

Annual Review 2009–10



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for the year ended 31 July 2010

An introduction from the Principal, Professor Stuart WJ Reid

It is with great pleasure and pride that I commend to you the Annual Review of the Royal Veterinary College for 2009-10. I say this as a new Principal privileged to be taking over the leadership of a remarkable organisation from the previous incumbent, Professor Quintin McKellar.

Whilst I am delighted to enjoy the reflected glory of another successful year, it will be quite obvious that the contents of this review and the achievements it describes are the property of Quintin, and the authorship lies most definitively with him. I take this opportunity of paying him tribute for the energy, enthusiasm and commitment he brought to the Royal Veterinary College and in taking the organisation to new heights. I wish him well in his new role as a Vice Chancellor and know that I have a very difficult act to follow.

But of course, a team is more than a leader and the successes are truly those of the whole team, staff and students. It is my pleasure now to be part of the team that is RVC and I look forward to reporting to you in 12 months time as we rise to meet the challenges of a new funding environment. In the meantime, I leave you with Professor McKellar's account, and some images, of his final year as Principal at RVC.



The Year in Review: 2009–10

The past year the Royal Veterinary College has progressed in a challenging environment. The College's Estate has been transformed with several new buildings completed or near completion and our financial situation has been secured. The RVC has developed and implemented the best teaching and learning methodologies and published substantial educational research in order to become the most highly regarded veterinary teaching college in Europe.

And all of this has taken place in a context of considerable uncertainty both from external factors such as looming HE funding cuts and from internal organisational and staffing changes, not the least of which has been the search for a new Principal as I move down the road to become the Vice Chancellor of the University of Hertfordshire. I have had the enormous privilege of steering the College over the past six years and with the unfaltering assistance of the College's dedicated staff I have tried my upmost to guide the RVC through this handover period with minimal disruption.

During 2010 we have truly embraced the concept of internationalisation by increasing undergraduate and postgraduate international student recruitment and encouraging sustainable and mutually beneficial projects with organisations around the world. The most ambitious of these projects is the first cohort of BSc Veterinary Nursing students starting their course in Hong Kong run jointly between the RVC and Hong Kong Polytechnic University.

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Introduction from Professor Quintin McKellar

Continued from previous page

The concept of “customer relationships” encouraged by the requirement for students to pay tuition fees has led to a number of advances at the RVC. Improving the quality of the student experience both educationally and socially has been a priority in 2010. The popularity of RVC undergraduate courses has continued and 2010 saw applicant numbers grow by an average of over 10%, with the Veterinary Gateway Programme receiving a record number of applications, up by 30%. Following a national trend, the gender split of our undergraduate cohort continues to have a bias towards women with more than 80% female students on the BVetMed and 70% female students on the BSc Bioveterinary Sciences.

This year we have met our long-term objective to produce independent lifelong learners and to create graduates well-versed in Day One skills. The BVetMed degree is now very well integrated—breaking down barriers between structure and function, and with students undertaking research projects where critical thinking is encouraged. In the clinical years more time is available for electives allowing students to learn more deeply in a species or discipline area of their particular interest. We have expanded basic business skills and embedded introductory level entrepreneurship training within our undergraduate curricula. Academic and pastoral tutorials now run throughout the five years of the BVetMed which allows students the opportunity to develop relationships with members of staff to tackle any concerns and overcome the impersonality that can occasionally come from larger class sizes. Wifi and e-facilities on both campuses increased and Echo 360 technology now means that all lectures are video and audio recorded and made available to students to use at their leisure. Thus the oldest and largest veterinary school in the UK has introduced the most modern and intelligently designed veterinary curriculum; looking forward there is evidence that academic staff have the appetite and ability to continually adapt and improve the educational delivery as appropriate innovations emerge. This is reflected in our favourable RCVS and EAEVE accreditations in 2010.

There were two research themes operating in the College in 2010—lifestyle associated disease research and infection and immunity; it was another successful

year for both of these areas. The RVC attracted more than £13m in competitive grant income and published more than 250 papers in peer-reviewed journals. Research expenditure has increased substantially, even correcting for inflation and growth in staff numbers. This year the College, with Cambridge, Imperial and the LSHTM won a LoLa grant of £6m from the BBSRC to create a bacterial vaccine platform. We also made several strategic academic appointments, especially in muscle transcriptions and in the translational medicine of muscle disease, to enhance the lifestyle group. As a consequence of these appointments, consortium grants totalling more than £3m were won and the strategy endorsed by the Wolfson Foundation who provided £500k of support towards new laboratories for comparative medicine research. In another moment of pride for the RVC, John Hutchinson is to deliver the 2011 Share Jones lecture.

The Clinical Services Division has to deliver an efficient, effective and outstanding service to clients and their animals in an environment which assures appropriate caseload for the teaching and research activities of the College. That it did this so exceptionally well again this year is reflected in the claim that we have arguably the best small animal clinical provision of any veterinary school in Europe. Furthermore the clinical income generated throughout the hospitals contributed about 20% to the turnover of the College. The Beaumont Animal Hospital on our Camden Campus has undergone a substantial refurbishment funded by the Jean Sainsbury Trust and will soon be named the Beaumont Sainsbury Animal Hospital in recognition of this generous contribution. Over the past year the number of dogs and cats coming into the QMHA increased by 12.8% and 17.9% respectively and a charity-supported neutering programme provided the opportunity for students to undertake neutering operations in a supervised environment: 1699 dogs and cats were neutered in 2010, amounting to more than seven per final year student. This ratio is outstanding and bears positive comparison with most veterinary schools with far fewer students.

The RVC continued to be at the cutting edge in terms of its technical provision and specialised equipment in



LBIC made a profit of £194k this year and was ranked fifth by the Times Higher in the whole UK university sector for business engagement—a remarkable achievement for a college the size of the RVC.

RVC Clinics in 2010 amounted to a value of £2.24m. The College also became the premier provider of clinical training scholarships in Europe and supported more than 60 Junior and Senior Clinical Training Scholars in 2010.

During the period 2004–2010 the College’s turnover doubled and this has transformed the organisation from a small to a medium sized HEI. This change has been dependent on a robust and sustainable financial platform. The RVC’s commercial activity continued to increase and in a great milestone, the London Bioscience Innovation Centre (LBIC), the RVC’s “science park”, celebrated its 10th anniversary in 2010. It is now at 100% capacity, boasting more than 20,000 square feet of lettable space in which 38 companies are currently established. LBIC made a profit of £194k this year and was ranked fifth by the Times Higher in the whole UK university sector for business engagement—a remarkable achievement for a college the size of the RVC.

2010 was another year of transformation for the RVC Estate with the opening of the South Lightwell at Camden in May 2010, and at Hawkshead with the construction of the Teaching and Research Centre and a new student village and refectory which will be completed in Spring 2011. At Camden the refectory and library were refurbished and students were provided with a gym and a bar (to confer good or

evil as desired). The Anatomy Dissection Laboratory acquired a mezzanine. And, after prolonged negotiation with planners, a car park has been constructed for students which should remove the congestion on Hawkshead Lane.

At the time that I arrived at the RVC in 2004, the philosophical barrier to growth in undergraduate education at the RVC had been broken and over the years that followed the benefits of growth have become apparent through increased resource and consequent depth in academic, clinical and support services. Our educational programmes and pedagogical capital have been positively transformed. We are now at the top in the UK for veterinary research, in both quality and quantity, and we can justifiably claim to deliver clinical provision second to none in Europe. We have also embraced widening participation more actively than any other UK vet school, have the biggest commercialisation and business unit of any UK school and are the first UK vet school to start an overseas degree programme. The history, size and independence of the RVC make it unique, but it is the intellect, vision and energy of its staff and students that make it truly remarkable. It has been a pleasure and a truly great privilege to have been Principal of the College during this period.

*Professor Quintin McKellar
Principal 2004–2010*

Timeline 2009–10

October 2009

The RVC launches its MSc in Veterinary Education.



December 2009

The Equine Diagnostic Facilities acquire a Standing MRI machine.

January 2010

The Equine Diagnostic Facilities install a Standing CT machine.



April 2010

Refurbishment of the Beaumont Sainsbury Animals' Hospital (BSAH) begins.



May 2010

Official opening of the Lightwell social space at the Camden Campus. *(left)*

Queen Mother Animal Hospital successfully passes RCVS Practice Standards Scheme Inspection.

Annual Open Day.

The new Equine Surgical facilities and Intensive Care boxes are unveiled.

August 2010

The Equine Referral Hospital, Equine Practice, Farm Animal Clinical Centre all successfully pass RCVS Practice Standards Scheme Inspection.



September 2010

The LIVE Educational Symposium was held at the RVC's Centre for Excellence in Teaching and Learning. Nearly 70 delegates attended the two day event, opened with a presentation from Professor Stephen May, which brought veterinary educators and researchers together from around the UK, Ireland, Europe and North America for presentations, discussion, debate and exchange of ideas.

The first cohort of 39 BSc Veterinary Nursing students begin their course in Hong Kong in partnership with Hong Kong Polytechnic University.



February 2010
Successful RCVS/
EAEVE Accreditation
Visit to the RVC.

Dr Jim Usherwood is
awarded the President's
Medal for the Animal
Section of the Society for
Experimental Biology.



March 2010
Sarah Baillie selected as one
of the UK Resource Centre
for Women's six Women of
Outstanding Achievement
(WoOA) in Science,
Engineering and Technology
(SET) for 2010 in the
'Discovery, Innovation and
Entrepreneurship' category.

June 2010

The RVC and Farming for
All joint farm project began.
The project enables vulnerable
people from the local community
to grow stronger and more
confident in their daily lives by
attending weekly sessions at
Boltons Park Farm where they
help out with day-to-day farming
activities whilst supported by
the farm staff and RVC staff and
student volunteers.



July 2010
Summer Graduation
Ceremony held at the
Guildhall.

Sarah Baillie is awarded
National Teaching
Fellowship.

Beaumont Sainsbury Animal
Hospital successfully passes
RCVS Practice Standards
Scheme Inspection.



October 2010
Refurbishment of Camden
Learning Resource Centre.

November 2010
Autumn Ceremony is
held at Kings Place.



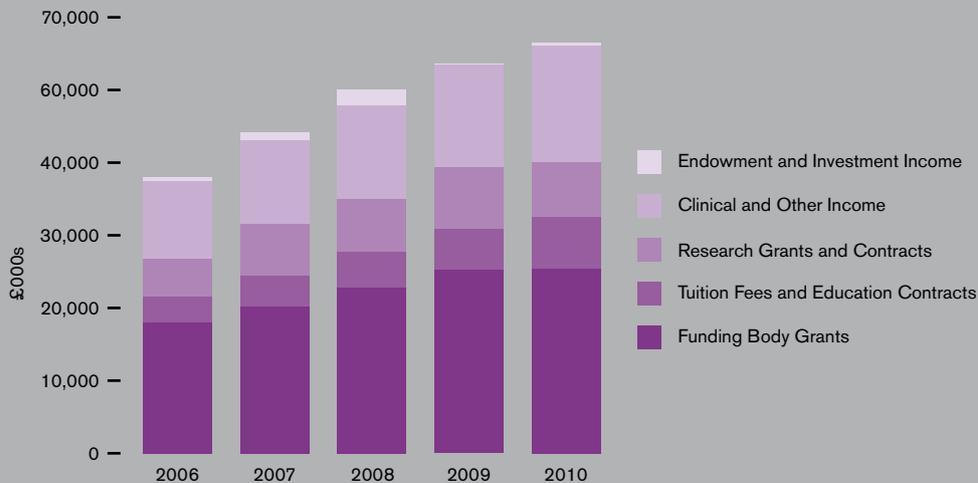
Financial Report

Financial Year Ended 31 July 2010

Income and Expenditure

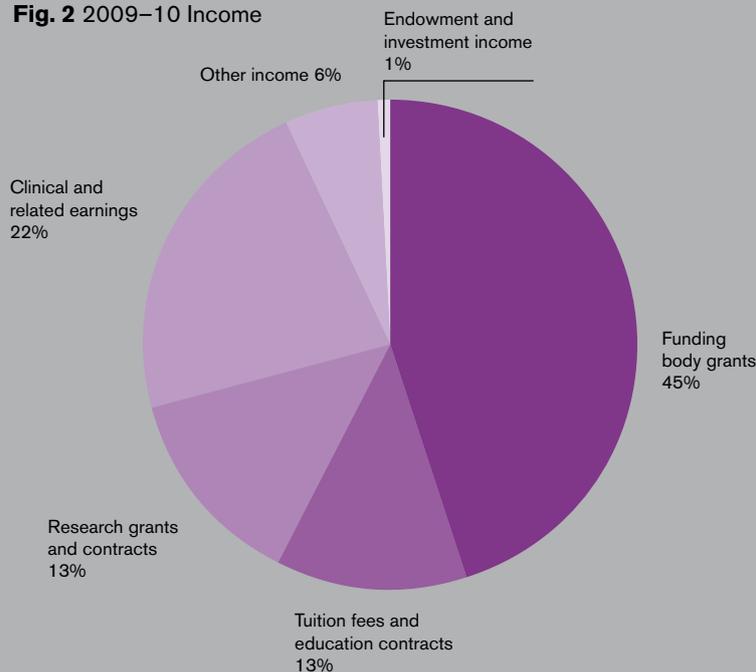
1. Turnover has increased by £3.2m (5%).

Fig. 1 Total Income for 5 Years



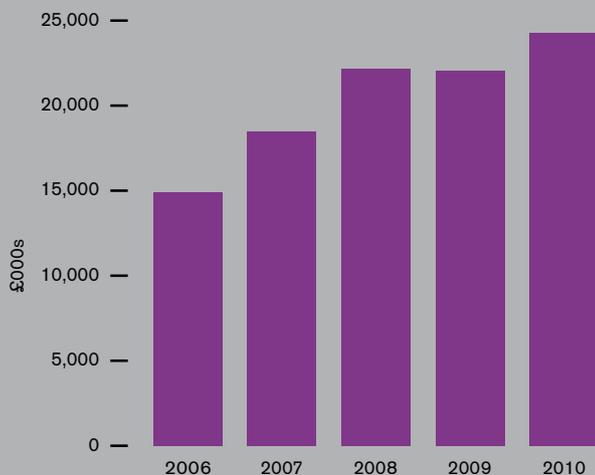
2. Income from Funding Body grants increased marginally, but strong growth was seen in Tuition Fees and in the College's clinical activities, including the animal hospitals and the College's subsidiary company, LBIC.

Fig. 2 2009-10 Income



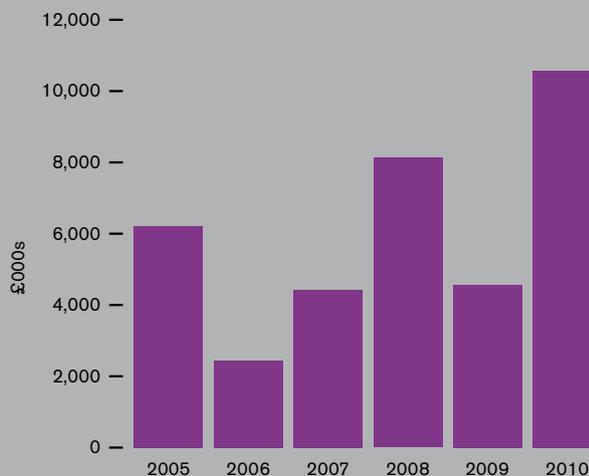
3. **Income from Research Grants and Contracts** has decreased from £10.0m to £8.8m, but this was mainly as a result of activity on collaborative EU funded projects in 2008–09. Grants and contracts awarded remain strong and income from these will be reflected more fully in future years.
4. **Staff costs** have increased by £2.9m (8%) as a result of the national pay award, increments and USS pension contribution increases. The staff costs for the year also include additional payments to academic clinicians in changing to a new reward scheme. Staff numbers were stable at 820 FTE.
5. **Other operating expenses** increased by 10%. This growth represented further investment in the College's estate, both in maintenance and on-going operational costs. The total also includes a number of one-off, non-recurrent items relating to costs that were anticipated would be capitalised.
7. **Depreciation** has increased by £0.3m (8%), due mainly to the completion in the year of the Lightwell conversion project at Camden and the relocation of the Equine Referral Hospital at Hawkshead.
8. **During the year work** commenced on new student residences and catering facilities. This project is being funded by a new bank loan, which was drawn down in February 2010.

Fig. 3 Other Operating Expenses for 5 Years



9. **Due to higher than anticipated expenditure**, much of which was non-recurrent in nature, the College recorded a deficit of £1.2m for the year.
10. **The College continues to invest in its estate.** Over the past 6 years a total of £36.5m has been spent. Authorised and committed capital projects to be undertaken over the next three years total £24.0m.

Fig. 4 Capital Project Expenditure for 6 years



11. **The College had one of its best ever years in receiving donations and legacies.** A total of £3.4m was received by the College and the Animal Care Trust. The largest donation was from the Jean Sainsbury Animal Welfare Trust of £0.5m to support the refurbishment of the Beaumont Animals' Hospital in Camden. A further £0.5m has been pledged to this project and will be received during 2010–11.
12. **The College's endowment investment portfolio** performed well during the year. After the falls in equity markets in previous years, the recovery during 2009–10 resulted in an overall return on the College's investments of 12%.
13. **The Group is now holding £30.1m in deferred capital grants** (£26.7m 2008–09). The increase is due mainly to capital grants from HEFCE. These grants are released over the life of the assets funded to offset depreciation charges.
14. **A net cash outflow of £0.4m from operating activities** has been offset by receipt of the loan funding for the residences and catering project, resulting in an increase in cash for the year of £2.4m.

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 2010)

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Mr C J Perrin, CBE from 1 July 2010

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

Prof C R Howard BSc MSc PhD DSc FRCPath FIBiol Vice-Principal (International and Strategic Development)

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

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W Plowright CMG FRS DVSc FRCVS (1987)*

Miss W M Brancker CBE FRCVS (1989)**

The Right Hon The Earl Cadogan (1997)

The Right Hon The Lord Prior PC (1999)

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

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

* *Died – February 2010*

** *Died – July 2010*

Honorary Fellows

Mr George H R Ward FCA (1994)

Sir Gordon Shattock MRCVS (1994)***

Dame Bridget M Ogilvie ScD FIBiol FRCPath (1994)

Mr John K Pool (1994)

Mr Tony Veal (1994)

The Rt Hon The Lord Wolfson of Marylebone (1994)

The Lady Harris DBE DL (1994)

Ms Patsy Bloom (1997)

Professor Leo Jeffcott MA BVetMed PhD DVSc FRCVS (1997)

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Professor Ken Goulding BSc PhD HonDSc 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 (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)

*** *Died – April 2010*

Corporate Governance

for the year ended 31 July 2010

1. The purpose of this statement is to enable readers of the College's Annual Review to obtain a better understanding of the governance and legal structure of the College.
2. The College endeavours to conduct its business in accordance with the seven Principles identified by the Committee on Standards in Public Life, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership. It also acts in accordance with the guidance provided by the Committee of University Chairs in its Guide for Members of Governing Bodies of Universities and Colleges in England, Wales and Northern Ireland, in a manner appropriate to the circumstances of the College.
3. The College is an independent corporation, whose legal status derives from a Royal Charter granted in 1956, although the College can trace its history as a corporate body back to 1791. Its objects, powers and framework of governance are set out in the Charter and its supporting Statutes. The latest amendments to the Charter and Statutes were approved by The Privy Council in July 2010.
4. The Charter and Statutes require that the governance of the College shall be vested in the Council, which has responsibility for fostering an environment to achieve the institutional mission, and for the strategic direction and financial viability of the College. The Council has a majority of members from outside the College (known as independent members) from whom the Chairman, Vice-Chairman and Treasurer are elected. None of the independent members receives any payment for work done for the College, apart from the reimbursement of expenses.
5. The Statutes also require that there shall be an Academic Board, members of which are the Professors of the College and representatives of the teaching staff, and of which the Principal is Chairman. The Board advises the Council on all academic matters.
6. The principal academic and administrative officer of the College is the Principal who, under the Statutes, is responsible for the conduct of the College. Under the terms of the formal Financial Memorandum between the College and the Higher Education Funding Council for England, the Principal is the Accountable Officer of the College and in that capacity can be summoned to appear before the Public Accounts Committee of the House of Commons.
7. Although the Council ordinarily meets three times a year, much of its detailed work is initially discussed in Committees, in particular the Finance and General Purposes Committee, the Audit Committee, the Nominations and Fellowships Committee and the Remuneration Committee. All Council Committees are formally constituted with terms of reference and specified membership. Many include a significant proportion of independent members. All Council Committees report formally to the Council.
8. As Chief Executive of the College the Principal, assisted by his Senior Management Team, exercises considerable influence on the development of institutional strategy, the identification and planning of new developments and the shaping of institutional ethos.
9. The College maintains a Register of Interests of Members of the Council and Senior Officers.
10. Any enquiries about the constitution and governance of the College should be addressed to the Secretary to Council.

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The College has charitable status.



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.