

annual review 2010/11





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transforming higher education in Wales

Glyndŵr University continues to fulfil its fundamental role in the transformation of higher education in Wales. The University remains at the forefront of what the Minister for Education has described as the continuing revolution leading to the democratisation of higher education. It is one of the UK's leading widening participation universities and, with its career orientated academic programmes and extensive specialist applied research, it is ideally placed to meet the social and economic needs of the country as identified by the Welsh Government.

The deep rooted commitment of the University to improving the employability of its graduates through forging ever closer links with employers has resulted in a remarkable increase in the employment rate of its graduates. Over 94% now enter employment or further study within six months of graduating, second in Wales only to Cardiff University. That figure together with other improvements led to the university climbing six places in the Sunday Times University Guide, one of only two Welsh universities to improve their position.

The University also showed significant improvements in its National Student Survey scores increasing its overall satisfaction rating by 5%. The University has adopted a number of procedures in collaboration with the Students' Guild to ensure that this improvement is sustained in the coming years.

Community benefits

Glyndŵr University is a community based university. Born out of the wishes of local people it and its predecessor organisations have continued to serve the people of Wrexham and North East Wales faithfully for 124 years. That community link was integral to the commitment of the One Wales government in 2007 to establish Glyndŵr University, a commitment contained not in the education section of the government's programme but in the section on social and economic development.

The year 2010-11 saw numerous examples of that commitment being justified by the University's actions. The most obvious example of that is the decision of the University to buy Wrexham FC's Racecourse Football stadium and Colliers Park Training Ground. This was not an altruistic gesture by the University but one grounded in sound academic, commercial and community benefits, bringing significant advantages to the University. Some academic programmes are already making use of the facilities there with Sports Science and Business set to become more firmly embedded at the Racecourse over the next few months.

Other community based activities include the Wrexham Science Festival which this year attracted record crowds and the University's involvement in the highly successful National Eisteddfod.



The Centre for the Child, Family & Society

Economic benefits

In addition to these strong community links the University has also continued to develop close links with industry and this has been reflected in the University's research activities. It is engaged fully in applied research, with local businesses and international partners, including through Knowledge Transfer Partnerships. It is able, through these links, to bring investment into North Wales while at the same time ensuring the benefits impact upon the local economy.

Other partnership arrangements also emphasise the University's readiness to adapt and work with partners for the economic benefit of Wales. In particular through the relationship with the Bauman Moscow State Technical University, one of the major technical universities in Russia and one of the pioneers of the Soviet and Russian space programmes, Glyndwr University is collaborating on a number of projects including the potential use of composite materials in the Russian space programme. Not only does this bring economic benefit to North Wales but it also increases the profile of Wales internationally in specialist scientific areas. Bauman regard the relationship with Glyndwr University as being strategically important and the relationship has allowed both universities to develop new lines of research.

Indeed so important is this work in Russia that it has even come to the attention of the Russian President and the British Prime Minister. During his visit to Moscow in September 2011, David Cameron gave a keynote speech of the visit in front of President Dmitry Medvedev which included the following passage:

Here, President Medvedev has founded the Skolkovo Innovation City. World leading British universities including Cambridge, Oxford, Imperial, and Glyndwr in Wales will be working with Skolkovo on lasers, optics and nuclear and energy efficiency.

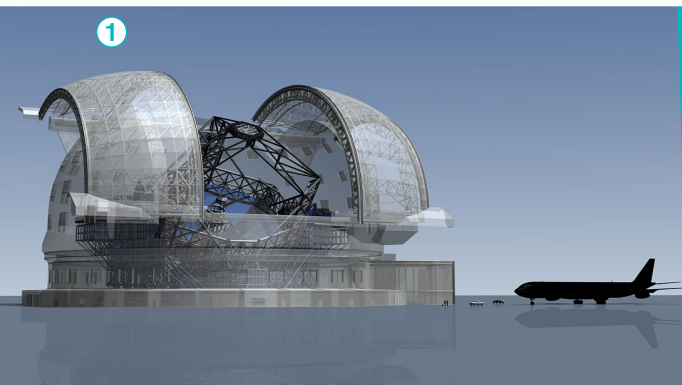
The sense of confidence that lies behind the Prime Minister's remarks is also shown in developments on and off the campus. Three new buildings have been opened during the year, all three involving industrial partners. The new Advanced Materials Training & Development Centre at Broughton in collaboration with Airbus was opened in October by the First Minister. He also opened the Centre for the Creative Industries on the Plas Coch campus which is shared with BBC Cymru Wales. The third building, the Centre for the Child, Family and Society, was opened in March by the Deputy Minister for Children and operates with the close involvement of Active Childcare Ltd.

The University's successful introduction of a commissioning model for all its academic programmes, making extensive use of KPIs, has attracted considerable attention from others within the HE sector. The traffic light system for identifying weaknesses in programmes provided the University with considerable information on which to base its curriculum. 50 programmes have been replaced by 30 programmes which, as a result of the process, have been developed to meet industrial/employer and student needs more closely.

The University also has a highly successful community radio station, Calon FM. Since it was established in 2007 it has grown to be one of the most successful community radio stations in Wales and its broadcasting on the Internet means that it is now being heard across the world. The Board of Trustees of Calon FM agreed to apply for a further five year broadcasting licence.

1. The Centre for the Creative Industries contains excellent studios for television and radio.
2. The Centre for the Child, Family & Society.

the year in brief



October 2010

The First Minister for Wales, Carwyn Jones AM, opened the Advanced Materials Training and Development Centre at Broughton, Flintshire, operated jointly by Glyndŵr University, Deeside College and Airbus.

November 2010

£4 million solar energy project is announced with the potential to create more than 50 new jobs.

January 2011

Scientists at the University's Centre for Water Soluble Polymers begin to develop eco-friendly spray which interferes with insect pheromones – a cost-effective alternative to traditional pesticides for farmers.

BBC Cymru Wales announces it will move into a new Centre for the Creative Industries at Glyndŵr University Wrexham campus.

Scientists working on a project to build mirrors for the world's largest telescope complete a significant milestone, with the construction of the 10m high optical test tower which cost £1.5 million. The tower is needed to test the accuracy of polishing on seven prototype 1.5m-wide hexagonal mirrors for the European Extremely Large Telescope.

March 2011

The Centre for the Child, Family and Society was opened by Huw Lewis AM, Deputy Minister for Children. This is a £2m university research centre and working day nursery which was funded by the Welsh Government through the Higher Education Funding Council for Wales.

First Minister of Wales opens a new £5m Centre for the Creative Industries. Carwyn Jones AM said "The new Centre for the Creative Industries supports the Welsh Government's drive to position Wales as a modern creative economy, able to compete successfully on the UK and world stage." The building was partially funded by the Welsh Government through the Higher Education Funding Council for Wales

April 2011

Collaborative project sees Glyndŵr University attempt to find novel uses for the by-products of a fuel made from grass.

1. An artist's impression showing the scale of the European Extremely Large Telescope.
2. The Vice-Chancellor of Glyndŵr University, Professor Michael Scott, Huw Lewis AM, Deputy Minister for Children, Professor Karen Graham and Mr Peter Graham at the opening of the Centre for the Child, Family and Society.
3. The Centre for the Creative Industries.



May 2011

Former Joy Division and New Order bassist Peter Hook and DJ Graeme Park lead a public lecture – the first event in the University's new TV studio.

June 2011

A £5m deal is signed with the national TV broadcaster in Vietnam. This would see staff from the Vietnamese Television Corporation receive in-house training from University staff.

July 2011

Northop campus announced as the venue for the internationally-renowned Gŵyl Gobaith Music Festival.

An innovative fee plan is announced by Glyndwr University which sees an average fee level of £6,643 for full-time undergraduate degrees from 2012/13. These fees make the university one of the most affordable in the UK.

Record numbers of visitors flock to the Wrexham Science Festival.

August 2011

New figures reveal Glyndwr University graduates as the most employable in Wales with a 94.7% employability rating, which is almost 3% higher than the UK average.

The University signs agreement to purchase Wrexham FC's Racecourse Stadium and Colliers Park Training Ground, securing the future of the stadium as a sports venue for North East Wales.

Glyndwr University establishes a new University campus in London through the acquisition of the London School of Management and Science facilities.

- 4. BBC Cymru Wales have their main studio for North East Wales in the Centre for the Creative Industries.
- 5. The Glyndwr University Racecourse Stadium.
- 6. Skolkovo Innovation City just outside Moscow.

September 2011

100 visitors from 36 countries visit the University's biennial International Technologies and Applications (ITA) conference.

The Prime Minister, David Cameron, hails Glyndwr University as being 'world leading' in a keynote speech in Moscow in front of the Russian President Dmitry Medvedev.

October 2011

A unique partnership between Action for Employment (A4e) and Glyndwr University is signed bringing together two of the UK's leading organisations for widening participation.

at the heart of the community

Glyndŵr University is a community focused university and at its heart is its work in opening up opportunities for those who would otherwise be deprived of such opportunities. The University's undoubted success in this can be seen from the fact that Glyndŵr University has the second highest intake from state schools of any university in the UK, and has the fourth highest proportion of students from social classes 4, 5, 6 and 7. In order to achieve this success it has relied heavily on its Widening Access Strategy which is founded on a commitment to socially inclusive, fair and supportive access to higher education, and to breaking down the barriers to accessing Higher Education for both young and older students from disadvantaged sectors of society.

The University believes that higher education should be available to all who can benefit from it. This includes both enrolled students and also those members of the wider community who access the expertise and facilities on the campus.

Widening access and participation is embedded across all areas of the University. This will ensure that it remains integral and continues to be the routine work of the institution. It forms an essential element in the relationship between Glyndŵr University and its learners and potential learners both within the local community and further afield.

The University serves the needs and interests of wider communities and acts as an agent of social cohesion. This includes supporting activities aimed at making North East Wales an attractive prospect for international investment through the promotion of the valuable knowledge-based economic workforce and the creation of an internationally focused community valuing cultural diversity and integration. Glyndŵr University believes it has an important role to play in the transnational exchange of knowledge and experiences.

Student Support

Students are prepared and supported on entry and feel able to participate with confidence in their studies and be successfully retained in higher education.

Students from all backgrounds and of all ages have access to effective academic and pastoral support including study support, and other forms of career/financial support to ensure that students are encouraged to reach their full potential.

Emphasis is placed on the enhancement of the student experience and the retention of students. An effective student voice enables feedback and ongoing enhancement of learning and teaching.

Economic benefits

The University's admissions team, study support team and programme teams are working together to identify students in need of additional learning support, from the student's point of entry and throughout their time at Glyndŵr University.

Out and About campaigns have been revised to allow the effective targeting of students from Communities First areas and Low Participation Neighbourhoods as well as those with disabilities and other protected characteristics.

Bursaries and Financial Support

Tuition and financial policies were introduced to support access to and affordability of participating in Higher Education for the people of Wales. The Glyndŵr University bursary is available to all full-time undergraduate students from the UK who meet the base criteria. In addition, Glyndŵr University has several bursaries and scholarships it has awarded to assist gifted students. In line with the Frank Buttle Trust accreditation, a care leaver scholarship is offered of £1,000 per year of study to qualifying care leavers. The Disabled Students' Allowance (DSA) helps with costs incurred as a direct result of a student's disability in 2010/11 a total of 788 students had approached the service over the course of the year of which 550 are in receipt of DSA.

A Financial Contingency Fund is in place to provide financial help to students who face difficulties in meeting their living costs.

Engagement with Schools

The University engages on a weekly basis with school and FE learners and the community through the delivery of a range of activities such as subject taster days, also engaging with local industry to offer STEM awareness sessions. Increasing numbers of schoolteachers are engaging with the University, becoming actively involved and aware of the particular role that staff from the University can provide.

Community engagement

A significant feature of Wrexham area is the Welsh speaking community. There are 29,000 Welsh speakers in Wrexham which is more than the population of Welsh speakers and non Welsh speakers of Aberystwyth and Bangor combined. Glyndŵr University recognises the integral role the Welsh language plays in the community and has worked actively to promote the language both within the University and in the wider community.

The University's role in the success of the National Eisteddfod is covered elsewhere in this report. The presence of the Eisteddfod in Wrexham had a significant impact on the number of members of staff undertaking Welsh language courses.

The number of students undertaking some of their academic studies through the medium of Welsh has increased greatly over the past few years. Some programmes such as the Welsh Translation programme is delivered exclusively in Welsh and an increasing number of programmes now offer the opportunity for assignments and assessments to be conducted in Welsh. Additional language support is available for students who wish to take advantage of this opportunity.

Central to the University Welsh language activities is its Welsh language scheme, and adherence to the scheme is monitored by the University's Welsh Language and Medium Committee. The priorities for the academic year 2011-12, as reported to the Welsh Language Board are for the University to approve and implement a Welsh language recruitment policy; increase the number and range of programmes with formal Welsh medium provision; develop a Welsh language skills strategy and improve the monitoring process of the language scheme.

reaching into the skies

Glyndŵr University is a community-based university focused on the economic and social development of its region. That ethos is reflected in its research as much as in its learning and teaching. The University's research is predominantly applied in nature, designed to produce benefits directly and indirectly for the economy and for society.

One of the most prominent areas where the research undertaken by Glyndŵr University is having a direct impact on the local economy is in the field of precision optonics. The demand for metre-scale optics is growing faster than current world-wide industrial capacity can meet. This is driven by new projects in astronomy, defence and, ultimately, laser fusion for clean energy generation.

A major current engineering project with the potential for significant economic impact is concerned with developing methodologies for the production of prototype mirror segments for the European Southern Observatory's proposed 42m European Extremely Large Telescope (E-ELT).

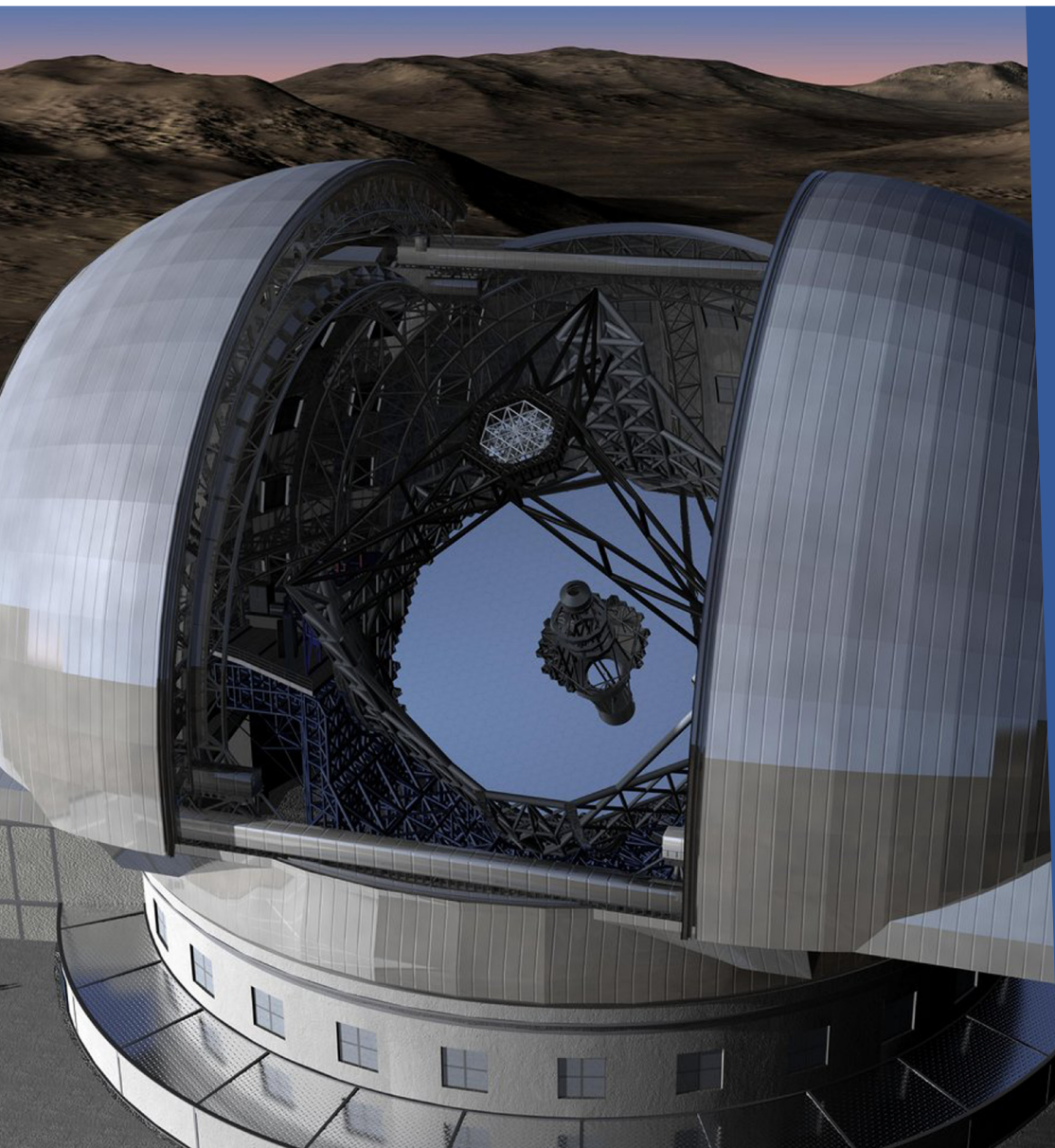
The E-ELT will help address fundamental questions beyond the reach of current facilities, from detecting Earth-like planets around other stars, to resolving deep issues in our understanding of the large-scale structure and evolution of the universe. The design is at an advanced stage at the headquarters of the European Southern Observatory in Munich, ESO being a consortium which operates major observatories in the Chilean Andes.

A single 42 metre mirror could neither be manufactured, nor shipped to a remote mountain site. Hence, the mirror will be 'tiled' of 984 hexagonal mirror-segments, each 1.45 metres across. The total requirement (including spares) is an unprecedented 1,148 segments, worth some €150-200 million. One segment would take months to make by traditional methods, so the challenge is to reduce this to days through technological advances.

A €5 million project is now under way at Glyndŵr University to manufacture seven full-size prototype segments, with the opportunity to quote for serial manufacture. Glyndŵr University presents a unique centre for industrially-relevant R&D, business development and company incubation, in a setting very different from the traditional university research lab (indeed, that unique setting was an important element in the award of the ESO contract). This gives an exceptional opportunity to develop Glyndŵr's research portfolio, applying academic excellence to emerging industrial demands, such as novel manufacturing technology for metre-scale lenses and mirrors. The result is that Glyndŵr University is deeply involved in supporting the most prestigious project in its field in the world.

A pilot manufacturing plant has been installed at the University's research facility in St Asaph. A 10 metre high optical test tower has been designed in-house and constructed for in-situ measurement of surface-form down to height differences equivalent to some tens of atoms. The facility is well-equipped with complementary measurement equipment for independent verification, general diagnostics in process-development, and measurement of surface roughness.

The immediate goal is to deliver the seven prototypes. The intention is that this will ultimately provide the R&D backbone supporting a new commercial manufacturing base in North Wales for larger-scale production, seizing opportunities such as the E-ELT segments and optics for other international projects such as the proposed HiPER laser-fusion facility



a window on Wales

2011 saw the National Eisteddfod of Wales return to Wrexham for the first time since 1977 and Glyndŵr University took a highly active role in the organising and staging of what is one of the largest cultural festivals in Europe. The Eisteddfod which this year celebrated 150 years since the founding of the modern Eisteddfod traditionally attracts 160,000 visitors each year and provides an estimated eight million pound boost to the local economy.

Preparations for the 2011 Eisteddfod started as long ago as autumn 2009 with the formation of specialised subject committees, some of which would decide on the subjects for each competition, others would organise exhibitions and competitions in areas such as Science and Technology and the Visual Arts. Staff were also involved in the various local fundraising committees as well as the central organising Executive Committee.

Over the twenty months leading up to the Eisteddfod the University played host to many fundraising activities such as fashion shows and a talk by Lord Thomas of Gresford as well as concerts and other entertainment.

The University, in its earlier incarnations, has played an important role in each visit the Eisteddfod has made to Wrexham. The Visual Arts exhibition in the 1933 exhibition was held in the Regent Street building which is now home to the University's North Wales School of Art and Design, but was at the time the main campus of Denbighshire Technical Institute. The centrepiece of that Eisteddfod was the exhibiting of a quilt by James Williams a Wrexham based artist who produced the quilt in the 1840s. The quilt featured in one of the lectures given at the 2011 Eisteddfod under the auspices of the Visual Arts Committee, although the very delicate condition of the quilt meant that it could not be transported from its permanent home in the National Folk Museum at St Fagan's. Other talks at the Eisteddfod this year covered the portrayal of Owain Glyndŵr through the ages and the life and work of the artist Elsi Eldridge, whose Dance of Life murals are on display in the University's Centre for the Creative Industries. Transport was also arranged so that visitors to the Eisteddfod who attended that lecture were able to see the murals for themselves in the University.

Students played an important role in the activities of the Eisteddfod with two Art and Design students working on the design of the Eisteddfod Chair, the most precious symbol of the Eisteddfod. The result of their work was seen at a special reception held at the University's stand at the Eisteddfod where the Chair was on display next to the Chair awarded in the 1911 Chicago Eisteddfod.

Theatre and Performance students performed at the Eisteddfod's own theatre, Theatr y Maes, where their production was highly praised.

One of the most high profile visitors to the Eisteddfod this year was the Archbishop of Canterbury who was escorted round the Eisteddfod maes by a member of the University staff and was introduced to the Dean of Health, Medical Science and Society, Professor Chris Lewis, who specialises in the psychology of religion.

A member of the University staff appeared on the stage of the main pavilion to introduce the three main Visual Arts prizes for Fine Arts, Craft and Architecture. This was the first time a non-media professional had undertaken that role.

The University's main campus attracted thousands of visitors during the week as it hosted the evening pop concerts, known as Maes B.

Delivering his keynote address from the Maen Llog, the Archdruid of Wales, Jim Parc Nest praised Glyndŵr University's role in promoting Wales overseas with its links in China, Vietnam and Russia and in contributing to the revival of the Welsh language in Wrexham.



a hidden treasure brought back to view

One of the most spectacular pieces of twentieth century British art is now on display at Glyndŵr University. Created as a decoration for a nurses' canteen and then put in storage for five years Elsi Eldridge's murals *Dance of Life* has now been fully restored to its original condition and serves as the best example of one of Britain's hidden talents.

Mildred Elsi Eldridge was a rising star in the art world of 1920s London. Having won the prestigious Prix de Roma and exhibiting at a number of galleries in London Elsi Eldridge gave up her successful London career and moved to Chirk where she met and married the local curate, a struggling young poet called R S Thomas.

Settling down to the life of a vicar's wife Elsi was tempted back into the world of art by a commission from the management board of the Robert Jones and Agnes Hunt Orthopaedic and District Hospital in Gobowen to paint murals to decorate the nurses' dining rooms at the hospital. The six panels took four years to complete at a cost of just over £1000 and they remained in Gobowen until building work at the hospital in 2005 meant that they had to be removed. Finding an alternative location for the 120 foot wide murals was always going to be difficult. As the trustees searched for alternatives the murals went into what was hoped would be temporary storage. For five years the trustees searched and negotiated, until thanks to the intervention of the artist Estelle Thompson, they finally came to Glyndŵr University which was about to start work on a new five million pound creative industries building which would be a perfect home for the work.

Having been on the walls of the nurses' dining room for fifty years, it was inevitable that there would be some wear and tear on the murals and so the University employed a professional restoration expert to clean off the accumulated dirt, including significant amounts of tobacco smoke, and to repair some small tears in the pictures themselves. An official opening took place in December 2010 at which representatives of the hospital board and figures from the art world joined the artist's son Gwydion to see the murals once again on public display.

The story of the *Dance of Life* is complex and enigmatic. The first panel represents a rural idyll with scenes drawn from Elsi's visits to central and Eastern Europe in the 1920s. Romanian and Hungarian-looking peasants dance accompanied by bagpipes against a background reminiscent of the medieval Bosnian town of Mostar. There are strong suggestions that one of the female characters on that panel is a self portrait. The style is quite different from all the others and significantly more detailed. The figure also bears a remarkable resemblance to photographs of Elsi Eldridge at the time. Her son, Gwydion, however, denies that that character is based on his mother. One member of the family who certainly features is Gwydion himself and at the official opening he brought along the smock he wore in one of the pictures.

As the panels develop other features become more prominent. Wildlife, and in particular birds, take a more significant role and indeed they became the most recognisable feature of her subsequent work. The fourth panel is in some eyes the most interesting. It combines obvious religious imagery such as a character displaying the stigmata with modern buildings, described by the artist as a "monstrous row of houses suggesting the monotony of life man has created for himself."



It also shows a pile of papers floating down representing “the evil of the printed word”. The papers are received by some with open arms, others have a complete lack of understanding while others receive the papers in sorrow.

The final panels show scenes on a West Wales beach with war-time mines washed up covered in barnacles. Two characters appear trapped in a man-made device, resembling a giant lobster pot while in the foreground children play blissfully unaware with marbles. In the background are factories spewing out smoke while in front of them are some people setting out nets. One character sports a carnival mask. The end of the final panel shows a paratrooper speaking to the local residents. Above them fly a number of fighter aeroplanes.

Officially there were only six panels. The space left in the nurses’ dining room was for a portrait of the Chairman of the Trustees. However, there are rumours that a seventh panel exists. The size and content of the panel are not known, although it is believed to round the series off. Recently a lost work by Elsi Eldridge surfaced in Mold. So it is possible that the final piece of the jigsaw (if it exists) may one day come to light. In the meantime we are left enjoying the wonderful vision and skill of Mildred Elsi Eldridge, too long hidden in the shadows of her famous husband. It is hoped that by showing this work once again, a new generation of art lovers will rediscover the delights of her work.

The murals are on display in the Centre for the Creative Industries at Glyndŵr University.

1. Detail of the first panel in the Dance of Life murals.
2. The opening of the exhibition in December 2010.

education for sustainable development and global citizenship

One of the main policy pressures on universities over the past few years has been towards meeting the education for sustainable development and global citizenship (ESDGC) agenda. Glyndŵr University made some progress in the early years but recognised that considerably more work was needed if the increasingly tough guidelines were to be met. During the year 2010 – 2011 this area of the University's work has received widespread attention and considerable progress has been made.

The work of the University in this area has been spearheaded by the University's Sustainability Action Forum in which the University's operational staff are heavily involved. This ensures that the decisions of the Forum are implemented across the University rather than being constricted to specialised academic areas. The work of the Forum is already showing benefits with progress being made against the criteria of the Green League Table. In particular the forum has been able to set baselines and benchmarks in Carbon Management and a biodiversity survey has been undertaken at the University's Northop site. As a result of that survey management plans are being developed which are ahead of the higher education sector. The University is also making progress with recycling.

An important part of the ESDGC agenda is the inclusion of suitable academic programmes within the University's curriculum to reflect priorities of the agenda. Modules dealing with sustainable

development are being designed across academic areas and plans are being developed for an extensive awareness programme for staff to be implemented.

For many years the University has taken the idea of global citizenship seriously and has invested considerable time in developing a suitable response. A detailed global citizenship implementation plan is currently being developed. In the meantime the work of understanding other cultures and of integrating international students into the University community and the community at large is continuing apace. One example of the success of such activities is the highly popular international evening organised by the University's international students with the assistance of the International Office. This event not only allowed the international students to share aspects of their culture but also allowed people from the Wrexham community to understand and appreciate some of the cultural sensitivities of the twenty first century

As part of their educational programme in global citizenship the United Nations has established their own university based in Paris. The United Nations University has itself established a number of regional Centres of Excellence across the globe including one in Wales. The representative from the Higher Education sector at the Welsh Centre of Excellence is a member of the academic staff at Glyndŵr University.

working in partnership



Kellogg's



SHARP



Today's universities cannot exist in isolation, but need to be an integral part of the communities they serve. This is done by working in partnership with organisations and individuals in the public, private and third sectors and in tandem with the economic, social and educational strategies of the government.

Glyndwr University has around 1500 collaborative links developed over the past five years. Some of these are based on formal agreements with detailed schedules of work and significant financial implications. Others are more informal targeted collaborations.

There are three types of partnership:

- Economic Development deals with the University's links with industry, commerce and business and includes links with Airbus, Sharp, Kelloggs, Kerry Ingredients, NWM Media and many more.
- Social Justice looks toward the public sector theme and includes health, local and national government links and community activities.
- Collaboration covers the extensive academic links the University has built both at home and overseas and includes links with Oxford University, Cambridge University, Bauman Moscow State

Technical University and Georgetown University. Most of Glyndwr University's research is financed by industrial partners and involves collaboration with other universities.

The University makes other contributions to society, for example through the many students who are studying on a part-time basis while continuing with their employment. This means that their businesses are already benefitting from the new skills and experience the students are gaining while they continue to study.

Glyndwr University's network of industrial, community and academic links places it in a position to draw on expertise, intelligence and experience on a global scale. The University is based in Wrexham but operates in Welsh, UK, European and world markets in order to promote through partnerships the economic development of the region in a country continually striving for community cohesion and social justice. Glyndwr is a new university growing, developing and supporting the new confident Wales under devolution.

public benefit statement

Glyndŵr University is the newest university in Wales, established by the Privy Council in 2008. It is more community and industry focused than traditional universities and therefore places considerable emphasis on the public benefit of its activities.

Over the three years since its establishment the University has obtained an international reputation allowing it to build up a significant network of partners across the world. Yet it has remained deeply committed to its home community.

Charitable Status

Glyndŵr University became an excepted charity from 1 June 2010 under the terms of the Charities Act 1993 and successfully registered with the Charity Commission on 23 May 2011. The Charity Commission acts as the principal regulator of Welsh higher education institutions.

The University's Board of Governors as trustees of the University, have complied with the duty in section 4 of the Charities Act 2006 having had due regard to the Charity Commission's guidance on the reporting of public benefit and particularly to its supplementary public benefit guidance on the advancement of education.

The objects of the University are those set out in the Education Reform Act 1988 which state that "a higher education corporation shall have the power – (a) to provide higher education (b) to provide further education and (c) to carry out research and publish the results of research or any other material arising out of or connected with it in such a manner as the corporation thinks fit."

The University's Mission and Vision

The University's mission is to be a market led, student centred university of international significance open to all" and through its vision statement it aims "to become indispensable as a significant, relevant and expert partner in regional and national economic and social development".

The mission and vision both inform the University's strategic plan which is also influenced by the University's core values, which are:

- Respect for the individual, for the expression of ideas and the pursuit of knowledge;
- Educational, academic and professional integrity;
- Care for students, colleagues and customers and the anticipation of their needs and requirements;
- Organizational commitment to the pursuit of excellence and loyalty to the University as a community of learning.

Public Benefit

The principal beneficiaries of the University are its undergraduate and postgraduate students who gain from participating in the teaching and research of the University. Such engagement assists them in pursuing meaningful and rewarding careers. In this they are helped by the University's employability rate which is in excess of 94% and the second highest average graduate starting salary in Wales. These students therefore pay tax to the benefit of society as a whole and their success also benefits society through contributing towards the continued viability of the businesses which employ them.

Glyndŵr University has the second highest intake from state schools in the UK at 99.7% and the fourth highest proportion (46.6%) of students from social classes 4, 5, 6 and 7.

The University is therefore providing a suitable route for people from some of the most deprived areas in Wales to achieve meaningful and well paid careers.

Staff also benefit through engagement in the research of the University, ensuring the currency of their knowledge and enhancing their international reputations within their own specialist areas and in the academic world generally. The fruit of this research benefits society as a whole.

Beneficiaries also include students and academic staff from the University's partner institutions more widely and visiting academics from other higher education institutions.

The general public also benefits from the University's extensive range of community and outreach activities, including exhibitions, public and professional lectures and concerts and performances.

One of these high profile activities is the Wrexham Science Festival which last year attracted 8856 visitors. In addition the University has its own science discovery centre in Techniquest Glyndŵr which since it opened in 2003 has attracted in excess of half a million visitors from schools and the wider community.

Alumni of the University also have the opportunity to attend educational events at the University or use its facilities.

Glyndŵr University's fundamental role in the transformation of higher education in Wales continues. The University remains at the forefront of what the Minister for Education has described as the continuing revolution leading to the democratisation of higher education. It is one of the UK's leading widening participation universities and with its career orientated academic programmes and extensive specialist applied research it is ideally placed to meet the social and economic needs of the country as identified by the Welsh Government.

The University's work with the FE colleges is vital to realising its mission and vision. Through its existing franchise and partnership arrangements, it allows students from all parts of Mid and North Wales to have access to higher education often through the FE colleges. The University responds to the needs of employers, identifies gaps in provision and offers programmes for the benefit of the country and society as a whole.

key performance indicators (KPIs)

Background

The Board of Governors receives a report annually on the University's performance against a number of strategic reporting KPIs which were originally determined in 2006/07. In July 2010 a working group of the Board reviewed the KPIs and agreed to maintain its reporting KPIs of Academic Standing, Market Share and Financial Health, although a number of the underpinning performance indicators were revised in line with the University's strategic plan and suggested KPIs published by the Higher Education Funding Council for Wales in their 'information toolkit' for governors.

For 2010/11 the Board can report:

1. Academic Standing

National Student Satisfaction ratings showed significant improvement since 2009/10, based on a higher return rate and targeted action planning. A number of subject areas continued to show excellent scores, and planning will be progressed to ensure Strategic Plan targets are met for this key indicator. Graduate employability (now measured and reported solely on Degree students) increased from the 2009/10 reported figure, and is closer to target. Comparison with English HEIs places this measure at Amber, although Glyndŵr performance is amongst the best for Welsh HEIs. Total research income was again improved from the previous year and is well above target, despite the HEFCW reduction in PGR funding, and Research Council income is

also above target. There was further progress on staff qualifications, linked to preparations for RDAPs.

2. Market Share

Student recruitment showed a 4.9% increase from total FTE of 5,048 in 2009/10 to 5,307 in 2010/11. There were increases of 8% in full-time undergraduate and 15% in postgraduate enrolments. Significantly increased International student recruitment contributed to the overall growth in full-time numbers, which increased from 727 to 1,524, an increase of 110%. There was a reduction in part-time student FTE, although the number of enrolments increased by 1%: this is attributable to increased student enrolments onto short courses. There are concerns to be registered here in relation to recruitment to standard undergraduate part-time courses (i.e. courses of 50% intensity or more) particularly in the light of proposed changes to student funding and support from 2013/14. Targets for increased postgraduate numbers are being met. Recruitment from partner FEIs is now assessed as a KPI, and performance in 2010/11 has increased as a result of regionalization developments and closer collaborative working with FEIs: in 2010/11 there were a total of 1,593 current students who had formerly been enrolled at partner FEIs, and the figure provided here relates to progress to Glyndŵr University this year. Performance in relation to Market Share is therefore assessed as positive overall.



3. Financial Health

Annual turnover has increased to £44.3m, and there has again been a reduction in reliance on HEFCW funding as a proportion of total income from 42.2% to 38%. Radical changes to HEFCW funding for full-time provision for 2012/13 will ensure that reliance will reduce significantly. Staffing costs were reduced to 56% of total income, and Premises costs as a percentage of total income have decreased from 6.01% in 2009/10 to 5.6%: data from other institutions is not available in a directly comparable form. Overall indicators for KPIs relating to Financial Health are Green and performance is on track to meet 2014 targets.

statement of primary responsibilities

The principal responsibilities of Glyndŵr University's Board of Governors is set out in its Statement of Primary Responsibilities. These responsibilities are consistent with Glyndŵr University's Instrument and Articles of Governance.

1. To approve the mission and strategic vision of the University, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.
2. To delegate authority to the Vice-Chancellor, as Chief Executive, for the academic, corporate, financial, estate and human resource management of the University. And to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Vice-Chancellor (including Health and Safety).
3. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, appointment of auditors, and procedures for handling internal grievances and for managing conflicts of interest. The Board shall approve annual estimates of income and expenditure and shall also approve student tuition and other fees payable to the University within the overall framework for such fees that may be from time to time in force within Wales.
4. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
5. To establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors and its committees.
6. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
7. To safeguard the good name and values of the University.
8. To appoint the Vice-Chancellor as Chief Executive, and to put in place suitable arrangements for monitoring his/her performance.

9. To appoint a Clerk to the Board of Governors and to put in place suitable arrangements for monitoring his/her performance. In addition, to ensure that, if the person appointed to the post of Clerk has managerial responsibilities in the University, there is an appropriate separation in the lines of accountability.
10. To be the employing authority for all staff in the University and to be responsible for establishing a human resources strategy and a framework for the pay and conditions of other staff which draws on best practice in ensuring that equality and diversity principles underpin all policies and procedures. Through the Human Resources Committee, to review and agree the remuneration of senior postholders.
11. To be the principal financial and business authority of the University, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the University's assets, property and estate.
12. To be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the institution's name.
13. To make such provision as it thinks fit for the general welfare of students, in accordance with the University's responsibilities to ensure best practice in promoting equality and diversity, in consultation with the Academic Board.
14. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the University.
15. To ensure that the University's Instrument and Articles of Governance together with standing orders are followed at all times and that appropriate advice is available to enable this to happen.

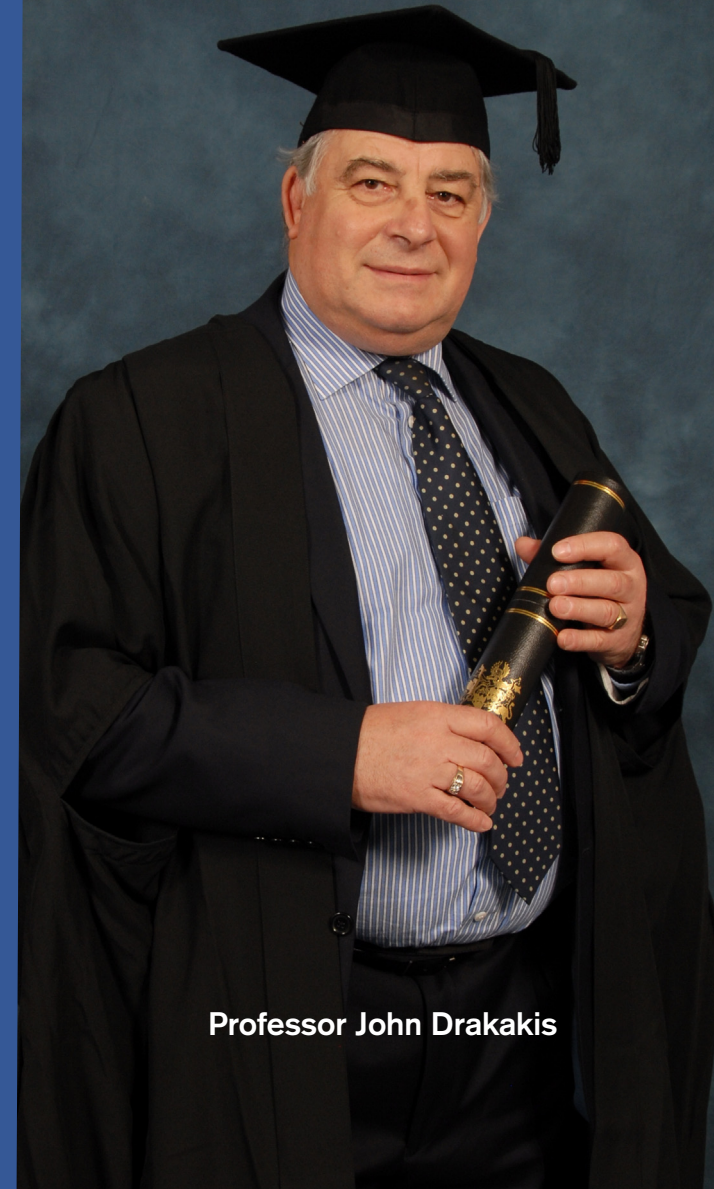
honorary fellows 2011



Sir Jon Shortridge



Dame Jocelyn Bell Burnell



Professor John Drakakis

Sir Jon Shortridge

Sir Jon Shortridge was one of the main architects and builders of devolved government in Wales.

Having obtained an MA in Philosophy, Politics and Economics from Oxford University and an MSc in Urban Design and Regional Planning from Edinburgh University, he joined the Civil Service as a social researcher in 1969 before moving to the Welsh Office in 1984.

Between 1987 and 1988 he was Private Secretary to two Secretaries of State for Wales. From 1988 to 1992 he was Head of the Welsh Office's Finance Division and was appointed Director of Economic Affairs in 1997, with responsibility for establishing the National Assembly for Wales.

In 1999 he was appointed Permanent Secretary of the Wales Office and subsequently of the Assembly. He remained the top civil servant in Wales until his retirement in 2008. In 2009 he returned to the civil service briefly as interim permanent secretary first at the Department of Innovation, Universities and Skills, and subsequently at the Department of Business, Innovation and Skills.

He continues to pursue a wide range of interests both within Wales and more widely. Amongst other things, he is chair of Community Service Volunteers, the UK's largest volunteering charity. He is a member of the UK Statistics Authority, and chairs the Audit Committee of the Parliamentary and Health Service Ombudsman. Within Wales, he chairs the Audit Panel of Cardiff County Council and is a member of the Council of Cardiff University.

He was knighted in 2002 and now lives in Shrewsbury. He is married with two children and four grandchildren. He relaxes by keeping busy.

Dame Jocelyn Bell Burnell

Dame Dr Susan Jocelyn Bell Burnell, DBE, FRS, FRAS was born in Belfast and read for a Physics degree at Glasgow University before studying for a PhD in radio astronomy at Cambridge University. During her time at Cambridge she was instrumental in the discovery of pulsars, described as the greatest astronomical discovery of the twentieth century. The importance of her work was recognised by the awarding of a Nobel Prize to her initially sceptical supervisor.

After finishing her PhD, Dr Bell Burnell worked at the Universities of Southampton, Bath, University College London and the Royal Observatory, Edinburgh. She was also a tutor, consultant, examiner and lecturer for the Open University. She was a Distinguished Visiting Professor at Princeton University in the United States and is now a Visiting Professor at Oxford University.

Her contribution to astronomy has been recognised by the award of many prizes and medals, including by learned bodies. She was awarded a CBE in 1999 and made a Dame in 2007. In 2008 she became the first female President of the Institute of Physics. She is a Fellow of the Royal Society and a Foreign Member of the US National Academy of Science.

She is in great demand as a speaker and broadcaster, and sees the public engagement with science as important. Through this she hopes to encourage more women into science.

Professor John Drakakis

John Drakakis was Professor of English Studies at the University of Stirling until his retirement in August 2011.

He was born and brought up in Cardiff. He obtained his BA and MA from the University College Cardiff and was awarded his PhD from the University of Leeds in 1988.

His academic career started in 1967 when he was appointed to a lectureship in English Studies at Trinity & All Saints' Colleges in Horsforth moving to the University of Stirling in 1970, where he taught for the next 41 years.

He is a Fellow of the English Association and of the Academia Europea. He is the general editor of the Routledge New Critical Idiom series and of the forthcoming revision of Geoffrey Bullough's Narrative and Dramatic Sources of Shakespeare. He is also the editor of *Alternative Shakespeares* (1985) and the joint editor of *Gothic Shakespeares* (2009) and has recently edited the Arden three volume Shakespeare, *The Merchant of Venice* (2011). In addition he has edited *Shakespearean Tragedy* (1992), a volume on *Tragedy* (1994) and on Shakespeare's *Antony and Cleopatra* (1994).

He has contributed essays to a number of books and journals and he is a member of the editorial boards of *Textual Practice*, *Shakespeare*, *Critical Enquiry* and *Intercultural Shakespeare*. He is a Trustee of the British Shakespeare Association and is the Chair of its Honorary Fellowships sub-committee.

He has lectured and examined widely in the UK and has given visiting lectures in the USA, Europe and the Far East.

He was an energetic and uncompromising rugby player but his greatest humiliation was spectacularly failing to tackle another Honorary Fellow of Glyndŵr University, Gerald Davies at Cardiff Arms Park in Spring 1967.

Professor Leonard Goldstein

Born in Brooklyn, New York in 1922, Professor Leonard Goldstein attended the local grade and high schools, before studying art at the University of Iowa. However he soon felt a different calling and changed to English Literature which he studied at the University of Wisconsin.

His studies were interrupted by the outbreak of the Second World War. He enlisted in the Navy but was seconded to the Marines and saw combat with them at Iwo Jima as shore fire control liaison officer.

After the war he returned to his studies and completed a BA degree at the University of Wisconsin in Madison in 1946 followed by an MA at the University of Washington in Seattle in 1947 and a PhD at Brown University in Providence, Rhode Island in 1955.

With the coming of the McCarthy repression, Professor Goldstein was regarded as being politically on the left. As a result he and his wife Marilou, whom he had married in 1947, left for the German Democratic Republic where he got a job teaching English Literature at the Karl Liebknecht Teachers' college in Potsdam. He completed a Habilitation (a kind of second PhD) at the Humboldt University in Berlin in 1967. Following the fall of the Iron Curtain and the collapse of East Germany, he returned to London where he now lives.

Malcolm Walker CBE

Malcolm Walker was born in Yorkshire in 1946. Having identified retailing as the best way to make his fortune he joined Woolworths as a trainee manager, founding Iceland as a sideline in 1970. With a starting capital of £30 and a single shop in Oswestry selling loose frozen food, the company grew and by 2000 it was a national chain with over 22,000 employees and 700 shops. Throughout that period he was Chairman and CEO of the company, overseeing 30 years of continuous sales growth.

Malcolm left Iceland in 2001, but returned as CEO in February 2005. Since then he has achieved a transformation in performance and morale, with like-for-like sales increasing by more than 50%. The Iceland group today has sales of £2.4 billion. During the last two years it has created a further 4,000 new jobs and opened 94 new shops. It is recognised as one of the 'Best Companies to Work For in the UK'.

Iceland has raised over £8.5 million for charity since 1986. This year it aims to raise at least one million pounds for Alzheimer's Research UK, and began its campaign with the Iceland Everest Expedition. This successfully reached the summit in May, with Malcolm and his son Richard climbing as far as the North Col at 23,000 ft.

He was awarded the CBE in 1994.

Malcolm has many other business interests ranging from food manufacturing and distribution to restaurants and property. Outside work, his greatest enthusiasms are for his home, garden and family, good food and wine, ski-ing, sailing and shooting.

Robert (Bob) Hill

Bob Hill was born in Birmingham and is married with two sons.

An Estates Management graduate of London University, he qualified as a Fellow of the Royal Institution of Chartered Surveyors in 1980, became Commercial Director of Milton Keynes Development Corporation in 1983, and subsequently combined the role with that of Deputy General Manager.

He joined the British Rail Property Board in 1992 as Managing Director and in 1994 became Property Director of Railtrack plc.

In 1998, Bob left to establish his own property consultancy, Peerless Hill Partnership. Since then, the Partnership's clients have included VT Group, Oxford City Council, Railcare Ltd, P&O Developments Ltd and the Homes and Communities Agency. He is also the Property Advisor to Historic Royal Palaces.

Being the son of a teacher, the brother of a teacher and the husband of a teacher, it was perhaps inevitable that Bob showed interest in education. He has served on a school board, and became Vice-Chairman of Milton Keynes College of Further Education. He was an external examiner for Nottingham Trent University and the London South Bank Polytechnic.

Bob was on the Board of De Montfort University for nine years and had a similar term of extended tenure at Glyndŵr University where he eventually became Vice-Chairman of the Board.

He has also been involved with his local community – the Milton Keynes Theatre Company, Buckinghamshire Health Authority, Milton Keynes Community Foundation, Milton Keynes Parks Trust – and is still a member of the Powell Foundation - a charity helping the aged and those with disabilities.

honorary fellows 2011



Professor Leonard Goldstein



Malcolm Walker CBE



Robert (Bob) Hill

board of governors



Michael Cant (Chair)

BArch MBA MIOd MRICS

Appointed December 2007

Chair of the Board from July 2010

Michael was born in Zimbabwe and trained as an architect at University of Cape Town.

He managed a Southern African property portfolio for one of the continent's largest industrial conglomerates before completing an MBA at Witwatersrand University.

Moving to the UK in 1982, he worked with Dunlop handling a global property portfolio and qualified as a chartered surveyor.

He then held senior posts taking charge of infrastructure services for a range of

commercial and leisure organisations before becoming one of the founding fathers of the facilities management (FM) profession in the UK.

Michael started Larch Consulting in 1995 and as Director of Consulting has led infrastructure strategy programmes for a wide range of household-name organisations including over 25 universities and colleges.

He has been an external examiner for the FM Masters degree at the College of Estate Management, Reading, has just completed a term as the chair of Action FM and is Vice-Chair of the RICS FM Faculty Group.



Derek Griffin (Vice-Chair)

Appointed April 2009

(Vice-Chair from March 2011)

Until his retirement in 2010 Derek Griffin was Chief Executive of Children and Family Court Advisory and Support Services in Wales (CAFCASS Cymru) and a senior civil servant with the Welsh Government.

He was responsible for the effective delivery of services provided by the CAFCASS Cymru. He was appointed Chief Executive in April 2008.

Prior to that post he was Regional Director for North Wales, Department for Health and Social Services, Welsh Government, with day-to-day oversight of 10 NHS organisations with HQs in North Wales.

Before joining the Welsh Government in 2003, he held a range of posts within local government, including Chief Executive of Wrexham County Borough Council from 1995 to 2003, and Group Director at the City of Liverpool Council between 1992 and 1995.

As the Director of Economic Development of Clwyd County Council he was involved in the attraction of new companies to the county, the development of several enterprise companies of which he was a non-Executive Director, and development of the economic infrastructure.

He has a first degree in Industrial Engineering and Management, and a Masters degree in Environmental Planning and Design. He is a Fellow of Glyndŵr University.



Colette Bleakley

Appointed October 2010

Recently retired, Colette has over 30 years of experience in education and professional development. She has an honours degree in education and a masters degree in special educational needs. Having started her career as a secondary school teacher, Colette moved into higher education, lecturing on postgraduate professional development programmes and mentoring student teachers. She worked at the North East Wales Institute from 1996 to 2008 specialising in the management of staff and educational development, pedagogical research and human resource strategy.

During her career Colette contributed to numerous Wales and UK wide committees including the SKILL Wales Executive Committee, RSC Executive Committee, Leadership Foundation for Higher Education (LFHE) Organisation Development Group, and the Higher Education Academy CPD Pilot Group. Colette was awarded a LFHE Fellowship in 2006.

Invited to be a member of the Higher Education Academy Change Academy team in 2004, she worked with universities across the UK on a variety of strategic projects and retired from this in 2008. She actively promoted the interface between research, scholarship, curriculum design and pedagogical effectiveness. Colette has also had published a large number of journal articles and guidance books on strategic approaches to professional development, leadership and learning.



Mervyn Cousins

MMus, BMus, PGCE

Appointed April 2010

Mervyn Cousins was a pupil and Cathedral Chorister at the Minster School, Southwell, in Nottinghamshire and then read Music (BMus and MMus) at the Royal Holloway College, University of London, where he was Organ Scholar. He was a prizewinner both at University and at the Royal College of Organists examinations.

After teaching posts in London, and organ-playing appointments at St Bride's Church, Fleet Street and St James', Sussex Gardens, Mervyn was appointed as Assistant Director of Music at St Edmundsbury Cathedral in

1987. He became Director of Music there in 1993 and was also Chorus Master of the Bury St Edmunds Festival Chorus. Mervyn was Director of Music at the Metropolitan Cathedral from 1997 until the summer of 2003, and was also Organist to the University of Liverpool during this time.

Mervyn has played, directed choirs and given solo concerts in many countries, as well as adjudicating at festivals in Europe. He began working at the world-renowned Llangollen International Musical Eisteddfod in September 2003, as its Music Director, and he was then its Chief Executive from 2009 to 2011.

Mervyn now combines several freelance-based projects, including music examining and choral direction at home and abroad, as well as educational workshops with children and adults throughout the world.

He has recently returned from engagements in China, and during 2011 to 2012 will be part of Mid Wales Opera's touring initiative to present Benjamin Britten's community opera *Noye's Fludde* in six venues covering the length and breadth of Wales.

board of governors



Adam Fuller

Appointed July 2011 as a Student Governor

Adam Fuller was born and bred in Wrexham and studied for a BA (Hons) in Business Management at Glyndŵr University. He completed his degree in 2011 and was elected Student Guild president for the academic year 2011-12.

Adam is a keen follower of football, in particular Tottenham Hotspur FC, while other sporting interests include tennis, bowling and hockey. Adam aims to ensure the student voice is stronger than ever at Glyndŵr University.



Julia Grime

LLB ACA

Appointed April 2010

Julia Grime was born and bred in the North West of England. Having obtained a Law degree at the University of Manchester, she became a Chartered Accountant and worked in commercial practice firstly for Ernst & Young, latterly for Grant Thornton.

After 11 years of this, she decided to pursue a career change and moved into Arts administration to follow a life-long passion for theatre and the visual arts.

She is currently the General Manager of Clwyd Theatr Cymru, a world-class producing theatre and arts centre in North East Wales.

She has served on the boards of various arts organisations, most notably as a founder trustee of The Plaza, a community cinema in North Merseyside.



Brian Heath

BSc MSc, MASI, FRSPH

Appointed December 2007

Elected co-opted teaching staff member

Brian Heath is Principal Lecturer at Glyndŵr University in Occupational and Public Health and is a Fellow of the Royal Society of Public Health for whom he is also a registered tutor and examiner.

Having taken a first degree in Construction Economics and qualifying as a Chartered Quantity Surveyor, Brian has worked extensively in the construction industry and has consulted in a range of other industries including Aerospace, Petrochemical, Pharmaceutical, Process Manufacturing, Healthcare and Engineering.

He also has extensive experience in Project Management system development and personnel development. In addition, he has delivered risk management training programmes in a range of industrial settings in the UK, America and Australia and is a registered tutor for IOSH, NEBOSH, RSH and CIEH.

Brian also undertakes training and development seminars internationally.

Brian is Chairman of the Health and Safety Development Group and through this contributes to discussions with the Health and Safety Executive on the development of health and safety legislation in the UK.



Pam Hope

BSc, DipN, PGCDE, RGN, RNT

Appointed December 2007

University Senate elected teaching staff member.

Following almost twenty years in the NHS as a qualified nurse and manager and then having acquired appropriate teaching qualifications, Pam joined Glyndŵr University's predecessor NEWI in 1995/6.

Since joining as a nurse teacher, Pam has held the position of programme leader for the pre-registration Nursing programme and is now the Subject Leader for Nursing in the University Institute for Health, Medical Sciences and Society.

Pam is a member of the Nursing and Midwifery Council and the Royal College of Nursing UK.



David Howard

BSc (Hons), ACII

Appointed April 2010

David Howard spent his early years in Chester, before his family moved to Italy where he was educated in St. George's School in Rome developing both French and Italian language skills. He studied Economics at Loughborough University and then entered the Lloyd's International Insurance Market becoming a chartered insurance broker in 1974.

David was elected a Member of Lloyd's in 1980 before founding LPH Group plc. This in turn gave rise to the establishment of Lloyd's Broking and Underwriting Firm Lothbury Group, which currently has offices in both London and Chester.

board of governors

David has resided in the Vale of Clwyd in North Wales for many years and farmed since the early 1980s in both organic and non organic in Denbighshire and Flintshire. David also serves as Council Member of the Country Land and Rural Business Association. He is a member of the Confederation of British Industry in North Wales and serves on Glyndŵr University's Audit Committee.



John Kenworthy

Appointed June 2009

John Kenworthy was born in Grimthorpe, Barnsley, in 1950. He was educated at St Wilfred's RC High School in Featherstone and Christ's College, Liverpool, and went on to teach at a number of Catholic high schools in the north of England.

He became Headteacher at St Joseph's RC High School in Wrexham in 1997. Under his leadership St Joseph's has achieved consistently high GCSE passes and has been recognised as one of the most consistently successful faith schools in Wales.

John himself was nominated for the RAF Award for Headteacher of the Year in a Welsh Secondary School in 2005. John has provided leadership and drive in creating the new St Joseph's Catholic and Anglican High School, the first joint Catholic and Anglican high school in Wales, which opened in its new state-of-the-art premises in 2006.

He worked tirelessly to bring together the churches, the LEA, the Welsh Government in this ground-breaking project and brought his school community through a very challenging period which involved moving school premises twice in two years!

John Kenworthy is also an author; his acclaimed novel for children set during the miners' strike is called 'Running Riot' and was published in the 1980s. John's other interests include supporting Barnsley FC, travel, reading, sport and writing.

John is an Honorary Fellow of Glyndŵr University.



Bruce Roberts

BSc BA FCA

Appointed 2009

Bruce Roberts was born and educated in Wrexham. After completing degrees in Physics and Philosophy he trained as a Chartered Accountant. He worked as an Audit Manager for a number of years before starting his own accountancy practice in 1997.

Bruce has served the local community for many years as a Community Councillor and as a school governor.

Bruce served as a co-opted member of the Board's Audit Committee prior to being appointed as an independent member of the Board.



Vincent Ryan

LLB

Appointed May 2011

Vincent Ryan was born and educated in Wrexham. Having achieved a law degree at University of Wales, Cardiff he joined Allington Hughes Solicitors as a trainee in 1981 and was admitted as a Solicitor in 1984. He rose to Partner with Allington Hughes by 1988 and remained there until 2009 specialising in a number of areas including; employment law, criminal law, disability rights, personal injury, commercial contracts and civil litigation.

During his time at Allington Hughes he worked part time as an employment judge (2002 – 2009). He is a member of the Employment

Lawyers Association and trustee of a number of voluntary organisations and private trusts including chairman of trustees of the Charles Lloyd Foundation and the Wrexham Diocesan Child Protection Management Committee.

In 2009 Vincent was appointed as a salaried Employment Judge of the Employment Tribunals (England and Wales) assigned to the Manchester and Liverpool Region.



Professor Michael Scott

BA MA PhD FRSA FHEA DL

Professor Michael Scott was educated at the University of Wales, Lampeter and Nottingham University and gained his PhD from De Montfort University.

He is a distinguished literary scholar having written numerous books and articles and edited two major series, most notably the influential Text and Performance series. Among his books are Renaissance Drama and a Modern Audience, Shakespeare and the Modern Dramatist and John Marston's Plays: Theme, Structure and Performance.

He has spent over thirty five years in the higher education sector devoted to social

inclusion and the opening up of universities to the community. He was previously Pro Vice-Chancellor of De Montfort University, Leicester, and before that Professor of English and Head of the School of Humanities at Sunderland Polytechnic.

For fourteen years he was Visiting Professor of English at Georgetown University, Washington DC which honoured him with the Bicentennial Award for Distinguished Teaching and Scholarship in 1989. He was a Visiting Fellow at Harris Manchester, Oxford during 2010-2011.

Since his appointment to Wrexham in 2001, Professor Scott has led the team that has created Glyndŵr University. He has linked Glyndŵr University with universities in China, India, Japan, Malaysia, Russia and across Europe. In Wales, Glyndŵr University has expanded across the North East of Wales.

In 2011 under his leadership Glyndŵr University opened a Glyndŵr University campus in London taking into the University, the London School of Management and Science, and also acquired the Glyndŵr University Racecourse Stadium in Wrexham for the benefit of the University's students and the community whilst ensuring also a home ground for Wrexham AFC.

board of governors

Michael Scott was appointed Deputy Lieutenant of the County of Clwyd in 2009. He is married with two daughters and two grandchildren, Sam and Amy.



Professor Peter Toyne

CBE DL

Appointed February 2008

Professor Peter Toyne was appointed to the post of Vice Chancellor and Chief Executive of Liverpool Polytechnic in 1986 leading it to become Liverpool John Moores University (LJMU), one of the largest HEIs in the UK. This was the culmination of a successful career in HE both as an academic and as a senior manager at a wide range of HEIs across the UK.

He was appointed to a number of senior public appointments involved in Higher Education, including Chair of CNAA Committee on Access and Qualifications, and Chair of CVCP Environmental Committee.

He retired from LJMU in 2000 but has continued to make a major contribution to public life. His many subsequent senior appointments include: High Sheriff of Merseyside; Chair, Liverpool Capital of Culture Bid; Chair, Royal Liverpool Philharmonic Orchestra; National Chairman, Friends of Cathedral Music; Member of National Probations Service Merseyside Area Board; Chair, Woodlands Hospice Appeal; and member of the Everyman Theatre Board.

Reflecting his academic interests, Professor Toyne has also published a wide range of books and articles in learned journals on various topics in human geography, mainly on environmental matters together with three major government reports including Environmental Responsibility in Further and Higher Education (1993); Taking the Environment Agenda Forward (1996).

Professor Toyne was awarded a CBE in 2009.



Ian Williams

Appointed September 2009

Ian Williams is a strategic change manager within the Welsh Government.

Ian joined the Welsh Government as Director of International Business Wales (IBW) in 2006 with responsibility for managing all inward investment into Wales, as well as encouraging Welsh firms to improve their competitiveness by internationalising their businesses.

Ian became Director North Wales (leading economic development in the region) in 2008 and had pan-Wales accountability for the enterprise function (supporting growing businesses and entrepreneurs).

Ian is originally from Bethesda in North Wales and is a fluent Welsh speaker.

He has 20 years' experience as an oil company executive with Shell International. Prior to joining Shell he spent some time as a pop singer and a television presenter in Wales.

Ian is married to Nest Williams, a television journalist with BBC Wales.

corporate governance

Glyndŵr University, like other public bodies, has a duty to conduct affairs in a responsible and transparent way, and to take into account the requirements of funding bodies, the standards in public life enunciated by the Nolan Committee, the Combined Code and recommendations arising from the Dearing Inquiry into Higher Education.

Throughout the year ended 31 July 2011, the University has been in compliance with all the Code provisions set out in the Combined Code insofar as they relate to Universities.

The University's corporate governance arrangements have been established in such a way as to conform with these duties, and, where appropriate, are also informed by the guidance on good practice in university governance offered by the Committee of University Chairmen most recently issued in March 2009. This incorporates a Governance Code of Practice.

In respect of the year ended 31 July 2011, the Board of Governors can report that there was no element of this Code with which the University's practice was not consistent. A review of a corporate governance matter which was raised in the year ended 31st July 2010 was concluded and assurance on the governance arrangements at Glyndwr University was provided.

The Board of Governors has adopted a statement of primary responsibilities, which is published on the University's governance website. This statement sets out the Board's responsibilities in respect of the proper conduct of public business, strategic planning, monitoring effectiveness and performance, finance, audit, estate management, human resource management, equality and diversity, student welfare, health and safety and the appointment of the University Officers.

The Board has the following committees: an Audit Committee; Finance and General Purposes Committee; Human Resources Committee; and a Nominations Committee. The Board, on the recommendation of the Nominations Committee, appoints all members of the Board who sit on these committees. The Board also appoints external members co-opted to Board Committees. A Register of Interests is maintained and declarations of any conflicts of interest are made at the start of each Committee and Board meeting. The Audit Committee and the main Board conduct

annual effectiveness reviews. All sub committees review and reflect on their work and provide an annual report to the Board of Governors.

As the governing body of the Glyndŵr University, we have responsibility for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, while safeguarding the public and other funds and assets for which we are responsible, in accordance with the responsibilities assigned to the governing body in the instrument and articles and the Financial Memorandum with HEFCW.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness against material misstatement or loss.

A strategic risk register has been in place all year up to 31 July 2011 designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. Risk management and control processes have been in place throughout the period and risk review is embedded within the management culture and applied to the risks on the register and to all new initiatives identified during the year. These processes have been applied up to the date of approval of the financial statements and accords with HEFCW guidance.

As the governing body, we have responsibility for reviewing the effectiveness of the system of internal control. The following processes have been established:

- We meet at regular intervals to consider the plans and strategic direction of the University.
- We receive periodic reports from the Chair of the Audit Committee concerning internal control and we require regular reports from managers on the steps they are taking to manage risks in their areas of responsibility, including progress reports on key projects and issues.
- We have requested the Audit Committee to provide oversight of the University's management of risks.

- The Audit Committee receives regular reports from the independent internal audit provider, RSM Tenon, which include the internal audit's independent opinion on the adequacy and effectiveness of the University's system of internal control, together with recommendations for improvement.
- A programme of facilitated workshops is held for Governors, senior and other managers to identify and keep up to date the key issues and risks for the University, including the anticipation and appropriate response to risks emerging/associated with changing social, environmental and legislation requirements.
- The University-wide risk register is maintained and a system of reporting on risk management has been agreed by the Board and Audit Committee. This involves a range of formal reports received during the year.
- A risk prioritisation methodology based on risk ranking has been established and is regularly reviewed.
- Each risk is assigned to a relevant director who reports regularly to the Group Executive on the actions taken.
- At the end of the year the Chair of the Audit Committee formally reports to the full Board on the Committee's activities during the year in accordance with relevant guidance. This report includes an assessment of the effectiveness of the Internal Control System (including risk management) during the year.

Our review of the effectiveness of the system of internal control is informed by internal audit, which operates to standards defined in the HEFCW Audit Code of Practice.

The key risks for Glyndŵr University arise from the potential failure to: 1. ensure its financial sustainability; 2. enhance the student experience; and 3. continue to build its research excellence in support of the regional economy. The University has managed its budgets well, reliance on HEFCW funding has reduced to 38.2% for 2010/11 and the benchmark surplus requirement for 2010/11 has been achieved yet again. The student experience is also critical to the continued success of the

University and the results of the national student satisfaction survey showed an increase in student satisfaction of 5% on the previous year. In addition the University recruited above its target numbers for 2010/11. The University believes its research capability is such that it can demonstrate that it meets the necessary criteria to provide public confidence in its ability to award its own research degrees and therefore intends to submit its application for RDAPs to the Privy Council in autumn 2011. These risks are of sufficient concern to be the subject of regular review at meetings of both the Executive Group and the Audit Committee who report to the Board of Governors.

Our review of the effectiveness of the system of internal control is also informed by the work of the executive directors within the University, who have responsibility for the development and maintenance of the internal control framework and by comments made by the external auditors in their management letter and other reports from external bodies such as the Wales Audit Office.

There were no significant issues arising during 2010/11 in respect of Corporate Governance.

financial statements

Glyndŵr University
Consolidated income and expenditure account for the year ended 31 July 2011

	2011	2010
	£000	£000
Income		
Funding body grants	16,966	18,128
Tuition fees and education contracts	17,624	16,168
Research grants and contracts	2,469	2,323
Other income	7,272	6,872
Endowment and investment income	35	17
Total income	44,366	43,508
Expenditure		
Staff costs	24,779	24,765
Exceptional restructuring costs	631	634
	<u>25,410</u>	<u>25,399</u>
Other operating expenses	15,625	15,047
Exceptional reversal of impairment	(240)	(630)
Exceptional impairment of goodwill	-	513
	<u>15,385</u>	<u>14,930</u>
Depreciation	1,944	1,342
Interest and other finance costs	333	671
Total expenditure	43,072	42,342
Surplus after depreciation of tangible fixed assets at valuation and before tax	1,294	1,166
Taxation	-	-
Surplus for the year retained within general reserves	1,294	1,166

The income and expenditure account is in respect of continuing activities.

Glyndŵr University
Balance Sheets as at 31 July 2011

	Consolidated 2011 £000	University 2011 £000	Consolidated 2010 £000	University 2010 £000
Fixed assets				
Intangible assets	-	-	69	69
Tangible assets	51,703	50,955	48,222	47,407
Investments	-	2,800	-	2,800
Total fixed assets	51,703	53,755	48,291	50,276
Endowment Assets	18	18	17	17
Current assets				
Stocks	86	79	1,042	54
Debtors	5,796	5,242	3,782	3,260
Investments	3,860	3,860	4,012	4,012
Cash at bank and in hand	3,405	3,117	3,798	3,145
Total current assets	13,147	12,298	12,634	10,471
Less: Creditors amounts falling due within one year	(9,399)	(8,323)	(9,193)	(7,849)
Net current assets	3,748	3,975	3,441	2,622
Total assets less current liabilities	55,469	57,748	51,749	52,915
Less: Creditors - amounts falling due after more than one year	(1,039)	(2,392)	(1,060)	(2,243)
Less: Provisions for liabilities	(2,833)	(2,781)	(2,862)	(2,862)
Net assets excluding pension liability	51,597	52,575	47,827	47,810
Net pension liability	(11,497)	(11,497)	(10,375)	(10,375)
NET ASSETS INCLUDING PENSION LIABILITY	40,100	41,078	37,452	37,435
Deferred capital grants	10,456	10,015	8,254	7,729
Endowment funds				
Expendable	-	-	-	-
Permanent	18	18	17	17
Total endowments	18	18	17	17
RESERVES				
Income and expenditure account excluding pension reserve	19,612	21,297	17,594	18,375
Pension reserve	(11,497)	(11,497)	(10,375)	(10,375)
Income and expenditure account including pension reserve	8,115	9,800	7,219	8,000
Specific reserve	200	200	200	200
Revaluation reserve	21,311	21,045	21,762	21,489
Total reserves	29,626	31,045	29,181	29,689
TOTAL FUNDS	40,100	41,078	37,452	37,435