

million +

leading the  
university agenda

# THE UNIVERSITY THINK-TANK

ANNUAL REPORT 2011/2012

2012

MODERN  
UNIVERSITIES  
CHANGING  
LIVES





Professor  
Patrick McGhee  
Chair



Pam Tatlow  
Chief Executive

“million+ champions the contribution of universities, students and graduates to a fairer Britain and a more innovative global economy, through evidence based policy and research.”

## Introduction

In our role as a university think-tank, million+ remains at the heart of the debate about the role of universities, students and graduates in society and the economy.

The last twelve months have seen claim and counter-claim about the implications of the Coalition government’s new system of funding of universities and students in England and its long-awaited White Paper *Students at the heart of the system*.

Despite early indications that the White Paper would form the basis of a 2012 Higher Education Bill, the Westminster government’s plans to radically reshape the higher education landscape through legislation have been deferred. Nonetheless, universities and students still face major challenges as they grapple with radical changes to funding, student number controls, regulatory reform and fair access initiatives.

The research undertaken by million+ has provided cutting-edge analysis of this higher education reform agenda but has also highlighted the innovations taking place in university teaching and challenged long-held myths about mature students. Twenty years on from the 1992 Further and Higher Education Act, which entitled modern universities to apply for university title, million+ has led the field in demonstrating that improved social mobility

will only be achieved when politicians, policy makers and employers recognise the opportunities provided by all universities and the talents and achievements of all graduates.

Our influential reports, parliamentary evidence and briefings have outlined the implications of the policies emerging from a wide range of government departments, including changes to international student visas, the impact of the Health and Social Care Act on NHS workforce education and training and the risk to the excellent teacher education provided by universities of the Department for Education’s proposals to reform teacher training.

Our success is in no small part due to the commitment of the Vice-Chancellors and staff of those universities which affiliate to million+, our many friends and supporters and the staff of million+. It is my great pleasure to take the opportunity provided by this 2011/2012 Annual Report to thank them all. In particular, I would like to pay tribute to the leadership, energy and enthusiasm of our outgoing Chair, Professor Les Ebdon CBE, Vice-Chancellor of the University of Bedfordshire.

Professor Patrick McGhee  
Chair

## Our mission

**million+ uses rigorous research and evidence based policy to solve complex problems in higher education. We publish research reports and policy papers, and submit evidence to parliamentarians, government and other agencies.**

### Our mission

We aim to develop and shape public policy and university and student funding regimes so that they enable:

- > people from every walk of life to benefit from access to universities that excel in teaching, research and knowledge transfer
- > business, the NHS, the 'not for profit' sectors and government to benefit from the full potential of all universities

Our supporters are universities who share a belief in our mission and have their own diversity and specialisms.

Together they form a network of institutions that provide courses and research programmes which promote aspirations and empower and equip students, employers and the 'not for profit' sectors in the UK and in countries throughout the world. As universities, they play a vital role in supporting and developing the businesses and public services of today and tomorrow.

### Our aims are to:

- > promote policy objectives and engage in advocacy
- > influence governmental decisions through evidence and research
- > set the agenda, mobilise change and amplify unheard voices

## Review of the year

In the last 12 months million+ has been at the forefront of the debate around the Coalition government's higher education reform agenda and the implications of the vision set-out in the White Paper *Students at the heart of the system*. As a think-tank we have provided expert analysis and insight into the issues that matter. We have launched policy and research reports and have campaigned on a variety of issues affecting universities and students. Speeches, parliamentary briefings, external events, comment pieces, our website and social networking all form part of this work.

**We have set out new ideas to ensure UK higher education encourages the social mobility and economic growth to which all political parties are committed. Our work has attracted widespread attention from government, parliamentarians and the media.**



## Review of the year Research reports and policy

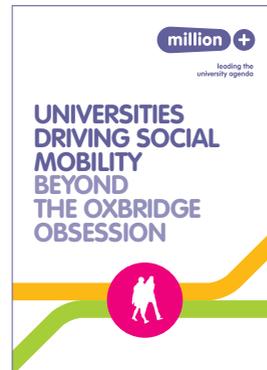
### Universities Driving Social Mobility – Beyond the Oxbridge Obsession

This short guide applauds the government's commitment to promote a society in which people can improve their lot in life, including by studying at university. However, it challenges the narrow assumption that only a few universities provide a transformative experience. It concludes that it is time to move 'beyond the Oxbridge obsession'.

Sections of the guide covered –

- > How the government is planning to assess social mobility and progression to university
- > Why social mobility is about more than 'fair access' to a handful of universities for free school meal students
- > The balance between investing in intervention in a child's early years versus the importance of attaining a degree
- > The difference between 'fair access' and 'widening participation'
- > Why going to university and social mobility should not just be an opportunity for young people
- > Whether higher university fees and other government reforms will have an impact on social mobility
- > How modern universities have changed lives and created opportunities

The guide was launched with a series of million+ events at the party conferences in September and October 2011.



**"To date, ministers have been too focused on the progression of relatively small numbers of younger students from free school meal backgrounds and state schools to a relatively small number of universities. These are very limited aspirations and will do little to ensure the progress of people from groups traditionally under-represented in higher education – those from poorer backgrounds, those who are the first-in-family to go to university, black and ethnic minority students and mature and part-time students."**

Professor Les Ebdon  
Times Higher Education  
September 2011

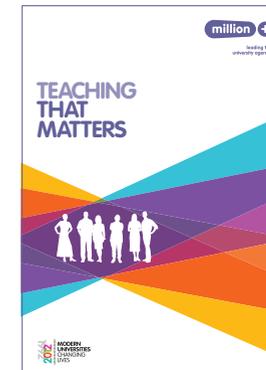
### Teaching that Matters

Launched at the University of Greenwich in February 2012, this report highlights how a teaching revolution is underway in modern universities with new approaches increasing the employability and the social mobility of graduates.

*Teaching that Matters* was written jointly by Mark Hadfield, Jaswinder Dhillon, Michael Jopling and Russell Goffe of the Centre for Developmental and Applied Research in Education at the University of Wolverhampton. It provides an extensive evaluation of teaching in UK universities and sets out how modern universities are leading the way in making sure that teaching and learning deliver the knowledge, workplace and professional skills increasingly demanded by employers and by students themselves.

The report makes clear how modern universities have developed flexible study options that have helped people in work and those who do not want to study full-time gain higher qualifications with 34 per cent of students studying part-time and many more undertaking sandwich courses or work and professional placements.

The report found that the graduates of modern universities make a substantial contribution to social, cultural and economic life in the United Kingdom and beyond. As the funding system for higher education in England shifts from the state to the student, all universities will need to connect with the experiences of learners, place them at the heart of the education process and work to maximise investment in teaching and learning. This represents both a considerable challenge and an opportunity for universities.



**"Being more innovative in approaches to teaching across the whole range of subjects is crucial to delivering employability, stimulating economic growth and tackling unemployment over the long term."**

Pam Tatlow  
The Times  
February 2012

## Review of the year Research reports and policy continued

### 1992-2012 Modern Universities Changing Lives

To mark the 20th Anniversary of the 1992 Further and Higher Education Act, which entitled modern universities to apply for university title, million+ published this brochure in March 2012 to set out how these universities have changed the higher education landscape and changed lives.

The brochure set out key facts and figures:

> Almost half of all undergraduates now study in modern universities.

> Modern universities have had a key role in driving social mobility and providing opportunities for people from a wide range of backgrounds to study at university, particularly those not traditionally involved in higher education in previous generations. In 2009-10, more than a third (37%) of students at modern universities came from the lower socio-economic classification 4-7 compared to 22% at Russell Group universities.

> 15% of school leavers went on to university in the 1980s compared to over 33% now. Modern universities have been at the heart of this change.

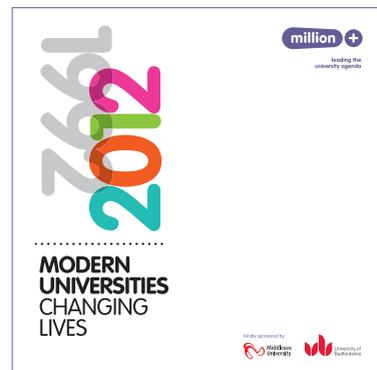
> The research capacity developed in modern universities is vital to UK plc. In spite of receiving only modest amounts of research funding modern universities support world-leading research and promote research of impact and relevance. For every £1 spent on research by the higher education funding councils in 2008-09, modern universities leveraged £2.91 from other sources compared to £2.17 by Russell Group and £1.77 by 1994 Group universities.

> 60% of all contract research and consultancy contracts for Small and Medium-sized Enterprises are provided by modern universities, due to their strong links with local communities, businesses, industry and Local Economic Partnerships. These universities supported 67% of all graduate start-ups in 2007-08, many linked to institutional research specialisms. In 2011 Coventry was acclaimed as Entrepreneurial University of the Year. The graduates of modern universities are also vital to the delivery of public services such as education, nursing, health and social care.

> These institutions pay a crucial role in postgraduate education. More than 40% of all postgraduate provision in the UK is delivered by modern universities. In 2009-10 these universities awarded 10,695 postgraduate certificates in 2009-10, proportionately more than any other group of universities. Modern universities attract the broadest spectrum of postgraduate students – 48% of all part-time postgraduates, 75% of postgraduates over 25 years of age, 38% of all postgraduate students from black and minority ethnic backgrounds and 9.5% of all international doctoral students.

> Modern universities are now global players in higher education, with campuses and international partnerships with universities throughout the world. They are key to providing access to UK higher education for thousands of students studying in their home countries as well as in Britain. Several like Middlesex, Greenwich and the University of Bedfordshire have won the Queen's Award for exports.

> These universities are dynamic, innovative hubs of teaching, research and enterprise. By using new technology, linking the curriculum with the knowledge and skills that graduates need in the world of work and ensuring that students are at the heart of the system, modern universities have delivered excellence and quality teaching and responded to emerging markets with new subjects and multi-disciplinary courses.



**“Let’s sweep away historic descriptions that are irrelevant. These are no longer “new” or post-92 universities – descriptions that are meaningless to students, staff and employers alike. Modern universities have come of age.”**

Pam Tatlow  
The Guardian  
March 2012

## Review of the year Research reports and policy continued

### Never Too Late To Learn: Mature Students in Higher Education

*Never Too Late To Learn: Mature Students in Higher Education* is a joint million+/NUS research report which challenges long-standing myths about who participates in higher education in the UK. Contrary to the assumptions of many policy makers and politicians, nearly one in three undergraduates at UK universities are over the age of 21 when they start their first degree, and the majority (57%) study full-time. The report was launched in Parliament in May 2012.

The report also tells a story of those who missed out on education first time around and about how lives, careers and earnings are transformed by the opportunity to study at university later in life.

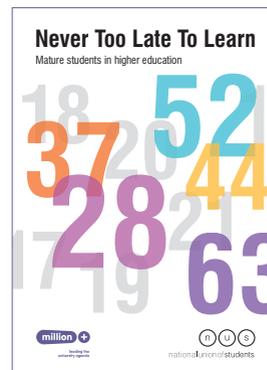
Future risks to mature student participation were also identified. Mature students report that financial hardship is one of the key challenges that they face. Many mature students are only able to study in their local university so tighter controls on student numbers may limit opportunities for older learners in the future.

As many as 80% of current mature students entered higher education holding an Access to HE qualification and began their course when they were over the age of 24; the same is true for over half of those holding other Level 3 qualifications including A-Levels. The withdrawal of direct public funding for Level 3 qualifications from 2013–14 for those aged 24 or over runs the risk of reducing progression into higher education over the longer-term.

The report makes a vital contribution to the understanding of mature students and highlights the role of modern universities and students' unions in creating opportunities for older learners and supporting mature students through their studies.

**"This report is a timely reminder that social mobility is not just about young people... Contrary to popular perception university isn't just for 18 year olds with A-levels. This is something we should be proud of – it's a unique strength of our system – but it also means that we have a responsibility to preserve, protect and promote opportunities for people to study whatever their age, background and family, financial or work commitments."**

Professor Patrick McGhee  
BBC Online  
May 2012



## Advocacy

Over the past year million+ has identified and raised key issues affecting students and universities with government, parliamentarians, senior civil servants and policy-makers.

We produce regular parliamentary briefings and have ensured that written and oral parliamentary questions were asked of government. We have also appeared before the Business, Innovation and Skills Select Committee, the Health Select Committee, the House of Lords Science and Technology Committees and the House of Lords Social Policies and Consumer Protection EU sub-committee and submitted evidence to the Education Select Committee.

million+ continues to speak out in the media on issues of importance to universities and students. We have gained significant coverage throughout the year on issues such as the impact of student number controls on social mobility and the effect of student visa changes on universities.



## Review of the year Advocacy

### **The Higher Education White Paper *Students at the heart of the system***

The government's long-awaited Higher Education White Paper: *Students at the Heart of the System* was published in June 2011. This outlined the Coalition government's reforms for financing universities, the student support system and improving high-quality teaching and the student experience.

million+ responded to the White Paper and to the related consultations on Teaching Funding for 2012-13 and 2013-14 and a *New, Fit-For-Purpose Regulatory Framework*. million+ criticised the White Paper's failure to map out a vision of the role of universities in modern Britain and argued that the government should recognise the contribution of universities to society and the economy. In particular, we highlighted that the development of a professional, highly qualified and entrepreneurial workforce remains crucial to the future growth and economic recovery of the UK.

The White Paper also set out plans for a new market in student numbers. The million+ analysis of these proposals raised concerns that funding and student numbers would be transferred from many universities to other providers and reduce student choice for those who wish to study at these universities. Unrestricted recruitment of 'high achieving' students also creates a perversity in the market which has the effect of privileging choice for a sub-section of students at the expense of others.

million+ will provide independent analysis and evaluation of the impact of these reforms in 2012-13 and how they affect student choice and institutional stability.

**“A mini-market in ‘AAB’ students could favour students from independent schools and actually constrain a university’s ability to widen access.”**

Professor Les Ebdon comments on the Government's plans for a market in student numbers  
Financial Times  
June 2011

### **Social Mobility and Widening Participation**

million+ was at the forefront of the campaign to retain the 'Widening Participation Premium', a funding stream which is vital to supporting the extra costs associated with attracting and retaining students from non-traditional backgrounds.

We have sought to challenge the terms of the social mobility debate so that there is less focus on ensuring a small number of students from disadvantaged backgrounds secure places at Oxbridge and more focus on promoting the value of all universities.

### **Who teaches the teachers?**

million+ has published policy briefings and responded to consultations on the implications of the Coalition government's strategy to transfer the focus of teacher education from universities to schools.

**“We simply cannot continue to have policy and funding regimes predicated on caricature rather than the reality of life for all of our students. If the Higher Education White Paper ‘putting students at the heart of the system’ really means what it says then the views and experiences of mature students need to inform future thinking.”**

Professor Geoff Layer commenting on how the Government can deliver on its plans to 'Put students as the heart of the system'  
The Guardian  
November 2011

million+ outlined the benefits of the strong partnership model that currently exists between universities and schools. This model was backed by the Education Select Committee. MPs recognised that teacher training needs a theoretical and academic basis and that student teachers highly value this and the practical support that universities provide. Universities are involved in providing continuous professional development and the Committee's proposal that this should be recognised and put on a formal basis is welcome.

### **International students good for Britain and for business**

million+ has consistently made the case for the value of international students and the international activities of UK universities. International students are not economic migrants and they do not contribute to net migration into the UK since the overwhelming majority return home. Our work has helped to identify the significant problems and costs for universities and the UK arising from changes introduced, often at short notice by the Home Office and the UK Border Agency.

## Review of the year Advocacy continued

### Health Education and Training

million+ produced a series of briefings on the implications of the Health and Social Care Act and provided written and oral evidence to the Health Select Committee's inquiry into the education, training and workforce planning of health professionals. million+ has called on the Department of Health to clarify the new governance arrangements to avoid the closure of health education courses because of uncertainty about future numbers and funding.

The influential Health Select Committee agreed with our views in a report published in May 2012, and called on the government to safeguard funding for education and training to avoid "the risk that Strategic Health Authorities will raid education and health budgets in 2012-13". MPs reiterated million+ concerns that the Department of Health has not clarified the governance arrangements for the local education and training boards even though they will decide

how many nurses and other professional staff to train locally and which providers will train them. It is still not clear how local decisions will take into account national needs.

### Postgraduate Study and Funding

Postgraduate study is an integral and crucial part of the activities, opportunities and qualifications provided by the UK's universities.

The acquisition of a first degree remains a life-changing experience for many students. million+ has opposed the *transfer* of public funding from the undergraduate student support system to a postgraduate loan system. In the absence of a government loan scheme, million+ advocates that the government negotiate a loan scheme supported by the private sector that is available for all postgraduate students wherever they study, whatever they study, regardless of whether they study on a part-time or full-time basis.

**"Let's stabilise. Let's not have additional change. Let's see how the multiple changes that have been introduced play out."**

Professor Patrick McGhee comments on the Government's plans for further reform of higher education  
The Guardian  
May 2012

## Events

million+ has contributed to a wide range of conferences, roundtables and meetings and has hosted a number of events to promote debate, launch reports and share best practice.



## Review of the year Events

### Party Conferences 2011

#### Liberal Democrats

In Birmingham for the Liberal Democrat Conference, million+ and the NUS hosted a joint fringe meeting entitled *In it together? The winners and losers of the Coalition's university reforms.*

Speakers included Professor Michael Gunn, Vice-Chancellor of Staffordshire University, Liam Burns, NUS President and Rafael Behr, Political Editor of the New Statesman.

#### Labour

Working in partnership with the NUS, million+ held a successful fringe meeting *No Turning back? Where next for universities and students?* at Labour's Liverpool Conference.

John Denham MP, the then Shadow Secretary for Business, Innovation and Skills, Liam Burns, NUS President and Professor Les Ebdon, then Chair of million+ were panellists at a well-attended event.

#### Conservatives

At the Conservative Party Conference in Manchester, million+ and the NUS co-hosted a fringe meeting with keynote speeches from David Willetts MP, Minister for Universities and Science, Margot James MP, Liam Burns, NUS President and Professor Les Ebdon.

Speakers debated *Beyond the Oxbridge Obsession: Will the Coalition deliver for universities, students and social mobility?* to a room packed with conference delegates.

### Teaching that Matters report launch

million+ launched *Teaching that Matters* on Friday 10 February 2012 at the University of Greenwich. David Willetts MP, Minister for Universities and Science, gave the keynote speech. Other speakers included Professor David Macquire, Vice-Chancellor of the University of Greenwich, Arun Thrakral, President of the Students' Union, University of Greenwich and Pam Tatlow, Chief Executive of million+. The launch included a film of innovative teaching practices and interviews with students and staff from the University of Derby, University of East London, Leeds Metropolitan University and University of Wolverhampton.

### 20th Anniversary Celebration: *Modern Universities Changing Lives*

Tuesday 6 March 2012 marked the exact 20th Anniversary of the 1992 Further and Higher Education Act which entitled modern universities to apply for university title. million+ marked the anniversary with a parliamentary reception and a celebratory dinner.

An afternoon reception for students, staff, Vice-Chancellors and parliamentarians featured an exhibition of the achievements and history of modern universities. The reception was hosted by Paul Blomfield MP, Secretary of the All Party Universities Group and included speeches from Dr Vince Cable MP, Secretary of State for Business, Innovation and Skills, Chuka Umunna MP, Shadow Secretary of State for Business Innovation and Skills, Liam Burns, NUS President and Professor Les Ebdon, Vice-Chancellor, University of Bedfordshire.



## Review of the year Events continued

In the evening, Lord Boswell, former Education Minister, hosted a celebratory dinner in Parliament. Speeches were given by David Willetts MP, Minister for Universities and Science, Shabana Mahmood MP, Shadow Minister for Universities and Professor Eric Thomas, President of Universities UK. Parliamentarians and Vice-Chancellors past and present paid tribute to all those universities which have achieved the prestigious and hard-won award of university title since 1992.

million+ would like to thank the University of Bedfordshire and Middlesex University for kindly sponsoring the reception, and UCAS Media, the University of Bedfordshire and Middlesex University for kindly sponsoring the dinner.

### **Never Too Late To Learn report launch and mature student celebration**

On Wednesday 23 May 2012, over 150 mature students past and present attended the launch of the joint million+ and NUS report *Never Too Late to Learn* in Parliament.

Speakers included Baroness Verma, Government Spokesperson (Lords) for Higher Education and herself a former mature student, Graham Evans MP, himself a former mature student, Shabana Mahmood MP, Shadow Minister for Universities, Liam Burns, NUS President and million+ Chair, Professor Patrick McGhee.



Press coverage  
million+ is regularly quoted in a range of  
broadsheets and invited to appear on national  
television and radio.

Over the last year, every report and policy  
paper published by million+ has been covered  
by the press. As a think-tank million+ is regularly  
called on to brief journalists on emerging  
areas of concern and provide comment on  
government announcements.

Our Chairs and Chief Executive have appeared  
on Newsnight, Today, BBC Breakfast, BBC News,  
Sky News, Channel 4 News, Radio 4, 5 Live  
and many local radio stations.



Review of the year  
Press coverage

**“What is needed now is ongoing recognition of the key role that teaching excellence and innovation plays, in all universities, in supporting students to become the graduates that employers need and from which society will benefit.”**

Pam Tatlow comments on the importance of teaching  
**The Times**  
February 2012

**“I’ve always been a strong supporter of creating and maintaining opportunity and encouraging the government to see that university doesn’t just benefit the individual, but everyone.”**

Professor Patrick McGhee  
**The Guardian**  
May 2012

**“Universities are working hard to ensure that students understand that studying for the degree you need to get the job you want remains one of the best career moves that you can make, especially in uncertain economic times.”**

Professor Les Ebdon  
**The Telegraph**  
November 2011

**“MPs are absolutely right to recommend that changes to student number controls should not be introduced at the same time as changes to the fees and funding system.”**

Professor Les Ebdon comments on the BIS Select Committee’s Report of the government’s higher education reform package  
**The Independent**  
November 2011

**“It’s a great success for UK plc. £5.3bn of foreign exchange earnings. More than pharmaceuticals, more than aerospace. This country needs to earn foreign exchange.”**

Professor Les Ebdon commenting on economic benefits generated by international students  
**Newsnight**  
June 2011

**“At a time of economic austerity the government must do more to incentivise entrepreneurial universities. Bold steps and new funding are needed if the government is serious about growth.”**

Pam Tatlow  
**The Guardian**  
December 2011

**“A crucial investment not only for individuals but also as a means of promoting social cohesion and the growth and innovation that are vital to the UK’s economic recovery.”**

Professor Les Ebdon comments on the value of public investment in higher education  
**Financial Times**  
September 2011

**“The reduction in the total number of student places is likely to dash the aspirations and ambitions of many well-qualified applicants.”**

Pam Tatlow comments on the cuts in student numbers and the higher education budget for 2012/13  
**The Telegraph**  
January 2012

## Review of the year Press coverage

“While universities are increasingly restrained in terms of price and number controls, the private sector will now be allowed to expand without effective restraint, even though it is being backed by taxpayer funding.”

Professor Patrick McGhee comments on the omission of a Higher Education Bill from the Queen’s Speech  
**BBC Online**  
May 2012 Queen’s Speech

“The big question is why so many numbers have been allocated to further education colleges when universities remain a more popular choice for students.”

Pam Tatlow comments on the cuts to student places and the new ‘market’ in student numbers  
**The Telegraph**  
March 2012

“Public funding for research must not become the preserve of a handful of universities.”

Professor Les Ebdon comments on research funding  
**The Times**  
July 2011

“Today, the graduates of modern universities inform every walk of life and profession. Economic growth has been boosted. The UK has benefited from enhanced social cohesion as a result of the commitment of these universities to ensure that people from a wide range of backgrounds have the opportunity to benefit from a university education.”

Pam Tatlow comments on the anniversary of the 1992 Further and Higher Education Act  
**The Guardian**  
March 2012

“A first class honours degree is not in itself a passport to becoming an effective teacher. It is also difficult to see how this will broaden the profile of those becoming teachers.”

Pam Tatlow comments on the changes to teacher training bursaries  
**Financial Times**  
June 2011

“Mature students are a big, mainstream part of the higher education system and a major part of the social mobility agenda.”

Professor Patrick McGhee  
**The Guardian**  
May 2012

“Neither the current nor any future government can afford to base its policies on a narrow view of which universities count in British society.”

Professor Michael Driscoll comments as interim chair of million+ on the anniversary of the 1992 Further and Higher Education Act  
**Times Higher Education**  
March 2012

“Ministers need to launch a campaign to ensure that older students understand the student loan system and the opportunities available.”

Professor Les Ebdon comments on the decline in university application by mature students  
**Financial Times**  
January 2012

## The year ahead

The year ahead holds uncertainty for universities and students. Students entering universities in England for the first time in Autumn 2012 will be subject to the new fees regime. Both they and the universities they attend will have to deal with any changes in demand generated.

Universities will also have to juggle the new market in student numbers and make preparations for further changes in Autumn 2013.

The government's response to the debate generated by its Higher Education White Paper will inform decisions about what further reform of higher education is possible in the coming months without a Higher Education Bill.

The UK's universities are held in the highest regard internationally and their students and graduates are vital to the economy and society. There has never been a more important time to ensure that decision-makers develop strategies to support UK universities, the opportunities they provide, and their contribution to innovation, enterprise and growth in the UK as well as globally. As a university think-tank, million+ will continue to promote policy, analysis and solutions that maximise the potential benefits of UK universities and their graduates to society and the economy.



## million+ in 2011/2012

### The Executive

Chair

**Professor Les Ebdon CBE**

Vice Chancellor of the University of Bedfordshire  
(to February 2012)

**Professor Michael Driscoll**

Vice Chancellor of Middlesex University  
(interim from February 2012 until May 2012)

**Professor Patrick McGhee**

Vice Chancellor of the University of East London  
(from May 2012)

Treasurer

**Professor Michael Driscoll**

Vice Chancellor of Middlesex University

**Professor Robin Baker**

Vice-Chancellor of Canterbury Christ Church University

**Professor Michael Gunn**

Vice-Chancellor of Staffordshire University

**Dr George Holmes**

Vice Chancellor of the University of Bolton

**Professor Patrick McGhee**

Vice Chancellor of the University of East London  
(to May 2012)

**Professor Susan Price**

Vice Chancellor of Leeds Metropolitan University

**Professor Mike Thorne**

Vice Chancellor of Anglia Ruskin University

### The Staff

**Pam Tatlow**, Chief Executive

**Victoria Mills**, Head of Public Affairs (to June 2012)

**Drew Linton**, Head of Public Affairs (from June 2012)

**Katy Morris**, Head of Policy and Research

**Jayne Franklin**, Office Manager and PA

## Affiliates

University of Abertay Dundee

Anglia Ruskin University

Bath Spa University

University of Bedfordshire

Birmingham City University

University of Bolton

Buckinghamshire New University

Canterbury Christ Church University

University of Central Lancashire (UCLan)

Coventry University

University of Cumbria

University of Derby

University of East London (UEL)

Edinburgh Napier University

University of Gloucestershire

University of Greenwich

Kingston University

Leeds Metropolitan University

London Metropolitan University

Middlesex University

University of Northampton

Staffordshire University

University of Sunderland

University of West London

University of the West of Scotland

University of Wolverhampton



leading the  
university agenda

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