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2012/13 ANNUAL REVIEW

This document may be viewed in electronic format on our website at www.cumbria.ac.uk/AnnualReview
For other formats (for example Braille) please contact the Vice Chancellor's Office on 01228 616056.



02 Chairman's foreword

This year has been another significant year for the University of Cumbria. We have updated our planning processes and developed our corporate strategy, clearly setting out our goals for the coming years.



The university reported an above-sector-average financial surplus and significantly improved its cash position. This was set against a very difficult background where national changes in the teacher training and tuition fees saw enormous turbulence in the sector.

These achievements, added to those of the previous two years, provide a strong platform that we will continue to build on to meet the challenges of a changing marketplace.

The University Board of Directors, through their strategic, financial and academic planning, have made prudent assumptions and are supporting strategic investments in developing new areas, academic as well as infrastructure, that support the student experience and the university's work with businesses.

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These achievements, added to those of the previous two years, provide a strong platform that we will continue to build on to meet the challenges of a changing marketplace.

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03



National policy changes, and the volatility they bring, continue to make planning and forecasting ever more challenging. The University of Cumbria will continue in 2013/14 to review the implications and address their likely impact as we seek to ensure our offer is demand-driven and student-focused. There will be opportunities and challenges arising from these changes, and the university has already placed itself in a strong position in a number of developing areas. We will look to build on our strong reputation and develop areas of niche provision across our programmes, seeking to capitalise upon our potential.

We will continue to monitor the changing landscape and its significance for our strategy and future direction. The changing environment and the university's distributed nature make a focus on income generation and cost reduction a key factor in ensuring a sustainable model.

Against a backdrop of considerable uncertainty in the higher education sector, the year has been one of considerable progress.

The University Board continues to prioritise on our mission and values, and ensure that students are at the heart of the university. The continuing improvement in our financial position has allowed the University Board to make further investment to underpin the improvements that we now see coming through in student retention, satisfaction, achievement and employment.

Stephen Henwood

Chairman of the University Board

04 Vice Chancellor's report

This year has, in many ways, been a successful year for our university. The most publicised event this year was the change to the tuition fee regime for two thirds of our new students: those enrolling on the Higher Education Funding Council for England (HEFCE) undergraduate programmes and on teacher training programmes.



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My abiding memory of this year will be the contribution that the staff of this university have made to ensuring we continue to deliver our strategic goals.

.....

Nationally there was enormous volatility in applications and, whilst we saw a decrease in recruitment of HEFCE students, the teacher-training applications remained strong. We took the decision that our average tuition fee charged to HEFCE students would be less than £7,500, making us one of the few universities nationally providing exceptional value in the higher education sector.

The year has also seen important changes in teacher education with significant postgraduate teacher-training places shifting from being university-led, to being school-led. The University of Cumbria is already at the forefront of teacher education and, with very strong school partnerships, we were able to successfully pilot these changes in 2012/13. This usefully highlighted some of the potential issues that might occur when the volume is significantly increased; in particular ensuring that there is sufficient resource and attention to providing support structures for schools and students is one of the issues we feel requires debate at a national level.

In our health areas, we built upon our strengths in distributed provision to support the British Army. A new academic initiative in 2012/13 resulted in 60 army medical technicians receiving a bespoke qualification at the Royal Military Academy, Sandhurst. Their qualification enables experienced medical technicians to develop skills they have been unable to practise in military situations. As a nationally recognised award, it also allows military staff leaving the army to take up roles within the civilian health sector. This work saw the university nominated for the prestigious Times Higher Education Award for Outstanding Employer

05



Engagement Initiative. The 'passing out' of these students on a parade ground was very different from the graduation ceremonies in Carlisle Cathedral, but the factor that linked them was the pride of the students and their friends and families in attendance.

Our reputation continues to grow, and our strategic planning builds in strength. We have, in the last year, achieved what many in the sector have taken considerably longer to do. We have restructured our internal senior management and faculty organisation, moved one campus, redeveloped another and replaced significant behind-the-scenes infrastructure. At the same time we have continued to deliver a financial surplus that exceeded our target and materially improved our balance-sheet strength.

The annual operating plan has been key in delivering our goals this year and has been used to focus resources on our priorities. This year we have articulated the plans into a simple-to-understand strategy map, so whatever the changes in the policy environment, we are able to maintain our focus, ensuring the University of Cumbria continues to go from strength to strength.

Our students are at our heart, and I continue to be both impressed and pleased by the role our Students' Union plays in the university. As well as supporting the university clubs and societies, and the welfare and advocacy work that they undertake, they consistently and constructively bring the views of the students to the university

and to the University Board. The Students' Union Top 10 gave a real focus in 2012/13 for areas where the university and student body could work together to deliver an even greater student experience. Perhaps less well recognised, but equally impressive, are the many hours of community volunteering the Students' Union co-ordinates, which mean that we really are at the centre of the communities in which we operate. I was particularly pleased that our strong partnership working with the Students' Union was recognised by the HE Academy "highly commended" outcome in its annual University-Students' Union Partnership Award.

As previously mentioned, it has been a successful year, not without its challenges, but my abiding memory of this year will be the contribution that the staff within the university have made to ensuring we continue to deliver our strategic goals. I would like to thank everyone for their contribution and continued hard work.

These are challenging times for both the national economy and the sector. Despite this, our financial position grows in strength, and provides us with a solid platform for growth and investment for the future.

Professor Peter Strike
Vice Chancellor

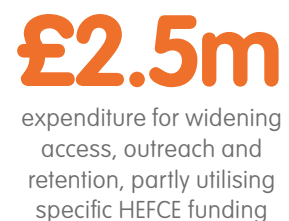
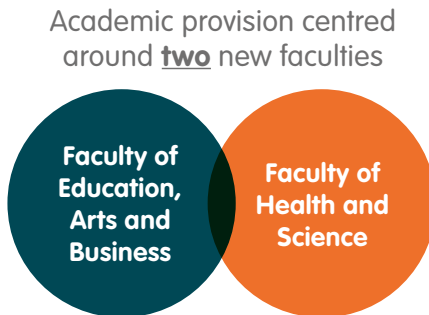
06 Our achievements

Investing in our student education

These facts and figures demonstrate that the University of Cumbria's central focus is on providing excellent and accessible higher education which benefits our students and communities.

Work to develop our academic activity continues with enhancements to current programmes and to carefully selected new areas. Scoping work on the potential and direction of our National School of Forestry, for example, has enabled us to improve the offer and profile of this strategically important area, prior to its move to our Ambleside, Lake District campus in 2014.

Academic provision is now centred around two faculties, each with clear objectives around the experience and employability of our students, quality, income growth and innovation.





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Quality teaching

In the most recent Quality Assurance Agency inspection, the university secured the best possible outcome of 'broad confidence'. Areas of our current academic provision continue to be successfully approved by a range of professional, statutory and regulatory bodies through our validation/revalidation and routine monitoring procedures. In the last year this has included programmes validated by the Nursing and Midwifery Council and the Health and Care Professions Council, which regulates health, psychological and social work professionals.

Ofsted also found us to be 'Outstanding' in every area for our teacher-training activities in Tower Hamlets and Newham, London.

The university has built a "learning community that is making a significant difference to the achievement and life chances of many young learners". Inspectors particularly praised "strong leadership and management which led to outstanding levels of effectiveness in training high quality teachers."

Ofsted 2013 report



**WE ARE
DELIGHTED**

to have been able to partner with **18 schools** through the **School Direct** initiative.

90%

of our former students are in work or further study within **six months** of graduating

(Destination of Leavers survey)



1,000

STUDENT VOLUNTEERS REGISTERED

A key service provided in partnership with the University of Cumbria Students' Union (UCSU)



new graduates supported through their studies and into the workplace

Student support

We have developed our *Career Ahead* award based on what employers look for in their ideal candidate. This forms part of a support infrastructure in place for our students that spans the entire life cycle of student learning, starting before they join us with our *Head Start* and *Get Ready* modules to orientate them to higher education life and study, through to placements, volunteering opportunities and career workshops.



of our students were satisfied with their experience at the university
(2013 National Student Survey).

International

Our international links continue to grow, with partnerships including Robert Kennedy College in Switzerland. Our blended distance-learning MBA programme uses cutting-edge technology to enable students around the world to access our course materials so they can study when convenient. The Ambleside development is also key to much of our international recruitment and the success of a range of programmes and initiatives.

Research development

Postgraduate research student numbers continue to grow, with 66 registered and 13 more joining us by January 2014. Excellent progress has been made in planning our submission for Research Degree Awarding Powers (RDAP). Much work has also been undertaken to prepare for our Research Excellence Framework submission (REF), and we expect to submit up to six units of assessment.

1,000
PART-TIME STUDENTS
from
135 COUNTRIES

have now completed the MBA programme offered in conjunction with the Robert Kennedy College in Switzerland

University of Cumbria Business School development plan launch events

Exciting plans for the development of the University of Cumbria Business School (UCBS) were revealed at a series of launch events in March 2013.

The school is home to a number of specialist academic and professional services, including the Institute for Leadership and Sustainability, the Centre for Regional Economic Development, Unite with Business, Business Placements Service and the Business Interaction Centre.



The Knowledge Action Network

The Knowledge Action Network is a business support programme delivered by the University of Cumbria, helping small Cumbrian companies to grow by becoming more innovative.

Photo—left to right: Martin Statter of Graphskill, Elliot McGrady of McGrady Engineering, Steve English of Safety Critical, Andrew Dodd of Bonds Precision Castings, Clive Wall of Spencer International

Graduate Employability Conference

The conference was convened by the Graduate Employability Support Programme, a partnership of six North West universities led by the University of Cumbria. The project has a total value of £5.2m and has supported over 1,800 graduates and final-year students.

1. Tim Farron MP and 2. Professor Dr Joachim Weber, Rektor, Duale Hochschule Baden-Württemberg, Stuttgart, address the conference.



Supporting business

A range of exciting initiatives and programmes was planned which have been or will shortly be launched. Each is focused on supporting local businesses across Cumbria, north Lancashire and further afield, fulfilling several core objectives for the university. Those of note include:

- The relaunch of University of Cumbria Business School, with events in Carlisle, Lancaster and Ambleside.
- The development of the newly-established Institute for Leadership and Sustainability (IFLAS), a research, education and enterprise hub offering a range of courses and support for individuals and organisations. Based in the Lake District, but with a strong national and international reach, it is establishing itself as a centre of excellence in leading entrepreneurial transitions and in resilience. During 2013 it welcomed over 300 students from over 100 countries on its MBA programmes.
- Planning is well under way for the Carlisle Business Interaction Centre (CBIC), which will provide our products and services to local businesses, with space for students, graduates and local entrepreneurs including incubation, hot desks and office space. The Business Schools' Centre for Regional Economic Development (CRED) will be located in the CBIC, allowing increased partnership working and knowledge transfer.
- The Rural Growth Hub, following similar lines, will also open at our Ambleside, Lake District campus early in the new academic year, complementing the IFLAS.



1. Business Interaction Centre, Carlisle
 2-3. IFLAS event, Royal Geographical Society, London (May 2013)

1,000+ businesses have received support from us, ranging from consultancy to contract research, innovation support, bespoke courses and a number of very successful knowledge-transfer partnerships

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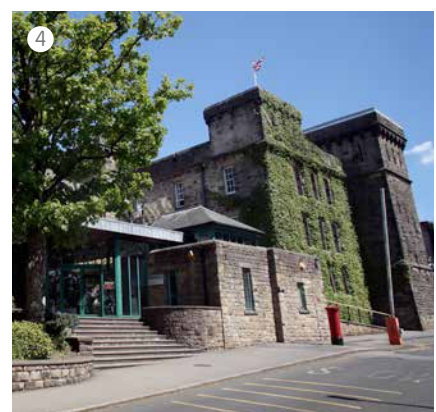
Our future estate and infrastructure

We have seen more activity and significant investment in our facilities and technology to support learning, research and enterprise activity than at any time since the university was formed.

Our Ambleside, Lake District campus is undergoing a £7m redevelopment project, making it one of the largest projects in the Lake District. The first phase encompassed a disposals programme that has enabled the release of £4m for reinvestment into the campus and the recycling of these assets for the wider benefit of Ambleside. Ongoing works will provide 400 students with high-quality facilities in a world-class outdoor environment.

Our teacher-training facilities in London have relocated to a well-equipped site at East India Dock Road in Tower Hamlets to support around 400 students. This project was delivered over a compressed three-month programme.

We were also the first in the country to achieve an 'outstanding' BREEAM sustainability standard for Denton Holme, the new 250-bed environmentally sustainable student accommodation development located in Carlisle.



1. East India Dock Road, London site 2. Energus, Workington 3. Furness College, Barrow-in-Furness 4. The Keep, Lancaster campus 5. Artist's impression of Ambleside, Lake District campus redevelopment

Sustainability

Our work to reduce carbon emissions associated with business travel, with a 119-tonne reduction in three years, resulted in a Green Gown award for Carbon Reduction, which recognises exceptional sustainability initiatives.

This achievement, coupled with a new corporate travel plan and new environmental, energy and waste-management policies secured the 'EcoCampus' Bronze-level award for environmental management in higher education.



investment in data-centre technology **over five years**

Technology

The university continued the rapid replacement and expansion of essential end-user computer equipment and tools during the year with the completion of the major project to replace the bulk of our student and staff desktop computers with high-specification equipment.

We have completed work to refresh all our major teaching rooms with standard, high-quality audio visual equipment, and increased the number and quality of laptops available to lend to students at all our campuses and sites.

Focus has been placed on the infrastructure and the technology held in our data centres. By replacing some of our computer servers, exploiting the data centres in Carlisle and Lancaster and using the latest 'private cloud' technology, not only have we safeguarded our capacity for several years, but we have greatly increased system resilience and reduced our carbon output from this area by over 40 per cent.

We have also completed major upgrades to our finance and student administration systems as well as expansion of our customer-relationship management system which has had a major positive impact on recruitment.

14 Our people, our community

Our achievements reflect the commitment and effort of colleagues across the University of Cumbria. They remain dedicated to delivering the highest-quality teaching, learning and support for our students and to continuing to enhance our processes, governance and planning.

Investment in our people is key. Alongside our Performance and Professional Development Review process, we launched our Sustainable Leadership Programme during the year.


There have been two important changes to our organisational structures, which were effective from August 2013. Academic activities are now organised within two faculties – Health and Sciences and Education, Arts and Business. Newly appointed heads of department for each area will be crucial roles in leading the review and development of academic strategies to grow and diversify our income.

We have also reviewed the senior management team's roles and responsibilities, establishing a smaller senior team with two new posts of chief operating officer and deputy vice chancellor, who have joined the vice chancellor, director of finance and resources, and registrar and secretary. This team is focused on delivering our Corporate Strategy and embedding the many successes of 2012/13.

Student and staff success

Sustainability, creativity, employability and enterprise are what make the Cumbria Experience. Here we share just a few examples of our staff and students' successes and achievements this year.




 **Emma Consadine**, Nursing Times Student of the Year: Learning Disabilities Award 2013. One of three University of Cumbria students to be shortlisted for this national award.

Dan Strong has recently been appointed as director of IT for M&K Update, a company providing clinical and medical training for healthcare. He began working with us on an 18-month knowledge-transfer partnership (KTP) programme in 2010 to create an e-learning platform for the company's medical courses.

A group of 18 of our students from the dance theatre course and five technical theatre students gave a very thought-provoking and innovative performance and workshop about dyslexia in one of our local schools. The experience enabled our students to engage the young people, allowing them to enjoy different aspects of dance theatre, and increased their employability at the same time.


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 Physiotherapy student **Lauren Watson** and **Rob Ewin**, recently awarded 'Special Constable of the Year' with Cumbria Constabulary, set up a first response team in Lauren's village. Rob taught Lauren and her recruits to deal with medical emergencies, including those which may require oxygen and a defibrillator for restarting a patient's heart, thus ensuring people in her community are less vulnerable.




Josephine Frame, Student Vision Award, Royal College of Midwives' (RCM) Annual Awards, one of the UK's top midwifery prizes.




Melissa Thorley BSc (Hons) Animal Conservation Science student, secured a four-month internship at the Aouatta monkey sanctuary in Panama specialising in the rehabilitation of primates, especially mantled howler monkeys. During her placement she participated in educational programmes, assisted with research projects and supported the day-to-day running of the facility. En route she presented, at the World Environmental Education Conference in Morocco, her research entitled 'Evaluating how environmental education can influence and change children's perception of gorillas'.

Director of Educational Research, **Dr Sue Bloxham** was invited to serve as an expert practitioner on the advisory group developing the QAA Quality Code section on Assessment of Students and Accreditation of Prior Learning and the International Advisory Board HELO (Higher Education Learning Outcomes) Transforming Higher Education Project, Norway.

Heather Prince, programme leader for Outdoor Studies, has been awarded a senior fellowship of the Higher Education Academy (HEA).

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 **Dr Colin Christie**, a senior lecturer in modern foreign languages in the Faculty of Education, addressed an international conference in French at the Institut Français in Athens in October 2013. The conference, 'Pedagogical innovations in the teaching of French as a foreign language', was organised by the Paris-based Linguistics Research Unit.

This was the first time Colin had addressed a conference in French and his was the only paper to focus on the teaching of French in the UK context. He reported on the findings of his PhD research into the development of spontaneous talk in modern foreign languages classrooms in a London secondary school.



Our forensic science students completed an outdoor exercise in March 2013. A number of crime scenes had been identified, spread across their Penrith campus and in surrounding fields and disused barns. Working alongside other professions they were required to identify, collect and examine forensic evidence over a two-day period. Ashleigh Hunt, Lecturer in forensic science explained: "We believe that it is important to take learning out of the classroom, for the students to taste real life and leave with transferable skills that will stand them in good stead wherever their career path takes them."



 **Robert Williams**, Programme Leader – Professor of Fine Art, and **Mark Wilson**, Pathway Leader – Year 0 Fine Art, were awarded PhDs by publication through Lancaster University. This is in recognition of their excellent research contribution to fine art over many years. This is a vital development for the university in the drive to increase the amount of research taking place in the faculty; the awards now allow the team to develop a practice-based PhD programme in fine art and take fuller advantage of the Arts and Humanities Research Council (AHRC) doctoral training centre opportunities (if the bid is successful).



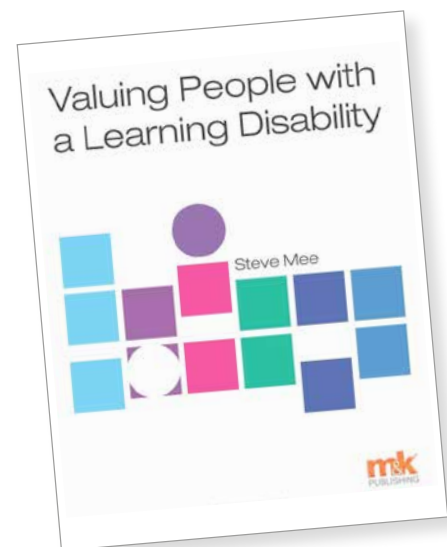
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Andrew Weatherall, research fellow with the National School of Forestry, has been awarded the 2012 Silviculture Prize by the Institute of Chartered Foresters. It was awarded to him and his co-authors for their paper 'The effects of whole-tree harvesting on three sites in upland Britain on the growth of Sitka spruce over ten years', which was published in Forestry magazine, Volume 85(1).

↓ **Kim McGowan**, an academic librarian at the Lancaster campus, was awarded the prestigious national 'Information Literacy Practitioner of the Year Award', sponsored by the Chartered Institute of Library and Information Professionals (CILIP). Kim became the first woman ever to achieve this honour and came out top over six other nominees shortlisted from across all sectors of the information literacy area.



↓ **Steve Mee**, Reader, Faculty of Health and Science, has written a book that asks the question 'what is meant by valuing people with a learning disability?' It explores significant areas of theory, including cognitive psychology, social construction of disability and the work of Wolfensberger from the starting point of stories from professional practice, the media and historic examples. Valuing People with a Learning Disability is published by M & K Publishing.



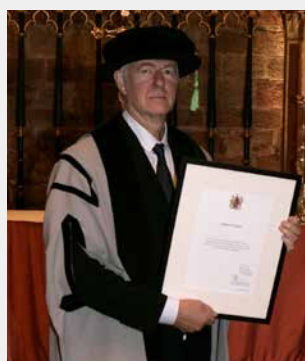
18 Our honorary fellows

Honorary fellowships are awarded on an annual basis in recognition of individuals who have made an outstanding contribution to the university and in support of a variety of causes linked to the work of the university. During the academic year 2012/13, eleven honorary fellowships were awarded.



Mally Chung

.....
In recognition of his outstanding contribution to the film and television industry



Julian Cooper

.....
In recognition of his outstanding contribution to the traditions of fine art and contemporary approach to mountain-landscape painting



Sarah Dunning OBE

.....
In recognition of her outstanding contribution to business in the community and her charitable work in supporting Cumbrian initiatives



Jim Graham

.....
In recognition of his support to higher education and his outstanding contribution to broadcasting

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Leo Houlding

In recognition of his outstanding contribution to adventure climbing and his role as an ambassador for the younger generation of climbers



Nigel Couzens

In recognition of his outstanding contribution to the Energy Coast Campus



Professor Neil Mercer

In recognition of his outstanding contribution to the development of teacher education



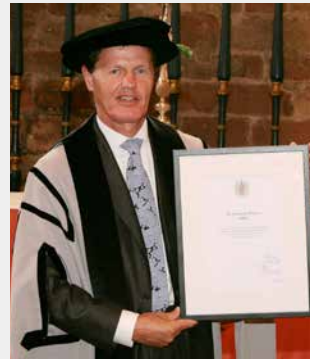
Jeff Cowton MBE

In recognition of his lifelong service to the Wordsworth Trust and his outstanding contribution to the wider museum sector



Anne Attwood

In recognition of her outstanding contribution to further and higher education in Cumbria



Malcolm Wilson OBE

In recognition of his outstanding contribution to the motorsport industry and business in the Cumbrian community



Lord Dale Campbell-Savours

In recognition of his support to higher education in Cumbria and his outstanding contribution to the economy of West Cumbria

20 Our finances

We have reported a strong surplus for 2012/13 of £5.4m after exceptional items. This result, and the overall £3.3m increase in cash reserves compared to 2011/12, has been achieved during a year which has seen considerable changes to the funding environment for the university sector. Whilst this has affected the level of income generated by the university, costs have also been controlled, allowing for continued investment in infrastructure to the benefit of students and staff.

	2013 £m	2012 £m
Income	73.6	78.2
Expenditure including taxation	(69.4)	(70.6)
Operating surplus	4.2	7.6
Exceptional item: pension settlement	1.2	0
Exceptional item: Restructuring	0	(1.0)
Surplus / (deficit) for the year	5.4	6.6

This is the third year in succession that the university has delivered a surplus that is both in excess of the budget and is over 5 per cent of income. Compared to an expected sector-average surplus of 2.6 per cent of income, this is an excellent achievement and demonstrates the university’s ability to respond to challenges and seize opportunities. The growing cash reserves that have resulted provide a strong platform for the future as the university delivers its plans and strategies.

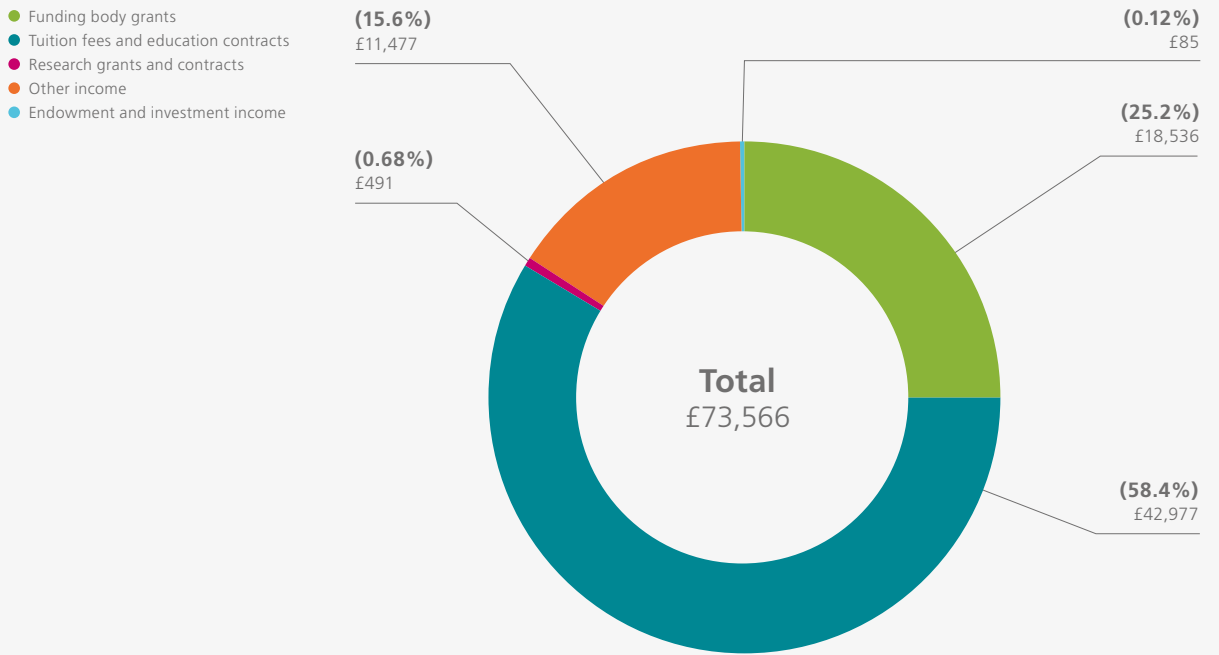
Growth and diversification of income are vital to the achievement of our many ambitions. The provision of excellent physical and virtual learning environments and the development and growth of our teaching and research require sustained investment. Our annual operating plans for 2013/14 and beyond recognise this and therefore seek to build on the successes of this year and focus efforts on income growth, new markets and the continued improvement of our estate, technology and processes.

Income

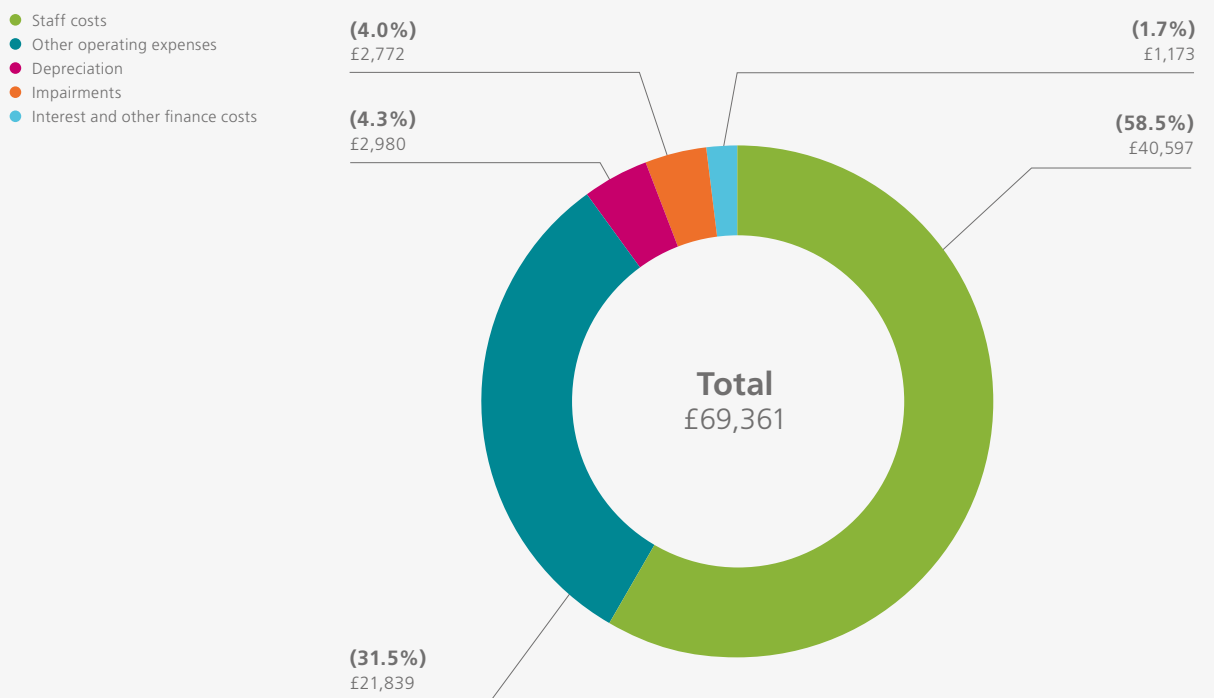
The main change in income sources from the previous year was the 44 per cent reduction in funding body grants alongside the 32 per cent increase in tuition fee income. This reflects the change in government policy from 2012/13 with tuition fees replacing grants as the source of funding for most new UK undergraduates and Post Graduate Certificate in Education students.



Income 2012/13



Expenditure 2012/13



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Overall, income fell by 5.9 per cent compared to last year, largely due to student recruitment this year being below the levels achieved in the previous year. This was in line with the whole sector due to the introduction of the new fee structure. This was not therefore unexpected and the university took steps to both control costs in 2012/13 and to maximise recruitment in 2013/14.

Expenditure

Expenditure was £1.2m lower than in 2011/12. However, the 2012/13 figure includes £2.8m of impairment charges which have mainly arisen due to the university's plans to redevelop its campuses. Without these costs, the figures demonstrate the university's continued effective management of resources.

Staff costs increased marginally compared to the previous year and, excluding the Financial Reporting Standard (FRS) 17 pension adjustment, staff costs as a percentage of income were 54 per cent, which is in line with the forecast sector average for 2012/13.

Other expenditure reduced by 15 per cent compared to 2011/12 as a result of effective cost control and the response to lower student recruitment in year.

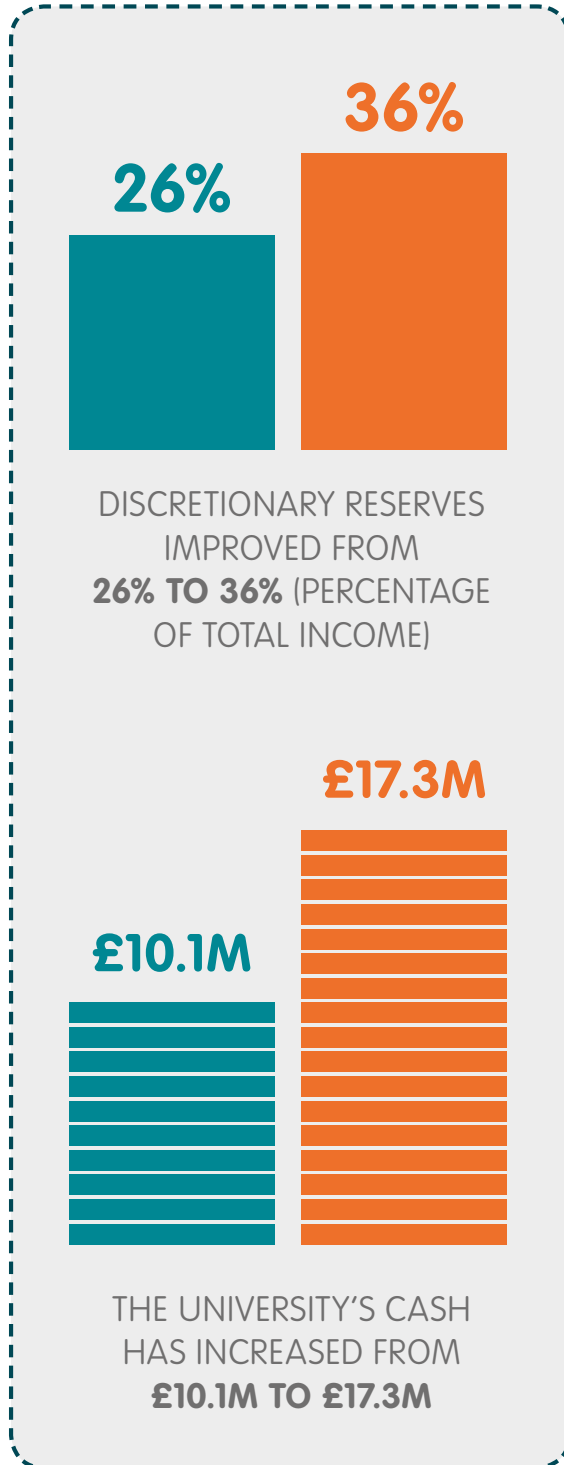
Balance Sheet

The increased strength of the balance sheet is demonstrated by the fact that discretionary reserves as a percentage of total income improved from 26 per cent to 36 per cent in 2012/13. This is a metric against which the university has improved rapidly in the last three years and continued progress towards the sector average in this area is anticipated in our financial plans.

The university continues to have a strong focus on cash generation and this is reflected by the significant improvement in its cash balance in year, which has risen to £17.5m. The improvement in cash is even more notable when it is considered that at the end of the preceding year the university administered £4.1m of cash on behalf of the Energy Coast Campus Project, of which now only £0.2m remains. Excluding this Energy Coast Campus Project funding, the university's cash has therefore increased from £10.1m to £17.3m. The strengthening of cash reserves, which can be invested in forthcoming estate and infrastructure works and other initiatives to enhance the experience of our students, is central to the university's future strategy.

These cash reserves have been utilised in year to deliver continued investment in the estate and infrastructure of the university. £1.3m was invested as part of the Ambleside, Lake District campus redevelopment 2012/13 with significant expenditure due also in 2013/14 to complete these works. Expenditure on information technology infrastructure and equipment remains a key priority for the university and 2012/13 saw the commencement of investment of over £3m in a new data centre, including £0.8m of leased assets.

The university has not entered into any new bank borrowing in year but, as part of our commitment to reducing our carbon emissions, the university successfully bid for £0.3m of funding under HEFCE's Revolving Green Fund 3 scheme. In line with the university's sustainability ambitions, this repayable funding will be received during 2013/14 and 2014/15 and will help improve our energy efficiency and reduce our carbon footprint across our campuses.



Pensions

The university is awaiting the outcome of the triennial valuation of the Local Government Pension Scheme as at 31 March 2013. This was due before the end of 2013 and is likely to affect the employer contribution rate. Increases in this contribution rate have been factored into future financial forecasts.

During 2012/13, the overall movements in the university's deficit in relation to this scheme reduced by £4.0m reflecting both actuarial movements and an exceptional gain on settlement. This gain has arisen due to the transfer of the pension assets and liabilities relating to former members of staff between the university's Local Government Pension Scheme and their new employers.

Kate McLaughlin-Flynn

Director of Finance and Resources

24 Governance and management

The University Board of Directors who held office during academic year 2012/13

Mr Stephen Henwood, CBE Chairman
Mr David Allen
The Very Revd Mark Boyling
Prof Linda Challis
Dr Hilary Crowe
Dr Stephen Curl
Prof Trevor Curnow
Mr John Dell
Mr Geoff Donnelly
Mrs Claire Hensman
Mr Brian Hetherington
Mr Stuart Hyde
Mr Ian Johnson
Lord Roger Liddle (resigned June 2013)
The Right Revd James Newcome, Bishop of Carlisle
Mrs Liz Nicholls (resigned May 2013)
Mr Mark Renwick-Smith
Mr Bill Sang
Mr John Sharp

Associate Directors

Mr David Atkinson
Mrs Jeanette Brown
Mr Paul Pharaoh
Ms Jill Johnston

Chancellor

The Most Reverend Right Honourable Dr John Sentamu, Archbishop of York

Senior Management Team members in post during academic year 2012/13

Prof Peter Strike	Vice Chancellor
Prof Liz Beaty	Pro Vice Chancellor Academic Enterprise & External Relations
Prof Sandra Jowett	Pro Vice Chancellor Academic
Mr Neil Harris	Registrar and Secretary
Mrs Kate McLaughlin-Flynn	Director of Finance & Resources
Mr Mike Berry	Director of Estates & IT
Mrs Janet Whitworth	Director of HR
The Revd Canon Prof Robert Hannaford	Executive Dean, Faculty of Arts, Business & Science
Prof Sam Twiselton	Executive Dean, Faculty of Education
Dr Robin Talbot	Executive Dean, Faculty of Health & Wellbeing





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For other formats (for example Braille) please contact the Vice Chancellor's Office on 01228 616056.

A full copy of the University of Cumbria's 2012-13 Operating and Financial Review can be found at **www.cumbria.ac.uk/FinancialReview**