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review 2004

NAPIER UNIVERSITY
EDINBURGH

Welcome to Napier University's 2004 Annual Review. We've reached the end of an eventful year that saw major change for all of us here at Napier, with the opening of our redeveloped Craiglockhart Campus. This year also saw the launch of our new strategic plan which is our roadmap for the next four years. Join us at the start of the next phase of our journey to see what we've achieved so far and get a taste of what we have planned for the future.

welcome

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creating our future

At the end of another busy and eventful year, it's good to look back at the achievements of the preceding 12 months – to recognise and praise the dedication, skills and hard work at Napier that have gone into developing and delivering accessible and flexible higher education to Scotland, the UK and the international community.

I think it's even more valuable to look to the future and to consider how we will continue to be responsive to the changing needs of our students and the evolving demands of business and industry. Building on the strategic review which began in 2003, this year saw the development of Napier's strategic plan for 2004–08 which establishes our key strategic objectives and values. It also articulates our vision – that by 2010 we will be widely regarded as the best modern university in Scotland.

Some may regard this as a challenging proposition, but here at Napier we welcome that challenge and I am confident that by focusing on our strategic objectives and living our values, we will continue to raise the bar so that individually and together we are able to achieve more than we ever

thought possible. One of our key values is to be customer-focused and responsive in everything that we do. This means listening to our customers – students, partners, employers, local communities – and meeting their needs in accessible, flexible and creative ways. A good example of Napier's customer focus in action is our recent work to improve our enquiry response times – a year ago it took us three to five days on average to respond to enquiries, now up to 90 per cent of enquirers receive a response within 24 hours.

Customer focus means ensuring that we deliver the confident graduates that business and industry need to sustain and grow both the Scottish and UK economies. To that end we will continue to review and develop our academic portfolio at all levels, whether for full-time undergraduate students or mature learners looking to further their careers with a part-time, postgraduate or short course. We will do this through innovation in course review and development, including creative collaborations across disciplines and with external organisations, such as our new postgraduate nursing courses (see page 8 for more details).



Developing and growing our international activities continues to be a key strategic priority. Napier is becoming not just a university with a lot of international students, but a truly international university. One of the most exciting developments of 2004 was the start of a partnership process that will explore the feasibility of joint Napier campuses in China, in both Shanghai and Henan Province.

Realising our vision will be a continuous process of improvement and innovation driven by our commitment to excellence in our teaching and learning and effective resource management – an exciting and challenging journey lies ahead!

I hope you enjoy this year's review of our progress to date and look forward to showing you our next steps towards the realisation of our vision in our next issue.

A handwritten signature in black ink that reads "Joan Stringer". The signature is written in a cursive, flowing style.

Professor Joan K Stringer CBE
Principal & Vice-Chancellor

napier in the news...

Napier has been in the news throughout 2004, filling column inches and radio waves, as well as appearing online throughout Scotland and beyond.

At the start of the year media interest was generated when Napier teamed up with international charity Earthwatch to help prevent the destruction of one of the world's most important habitats. Haingo Ramiarinjanahary is an expert in the ecology of the small mammals of Madagascar and works for the Institute for the Conservation of Tropical Environment in Antananarivo, the capital city. She won a competition organised by the University and Earthwatch, that will enable her to study Napier's two-year MSc in Wildlife Biology & Conservation over the internet and equip her with the additional skills and expertise to become a leader in Madagascan conservation science.

Spring brought extensive local coverage when Napier did its bit to help provide a better future for ex-offenders through the Think Again

initiative. A joint partnership between the University and Apex Scotland, an organisation aimed at helping ex-offenders back into employment, Think Again saw the University starting a 10-week programme aimed at helping the personal development of ex-offenders, improving their learning skills and encouraging them to consider their options for the future, including study at college or university.

In autumn, a study by our Employment Research Institute revealed that 63 per cent of nurses and midwives work more than their contracted hours, gaining extensive coverage in Scotland and England.

The work of the International Centre for Teledemocracy attracted international press in November when Percy Mockler, Minister of

Intergovernmental Affairs & International Relations and the President of Service New Brunswick, Jacques Dubé, visited Napier to see how the centre's e-petitioning system had been put into practice by the Scottish Parliament – and how it could be adapted for Canada.

December brought media coverage in newspapers, websites and TV channels across the UK – as well as great excitement for Napier staff and students – when Tony Blair visited Craiglockhart Campus, accompanied by the First Minister, Jack McConnell, and Secretary of State for Scotland, Alistair Darling (pictured right). Met by our Principal & Vice-Chancellor and the Dean of the Business School, the Prime Minister gave a keynote speech to an assembled audience of representatives from Scottish business and industry, dubbed 'the Napier egg speech' in the next day's Herald!





a special day

Graduations are a special and memorable experience and this year's ceremonies were no exception. As well as celebrating our student success, (1) a variety of distinguished members from the community – including a politician, an academic, an entrepreneur and an architect were presented with honorary awards.

On Thursday 15 July, honorary degrees were presented to notable engineer Professor Joseph Helszajn,

transport expert Professor Malcolm Buchanan and nursing education expert Professor Alison Tierney.

Professor Malcolm Buchanan (5) *Honorary Doctor of Engineering*

Educated at Reading School and Cambridge University, Professor Buchanan spent five years in the Royal Engineers before deciding to

pursue a career in transport. After five years at Greater London Council working on roads, buses and rail, Malcolm transferred to consultancy. His company, Colin Buchanan & Partners, works on a variety of transport and planning projects and has recruited a steady stream of graduates from Napier who now work worldwide. Malcolm has been Chair of the Transport Research Institute at Napier since its foundation.

Professor Joseph Helszajn OBE (6)
Honorary Doctor of Engineering

Professor Helszajn is an international authority on microwave circuits and devices. Born in Belgium in 1934, he moved to England in 1946, moving to Scotland in 1970 to join Microwave Electronic Systems. In 1971 he joined Heriot-Watt University where he was instrumental in laying the foundation of what is now its microwave laboratory. Professor Helszajn is the recipient of the 1995 Institution of Electrical Engineers JJ Thomson Medal and was awarded an OBE in 1997.

Professor Alison Tierney CBE (3)
Honorary Doctor of Nursing

Professor Tierney's contribution to the strategic development of research in nursing, both nationally and internationally, was recognised with a CBE in 1992. Later that year, she left the University of Edinburgh after 25 years – her final position being Professor of Nursing Research and Head of the Department of Nursing Studies. She then took up two part-time appointments – Chair in the Department of Clinical Nursing at the University of Adelaide in South Australia and Editor-in-Chief of the *Journal of Advanced Nursing*.

Tam Dalyell, MP for Linlithgow and Robert Wiseman, Managing Director of Wiseman Dairies, also received honorary degrees from Napier on Friday 16 July.

Tam Dalyell MP (2)
Honorary Doctor of the University

A Cambridge University graduate, Tam Dalyell trained as a teacher in Edinburgh before taking his first post at Bo'ness Academy. In 1961 he was seconded as Deputy Director of Studies to the school ship SS Dunera. He joined the Labour Party in 1956 and became the MP for West Lothian (later to become Linlithgow) in 1962 – a position he has easily held ever since.

He has been Father of the House of Commons since 2001, however, earlier this year Tam announced that he intends to stand down at the next General Election.

Robert Wiseman (8)
Honorary Doctor of Business Administration

Robert Wiseman joined Robert Wiseman Dairies in the 1970s and was appointed Managing Director in 1985. He has since become one of the key contributors to the UK dairy industry. He plays a very active role in the Scottish food and drink industry as well as the Scottish business community. Last year Robert received the Entrepreneur of the Year Award for Scotland and the Entrepreneur of the Year Award for the United Kingdom.

Our November graduation ceremonies saw Benedetta Tagliabue – the architect responsible for completing her late husband's vision for the Scottish Parliament building and

Napier's former head of Music Anna Butterworth being awarded with an Honorary Doctor of Arts and an Honorary Fellowship respectively.

Benedetta Tagliabue (4)
Honorary Doctor of Arts

Born in Milan in 1964, Benedetta studied architecture at the University of Venice and concluded her studies in New York. In 1990, she moved to Barcelona and joined Enric Miralles' Studio EMBT Architects Associates a year later. She continues to write for architectural magazines and has been actively involved as a visiting professor to the world renowned Architectural Association in London, and schools of architecture in Barcelona, Frankfurt, Shanghai, Venezuela and Rotterdam.

Anna Butterworth (7)
Honorary Fellowship

Anna taught music at Napier for 36 years and during her career she has had two books published which are now used in universities and conservatories throughout the world. She played a large part in setting up and maintaining the University's artists-in-residence scheme, welcoming the Edinburgh Quartet, Kenneth Dempster and Eddie Severn to Napier. Her efforts ensured that the University was able to strengthen its growing reputation as a forward-looking and distinctive institution.



faculty highlights

Faculty of Arts & Social Science

High flyers

The Faculty of Arts & Social Science continues to produce high achieving and award-winning students.

A sample of this year's success stories includes: Fabien Greenberg's (pictured left) short film *Propheties du Passe*, selected to compete at the Cannes Film Festival; Benjamin Kracun, whose short film *Return* was in competition at the Edinburgh International Film Festival; six design students who between them scooped £18,500 worth of prize money in the prestigious RSA (Royal Society for the Encouragement of Arts, Manufactures and Commerce) Design Directions 2004 awards; and four film students who swept the boards at the annual Scottish Students on Screen awards, walking away with six of the 10 awards.

Nurturing new talent

Budding rock stars and junior jazz musicians were given the chance to brush up their skills at the Ian Tomlin School of Music this year. In July, the week-long rock school followed on the success of last year's inaugural event when 25 students, aged 14–17, were given the opportunity to meet other talented musicians and receive instruction from some of Scotland's best tutors. The school culminated in a concert for family and friends, with a certificate and souvenir CD for all participants. The popular Saturday Jazz School kicked off in mid-October and offered students aged 12 and above the chance to improve their improvisation skills and learn more about the structure and performance of jazz music.

Innovation in courses

Close collaboration with business and a flexible approach to course delivery helps to keep Napier's courses responsive to the needs of industry and makes for a stimulating and creative learning experience – the

Faculty of Arts & Social Science is no exception. This year saw the launch of a new MA in Screen Project Development, with an online version in the pipeline; a two-week intensive film scoring course, delivered by Emmy-award winning composer Hummie Mann; a screenwriting course which forms part of an integrated approach to basic skills provision for the audio-visual industries; and a new MSc in International Communications, developed in partnership with the University of Southern Queensland and delivered entirely online.

A new start

As part of Napier's wider access programme, design staff ran art classes this summer for budding artists in Craigmillar – a traditionally disadvantaged area of Edinburgh – culminating in a public show. For some, this was a new hobby, for others a foot on the ladder to higher qualifications. Artistic talents were discovered and, with help putting portfolios together, two students were accepted into art college.

Faculty of Engineering & Computing

Partnerships with business

Links with business continue to be strengthened and developed in the Faculty of Engineering & Computing. This year, the School of Computing achieved a hat trick – a record-breaking third award and a certificate for excellence for its Knowledge Transfer Partnerships. Napier's award-winning partnership was with Cànan Ltd, an innovative company based on the Isle of Skye, developing an online platform for the delivery of minority language e-learning materials, and helping to establish a multimedia department within Cànan. This partnership also instigated a new research area within the school and has resulted in the study of a PhD entitled Enhanced Reusable Pronunciation Software Components for Minority Languages.

Excellent achievements

David Llamas, a BSc (Hons) Software Technology graduate from Barcelona (pictured right), scooped the Scotland Young Software Engineer of the Year 2004 award and a £1,000 prize for his research into detecting hidden communications that terrorists could send to each other over the internet. James Gillespie meanwhile, a recent BEng Software Engineering graduate, was not only a School of Computing medal winner, but also a finalist in the Scotland Young Software Engineer of 2003 and then a finalist in the Knowledge Transfer Partnership's Business Leader of Tomorrow awards 2004. Julian Aitken-Smith combined a professional

dance career with studying for an MSc in Multimedia & Interactive Systems and won the class medal and the highest-ever mark awarded for a dissertation. Finally, recent graduate Ross Phillip became one of the first employees of UserVision, a usability and accessibility consultancy, and played a key role in the company becoming Scotland's Small Business of the Year in the Parcellforce Worldwide Small Business Awards.

The perfect host

Hosting high-profile conferences is becoming one of the many results of Napier's growing profile and reputation worldwide. In August 2004, delegates from around the world gathered in Edinburgh for a meeting of Working Group 18 of the International Council for Research and Innovation in Building and Construction, which specialises in timber structures. The conference was organised by Napier's Centre for Timber Engineering.

In September 2005, Napier will host HCI2005: The Bigger Picture, which is the annual conference of the British Human Computer Interaction (HCI) Group, part of the British Computer Society and one of the largest annual HCI conferences in Europe.

Faculty of Health & Life Sciences

Sporting highs

It's been a busy year for our Sport & Exercise students, two of whom were headed to Athens in the summer: Sarah Clark to compete in judo at the Olympics and Stephen

Payton to compete in the 100m, 200m and 400m sprints at the Paralympics. Stephen added to his medals from the 1996 and 2000 games with a bronze medal in the 400m but Sarah was sadly knocked out in her first match, beaten by the eventual silver-medal winner. After 18 months as a regular member of the Scotland Ladies Football team, and winner of the Scottish Ladies Premier League with Hibernian LFC last season, Julia Ralph (photo on page 10) graduated in July and has now headed to the United States on a soccer scholarship to Fairleigh Dickinson University in New Jersey. And earlier in the year, fourth year student Stuart McClymont was named Researcher of the Year by sportscotland and the East of Scotland Institute of Sport for his study into how cricketers can throw the perfect wicket-busting ball.

Advances in nursing

Responding to the needs of our students and potential students, a new series of flexible distance learning postgraduate courses have been developed, which are designed to relieve pressure on nurses struggling to upgrade their skills while juggling work and a home life. The courses are designed especially for healthcare professionals and are delivered in partnership with other agencies including Lothian Health NHS Board and Marie Curie Cancer Care (Scotland). Short courses also provide a key learning resource for health professionals and in August the School of Acute & Continuing Care Nursing ran several classes to help health and care professionals identify and deal with the problem of abuse of the elderly.





Stress relief

Researchers in the School of Acute & Continuing Care Nursing have been awarded a £15,000 grant from the Scottish Executive's Chief Scientist Office to study the use of blended essential oils in reducing the stress of waiting for the results of important medical tests. It is believed that reducing stress in patients helps to better prepare them for surgery and can shorten healing and time spent in hospital.

Staff development

Dr Morag Gray, Head of Curriculum Development and Senior Teaching Fellow within the faculty was promoted to a professorship, in recognition of her research and scholarly activity in the field of nursing and nursing education. Over recent years Morag has published a book on women's health, prepared another on men's health and has published widely in peer-reviewed journals. She is a member of the Sigma Theta Tau International, Honor Society of Nursing and has recently become a Director of the Board of the International Virtual Nursing School (IVINURS).

Napier University Business School

The Business School has now relocated to our stunning new campus at Craiglockhart. Staff and students are making full use of the facilities there which include study areas of various sizes, a learning centre, purpose-built teaching block, cyber café and lecture theatres.

Award-winning entrepreneurs

With new incubator units for fledgling companies, our student entrepreneurs

continue to go from strength to strength. In May, a Napier student team won the first Scottish Institute for Enterprise Entrepreneurial Case competition. Working on a real-life business problem, the teams had to consider things like financing, marketing, staffing and partnerships. July brought another prize, in the form of the Most Promising Entrepreneurs award at the University's annual Entrepreneurship Awards dinner. The winners were three students, founders of ShowStreams Productions, an innovative video and multimedia production company. The company is already operating at profit and plans to have total UK availability by mid-2005, with advances throughout Europe over the next few years.

Europe & beyond

The Business School has a long history of links with universities worldwide and over the last few years a sustained effort has been made to increase the level of internationalisation in the faculty – to better reflect today's globalised business community.

Around 10 per cent of our students come from other European countries, and a programme of guest lectures from visiting European professors is being developed, including two from Saarbrücken, Germany. Teaching and research links continue to be built across the world, with staff teaching at Jönköping University, Sweden and at the University of Applied Science, Munich, a research sabbatical in Canada, and supervision of PhD students from many different countries.

2004 also saw the introduction of the first full-time programme in conjunction

with City University in Hong Kong – the BA (Hons) Marketing Management with Business Studies. In total, Napier now has almost 1,000 students studying on Business School degree programmes in Hong Kong. By the end of 2004, a total of 402 students will be eagerly looking forward to their graduation ceremony in January.

Professor John Adams, from the School of Accounting & Finance, was delighted to help launch the EU-China Development and Research Centre in Beijing at the end of 2003. The centre is a partnership of Higher Education institutions, economic development agencies and business organisations representing both China and the EU. The organisation is an arm of Napier University and has been developed to provide and facilitate research services, academic expertise, consultancy services and contact information for economic co-operation between the EU and China.

Centre for Festival & Event Management

A key event this year was a specially organised debate held at the Edinburgh International Festival Fringe which was a great success, with guest presenters from the UK, USA and Australia.

The centre aims to act as a research body for organisations around the world – and as a source of advice on all aspects of managing festivals and events in the UK. Throughout 2004, staff have been kept busy running a conference, presenting papers, attending trade fairs and developing Masters level and short courses, some in conjunction with the Australian Centre for Event Management in Sydney.



research & consultancy

During the year, Napier's research and commercialisation teams have continued to work on a wide range of interesting projects, many with academic or industry partners and funded by industry or government sponsors. Here's a taste of some of the innovative projects of 2004.

Pioneering prosthetics

The Edinburgh Modular Arm System (EMAS) is a collaborative research project involving Napier University, Lothian NHS Primary Care Division, and TouchEMAS, the first spin out company from the NHS in Scotland. The project group consists of research scientists, healthcare professionals, prosthetic engineers, cyberneticists and patients working on all aspects of prosthetic limb design.

Pictured left are members of the research team Stewart Hill (Napier), David Gow (TouchEMAS) and David Binnie (Napier). EMAS was originally developed by the Lothian NHS Primary Care Division in Edinburgh as a direct response to a lack of

technological progress in commercial prosthetic limb technology.

At Napier, two research teams are involved in this project – the Signals and Systems Group in the School of Engineering which is developing a new bus-based electronic control system for EMAS which allows independent multiple joint movement, and the Materials and Manufacturing Group, involved in investigating new materials for novel actuators for prosthetic limbs and other bioengineering applications.

From Japan to Kenya

A professor from Napier is helping researchers look at how to boost the economy in Kenya by importing

Michi-no-eki – Japanese road service stations. As an expert on transport and society in Africa, Professor Margaret Grieco, from Napier's School of Psychology & Sociology and Transport Research Institute, was hired as a consultant by the Tokyo-based Mitsubishi Research Institute, in conjunction with the Transport Department at the World Bank, to help with social and design research.

Professor Grieco, who is also a visiting Professor at Cornell University, in Ithaca, New York, said: "Michi-no-eki provide travellers in Japan with a safe, comfortable space to stop and rest, however they also provide local communities with facilities to sell goods to the travelling public.

“A network of Michi-no-eki has the potential to have a major impact on local and regional development. Rural poverty is prevalent in Kenya and the hope is that Michi-no-eki can provide income for rural dwellers. The northern transport network of Kenya is also poorly serviced in terms of rest stops and on these grounds alone Michi-no-eki could make a contribution to transport safety.

“In Africa there is also a strong relationship between transport networks and the geographical patterning of AIDS – in Kenya, Michi-no-eki could be used to provide health screening and information. They could also be used for condom distribution.”

She continued: “For me this project has provided an opportunity to be involved in a cutting edge transport and society project. I will be helping to write and edit documents which will serve as guidelines for Michi-no-eki projects in developing countries.”

The opportunity to work with the Mitsubishi Research Institute is greatly valued by Napier – and to do so in the African context provides an important new ground in which further co-operation can take place on 'transport and society' projects.

The findings will be used by the World Bank in its guidelines for Michi-no-eki development in developing countries.

Ecosystems under pressure

Dr Mark Huxham, an ecologist in the School of Life Sciences (pictured right), is leading an ambitious project studying mangrove restoration in Kenya. The research team, consisting of scientists from Napier, Kenya and Portugal, will be planting over 14,000 trees on the Kenyan shore, restoring mangrove woods to areas where they have been removed.

With the help of international volunteers and local people, the impacts of the newly planted trees on coastal erosion, marine life and sediment chemistry will be monitored over a five year period. By planting different combinations of species, the team hopes to understand the ways in which species richness of mangrove stands affects how the mangrove ecosystem functions.

Mangroves are trees that can grow in salt water. They occur on sheltered shores throughout the tropics and support a unique ecosystem. Local people rely on them for a wide range of materials and goods, such as timber, firewood, fish, crabs and medicines. In addition, mangrove woods help to stabilise the shoreline, reducing erosion and mitigating the impacts of tropical storms.

In common with most tropical resources, mangroves are under pressure – approximately 30 per cent have been lost in the last three decades. Given their ecological and

economic importance, reducing and reversing this destructive trend is a conservation priority.

The work is funded by The Leverhulme Trust – a charity which supports basic and applied research in many academic disciplines – and Earthwatch International, which specialises in supporting applied conservation research by recruiting paying volunteers to work on projects throughout the world.

Tackling bus queues

Researchers in the School of Computing plan to revolutionise the way in which public buildings and spaces are designed by employing infra-red tracking devices to study how people move around open areas. Their first project is a £250,000 study, carried out in collaboration with Towcester-based sensor manufacturers Irisys, which will focus on improving bus shelters in Edinburgh.

Professor Jon Kerridge, head of the School of Computing, said: “We know bus shelters don't work very well. Most people stand outside them, then, when the bus comes, they all rush towards it at once.

“The sensor we are using is infra-red and relies on body heat so there are no images that can identify people, it just comes out as grey blobs. But it allows us to observe how people move about at a series of points and that will





help us to build a model of how they get on and off buses, move towards a shop or cross Princes Street.

“What we want to see is how people avoid each other in a given space and evaluate that and see how we can design things better.”

The team hopes to have the tracking devices in place on bus stops by summer 2005 and plans to spend the next three years analysing movements of people in and around the shelters. Using advice and information from psychologists and designers, they hope to devise a shelter that is more user-friendly and extend the use of their methodology to create models of how people move through other public areas to better inform future design solutions.

Work on the web

Napier University is helping people in rural areas find employment and training opportunities through a unique internet-based pilot project.

The EMIRES Scotland project, which is funded through the European Union, brings information from Jobcentre Plus, Learn Direct Scotland, local training opportunities and public transport together on a single site. Users can then log on and search for employment or training opportunities and information on how to get to them. The site even keeps users notified of any new vacancies that might be suitable for them.

The site, designed to be a one-stop shop service covering east and central Sutherland, was jointly developed and implemented by Napier, Newcastle University and The Highland Council. The Highland Council is the main operator of the scheme.

Professor Ron McQuaid (pictured left with his team) is director of the Employment Research Institute (ERI). He said: “This is the first scheme of its kind in the UK and there is the potential that if it is successful it will be rolled out to other parts of the UK. The project builds on issues we raised in earlier research that identified that many people in rural areas found job vacancy websites difficult to use and irrelevant to them, with few suitable jobs on offer in their areas. We also found that a lack of transport was a major drawback to getting a job in rural areas.”

It will now be much easier to search for jobs on the Jobcentre Plus website; which will store previous searches and give automatic updates. The site will also give information on training and the public transport available to get to specific jobs.

Alternative & radical media

In common with many arts and humanities disciplines, research in the School of Communication Arts is largely based on the work of individual members of staff. They are often referred to as 'lone scholars', because they are usually the sole author of books and

articles which they write in their own field of interest.

Chris Atton is the school's Reader in Journalism and typifies this 'lone scholar' approach. His research specialises in the field of alternative and radical media that bypass the usual channels of distribution (the newsagent, the bookshop) and that are most often organised and produced by 'ordinary' people, local communities and communities of interest.

He has just completed his third book, *An Alternative Internet*, which explores how the internet is used for radical ways of organising and producing media that offer political, business and cultural alternatives. His interest in alternative media is broad, including use of the internet by political groups such as the anti-capitalist and environmental movements, as well as the far right.

As part of an international network of scholars and practitioners (the OURMedia network) he has presented his work throughout the world. The field is relatively new and there remains much to be done – an important part of Chris's 'mission' is to popularise these studies and to encourage more people to get involved as students and researchers. For example, he teaches alternative media studies at postgraduate level and has edited special issues on alternative media for the leading academic journals *Journalism and Media, Culture and Society*.

worldwide

Internationalising Napier

In 2004, Napier increased its on-campus full-time student numbers in line with the predictions contained in our International Strategic Plan. With an overall increase of 20 per cent to 751 students, the University is well on target to make its long-term goal of 1,500 on-campus students by 2010.

India has been especially successful this year with an increase of 33 per cent to around 130, largely due to streamlined processes and improved customer service.

There has been a widely publicised perceived decrease in the numbers of Chinese students who are coming to the UK this year, partly due to more stringent visa procedures. Even so, through the combined efforts of staff in China and in Edinburgh, we have managed a small increase in the number of on-campus Chinese students from 2003. A promising aspect of our intake from China is that we have

increased the numbers of students from our strategic alliance partners by 50 per cent. This will provide us with a strong foundation to work from for future years.

Worldwide

Off-campus, the feasibility of international Napier campuses continues to be investigated. A study has been commissioned to identify models of collaboration, such as joint colleges and overseas campuses, and perform a risk assessment for varying levels of commitment. We have signed general memoranda with two Chinese universities, a crucial first stage towards the creation of a joint campus.

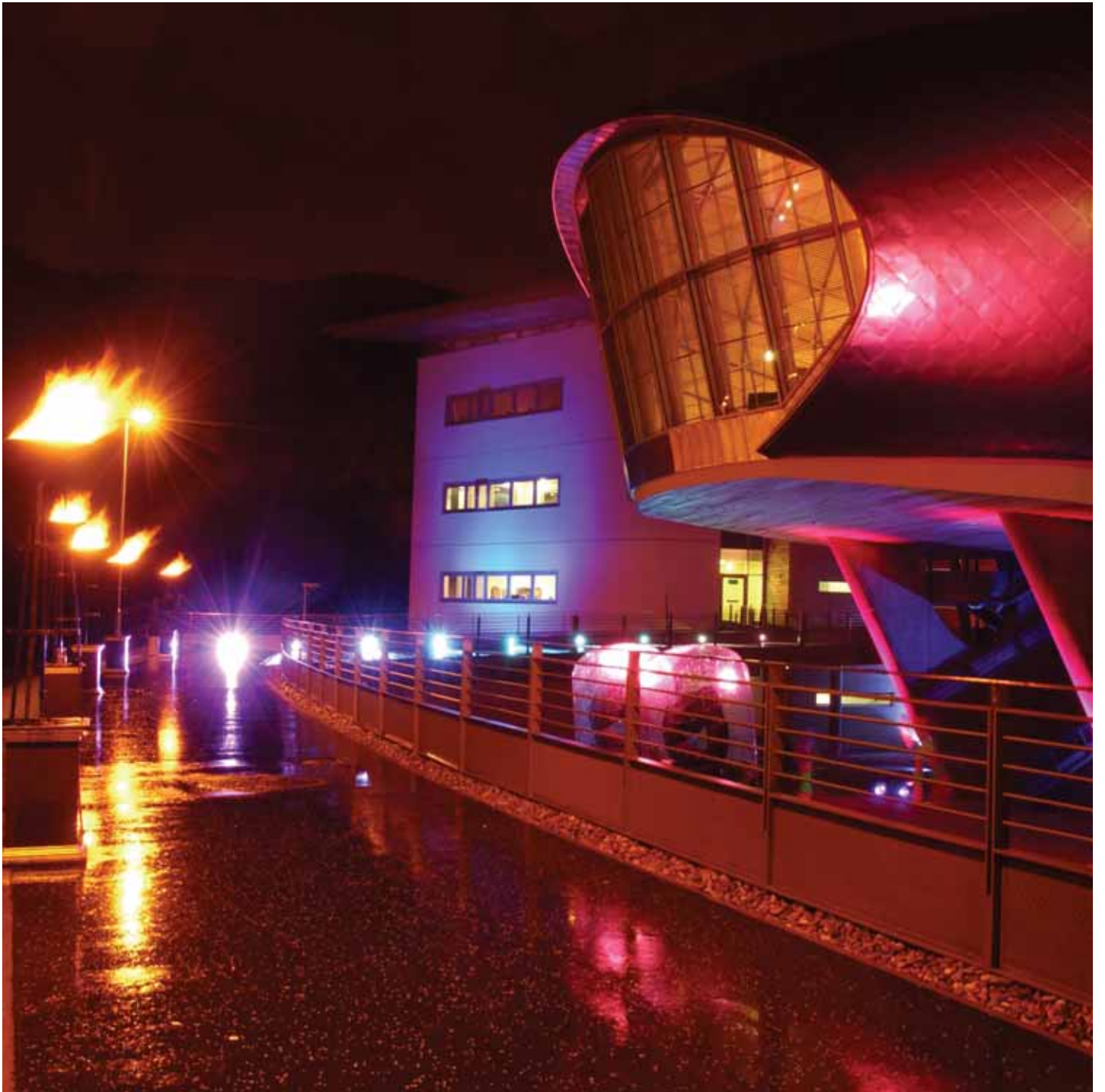
In addition, we have agreed to the creation of a number of courses in China which will allow students to articulate into advanced entry at Napier. A significant feature of these courses is that they will be allocated a quota of students by the Chinese Education ministry. The necessary application for courses in Civil

Engineering at Shanghai Normal University has been submitted to the provincial government of Shanghai. Similar applications are being prepared for courses in Computing, Business and Design at Zhanzhou University of Light Industry, and courses in Computing and Business at the Shandong University of Finance. Initial discussions are also underway regarding the possibilities of joint campuses with education groups in India and Malaysia.

Support

The International Support function has been moved to the International Office and the number of staff involved in International Support has trebled. In the next year we expect to have International Support Officers based at the three campuses where most international students are based. A study will be undertaken into levels of support and levels of expectation throughout the University and the new support team will undertake to meet these expectations.





craiglockhart – back in business

Napier's Craiglockhart Campus reopened its doors again in September 2004 – as scheduled – after a three-year refurbishment period resulting in a spectacular new teaching block sympathetically juxtaposed alongside the site's historic nineteenth century villa.

Our first new campus since 1996, the £30m redevelopment is home to the Business School, School of Law and the central support services of C&IT and Learning Information Services. The stunning new building is as impressive inside as its titanium clad egg-shaped exterior, with facilities including the 200-seat Lindsay Stewart Lecture Theatre, 400-seat Riady Lecture Theatre as well as 17 classrooms, three language labs, a state-of-the-art library, three eateries, over 100 computing stations and a new Students' Union.

To celebrate the reopening of the campus, the University held three events on site for staff and their families, students and external guests – including Napier's key donors and supporters.

In September, staff and their families were the first to get a sneak preview at the 'Staff & Family Day' when they were invited to an afternoon of family entertainment. Stilt walkers, face painters and a selection of giant games helped

to entertain the younger audience, leaving the adults free to explore the new facilities and appreciate Craiglockhart's transformation.

As one of the newest additions to Edinburgh's skyline, Craiglockhart has created a lot of interest during construction, so not surprisingly the local neighbours and visitors were delighted to be able to satisfy their curiosity when they had the chance to visit on Doors Open Day in September. University staff provided tours of the building and welcomed approximately 1,000 visitors in just seven hours.

Also in September, freshers and returning students had an opportunity for an early view with their own launch party, jointly hosted by the University and Napier Students' Association. Entertainment on the night came from Perrier-nominated comedian Chris Addison and cabaret act 'Hypnodog', with music supplied by our very own students from the Ian Tomlin School of Music.

The end of October saw guests from as far afield as China and Hong Kong attend a celebratory party designed to showcase the new building – and to highlight Napier's plans for continued growth and success.

The event centred around a 'Time to Talk' chat show style interview led by Principal & Vice-Chancellor Professor

Joan Stringer and her special guests – AOL UK Chief Executive, Karen Thomson and former HSBC Holdings Chairman, Sir William Purves. Professor Stringer introduced Napier's strategic plans for further expansion into the global market place and then went on to seek the advice and experience of both Karen and Willie, who will continue to use their knowledge and expertise in acting as business mentors to the University.

This was followed by a brief 'Question Time' session with the audience, after which the guests were encouraged to explore the building, where different parts of the University were showcased.

The entertainment was certainly eye-catching, with a trio of colourful trapeze artists performing in the central foyer. But the best was yet to come, as the finale included an outdoor performance of fire dancers with guests looking on from the warmth of the foyer.

The reaction from staff, students, visitors and guests to our new campus has been overwhelmingly positive and now that the dust has settled on Craiglockhart and students and staff are fully settled in, we can look forward to educating the business leaders, entrepreneurs and lawyers it will help to inspire and create.

look to the future

Now that our Craiglockhart Campus is up and running again, the development team at Napier is looking to support the new strategic plan and the future aims of the University. A number of foundation stones have been laid in 2004. One of the most significant has been the recruitment of a new nine-person-strong team, which has allowed fundraising and alumni strategies to be finalised, ready for implementation.

October saw the culmination of fundraising efforts for Craiglockhart, with just over £3m raised and many supporters and friends attending the memorable opening event. The team is now working hard with colleagues and academics across the institution to shape our portfolio of fundraising projects. Priority will be given to the five areas of excellence and innovation identified in the University's

strategic plan – Health and the Environment, Business, Creative Industries, Informatics and Infrastructure – with an emphasis on flexibility and creativity in our ideas generation.

The Development Office has recruited a number of eminent figures to help drive forward the fundraising activity and a Development Advisory Board has been established, under the Chairmanship of Professor George Borthwick. Other members include Mrs Anne Brobbel, Mr John Denholm, Lady Goodwin, Baroness Goudie, and Mr Alan Menzies.

As well as developing the future, Napier also has rich connections to the past, particularly through the history of Craiglockhart Campus – formerly a hospital for shell-shocked officers and men during World War One. As part of the first phase to

raise funds for the War Poets Collection there, an application has been submitted to the Heritage Lottery Fund. Napier has gathered an extensive collection of books, letters and poetry from the First World War and is now raising funds to create a permanent public exhibition and an online research and education resource.

In addition to fundraising, alumni is now a key focus for the University. We have recently been laying the groundwork to enable us to initiate Napier's first telephone fundraising and mass-mailed appeal to alumni and friends, which will be launched in spring 2005. This is part of our drive to raise funds for student support.

With so many projects in progress and ideas being created, the next twelve months will be both busy and fruitful – look out for an update in next year's Annual Review.



financial review

The academic year 2003/04 has been another successful one for Napier, resulting in a surplus of over £3.8m and an increase in total income of over five per cent. The Craiglockhart Campus redevelopment has been completed on time and within the current budget, and provides substantial new teaching accommodation. The University has begun an Estates Strategy Review 2005–15, which will inform and guide the use of University accommodation over the next ten years. University systems continue to be reviewed and a new financial accounting system was successfully implemented and went live with effect from 1 August 2004.

Consolidated Income & Expenditure Account Year to 31 July 2004

	2004 £000s	2003 £000s
Income		
Funding Council Grants	35,665	33,608
Tuition Fees and Education Contracts	23,775	22,690
Research Grants and Contracts	4,641	4,240
Other Operating Income	8,632	8,709
Endowment and Investment Income	998	685
Total Income	<u>73,711</u>	<u>69,932</u>
Expenditure		
Staff Costs	43,248	39,914
Staff Restructuring Costs	394	671
Other Operating Expenditure	23,314	22,265
Depreciation	1,971	1,764
Interest Payable	799	372
Total Expenditure	<u>69,726</u>	<u>64,986</u>
Operating Surplus	3,985	4,946
Loss Arising from Capital Projects	(109)	(2,788)
Surplus for the Year	<u>3,876</u>	<u>2,158</u>

Consolidated Balance Sheet at 31 July 2004

	2004 £000s	2003 £000s
Fixed Assets		
Tangible Fixed Assets	57,615	45,632
Investments	1,808	1,730
	<u>59,423</u>	<u>47,362</u>
Endowment Asset Investments	425	436
Current Assets		
Stocks	32	33
Debtors	11,536	11,697
Cash at Bank and in Hand	4,896	7,560
	<u>16,464</u>	<u>19,290</u>
Creditors due within one year	<u>20,677</u>	<u>17,698</u>
Net Current Assets	(4,213)	1,592
Total Assets less Current Liabilities	55,635	49,390
Provisions for Liabilities and Charges	<u>(14,393)</u>	<u>(13,079)</u>
Total Net Assets	<u>41,242</u>	<u>36,311</u>
Represented by:		
Reserves		
Deferred Capital Grants	21,858	20,844
Endowment Funds	425	436
Reserves	18,959	15,031
Total Funds	<u>41,242</u>	<u>36,311</u>

statistical profile

Students by Faculty (Headcount)

	Arts & Social Science	Business School	Engineering & Computing	Health & Life Sciences	Customised Programmes	Total	%
Full-time							
Undergraduate	2,109	2,029	2,493	2,704	0	9,335	65.92
Research Postgraduate	8	10	51	17	0	86	0.61
Taught Postgraduate	66	232	212	50	0	560	3.95
Sub-total	2,183	2,271	2,756	2,771	0	9,981	70.48
Part-time							
Undergraduate	88	685	214	1,438	21	2,446	17.27
Research Postgraduate	9	20	50	6	0	85	0.60
Taught Postgraduate	69	1,020	228	330	3	1,650	11.65
Sub-total	166	1,725	492	1,774	24	4,181	29.52
Total	2,349	3,996	3,248	4,545	24	14,162	100.00

Students by Domicile

	UK	EU	O/S	Total
Full-time				
Undergraduate	7,545	1,116	674	9,335
Research Postgraduate	39	18	29	86
Taught Postgraduate	267	99	194	560
Sub-total	7,851	1,233	897	9,981
Part-time				
Undergraduate	1,817	103	527	2,447
Research Postgraduate	51	19	15	85
Taught Postgraduate	1,080	135	434	1,649
Sub-total	2,948	257	976	4,181
Total	10,799	1,490	1,873	14,162
%	76.25	10.52	13.23	100.00

Source: Nimrod Student Records

O/S - overseas, excluding EU UK - England, Scotland, Wales & Northern Ireland

Age on Entry

Under 18	345
18-20	3,459
21-24	4,177
25-29	2,018
30+	4,109
Not Known	54
Total	14,162

Gender

Male	6,312 (44.57%)
Female	7,850 (55.43%)

Staff Numbers

	July 2004
Academic	788
Administrative & Clerical	725
Technical	108
Research	76
Total	1,697

Source: SAP Personnel Records

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