C Taylor

**Deputy Vice-Chancellor**  
Professor J Lucas

**Pro-Vice-Chancellors**  
Professor P Coates  
Professor R Earnshaw  
Professor G Layer

#### Deans of Schools

Professor C P Heron – School of Archaeological, Geographical and Environmental Sciences

Professor A J Day – School of Engineering, Design and Technology

Professor R Earnshaw – School of Informatics

Dr G Bradshaw – School of Health Studies

Professor D Coates – School of Life Sciences

Professor A Francis – School of Management

Professor J Cusworth – School of Social and International Studies

Professor G Layer – School of Lifelong Education and Development

#### Registrar & Secretary

Mr N Andrew

#### Director of Finance

Mrs S Kershaw

#### Director of Learning Support Services

Dr S Houghton

#### Dean of Students

Mr A Pearce

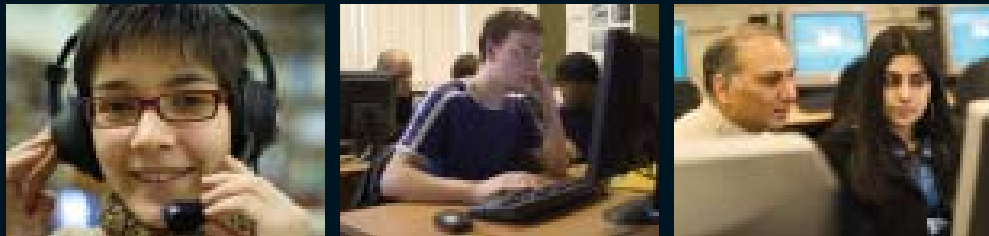
#### Director of Estates

Mr C Wilson

#### Director of Marketing and Corporate Communications

Ms A Darnbrough





## Council

### Ex-Officio Members

#### Chancellor

Imran Khan

#### Pro-Chancellors elected by Court

Mrs A Craig  
Mr A H Jerome  
Mr M R Bousfield\*

#### Chairman of Council

Mr M R Bousfield\*

#### Vice-Chancellor and Principal

Professor C Taylor

#### Treasurer

Mr J T T Hindley

#### Deputy Vice-Chancellor

Professor J Lucas

### Pro-Vice-Chancellors

Professor P Coates  
Professor R Earnshaw  
Professor G Layer

### Other Members

Professor A J Day  
Professor C P Heron  
Professor A Francis  
Professor D Pankhurst  
Professor J Cusworth  
Professor P Rogers  
Councillor J Godward  
Mr J M K Dhutia  
Mr J J Horton  
Mr T Bullman  
Mrs D Chambers  
Mr P Jagger  
Mr R Lumsden  
Dr M Ali  
M R Clark  
Mr I Thompson  
Ms S Ullah  
Ms C Gibbons  
Ms V Steele  
Ms R Pickard



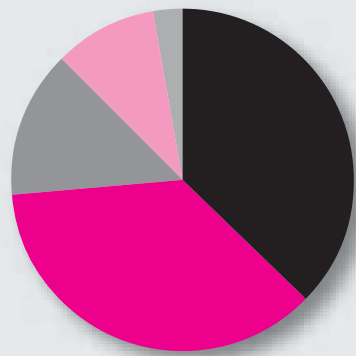
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## Our Financial Summary 2004-05

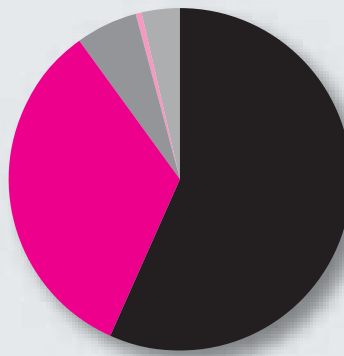
# OUR FINANCIAL SUMMARY

### Income £91,225,000



Funding Council grants	37.4%
Academic Fees & Support Grants	36.5%
Other Operating Income	13.8%
Research Grants & Income	9.6%
Endowment Income and Interest Receivable	2.7%

### How the Income was used



Staff Costs	56.7%
Other Operating Expenses	33.5%
Depreciation	5.7%
Interest Payable	0.7%
Surplus	3.4%

### Research Grants and Contracts

2001/2002	£7.15m
2002/2003	£8.55m
2003/2004	£9.14m
2004/2005	£8.73m

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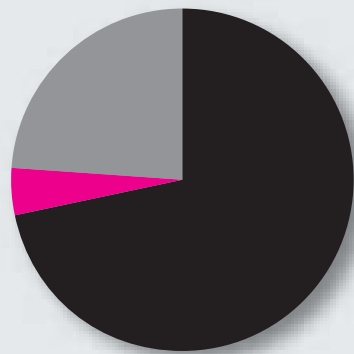
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## Our Facts and Figures 2004-05

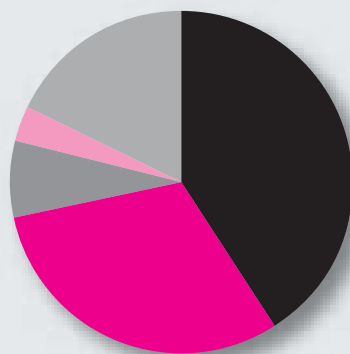
# OUR KEY FACTS

### Where our Full-time students come from



UK	72.0%
EU	4.3%
OS (non EU)	23.7%

### Ethnicity of our full-time Undergraduate students

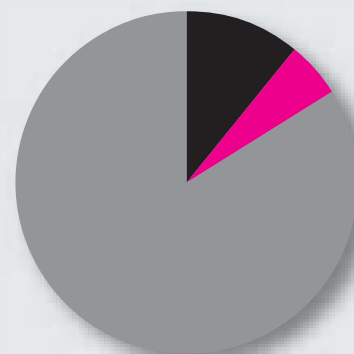


White British	41.0%
Pakistani	30.7%
Other	17.7%
Indian	7.3%
Black/African	3.3%

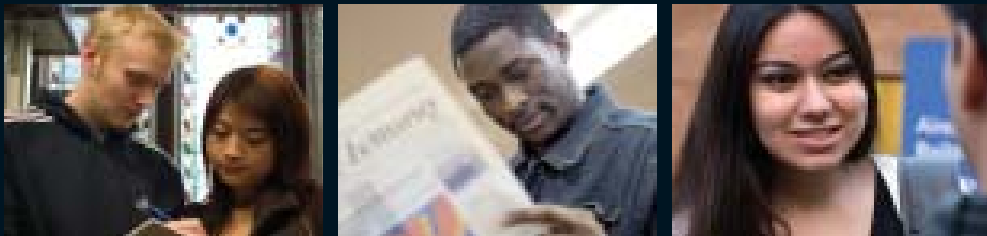
### Student Numbers (2004-2005)

Full-time			Part-time		
UG	PG	Total	UG	PG	Total
6756	1202	7958	1099	1086	2185

### Primary Destination of first degree graduates 2004



Further Study	11.1%
Other	6.3%
Employment	82.6%



#### About our staff

Academic and related staff	328
Clerical and related staff	533
Manual and ancillary	365
Part-time hourly teaching staff	1452
Teaching and research staff	609
Technician and craft	125
<b>Total</b>	<b>3412</b>

#### Acknowledgements

Written and produced by Marketing and Corporate Communications Department, University of Bradford.

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