

**RVC**

**Royal  
Veterinary  
College**

University of London

A photograph of a veterinarian in a white lab coat using a red stethoscope to examine a small, scruffy brown and white dog. The dog is looking towards the camera with its tongue out. The image is set against a purple background with diagonal white lines.

Annual Review  
**2011-2012**

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# CHAIRMAN'S INTRODUCTION

In this first year of my Chairmanship of the Council of the Royal Veterinary College (RVC), it is a pleasure to be reporting to you on the successes of the last 12 months and on developments at our institution. Rising above the challenges of the new funding environment, the RVC now sees itself stronger and more securely placed in its key missions of education, research and clinical service, with an optimistic view of the years ahead based on a rigorous appraisal of the options now open to us.

We are committed to leading opinion in veterinary science whether that is on local issues here in the United Kingdom or on matters of global significance. Furthermore, the College embraces all aspects of the One Health agenda, recognising that human and animal health are inextricably linked and that our role must be trans-disciplinary in nature if we are to make a difference to the world in which we live.

As we come to the end of our current Corporate Plan, there is opportunity for both reflection and self-critique as we look to the future and chart the path for the coming years. I commend the work of the College to you and thank all those involved at the RVC, staff and students, for maintaining their efforts and achievements at the highest level; proud, passionate and professional in delivering the very best that veterinary science has to offer.



Lord Curry of Kirkharle

# PRINCIPAL'S REPORT

For over 200 years, the provision of international quality education, research and clinical service have been at the core of the Royal Veterinary College's objectives, all underpinned by a desire to be the place of choice to study and work. These objectives require that the supporting aspects of our business are robust and sustainable and I am delighted that, in what has been another challenging year of change, I am in a position to report an outstanding year for the College; I pay tribute to all those involved for their efforts.

With a strong financial performance as our bedrock, we have been able to excel in each of our missions; the College achieved recognition at the Times Higher Education Awards for the most improved student experience; generated its greatest ever annual research income; published more papers in the highest ranking research journals than ever before; increased its clinical turnover by 6% and delivered surgical care unique in Europe.

Despite the dramatic reduction in core funding for capital, but still with ambitious plans for our working environment, we continue our drive to develop our facilities and services. The presence of our incredibly popular new student village at Hawkshead now sets the standards for new developments on site and we remain focused on efficiencies in both physical and carbon footprints. It has been especially fulfilling this year to see the significant investment in recreation and sports facilities come to fruition. Health, whether physical or mental, and the need for cultural enrichment in a science-biased environment, are essential elements of life on both Camden and Hawkshead campuses.

With modest restructuring now close to completion and the engagement of our new Chairman of Council, Lord Curry of Kirkharle, RVC is well placed to develop the plan for our next chapter, as we renew and refresh our five year strategic plan. All of our business is now conducted in an international environment and whilst we remain committed to our mission in the UK sector, we must understand better our aspiration on the world stage. At a time when our traditional funding streams have either changed, are changing or are uncertain, the imperative will be to ensure the portfolio of activities we embrace allows us to be both proactive and reactive, responding quickly but purposefully to the requirements of the society and communities we serve. I know that RVC will meet the standards expected of us if we remain true to our values and maintain our focus on the quality of the education, research and clinical care we provide. However, long term success and financial sustainability require a broader focus and one for which we have less well developed metrics – it is the quality of life we provide for staff and students that ultimately will make RVC the place of choice to work and study.



In reflecting on the last year and on the content of this review, I can say that, above all else, the last 12 months have reinforced my view that RVC - its Council, staff, students, alumni and supporters - is capable of making a real difference to the world in which we live. From educational advances and research leadership, through clinical excellence and policy influence, our heritage and reputation demand it. And I know that we are up for the challenge.

Finally, in welcoming Lord Curry to RVC, we must also say goodbye to his predecessor, Baroness Shephard, to whom we owe a huge debt of gratitude for her contributions to life at the College. Her commitment to our mission, and the skills and experience she brought to bear on all of our activities have positioned us at the forefront of our sector; her legacy is our future – a future which I invite you to share with us.

Professor Stuart W J Reid

# OPERATING AND FINANCIAL REVIEW

THE OPERATING AND FINANCIAL REVIEW CONSIDERS THE COLLEGE'S ACTIVITIES IN THE YEAR 2011/12 IN THE CONTEXT OF THE CHALLENGES AND RISKS WITHIN WHICH IT OPERATES.

## Context and risk analysis

The RVC, founded in 1791, was the first of its kind in the UK and remains the only independent Higher Education Institution for teaching and research in the veterinary and allied sciences.

The RVC has the largest range of veterinary, para-veterinary and animal science undergraduate and postgraduate courses of any veterinary school in the world, and is one of the largest veterinary schools in Europe. The RVC is a constituent college of the federal University of London.

The key strategic objectives of the College are set out within its Corporate Plan 2009-2013. At the heart of this Corporate Plan is the provision of leadership in veterinary education, research and clinical endeavour. Developing and enhancing excellence across all of the College's activities is paramount.

The RVC has adopted a range of Key Performance Indicators to assess its overall strength and progress against the Corporate Plan. Areas covered include: student recruitment, retention and employability; improving the student experience in both educational and social terms; financial performance against budgets and longer-term sustainability; quality of research outputs and funding success; growth in clinical caseload driven by targeted investment in services and facilities.

Risk awareness and management are well embedded within the RVC. The Corporate risk register sets out the key risks facing the College. Risks are identified through a combination of 'bottom-up' and 'top-down' processes and are discussed by the senior managers, Audit Committee and at Council. The current register has been updated following the exercises undertaken by Council and the senior managers to review risk, and assess the strength of mitigation actions. Financial risks continue to dominate the risk register, although, where appropriate, their impacts have been gradually downgraded during the year as uncertainties in the external environment, particularly student funding and student recruitment, have become clearer. Ongoing scrutiny ensures that the College meets and provides for its historical and current obligations. Other significant risks include those impacting on the College's reputation, including performance in the National Student Survey and league tables.

Compared to other Higher Education Institutions, the RVC derives a relatively large proportion of its income from commercial activities. These are primarily through veterinary fees generated by our veterinary hospitals, first opinion practices and diagnostic laboratories. In addition, the College's wholly owned subsidiary, the London Bioscience Innovation Centre, provides laboratory and office space to small biotech spin-out and related industry companies. These areas of the College's operations are subject to very different market and competitive conditions when compared to teaching and research activities; appropriately, different leadership, management and risk analyses are in place.



# ACADEMIC REVIEW

## Learning and the Student Experience

The RVC's taught programmes aim to provide education to the whole of the veterinary team. The Bachelor of Veterinary Medicine (BVetMed) degree is the core taught programme, with over 1,200 students registered over the five-year duration. The programme provides the education, skills and knowledge required to practise as a veterinary surgeon. July 2012 saw the graduation of the first cohort of students to have passed through a substantially revised curriculum. As well as encouraging study to a greater depth, the revised curriculum allows greater opportunity for students to develop specific areas of interest allowing them in turn to develop a distinctive CV making them more attractive to prospective employers. The successful implementation of the final stages of the new curriculum represents several years of sustained effort which necessitated the input and co-operation of the majority of members of teaching staff at the College. Graduation is always a proud time for the institution and its staff and students, but this year it was especially so.

Another key member of the veterinary team is the veterinary nurse. The RVC offers a BSc and a Foundation Degree (FdSc), both of which recruited to target. During the year the College received full approval for the FdSc from the Royal College of Veterinary Surgeons, recognition of the importance of the nurse's contribution to the profession, supported by a robust academic preparation.

There are strong research components to all of the RVC's undergraduate programmes. Students on the BSc Bioveterinary Sciences and BVetMed programmes continue to generate cutting edge research output. Within the past 12 months alone, data generated by students on these programmes has been presented at meetings in the US, Europe and the UK. There is great value to the student in providing these networking opportunities through exposure to the wider research community, and this is apparent in the increase seen in our graduates securing prestigious PhD opportunities at universities across the world.

The RVC's post-graduate provision offers opportunities in niche veterinary areas. During the year opportunities have been identified to expand the range of options for post-graduate study by both refreshing existing material and also developing new programmes. Of the latter, significant progress has been made in the development of a 'One Health' MSc.

The RVC takes extremely seriously the views of its students, many of which are expressed through the National Student Survey (NSS). We were delighted that the College performs well in most of the academic-related criteria of the survey. There has been a marked improvement in student feedback, and the College was awarded the Most Improved Student Experience by the Times Higher Education publication, as a consequence of a 37 place improvement in the student satisfaction league table for 2011. The College has improved a further 45 positions in the 2012 rankings.

Further evidence of the improvement in the students' experience was the excellent performance of the BSc Bioveterinary Sciences in the Guardian Guide's ranking for UK bioscience programmes; the College's programme came first of 96 programmes for student satisfaction with both the overall course and the standard of teaching. The programme also came first for graduates gaining industry relevant employment within six months.

## Research and Innovation

It has been another excellent year for Research at the RVC, with research activity across the College continuing to grow. During the year the focus has been on preparing for the Research Excellence Framework (REF) in 2014 and good progress has been made.

It was extremely pleasing to have papers from College scientists published in top journals. Members of the Structure and Motion research team had a paper 'Flying in a flock at a cost in pigeons' published in *Nature*; and work involving the biomechanics of elephant feet was published in *Science*.

Grant applications and awards in the year have been the highest ever, demonstrating how competitive academic staff have been in the current difficult funding climate, with success rates from applications to Research Councils being well above benchmarks. External funding across all programmes remains healthy with Research Council funding increasing substantially and diversifying such that whilst BBSRC remains our major funder, MRC, EPSRC and NERC are now also funding research projects at the College. A record number of post-graduate research students commenced their studies in 2011-12.



The RVC's future success in research is, in part, driven by the number of PhD studentships and completion rates. PhD student numbers also drive one aspect of HEFCE's research funding allocation. The target is to have 120 active PhD students, and the College is very close to achieving this. The College was successful in a partnership bid to the BBSRC Doctoral Training Partnership, led by University College London.

The RVC continues to play a leading role in European Union funded research, particularly within its Infection and Immunity Programme. The FP-7 funded PILGRIM Grant was completed yielding significant innovative findings of relevance to the management of MRSA in farm animals. The College commenced leadership of a new FP-7 collaborative project, RISKSUR, with 12 partners which will develop decision support tools for the design of cost-effective risk-based surveillance systems that integrate the most recent advances in epidemiological methodologies. The excellent research of the Veterinary Epidemiology and Public Health Group and the impact it has on government policy has been recognised by it becoming the first European FAO Recognised Centre for Veterinary Epidemiology.

The Lifestyle research programme has also had a successful year. Professor Hutchinson secured a Royal Society Leverhulme Trust Senior Research Fellowship to enable him to focus on research over the next 12 months, and Professor Alan Wilson became the first veterinarian to win a European Research Council Investigator award. This will fund five years of research allowing him to study the locomotion and hunting behaviour of lions, cheetahs, leopards, African hunting dogs, hyenas, and their five main prey. The Neuromuscular group has joined forces with the Structure and Motion lab and secured BBSRC funding to use optogenetics to study neuromechanical control of locomotion. This is a ground-breaking research programme.



## ACADEMIC REVIEW

*(continued)*

The VetCompass project is now enabling systematic evaluation of clinical data from primary care practices in the UK, Spain and Germany. We are now seeing publications addressing questions of direct relevance to veterinary practice with robust evidence based on thousands of patients. The number of practices signed up to this initiative is now over 100. This is part of our strategy to study veterinary patients as models of human disease as exemplified by our pioneering work on treatment of tendon injuries in horses, which is now being translated to treatments for human patients through grant funding by the MRC to Professor Roger Smith and colleagues.

### **Clinical Services**

As one of the largest veterinary teaching hospitals and referral centres in Europe, RVC is pre-eminent in leading cutting edge clinical care development in an educational yet commercial environment.

RVC hospitals continued to provide a high and varied caseload for our BVetMed and veterinary nursing students, whilst providing an unsurpassed service to the animal owning public. With record numbers of patients and an income of £7.8m, the Queen Mother Hospital for Animals contributes significantly to the income of the College, revenue augmented by equine clinical services and diagnostic laboratory services. Mindful that these activities only occur because the College is educating students, the commercial efficiencies of these operations will be pivotal in RVC's future.

A strong clinical base underpins both research and training and the performance over the last year has demonstrated once more that RVC leads the field in pioneering approaches to the treatment of animal disease. Of particular note the Queen Mother Hospital for Animals now has the only in-house ophthalmology referral service in any UK vet school. In other disciplines, in the last 12 months two hypophysectomies have been performed on feline patients at the RVC; the only centre in the UK where this procedure has been carried out.

With a reinvigoration of our open heart surgery programme it has been an eventful year in small animal referrals. The clinical team took time out to participate in this year's London Vet Show at Olympia to meet referring vets and help launch a new website for small animal referrals.

The Beaumont Sainsbury Animal Hospital has seen a steady increase in small animal neuters and over the summer the team won tenders to provide veterinary care for a local RSPCA centre as well as for working dogs belonging to the British Transport Police.

The Equine Practice continues to grow and has started a routine visit service to livery yards which has attracted new clients. A profile raising client day held at the Equine Referral Hospital in July was a huge success despite the traditional English weather, and we were also on standby to provide support services to the Olympics.

A new farm animal facility was opened at Hawkshead in the Autumn, with a small but growing caseload providing good clinical material, demonstrating the College's increased commitment to food chain security and production.





# CORPORATE RESPONSIBILITY

## Staff

The RVC recognises that its staff members are critical to its success. Staff welcome and benefit from a broad range of development opportunities through a structured annual programme covering leadership and management skills, recruitment and retention, IT skills, research careers, health and safety and wellbeing and also through personal development objectives agreed through the staff appraisal process.

Employment strategy is considered by the Council, through the Finance and General Purposes Committee and the Remuneration Committee. In addition, regular meetings are held between the RVC's management and the Recognised Trade Union (RTU) bodies. The College strives to work as collaboratively and constructively as possible with the RTUs.

Staff wellbeing is very important to the RVC. This is supported through encouraging open communication between staff and their managers, access to an occupational health service and a telephone advice line available to all employees at no cost.

The scientific nature of the RVC's work means that certain staff are exposed to conditions for which strict health and safety measures must be in place. The College has a well established risk assessment process, training programme and set of standard operating procedures in place, thereby limiting the number of incidents that occur. The Safety Committee reviews policy, procedures and any incidents, and reports directly to the College Council.

## Equality and Diversity

The RVC actively promotes Equality and Diversity for all of our staff and students.

All staff are required to undertake online equality and diversity awareness training as part of their induction, and cannot be confirmed in post until this has been completed successfully. The College has an Equality Strategy Group, which in recent years has worked to ensure equality and diversity initiatives are developed and delivered to enable equality of opportunity for all those who come into contact with the RVC. One particular initiative has been to achieve the Athena SWAN award which focuses on the career progression and promotion of women within STEM disciplines in Higher Education.

# CONSOLIDATED RESULTS

## FOR THE YEAR TO 31 JULY 2012

	2012 (£000s)	2011 (£000s)
Income	71,900	68,598
Expenditure	69,722	68,248
Surplus/(Deficit) on Continuing Operations	2,178	350
Transfer from specific endowments	372	429
Surplus/(Deficit) retained within General Reserves	2,550	779
Investment in Fixed Assets	4,577	23,322
Borrowings	24,627	24,639
Short-term cash and deposits	14,180	6,367
Net cash flow from operating activities	9,089	6,821
Net Liquidity days	81	36

### Income and Expenditure

The Group achieved a surplus of £2.6m, which was better than originally budgeted due to improved income from HEFCE, student fees, research overhead recovery and unrestricted donations; and lower operating costs.

### Capital Investment

The RVC continues to invest in its physical infrastructure. During the year new student residences and short-let accommodation at the Hawkshead campus were completed. The £18m project was completed on time and within budget, thereby allowing the accommodation to be let to students from September 2011.

Investment has been made to enhance farm and production animal teaching and research facilities at the Hawkshead campus. Social and sporting facilities remain a high priority for capital investment and during the year improvements were made to the Student Union bars, sports changing and gymnasium facilities.

### Capital Structure

The RVC has a borrowing ratio (borrowings: total income) of 34%. This is a measure used by HEFCE in assessing debt levels. While 9% above the sector average, all of the College's debt has been used to fund activities with a specific ongoing income stream, principally student residences. The debt is with the Royal Bank of Scotland and is at fixed rates of interest, thereby giving certainty over future cash flows. The maximum duration of any loan is 25 years.

### Treasury Policy and Investments

The RVC's treasury policy seeks to ensure an appropriate return on investments at a level of risk agreed by the College Council.

The College has a long-standing engagement with BlackRock Asset Management to administer and advise on appropriate funding opportunities for surplus cash and liquid assets over and above those needed for routine working capital purposes. A revised investment strategy was agreed during the year and the portfolio assets amended to achieve a higher drawdown

of income of 4%. In revising the assets in the portfolio a significant book profit was crystallised. At 31 July 2012, the RVC held a total of £9.4m across eight BlackRock funds. The majority of these investments represent endowment assets. In addition to this, £10.8m was held in BlackRock's Institutional Liquidity Fund (ILF). The ILF is used for surplus short term cash and offers attractive returns compared to alternative instant access accounts.

The investment of working capital funds is monitored by the Finance and General Purposes Committee. There is a short list of permitted organisations for College deposits, all of which are required to have a credit rating of 'A' or above as rated by international agencies.

### Cash Flows

Due to the surplus reported, high levels of depreciation charged, and changes in debtors and provisions, the net cash inflow from operating activities was £9.1m (2010: inflow of £6.8m). The RVC has in place overdraft facilities to deal with any unexpected short-term changes in its cash

profile and position. This facility was not drawn upon during 2011-12.

### Pension Funds

Staff at the RVC are entitled to join either the Universities Superannuation Scheme (USS) or the Superannuation Scheme of the University of London (SAUL).

Major reforms to the former scheme were agreed by the USS Board and with effect from 1 October 2011 new joiners will accrue benefits on a career average earnings (CARE) basis. Existing members' benefits will continue to accrue on a final salary basis. There was no change to the employer's contribution rate.

Agreement was also reached on reforms to the SAUL scheme, and with effect from 1 June 2012 new joiners will accrue benefits on a CARE basis and existing members on a final salary basis. There was no change to the employer's contribution rate.

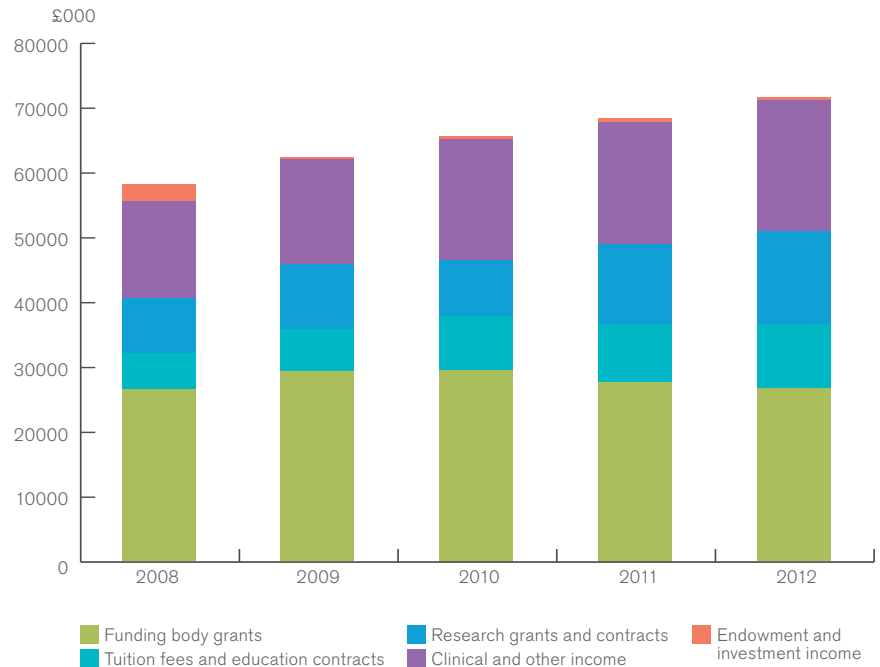
Both schemes were formally valued on 31 March 2011 and the funding positions of both were below the level required by The Pensions Regulator. Formal action plans to address the funding gap have been prepared for approval by The Pensions Regulator.

### Financial Outlook

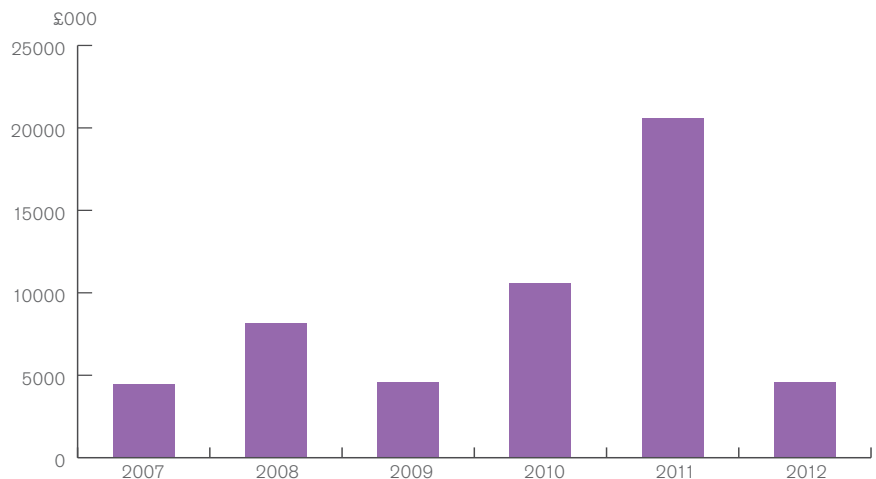
From 2012-13, the balance of funding the teaching of students shifts dramatically away from public funds towards contributions directly from students. However, HEFCE have confirmed that they will continue to provide some funding for students studying in high-cost subject areas, which covers the vast majority of the College's students.

The RVC's fee and financial support proposals for new undergraduate students entering in 2012-13 have been agreed by the Office for Fair Access (OFFA). The College is charging between £7,500 and £9,000 per student. The majority of students will take out loans from the Student Loans Company to cover their fees. These students only start

**Chart 1: Total Income for 5 Years**



**Chart 2: Capital Project Expenditure for 6 years**



## CONSOLIDATED RESULTS FOR THE YEAR TO 31 JULY 2012

(continued)

repaying their loans after graduation once they are in employment and have earnings above an agreed threshold (currently £21,000 per annum).

With the main elements of student funding in place, the main financial risk is in recruiting appropriate numbers of students, which has become a very fine balancing act.

The government has created a 'core and margin' system for recruitment of UK and EU students. Restrictions on recruitment of UK and EU students gaining A-level grades at AAB or better have been lifted; whereas students below this achievement level are tightly controlled through a Student Number Cap (SNC). HEFCE have removed their tolerance band for funding and so any under-recruitment leads to a loss of funding; on the opposite side, there are severe funding penalties for exceeding SNC.

Recruitment figures for the Autumn 2012 intake indicate that the RVC has met its overall targets. A large number of the RVC's UK and EU students fall into the AAB or better category and so the College has been able to offset international numbers by increasing home recruitment outside the SNC.

Arguably, the uncertainty over recruitment was even greater for the RVC's post-graduate programmes, due to increasing student debt levels. It is pleasing therefore to report provisional recruitment to targets, both from home and from international markets. In international student activities the College remains highly vigilant to ensure compliance with the UK Border Agency (UKBA) requirements.

As reported, research performance continues to be strong. Success in grant awards will be crucial in sustaining and enhancing the knowledge base of veterinary science. Whilst predicting future success is difficult, the RVC believes it has in place the necessary components of strong academic

staff, excellent science, a robust ethical review process and appropriate facilities, underpinned by robust management information systems.

The RVC generates over 20% of its annual income from its clinical activities. The College has some of the best equipped and resourced referral hospitals in the UK. A number of new service areas have been developed and successfully launched during the last year which, together with a fuller understanding of the cost of individual services and consideration of strategic partnership arrangements, will be crucial in meeting future financial targets in this area.



It is expected that the cost base of the RVC in its day-to-day operations will remain stable in the medium term, but it is anticipated that there will be pressure on staff costs for 'catch-up' pay awards. These have been modelled into financial forecasts.

The RVC has identified a number of priority capital investments to enhance the student experience and teaching and research. Securing external funding for these projects will be difficult, given the large reductions in HEFCE funding.

Over the last year the RVC senior management and Council have been discussing indicators which would assess financial sustainability and has agreed that sustainability should primarily be measured against cash generation and utilisable cash balances. While the College is in a strong financial position, further cash generation will be required if the RVC is to fund all of its priorities and reach a sustainable position using this cash measure. Plans have been made to enhance these cash balances through higher budgeted income and expenditure surpluses and by amending the College's debt financing arrangements. It is expected that these actions will allow the RVC to reach its internal targets for financial sustainability by 2015.

## Summary of Financial Performance over the last five years

	2008 £000	2009 £000	2010 £000	2011 £000	2012 £000
<b>INCOME &amp; EXPENDITURE ACCOUNT</b>					
<b>INCOME</b>					
Funding body grants	26,614	29,420	29,635	27,839	26,775
Tuition fees and education contracts	5,623	6,570	8,257	8,969	10,053
Research grants and contracts	8,495	9,998	8,820	12,394	14,325
Other income	15,094	16,357	18,714	18,897	20,329
Endowment and investment income	2,524	296	406	499	418
<b>TOTAL INCOME</b>	<b>58,350</b>	<b>62,641</b>	<b>65,832</b>	<b>68,598</b>	<b>71,900</b>
<b>EXPENDITURE</b>					
Staff costs	31,971	35,335	38,243	38,394	36,564
Other operating expenses	22,163	22,043	24,276	24,156	26,595
Depreciation	3,308	3,930	4,227	4,265	5,138
Interest and other finance costs	492	476	898	1,433	1,425
<b>TOTAL EXPENDITURE</b>	<b>57,934</b>	<b>61,784</b>	<b>67,644</b>	<b>68,248</b>	<b>69,722</b>
Surplus/(Deficit) after depreciation of tangible assets at valuation and after tax	416	857	(1,812)	350	2,178
Profit on disposal of assets	-	-	-	-	-
Surplus/(Deficit) before transfer to specific endowments	416	857	(1,812)	350	2,178
Transfer from/(to) specific endowments	(1,291)	154	626	429	372
<b>SURPLUS/(DEFICIT) RETAINED WITHIN GENERAL RESERVES</b>	<b>(875)</b>	<b>1,011</b>	<b>(1,186)</b>	<b>779</b>	<b>2,550</b>
	2008 £000	2009 £000	2010 £000	2011 £000	2012 £000
<b>BALANCE SHEET</b>					
Fixed assets and investments	51,707	54,749	60,464	79,614	79,071
Endowment asset investments	11,924	11,288	13,050	12,852	10,029
Cash at bank and in hand and short term deposits	9,780	7,222	20,180	6,367	14,180
Net non cash current liabilities	(7,712)	(7,229)	(6,025)	(9,526)	(12,847)
Long term loans, creditors and provisions	(7,962)	(6,940)	(24,642)	(24,368)	(24,211)
<b>TOTAL NET ASSETS</b>	<b>57,737</b>	<b>59,090</b>	<b>63,027</b>	<b>64,939</b>	<b>66,222</b>
Deferred capital grants	27,692	26,711	30,072	31,403	30,354
Endowment funds	11,924	11,288	13,050	12,852	10,029
Retained earnings	18,121	21,091	19,905	20,684	25,839
<b>TOTAL FUNDS</b>	<b>57,737</b>	<b>59,090</b>	<b>63,027</b>	<b>64,939</b>	<b>66,222</b>

# GOVERNANCE

## PATRON

His Royal Highness The Duke of Edinburgh  
KG KT OM GBE

**The Council**, under the terms of the Revised Charter and Statutes, approved by The Privy Council, as at 31 July 2011

The Officers of the Council

## Chairman

The Rt Hon The Baroness Shephard of Northwold JP DL – to 20 March 2012

## Vice-Chairman – to 20 March 2012 & Acting Chairman – from 20 March 2012

Mr P D Orchard-Lisle CBE TD DL MA FRICS  
The Baron Curry of Kirkhale KB CBE FRAGS was appointed Chairman of the Council from 1 August 2012

## Hon Treasurer

Mr C J Perrin CBE

## INDEPENDENT MEMBERS

The Rt Hon The Baroness Shephard of Northwold JP DL – to 20 March 2012

Mr D L G Danson BVSc MRCVS

The Rt Hon Frank Dobson MP

Dr K A Fleming MBChB DPhil FRCPATH FRCP

Mr K McAllister BSc(Hons) (*Students Union President 2011/12*)

Professor J C Milne BVetMed MRCVS

Mr P D Orchard-Lisle CBE TD DL MA FRICS

Mr C J Perrin CBE

Professor Dame Lesley Southgate DSc FRCP FRCGP FMedSci FAcadMedEd

Mr J Walmsley MA VetMB CertEO DipECVS HonFRCVS

Professor J A Wyke MA VetMB PhD FRSE HonFRCVS FMedSci

## ACADEMIC BOARD OF THE COLLEGE

Professor A Boswood MA VetMB MRCVS DVC

Professor C P D Wheeler-Jones BSc(Hons) PhD

## EX-OFFICIO

Professor S W J Reid BVMS PhD DVM DipECVPH FSB FRSE MRCVS Principal

Professor D B Church BVSc PhD MACVSc MRCVS Vice-Principal Academic Affairs

Professor J Elliott MA VetMB PhD CertSAC DipECVPT MRCVS Vice-Principal Research Innovation

Professor S A May MA VetMB PhD DVR DEO FRCVS DipECVS Deputy Principal and Vice-Principal Teaching

## Secretary to the Council

Mrs E C Acaster

## HONORARY GRADUATES OF THE ROYAL VETERINARY COLLEGE – DVetMed (London: Royal Veterinary College) *Honoris Causa*

Professor P-L Toutain DVM PhD DipECVPT (2009)

Professor W McIlwraith BVSc DVM PhD FRCVS DSc (2010)

Professor F A Murphy BS DVM PhD (2010)

Mrs H Armstrong (2012)

Professor N T Gorman DL BVSc PhD DACVIM (Oncology) DipECVIM-ca FRCVS FRSA (2012)

Dr R M Lightfoot-Dunn BVetMed PhD CertVOphthal FRCPATH (2012)

Professor The Baron Trees of the Ross in Perth and Kinross BVM&S PhD DipEVPC MRCVS (2012)

## FELLOWS OF THE ROYAL VETERINARY COLLEGE

Her Royal Highness The Princess Royal GCVO (1987)

Professor P M Biggs CBE FRS DSc DVM FRCVS FRCPATH FIBiol (1983)

The Right Hon The Earl Cadogan (1997)

The Right Hon The Lord Prior PC (1999)

Professor L E Lanyon CBE BVSc PhD DSc FRCVS FMedSci (2005)

The Most Hon The Marquess of Salisbury PC DL (2007)

Professor Q A McKellar CBE BVMS PhD DVM DipECVPT CBiol FIBiol FRAGS MRCVS FRSE (2011)

The Right Hon The Baroness Shephard of Northwold JP DL (2012)

## HONORARY FELLOWS

Mr George H R Ward FCA (1994)\*

Dame Bridget M Ogilvie ScD FIBiol FRCPATH (1994)

Mr John K Pool (1994)

Mr Tony Veal (1994)

The Lady Harris DBE DL (1994)

Ms Patsy Bloom (1997)

Professor Leo Jeffcott MA BVetMed PhD DVSc FRCVS (1997)

Sir Brian Fender CMG MA BSc PhD (2001)

Professor Ken Goulding BSc PhD CBiol FIBiol (2001)

Mr Christopher Sporborg CBE (2001)

Mr Richard Carden (2003)

Brigadier Andrew Parker Bowles OBE (2003)

The Rt Hon The Lord Ballyedmond of Mourne OBE (2009)

Mr John Chatfield-Roberts BA (2010)

Mr Roger Eddy BVetMed DipECBHM FRCVS (2010)

Professor David Noakes BVetMed PhD DSc FRCVS (2010)

Dr Peter Rosedale OBE PhD FRCVS (2010)

Professor Sir Graeme Davies BEng PhD MA ScD FRSE FEng (2011)

Professor Eric Wynn Jones PhD FRCVS (2011)

Dr Christianne Glossop BVetMed PhD MRCVS (2012)

Professor Derek Tavenor BVSc PhD CBiol FIBiol FRCVS (2012)

\*Died – April 2012

### Corporate Governance

The RVC is committed to exhibiting best practice in all aspects of corporate governance, and seeks to follow the Good Governance principles recommended by the Charity Commission. A summary describing the manner in which the College has applied the principles of best practice can be reviewed in the Corporate Governance section of the College's Annual Report and Financial Statements.

[www.rvc.ac.uk/About/charitablegovernanceinfo.cfm](http://www.rvc.ac.uk/About/charitablegovernanceinfo.cfm)

The Charity Commission's Good Governance principles can be viewed here:

[www.charitycommission.gov.uk/Charity\\_requirements\\_guidance/Charity\\_governance](http://www.charitycommission.gov.uk/Charity_requirements_guidance/Charity_governance)



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Established in 1791, the RVC is the UK's longest-standing veterinary college – with a proud heritage of innovation in veterinary science, clinical practice and education.