

Transparency at the top? The fifth report of senior pay and perks in UK universities

History

This is the fifth report on pay and perks at the top of British higher education institutions (HEIs) to be published by the University and College Union (UCU). It forms part of the union's ongoing campaign for greater transparency in higher education, including the rationale behind senior pay rises.

UCU submitted a Freedom of Information (FoI) request to 158 HEIs in November 2018. This followed similar requests submitted in 2017, 2016, 2015 and 2014. All requests were designed to shine a light on the arbitrary nature of senior pay and perks in universities, and support the union's call for reform.

The basis for this report

The FoI request that forms the basis of this report was sent to 158 HEIs. It requested details of vice-chancellors' (or head of institution if known by a different title) salaries and those of other senior post-holders earning over £100,000 at the institution during the academic year of 2017/18 (1 August 2017 to 31 July 2018).

It also asked for details spending on flights and hotels, and if the vice-chancellor was provided with accommodation by the university.

Finally, we requested to know whether or not the vice-chancellor was a member of the remuneration committee, if they could attend even if not a member and requested a copy of the most recently ratified minutes of the institution's remuneration committee.

Variety of responses

The questions on salary, expenditure on flights, hotels and accommodation for vice-chancellors elicited a huge variation in responses with many institutions deploying exemptions under the Freedom of Information Act to avoid providing data.

Overall, 21 of the institutions contacted did not provide any response to the union's request.

They are:

Kings
London Business School
SOAS

University of Southampton
University of Surrey
Trinity Laban Conservatoire of Music and Dance
Queen's University Belfast
St Mary's University College
Aston University
Bath Spa University
University of Birmingham
University of Chester
Coultauld Institute of Art
Goldsmiths
London Southbank University
Plymouth College of Art
University of Sheffield
Royal College of Art
University of South Wales
University of St Andrews

Last year, we did not receive responses from

Buckinghamshire New University
Courtauld Institute of Art
Heriot-Watt
London Business School
Loughborough University
St Marys University College Belfast
Teesside University
The University of Bristol
The University of Manchester
University of Leicester
University of Ulster
The University of Hull

Pay and expenses key findings

In 2017/18, the average total of emoluments for heads of institutions (including salary, benefits, employer pension contributions and bonuses) was £283,615 – a slight drop of 1.1% on the average for the previous year (2016/17) of £286,891.

In 2017/18, 17 heads of institutions enjoyed a pay increase of more than 10%.

The union's data also found that in 2017/18, 18 institutions employed more than 100 members of staff on salaries of more than £100,000 a year.

Of the responses received, the greatest amount spent on flights during the academic year of 2017/18 by a head of institution was £51,867

The average flight expenditure by vice-chancellors in 2017/18 was £7,886 (£7,795 in 2016/17). A total of 19 vice-chancellors flew exclusively in first and business class (24 in 2016/17).

The greatest amount spent on hotels during the academic year of 2017/18 by a head of institution was £24,712.

Heads of institutions spent an average of £3,446 on hotels in 2017/18 (£3,498 in 2016/17).

Of 139 HEIs who responded to a question about whether the vice-chancellor was provided with university accommodation, 45 (32%) stated they did provide accommodation.

Guide to exemptions

HEIs sometimes used exemptions under the Freedom of Information Act rather than providing data to answer questions.

Under the Freedom of Information Act 2000, a public authority is able to deploy a range of exemptions that allow information to be withheld:

Section 12 To obtain the information would exceed the reasonable time limit to obtain information as set out in the FOI Act – more than 18 hours of one employee’s time or costing more than £450 to conduct the search.

Section 21 Reasonably accessible by other means

Section 22 Information Intended for Future Publication

Section 25 Information otherwise accessible

Section 27 Protecting international relations

Section 36 Prejudice to the Effective Conduct of Public Affairs

Section 40 Personal Data

Section 43 Prejudice to Commercial Interests

Vice-chancellors' emoluments

Question:

Please enter the total payment (GBP) made to the vice-chancellor/head of institution in each of the categories listed below in the financial year that ended on 31 July 2018.

	Total payment (GBP)
Salary (excluding benefits in kind/employer's pension contribution/any performance-related award)	
Benefits in kind	
Employer's pension contribution	
Payment in lieu of pension	
Performance-related award	

155 HEIs provided senior postholders' salaries for their head of institution or had published their 2017/18 Financial Statement containing that information at the time of the Freedom of Information Request.

3 HEIs had not provided financial information for their head of institution/senior postholders' salaries to UCU and had not published their 2017/18 Financial Statement at the time of the request:

St Mary's University College
Aberystwyth University
Swansea University

Top 50 highest-earning heads of institutions by total pay package

HEI	Vice-Chancellor	Total emoluments
London Business School	Francois Ortalo-Magne	501,000
The University of Bath	John Raftery	478,498
The University of Sheffield	Sir Keith Burnett (ret)	455,780
The University of Birmingham	David Eastwood	444,000
The University of Southampton	Sir Christopher Snowden	436,000
Imperial College of Science, Technology and Medicine	Alice Glast	432,700

The University of Oxford	Louise Richardson	429,000
The University of Exeter	Steve Smith	421,000
King's College London	Edward Byrne	421,000
The University of East London	John Joughin	409,000
Birkbeck College	John Annette	407,894
London School of Economics and Political Science	Minouche Shafik	405,000
The University of Cambridge	Stephen Toope	403,000
The University of Surrey	Max Lu	400,000
University College London	Michael Arthur	394,381
The City University	Paul Curran	393,000
London School of Hygiene and Tropical Medicine	Peter Piot	391,867
The University of Huddersfield	Bob Cryan	385,468
The University of Essex	Anthony Forster	378,084
The University of Strathclyde	Sir Jon McDonald	373,085
De Montfort University	Dominic Shellard	351,700
University of Hertfordshire	Quintin McKellar	345,806
The University of Warwick	Stuart Croft	345,000
Cardiff University	Colin Riordan	344,000
The University of Liverpool	Janet Beer	342,860
The University of Glasgow	Sir Anton Muscatelli	342,200
London Metropolitan University	John Raftery	342,000
The University of Lancaster	Mark Smith	340,145
Newcastle University	Chris Day	340,066
The Manchester Metropolitan University	Malcolm Press	336,000
The Open University in England†	Mary Kellet	336,000
Edge Hill University	John Cater	334,213
Edinburgh Napier University	Andrea Nolan	334,195
The Nottingham Trent University	Edward Peck	332,763

The University of Bristol	Hugh Brady	331,918
Brunel University London†	Julia Buckingham	329,000
Roehampton University	Paul O'Prey	328,000
University of the West of England, Bristol	Steven West	327,403
Cranfield University	Peter Gregson	326,000
Liverpool Hope University	Gerald Pillay	325,708
University of Worcester†	David Green	325,226
University of Ulster	Paddy Nixon	325,015
The University of York	Saul Tendler	322,389
Royal Holloway University of London	Paul Layzell	321,000
Aston University	Alec Cameron	318,000
Middlesex University	Tim Blackman	317,000
University of Nottingham	Shearer West	315,000
Coventry University	John Latham	314,966
The University of Reading	Sir David Bell	314,000
The Royal Veterinary College	Stuart Reid	313,986

The average total of emoluments for heads of institutions (including salary, benefits, employer pension contributions and bonuses) in 2017/18 was £283,615*.

The average total of emoluments for heads of institutions (including salary, benefits, employer pension contributions and bonuses) in 2016/17 was £286,891.

The average total of emoluments for heads of institutions in 2015/16 was £277,834.

The average total of emoluments for heads of institutions in 2014/15 was £272,432.

The average total of emoluments for heads of institutions in 2013/14 was £260,290.

***Excludes HEIs for which financial statements had not been published at the time of the request:**

St Mary's University College
Aberystwyth University
Swansea University

Top percentage increases (10% and above) in total pay package between 2016/17 and 2017/18

University	Head of institution	% change 2016/17 and 2017/18
Glyndŵr University	Dr Maria Hinfelaar	100
University for the Creative Arts	Simon Olfield-Kerr / Alan Cooke / Bashir Makhoul	40
University of East London	John Joughin	39
Kingston University	Julius Weinberg / Steven Spier	33
London School of Economics and Political Science (LSE)	Craig Calhoun / Julia Black	31
Royal Agricultural University	Professor Joanna Price	22
The University of Essex	Professor Anthony Forster	20
Bishop Grosseteste University	Professor Peter Neil	19
Leeds Arts University	Professor Simone Wonnacott	17
The University of Aberdeen	Sir Ian Diamond	15
Cardiff University	Professor Colin Riordan	14
University College Birmingham	Ray Linforth	13
Southampton Solent University	Professor Graham Baldwin	12
Staffordshire University	Professor Liz Barnes	12
University of Cambridge	Sir Leszek Borysiewicz	11
Aston University	Professor Alec Cameron	10
University of York	Koen Lamberts	10

In 2017/18, the average total remuneration package (including salary, benefits in kind, bonuses and pension contributions) for vice-chancellors was £283,615 a decrease of 1.1% on the average for the previous year (2016/17) of £286,891.

The average pay increase between 2015/16 and 2016/17 was 3.3%.

The average pay increase between 2014/15 and 2015/16 was 2%.

The average pay increase between 2013/14 and 2014/15 was 3%.

Flight expenditure

Question: Please enter details below of the vice-chancellor/head of institution's air fare costs for the financial year that ended on 31 July 2016.

	Total (GBP) spent on flights within the UK	Total (GBP) spent on flights within Europe (outside UK)	Total (GBP) spent on international flights outside of Europe
Total amount (GBP) for air fares			
Total amount (GBP) spent on economy class air fares			
Total amount (GBP) spent on premium economy class air fares			
Total amount (GBP) spend on business class air fares			
Total amount (GBP) spent on first class air fares			

101 HEIs provided a value for flight expenditure exceeding 0.

Top 20 spenders on air fares

HEI	Name of Vice-Chancellor	Total on flights
University of Northampton	Nick Petford	51,867
The University of Cambridge	Stephen Toope	41,031
University of Ulster	Paddy Nixon	38,927
Coventry University	John Latham	30,480
The University of Oxford	Louise Richardson	28,138
University College London	Michael Arthur	26,831
The University of Bath	John Raftery	25,958
Glasgow Caledonian University	Pamela Gillies	25,328
The University of Glasgow	Sir Anton Muscatelli	21,434
Loughborough University	Robert Allison	20,825
The University of Leicester	Paul Boyle	20,353
University of the West of England	Steven West	20,258
The University of Essex	Anthony Forster	19,537
The University of the West of Scotland	Craig Mahoney	19,360
The University of Wolverhampton	Geoff Layer	18,155
The Royal Veterinary College	Stuart Reid	16,679
The University of Exeter	Steve Smith	16,539
The University of Aberdeen	George Boyne	15,899
Imperial College of Science, Technology and Medicine	Alice Glast	15,784
The University of Bolton	George Holmes	15,392
St Mary's University, Twickenham	Francis Campbell	14,799

The average spend on air fares for vice-chancellors during 2017/18 was £7,886

The average spend on air fares for vice-chancellors during 2016/17 was £7,295.

The average spend on air fares for vice-chancellors during 2015/16 was £7,762.

The average spend on air fares for vice-chancellors during 2014/15 was £8,560.37.

The average spend on air fares for vice-chancellors during 2013/14 was £9,705.75.

Class of flights taken

In 2017/18, 128 HEIs provided data on the class of flights taken by the head of institution.

In 2017/18, 29 HEIs had heads of institutions that did not fly at all during the year:

University College Birmingham
Bournemouth University
The University of Bristol
Buckinghamshire New University
Canterbury Christ Church University
The University of Central Lancashire
The University of Chichester
University for the Creative Arts
University of Cumbria
The University of East London
Edge Hill University
Heythrop College
The University of Hull
Leeds Arts University
Leeds Beckett University
The University of Lincoln
The Liverpool Institute for Performing Arts
London School of Hygiene and Tropical Medicine
The Manchester Metropolitan University
Newman University
Norwich University of the Arts
University of Plymouth
Roehampton University
Rose Bruford College
Staffordshire University
University of St Mark and St John
University Campus Suffolk
The University of Sunderland
The University of Westminster
Glyndŵr University

Edinburgh Napier University

8 HEIs did not provide class of flight

Flight expenditure by class of flight

HEI	Name of Vice-Chancellor	Percentage of total expenditure on business/first class flights 2017/18
University of Bedfordshire	Bill Rammell	100%
Birmingham City University	Philip Plowdon	100%
Bishop Grosseteste University	Rev Peter Neil	100%
University for the Creative Arts	Bashir Makhoul	100%
The University of Kent	Dame Julia Goodfellow	100%
Kingston University	Steven Spier	100%
The University of Leeds	Sir Alan Langlands	100%
Liverpool School of Tropical Medicine	David Laloo	100%
Loughborough University	Robert Allison	100%
Middlesex University	Tim Blackman	100%
The Nottingham Trent University	Edward Peck	100%
The University of Portsmouth	Graham Galbraith	100%
Roehampton University	Paul O'Prey	100%
Royal Academy of Music	Jonathan Freeman-Atwood	100%
Royal Agricultural University	Joanna Price	100%
St George's Hospital Medical School	Jenny Higham	100%
Teesside University	Paul Croney	100%
York St John University	Karen Stanton	100%
Bangor University	John G Hughes	100%
Anglia Ruskin University	Roderick Watkins	99%
Cranfield University	Peter Gregson	99%
Liverpool Hope University	Gerald Pillay	99%
Liverpool John Moores University	Nigel Weatherill	99%

The University of Reading	Sir David Bell	99%
Royal College of Music	Colin Lawson	99%
Cardiff University	Colin Riordan	99%
Coventry University	John Latham	98%
The University of Greenwich	Baroness Blackstone	98%
University College London	Michael Arthur	98%
Queen Mary University of London	Colin Bailey	97%
The University of Sussex	Adam Tickell	97%
University of the West of England	Steven West	97%
Brunel University London	Julia Buckingham	96%
University of Nottingham	Shearer West	96%
The University of Salford	Helen Marshall	96%
The University of Wolverhampton	Geoff Layer	96%
The University of Bath	John Raftery	95%
University of Derby	Kathryn Mitchell	95%
The University of Keele	Trevor McMillan	95%
The Arts University Bournemouth	Stuart Bartholomew	94%
Swansea University	Richard B Davies	94%
The University of Leicester	Paul Boyle	93%
The City University	Paul Curran	92%
The University of Essex	Anthony Forster	92%
Oxford Brookes University	Alistair Fitt	92%
University of Ulster	Paddy Nixon	92%
The University of Exeter	Steve Smith	91%
The University of York	Saul Tendler	91%
Imperial College of Science, Technology and Medicine	Alice Glast	90%
The University of Lancaster	Mark Smith	88%
The University of Manchester	Dame Nancy Rothwell	88%
Southampton Solent University	Van Gore	86%

The University of West London	Peter John	82%
The Robert Gordon University	John Harper	81%
Heriot-Watt University	Richard Williams	80%
The University of Liverpool	Janet Beer	78%
London School of Economics and Political Science	Minouche Shafik	77%
The University of Stirling	Gerry McCormac	75%
The Institute of Cancer Research	Paul Workman	74%
St Mary's University, Twickenham	Francis Campbell	72%
The University of Bradford	Brian Cantor	71%
University of Hertfordshire	Quintin McKellar	69%
University of Wales Trinity Saint David	Medwin Hughes	68%
The University of Edinburgh	Peter Mathieson	68%
The University of East Anglia	David Richardson	67%
The University of Dundee	Andrew Atherton	63%
University of Northumbria at Newcastle	Andrew Wathey	59%
Leeds Trinity University	Margaret House	58%
The University of Cambridge	Stephen Toope	52%
Glasgow Caledonian University	Pamela Gillies	46%
The University of Glasgow	Sir Anton Muscatelli	46%
The University of Oxford	Louise Richardson	45%
The Royal Veterinary College	Stuart Reid	41%
The Royal Central School of Speech and Drama	John Willis	39%
University of Durham	Stuart Corbridge	39%
The University of Aberdeen	George Boyne	24%
University of Worcester†	David Green	19%
University College Birmingham	Raqy Linforth	0%
Bournemouth University	John Vinney	0%

The University of Brighton	Debra Humphris	0%
The University of Bristol	Hugh Brady	0%
Buckinghamshire New University	Rebecca Bunting	0%
Canterbury Christ Church University	Rama Thirunamachandran	0%
The University of Central Lancashire	Mike Thomas	0%
The University of Chichester	Jane Longmore	0%
University of Cumbria	Julie Mennell	0%
The University of East London	John Joughin	0%
Edge Hill University	John Cater	0%
Falmouth University	Anne Carlisle	0%
University of Gloucestershire	Stephen Marston	0%
Guildhall School of Music and Drama	Lynne Williams	0%
Harper Adams University	David Llewellyn	0%
Heythrop College		0%
The University of Huddersfield	Bob Cryan	0%
The University of Hull	Susan Lea	0%
Leeds Arts University	Simone Wonnacot	0%
Leeds Beckett University	Peter Slee	0%
The University of Lincoln	Mary Stuart	0%
The Liverpool Institute for Performing Arts	Mark Weatherstone-Witty	0%
University of the Arts, London	Nigel Carrington	0%
University of London	Peter Kopelman	0%
London Metropolitan University	John Raftery	0%
London School of Hygiene and Tropical Medicine	Peter Piot	0%
The Manchester Metropolitan University	Malcolm Press	0%
Newman University	Peter Lutzeier	0%

Norwich University of the Arts	John Last	0%
The Open University in England	Mary Kellet	0%
University of Plymouth	Judith Petts	0%
Ravensbourne	Linda Drew	0%
Rose Bruford College	Andrew Walker	0%
Royal Holloway University of London	Paul Layzell	0%
Royal Northern College of Music	Linda Merrick	0%
Sheffield Hallam University	Philip Jones	0%
Staffordshire University	Liz Barnes	0%
University of St Mark and St John	Rob Warner	0%
University Campus Suffolk	Helen Langton	0%
The University of Sunderland	Shirley Atkinson	0%
The University of Westminster	Peter Bonfield	0%
Aberystwyth University	Joy Carter	0%
Cardiff Metropolitan University	Elizabeth Treasure	0%
Glyndŵr University	Cara Aitchinson	0%
University of Abertay Dundee	Maria Hinfelaar	0%
Edinburgh Napier University	Nigel Seaton	0%
Glasgow School of Art	Andrea Nolan	0%
Queen Margaret University, Edinburgh	Irene McAra-McWilliam	0%
Royal Conservatoire of Scotland	Petra Wend	0%
SRUC	Jeffrey Sharkey	0%
University of the Highlands and Islands	Wayne Powell	0%
The University of Bolton	Clive Mulholland	0%

128 institutions provided us with figures on class of flights.

The average percentage of overall flight expenditure on business and first class flights during 2017/18 was 51%. In total, 19 vice-chancellors flew exclusively in first class and business class.

The average percentage of overall flight expenditure on business and first class flights during 2016/17 was 59%. In total, 24 vice-chancellors flew exclusively in first class and business class.

The average percentage of overall flight expenditure on business and first class flights during 2015/16 was 65%. In total, 22 vice-chancellors flew exclusively in first class and business class.

The average percentage of overall flight expenditure on business and first class flights during 2014/15 was 49.6%. In total, 21 vice-chancellors flew exclusively in first class and business class.

The average percentage of overall flight expenditure on business and first class flights during 2013/14 was 67.6%.

Hotel expenditure

Question:

What was the total spend (GBP) on hotel accommodation for the vice-chancellor/head of institution in the financial year that ended on 31 July 2018?

Question:

How many nights did the vice-chancellor/head of institution stay in hotel accommodation in the financial year that ended on 31 July 2018?

The average spend on hotel accommodation for vice-chancellors during 2017/18 was £3472.

The average spend on hotel accommodation for vice-chancellors during 2016/17 was £3,498.

The average spend on hotel accommodation for vice-chancellors during 2015/16 was £2,982.

The average spend on hotel accommodation for vice-chancellors during 2014/15 was £2,989.93.

The average spend on hotel accommodation for vice-chancellors during 2013/14 was £3202.05.

The average spend on hotel accommodation per night for vice-chancellors during 2017/18 was £169.

The average spend on hotel accommodation per night for vice-chancellors during 2016/17 was £180.

The average spend on hotel accommodation per night for vice-chancellors during 2015/16 was £154.

The average spend on hotel accommodation per night for vice-chancellors during 2014/15 was £163.30.

There is no comparison figure for 2013/14

Top 20 spenders on hotel accommodation

HEI	Name of Vice-Chancellor	Total spend (GBP) on hotel accommodation for the vice-chancellor/head of institution in the financial year that ended on 31 July 2018	Number of nights the vice-chancellor/head of institution spent in hotel accommodation in the financial year that ended on 31 July 2018	Hotel accommodation expenditure per night (£) 2017/18
The University of Bolton	George Holmes	24,712	181	137
The University of Exeter	Steve Smith	14,581	60	243
Glasgow Caledonian University	Pamela Gillies	13,013	40	325
The Royal Veterinary College	Stuart Reid	9,636	52	185
Teesside University	Paul Croney	9,565	46	208
The University of Aberdeen	George Boyne	9,455	96	98
The University of Cambridge	Stephen Toope	9,427	withheld - exceeds time limit	
University of Nottingham	Shearer West	9,080	50	182
The University of	Nick Petford	8,999	57	158

Northampton				
The University of Glasgow	Sir Anton Muscatelli	8,722	41	213
Imperial College of Science, Technology and Medicine	Alice Glast	8,435	29	291
Heriot-Watt University	Richard Williams	8,124	35	239
The University of Essex	Anthony Forster	7,988	35	228
Loughborough University	Robert Allison	7,757	42	185
University for the Creative Arts	Bashir Makhoul	7,447	53	141
University of Ulster	Paddy Nixon	7,323	48	153
Falmouth University	Anne Carlisle	7,270	33	183
The University of Edinburgh	Peter Mathieson	7,137	39	216
The Manchester Metropolitan University	Malcolm Press	6,881	not recorded	
Sheffield Hallam University	Philip Jones	6,869	35	196

Vice-chancellors' residential accommodation

Question:

During the financial year that ended on 31 July 2018, was the vice-chancellor/head of institution provided with any accommodation by the institution in addition to salary?

Yes

No

133 HEIs answered the question.

41 HEIs (31%) of those stated that they provided accommodation for the head of the institution.

92 (69%) stated that they did not provide residential accommodation for their head of institution.

Vice-chancellors provided with accommodation by the HEI

HEI	Head of institution	Provided with accommodation by HEI
The University of Bath	John Raftery	yes
Bishop Grosseteste University	Rev Peter Neil	yes
The University of Bristol	Hugh Brady	yes
The University of Cambridge	Stephen Toope	yes
The City University	Paul Curran	yes
Cranfield University	Peter Gregson	Yes
De Montfort University	Dominic Shellard	yes
University of Durham	Stuart Corbridge	yes
The University of East Anglia	David Richardson	yes
The University of Essex	Anthony Forster	yes
The University of Exeter	Steve Smith	yes
Harper Adams University	David Llewellyn	yes
Imperial College	Alice Glast	yes
The University of Keele	Trevor McMillan	yes
The University of Kent	Dame Julia Goodfellow	yes
The University of Lancaster	Mark Smith	yes
The University of Leicester	Paul Boyle	yes
The University of Liverpool	Janet Beer	yes
London School of Economics and Political Science	Minouche Shafik	yes
The University of Manchester	Dame Nancy Rothwell	yes

The University of Northampton	Nick Petford	yes
The Open University in England	Mary Kellet	yes
The University of Oxford	Louise Richardson	yes
Queen Mary University of London	Colin Bailey	yes
Roehampton University	Paul O'Prey	yes
Royal Academy of Music	Jonathan Freeman-Atwood	yes
Royal College of Music	Colin Lawson	yes
Royal Holloway University of London	Paul Layzell	yes
University College London	Michael Arthur	yes
The University of Warwick	Stuart Croft	yes
The University of York	Saul Tendler	yes
Aberystwyth University	Elizabeth Treasure	yes
Bangor University	John G Hughes	yes
Cardiff University	Colin Riordan	yes
Swansea University	Richard B Davies	yes
University of Wales Trinity Saint David	Medwin Hughes	yes
The University of Edinburgh	Peter Mathieson	yes
The University of Glasgow	Sir Anton Muscatelli	yes
The University of Stirling	Gerry McCormac	yes
The University of Strathclyde	Sir Jon McDonald	yes
University of Ulster	Paddy Nixon	yes

Remuneration committees

Question:

Is the vice-chancellor/head of institution a member of the remuneration committee?

Yes

No

Question:

Does the vice-chancellor/head of institution attend remuneration committee meetings?

The vice-chancellor is a member of, or attends, the remuneration committee at 81% of UK universities that responded.

The nine institutions where the vice-chancellor or principal was a member of the remuneration committee in 2017/18:

Coventry University
 Cranfield University
 Heythrop College
 Liverpool Hope University
 Rose Bruford College
 Liverpool Institute for Performing Arts
 University of Aberdeen
 University of Chichester
 University of Portsmouth

In 2016/17 95% of those that responded had vice-chancellors that were a member of, or attended, the committee that sets his/her pay.

HEI	Head of institution is a member of the remuneration committee	Head of institution attends remuneration committee meetings
Abertay University	No	Yes
Aberystwyth University	No	Yes
Anglia Ruskin University	No	Yes
Arts University Bournemouth	No	Yes
Aston University	No response	No response
Bangor University	No	No
Bath Spa University	No response	No response
Birkbeck, University of London	No response	No response
Birmingham City University	No	Yes
Bishop Grosseteste University	No	Yes
Bournemouth University	No	Yes
Brunel University London	No	Yes
Buckinghamshire New	No	Yes

University		
Canterbury Christ Church University	No	Yes
Cardiff Metropolitan University	No	Yes
Cardiff University	No	Yes
City, University of London	No	Yes
Conservatoire for Dance and Drama	No response	No response
Courtauld Institute of Art	No response	No response
Coventry University	Yes	Yes
Cranfield University	Yes	Yes
De Montfort University	No	Yes
Durham University	No	No
Edge Hill University	No	No
Edinburgh Napier University	No	Yes
Falmouth University	No	Yes
Glasgow Caledonian University	No	Yes
Glasgow School of Art	No	Yes
Glyndŵr University	No	Yes
Goldsmiths, University of London	No response	No response
Guildhall School of Music and Drama	No	Yes
Harper Adams University	No	Yes
Heriot-Watt	No	Yes
Heythrop College	Yes	Yes
Imperial College London	No	Yes
Keele University	No	Yes
King's College London	No response	No response
Kingston University	No	Yes
Leeds Beckett University	No	No

Leeds College of Art	No	Yes
Leeds Trinity University	No	Yes
Liverpool Hope University	Yes	Yes
Liverpool John Moores University	No	No
Liverpool School of Tropical Medicine	Does not have a remuneration committee	
London Business School	No response	No response
London Metropolitan University	No	Yes
London School of Economics and Political Science (LSE)	No	No
London School of Hygiene and Tropical Medicine	No	No
London South Bank University	No response	No response
Loughborough University	No	Yes
Middlesex University	No	No
Newcastle University	No	Yes
Newman University	No	Yes
Norwich University of the Arts	No	Yes
Oxford Brookes University	No	Yes
Plymouth College of Art	No	Yes
Queen Margaret University	No	Yes
Queen Mary University of London	No	Yes
Ravensbourne	No	Yes
Robert Gordon University	No	Yes
Roehampton University	No	Yes
Rose Bruford College	Yes	Yes
Royal Academy of Music	No	No
Royal Agricultural University	No	No
Royal College of Art	No response	No response

Royal College of Music	No	Yes
Royal Holloway, University of London	No	Yes
Royal Northern College of Music	No	Yes
Sheffield Hallam University	No	No
Southampton Solent University	No	Yes
St Georges, University of London	No	Yes
St Marys University College Belfast	No response	No response
St Mary's University, Twickenham	No	No
Staffordshire University	No	Yes
Swansea University	No	Yes
Teesside University	No	Yes
The Institute of Cancer Research	No	Yes
The Liverpool Institute for Performing Arts	Yes	Yes
The Manchester Metropolitan University	No	Yes
The Nottingham Trent University	No	Yes
The Open University	No	Yes
The Queen's University of Belfast	No response	No response
The Royal Central School of Speech and Drama	No	Yes
The Royal Conservatoire of Scotland	No	Yes
The Royal Veterinary College	No	Yes
The School of Oriental and African Studies	No response	No response

The University of Aberdeen	Yes	Yes
The University of Bolton	No	Yes
The University of Bradford	No	Yes
The University of Brighton	No	Yes
The University of Bristol	No	Yes
The University of Chichester	Yes	Yes
The University of Cumbria	No	Yes
The University of East Anglia	No	Yes
The University of Edinburgh	No	Yes
The University of Essex	No	No
The University of Leeds	No	Yes
The University of Manchester	No	Yes
The University of Oxford	No	No
The University of Sheffield	No response	No response
The University of Strathclyde	No	Yes
The University of Sunderland	No	Yes
The University of the West of Scotland	No	Yes
The University of Warwick	No	No
The University of Winchester	No	Yes
The University of Wolverhampton	No	Yes
Trinity Laban Conservatoire of Music and Dance	No response	No response
University Campus Suffolk	No	Yes
University College Birmingham	No	Yes
University College London	No	No
University for the Creative Arts	No	Yes
University of Bath	No	Yes
University of Bedfordshire	No	Yes
University of Birmingham	No response	No response

University of Cambridge	No	No
University of Central Lancashire	No	Yes
University of Chester	No response	No response
University of Derby	No	Yes
University of Dundee	No	Yes
University of East London	No	Yes
University of Exeter	No	No
University of Glasgow	No	Yes
University of Gloucestershire	No	Yes
University of Greenwich	No	Yes
University of Hertfordshire	No	No
University of Huddersfield	No	No
University of Hull	No answer	No answer
University of Kent	No	No
University of Lancaster	No	No
University of Leicester	No	Yes
University of Lincoln	No	Yes
University of Liverpool	No	Yes
University of London	No	Yes
University of Northampton	No	Yes
University of Northumbria at Newcastle	No	Yes
University of Nottingham	No	Yes
University of Plymouth	No	Yes
University of Portsmouth	Yes	Yes
University of Reading	No	Yes
University of Salford	No	Yes
University of South Wales	No response	No response
University of Southampton	No response	No response
University of St Andrews	No response	No response

University of St Mark and St John	No	Yes
University of Stirling	No	Yes
University of Surrey	No response	No response
University of Sussex	No	No
University of the Arts, London	No	Yes
University of the Highlands and Islands	No	Yes
University of the West of England, Bristol	No	No
University of Ulster	No	No
University of Wales Trinity Saint David	No	Yes
University of West London	No	Yes
University of Westminster	No	Yes
University of Worcester	No	Yes
University of York	No	Yes
Writtle University College	No	Yes
York St John University	No	No

Question:

We would like to request a copy of the most recently ratified minutes for the Remuneration Committee: Please could a copy be emailed to UCU?

Yes

No

Availability of remuneration committee minutes

In 2017/18 53% (84) of HEIs provided a copy of the most recently ratified minutes of their Remuneration Committee, while 52 refused.

In 2015/16, 53% of HEIs provided a copy of the most recently ratified minutes of their Remuneration Committee. In 2014/15, 54% of HEIs provided a copy. In 2013/14, 50% provided a copy.

Redaction of remuneration committee minutes

This year, 53% (34 of 84) minutes supplied had been redacted.

In 2016/17 55% of minutes were redacted. In 2015/16, 52% of minutes were redacted. In 2014/15, 59% of minutes were redacted. In 2013/14, 53% of minutes were redacted.

HEI	Remuneration committee minutes received 2017/18	Rationale for refusal	Minutes redacted 2017/18?
Abertay University	Yes		No
Aberystwyth University	Yes		No
Anglia Ruskin University	Yes		No
Arts University Bournemouth	Yes		No
Aston University	No response	No response	No response
Bangor University	Yes		No
Bath Spa University	No response	No response	No response
Birkbeck, University of London	No response	No response	No response
Birmingham City University	Yes		No
Bishop Grosseteste University	No	S22	
Bournemouth University	Yes		Yes
Brunel University London	No	S40	
Buckinghamshire New University	Yes		No
Canterbury Christ Church University	Yes		No
Cardiff Metropolitan University	Yes		Yes
Cardiff University	Yes		No
City, University of London	Yes		No
Conservatoire for Dance and Drama	No response	No response	No response
Courtauld Institute of Art	No response	No response	No response

Coventry University	No	S40(2)(3)	
Cranfield University	Yes		No
De Montfort University	No	S40	
Durham University	Yes		Yes
Edge Hill University	Yes		Yes
Edinburgh Napier University	Yes		No
Falmouth University	Yes		Yes
Glasgow Caledonian University	Yes		Yes
Glasgow School of Art	Yes		No
Glyndŵr University	Yes		Yes
Goldsmiths, University of London	No response	No response	No response
Guildhall School of Music and Drama	No	S21	
Harper Adams University	Yes		No
Heriot-Watt	Yes		Yes
Heythrop College	Yes		No
Imperial College London	No	S40	
Keele University	No	S40 (2), 43, 36	
King's College London	No response	No response	No response
Kingston University	Yes		Yes
Leeds Beckett University	Yes		No
Leeds College of Art	Yes		No
Leeds Trinity University	No	S40	
Liverpool Hope University	Yes		Yes
Liverpool John Moores University	Yes		Yes
Liverpool School of Tropical Medicine			
London Business School	No response	No response	No response
London Metropolitan University	Yes		No
London School of Economics and Political Science (LSE)	No	S22	

London School of Hygiene and Tropical Medicine	No	S22	
London South Bank University	No response	No response	No response
Loughborough University	No	S22	
Middlesex University	Yes		No
Newcastle University	Yes		Yes
Newman University	No	S40	
Norwich University of the Arts	Yes		No
Oxford Brookes University	Yes		Yes
Plymouth College of Art	Yes		Yes
Queen Margaret University	Yes		No
Queen Mary University of London	No	S40	
Ravensbourne	No	Not given	
Robert Gordon University	Yes		No
Roehampton University	No	S40, 36	
Rose Bruford College	Yes		Yes
Royal Academy of Music	Yes		No
Royal Agricultural University	No	In public domain	
Royal College of Art	No response	No response	No response
Royal College of Music	Yes		No
Royal Holloway, University of London	Yes		No
Royal Northern College of Music	Yes		No
Sheffield Hallam University	Yes		Yes
Southampton Solent University	Yes		No
St Georges, University of London	No	Not given	
St Marys University College Belfast	No response	No response	No response
St Mary's University, Twickenham	No	S22	
Staffordshire University	No	S40, 43	
Swansea University	No	S40	

Teesside University	No	S40	
The Institute of Cancer Research	No	S40	
The Liverpool Institute for Performing Arts	Yes		No
The Manchester Metropolitan University	Yes		No
The Nottingham Trent University	Yes		No
The Open University	No	S40	
The Queen's University of Belfast	No response	No response	No response
The Royal Central School of Speech and Drama	Yes		No
The Royal Conservatoire of Scotland	Yes		No
The Royal Veterinary College	Yes		Yes
The School of Oriental and African Studies	No response	No response	No response
The University of Aberdeen	Yes		No
The University of Bolton	No	S40	
The University of Bradford	Yes		Yes
The University of Brighton	Yes		No
The University of Bristol	Yes		Yes
The University of Chichester	No	S40	
The University of Cumbria	Yes		No
The University of East Anglia	Yes		Yes
The University of Edinburgh	Yes		No
The University of Essex	No	S40, 43	
The University of Leeds	No	S40	
The University of Manchester	Yes		Yes
The University of Oxford	No	S40	
The University of Sheffield	No response	No response	No response
The University of Strathclyde	Yes		No
The University of Sunderland	Yes		No

The University of the West of Scotland	No	S30	
The University of Warwick	No	S40	
The University of Winchester	No	S40	
The University of Wolverhampton	No	S40	
Trinity Laban Conservatoire of Music and Dance	No response	No response	No response
University Campus Suffolk	No	S40	
University College Birmingham	No	S40	
University College London	No	S40	
University for the Creative Arts	Yes		Yes
University of Bath	Yes		Yes
University of Bedfordshire	Yes		Yes
University of Birmingham	No response	No response	No response
University of Cambridge	Yes		No
University of Central Lancashire	Yes		Yes
University of Chester	No response	No response	No response
University of Derby	Yes		Yes
University of Dundee	Yes		No
University of East London	No	S40	
University of Exeter	Yes		Yes
University of Glasgow	No	S27 (not yet published)	
University of Gloucestershire	Yes		Yes
University of Greenwich	Yes		No
University of Hertfordshire	Yes		Yes
University of Huddersfield	Yes		No
University of Hull	No	No answer	No answer
University of Kent	Yes		No
University of Lancaster	No	S43	
University of Leicester	Yes		Yes

University of Lincoln	Yes		No
University of Liverpool	Yes		No
University of London	No	S40	
University of Northampton	No	S40	
University of Northumbria at Newcastle	No	S40	
University of Nottingham	Yes		Yes
University of Plymouth	No	S40	
University of Portsmouth	No	S36, 40	
University of Reading	No	S22	
University of Salford	Yes		No
University of South Wales	No response	No response	No response
University of Southampton	No response	No response	No response
University of St Andrews	No response	No response	No response
University of St Mark and St John	Yes		No
University of Stirling	Yes		Yes
University of Surrey	No response	No response	No response
University of Sussex	No	Commercially sensitive	
University of the Arts, London	Yes		No
University of the Highlands and Islands	Yes		No
University of the West of England, Bristol	Yes		Yes
University of Ulster	Yes		No
University of Wales Trinity Saint David	No	Not given	
University of West London	No	S40	
University of Westminster	Yes		Yes
University of Worcester	No	Annual report of RC sent	
University of York	No	S40	

Writtle University College	No	S40	
York St John University	No	S40	

In 2017/18, just 22% of all HEIs (40 of 158) provided an unredacted copy of their Remuneration Committee minutes.

The comparable figures for previous years were 25% in 2016/17, 22% in 2014/15, and 24% in 2013/14.

HEI	Name of Vice-Chancellor	Total emoluments 2016-17	Total emoluments 2017-18	Percentage change 2016-17 – 2017-18	VC Salary 2017-18	Benefits in kind 2017-18	Employer's pension contribution 2017-18	Payments in lieu of pension 2017-18	Performance-related reward 2017-18	Total expenditure on V-C air fares	Total expenditure on V-C hotel accommodation
Aberystwyth University	John Grattan / Elizabeth Treasure	232000	Not published		Not published					793	2625
Anglia Ruskin University	Professor Iain Martin	306502	309055	0.8%	260478	9554	10732	28291	0	12780	2591
Arts University Bournemouth	Professor Stuart Bartholomew	219488	224973	2.5%	191243	6193	0	27537	0	2763	828
Aston University	Professor Alec Cameron	286349	318000	10%	275000	0	43000	0	0	no response	No response
Bangor University	Professor John Hughes	253000	257000	1.6%	252000	0	5000	0	0	9367	5688
Bath Spa University	Professor Christina Slade	808000	250000	-105%	225000	4000	0	21000	0	No response	No response
Birkbeck, University of London	Professor David S Latchman	386098	407894	5.6%	371675	0	7049	29170	0	No response	No response
Birmingham City University	Professor Graham Upton	413398	254312	-38.4%	212312	8000	34000	0	0	2395	3173
Bishop Grosseteste University	Professor Peter Neil	191668	227803	18.8%	188145	5692	33866	0	100	9612	3902
Bournemouth University	Professor John Vinney	303926	312427	2.8%	259691	2925	43765	0	6046	0	2552
Brunel University London	Professor Julia Buckingham	329510	329000		310000	11000	8000	0	0	9327	1678
Buckinghamshire New University	Rebecca Bunting	235000	239000	1.7%	205000	0	34000	0	0	0	226
Canterbury Christ Church University	Professor Rama Thirunamachandran	260127	270104	3.8%	264549	0	5555	0	0	0	318
Cardiff Metropolitan University	Antony Chapman / Professor Cara Carmichael Aitchison	248740	266583	7.1%	233906	0	0	32677	0	284	1590

Cardiff University	Professor Colin Riordan	302000	344000	13.9%	252000	1000	45000	0	46000	9126	934
City, University of London	Professor Sir Paul Curran	390000	393000	0.7%	314000	1000	57000	0	21000		894
Courtauld Institute of Art	Deborah Swallow	191000	195000	0.2%	195000	0	0	0	0	No response	No response
Coventry University	Professor John Latham	314966	314966	0	269394	1463	43809	0	300	30480	5644
Cranfield University	Professor Sir Peter Gregson	364000	326000	-10%	286000	0	0	40000	0	5779	1711
De Montfort University	Professor Dominic Shellard	331000	351700	6.2%	350000	1000	700	0	0	No response	No answer
Durham University	Professor Stuart Corbridge	301953	301000	-0.3%	269000	0	5000	27000	0	10377	4362
Edge Hill University	Dr John Cater	342834	334213	-2.5%	272743	11574	49878	0	0	0	95
Edinburgh Napier University	Professor Andrea Nolan	226000	229000	1.3%	199000	0	0	30000	0	0	95
Falmouth University	Anne Carlisle	309000	283022	-8.4%	224645	3380	0	32529	22465	4964	7270
Glasgow Caledonian University	Professor Pamela Gillies	263000	267000	1.5%	230000	1000	0	36000	0	25327	13013
Glasgow School of Art	Tom Inns	186000	187520	0.8%	160000	0	27520	0	0	5355	279
Glyndŵr University	Dr Maria Hinfelaar	0	221562	100%	190215	0	31347	0	0	0	1539
Goldsmiths, University of London	Patrick Loughrey	313000	272000	-13%	260000	0	12000	0	0	0	No response
Guildhall School of Music and Drama			207000		167000	5000	35000	0	0	862	1169
Harper Adams University	Dr David Llewellyn	210000	133000	-36%	118000	5000	9000	1000	0	5366	4485
Heriot-Watt	Professor Richard Williams	285000	282000	-1%	269000	13000	0	0	0	32329	8124
Heythrop College	Rev Dr Damian Howard	6195	158880		158,800	0	0	0	0	0	606
Imperial College London	Professor Alice P. Gast	436357	432700	-0.8%	338500	14200	64500	15500	0	15784	8435
Keele University	Professor Trevor McMillan	267000	247000	-7%	227000	9000	0	38000	0	3760	3746
King's College London	Professor Edward Byrne	425000	421000	-0.9%	350000	8000	63000	0	0	No response	No response
Kingston University	Julius Weinberg / Steven Spier	231,000	306800	32.8%	260000	0	46800	0	0	3943	3016
Leeds Beckett University	Professor Peter Slee	258839	263000	1.6%	226000	0	37000	00		0	590
Leeds Arts University	Professor Simone Wonnacott	167000	195000	16.7%	171000	0	24000	0	0	0	162

Leeds Trinity University	Professor Margaret A House	193328	187894	-2.8%	169651	0	0	14907	3336	3445	3137	
Liverpool Hope University	Professor Gerard Pillay	313875	325708	3.8%	274679	5762	45267	0	0	8726	1409	
Liverpool John Moores University	Professor Nigel Weatherill	287797	305675	6.2%	260316	0	6287	39072	0	10226	3547	
Liverpool School of Tropical Medicine	Janet Hemingway	309000	282738	-8.5%	282737	0	0	0	0	3540	685	
London Business School	Professor Sir Andrew Likierman	458000	501000	9.3%	422200	0	3000	76000	0	0	No response	No response
London Metropolitan University	Professor John Raftery	328000	342000	4.2%	293000	0	0	39000	10000	1375	419	
London School of Economics and Political Science (LSE)	Craig Calhoun / Julia Black	309000	405500	31%	321000	26000	58000	0	0	8571	5565	
London School of Hygiene and Tropical Medicine	Baron Peter Pilot	379000	391886	3.4%	278192	0	53675	0	60000	0	0	
London South Bank University	Professor David Phoenix	288000	289000	0.4%	228000	10000	0	33000	18000	No response	No response	
Loughborough University	Professor Robert Allison	283200	303432	7.1%	260000	0	34814	8618	0	20825	7757	
Middlesex University	Professor Tim Blackman	318000	317000	-0.3%	260000	0	36000	7000	14000	7493	2593	
Newcastle University	Professor Chris Day	356100	340066	-4.5	311202	0	0	28864	0	Not recorded	Not recorded	
Newman University	Professor Scott Davidson	189284	191905	1.4%	164754	0	27151	0	0	0	1071	
Norwich University of the Arts	Professor John Last	178955	183922	2.7%	181484	2438	0	0	0	0	1524	
Oxford Brookes University	Professor Alistair Fitt	238199	238199	0	233300	0	4899	0	0	6765	4144	
Plymouth College of Art	Professor Andrew Brewerton	182,000	186000	2.2%	159000	1000	26000	0	0	No response	No response	
Queen Margaret University	Professor Petra Wend	247289	243765	-1.4%	209942	2092	0	31731	0	88	0	
Queen Mary University of London	Professor Colin Bailey	290783	260657	-10%	252083	2799	5775	0	0	13132	697	
Ravensbourne	Professor Linda Drew	163567	172663	5.6%	143234	0	24429	0	5000	185	887	
Robert Gordon University	Professor Ferdinand von	280436	281153	0.3%	237716	2550	40887	0	0	7230	No answer	

	Prondzynski										
Roehampton University	Professor Paul O'Prey	311000	328000	5.5%	276000	3000	49000	0	0	0	302
Rose Bruford College	Dr Andrew Walker	177781	67108	-62%	56462	1443	9203	0	0	0	0
Royal Academy of Music	Jonathan Freeman-Attwood	214745	222711	3.7%	187267	3681	0	31763	0	9914	2579
Royal Agricultural University	Professor Joanna Price	187,966	228698	21.6%	191333	0	28565	0	8800	3040	1685
Royal College of Art	Dr Paul Thompson	275427	283699	3%	230625	0	53074	0	0	No response	No response
Royal College of Music	Professor Colin Lawson	243218	248888	2.3%	212000	32436	4452	0	0	13336	6587
Royal Holloway, University of London	Professor Paul Layzell	313000	321000	2.5%	301000	14000	6000	0	0	194	0
Royal Northern College of Music	Professor Linda Merrick	160995	163792	1.7%	138823	2091	22878	0	0	2777	1089
Sheffield Hallam University	Professor Chris Husbands	297588	281000	-5.6%	24000	1000	40000	0	0	1716	6869
Southampton Solent University	Professor Graham Baldwin	259261	290853	12.1%	217444	0	31276	31276	10857	6612	2340
SRUC	Janet Swadling / Wayne Powell	234000	237204	1.4%	194555	9185	33464	0	0	3057	2520
St Georges, University of London	Professor Jenny Higham	243095	246938	5.5%	246938	0	0	0	0	5336	0
St Mary's University, Twickenham	Professor Francis Campbell	176000	176227	0.1%	150000	1507	24720	0	0	14799	6585
Staffordshire University	Professor Liz Barnes	233000	261000	12%	204000	3000	34000	0	20000	0	0
Swansea University	Professor Richard B Davies	254000	Not published							15923	3655
Teesside University	Professor Paul Croney	292027	304339	4.4%	224919	3462	42280	0	33738	13272	9565
The Institute of Cancer Research	Professor Rajesh Chopra	286113	283000	-1%	273000	0	0	0	10000	2824	6743
The Liverpool Institute for Performing Arts	Mark Featherstone-Witty	171578	154980	-10%	154980	0	0	0	0	0	1215
The Manchester Metropolitan	Professor Malcolm Press	333000	336000	-0.07%	263000	1000	0	34000	38000	0	6881

University											
The Nottingham Trent University	Professor Edward Peck	319240	332763	4.2%	262500	0	5513	39750	25000	8271	1192
The Open University	Mary Kellet	360443	336000	-6.8%	321000	15000	0	0	0	200	620
The Queen's University of Belfast	Patrick Johnston / James Mcelnay	327000	220000	-32%	213000	0	7000	0	0	No response	No response
The Royal Central School of Speech and Drama	Gavin Henderson	208139	219807	5.6%	276000	2000	0	0	0	8704	5743
The Royal Conservatoire of Scotland	Professor Jeffrey Sharkey	164419	167735	2%	140192	3430	24113	0	0	No response	No answer
The Royal Veterinary College	Professor Stuart Reid	354057	313986	-11%	251547	0	47439			16679	9636
The School of Oriental and African Studies	Baroness Valerie Amos	271361	267450	-1.4%	234009	0	33441	0	0	No response	No response
The University of Aberdeen	Sir Ian Diamond	327269	377678	15%	282062	0	29617	0	0	15899	9455
The University of Bolton	Professor George Holmes		295557		256284	2129	0	37144	0	15392	24712
The University of Bradford	Professor Brian Cantor	249667	251300	0.6%	251300	0	0	0	0	7909	2550
The University of Brighton	Professor Debra Humphris	237585	241624	0.6%	241624	0	0	0	0	5968	615
The University of Bristol	Professor Hugh Brady	333000	331918	-0.3%	288121	0	0	43797	0	0	0
The University of Chichester	Professor Jane Longmore	198207	195456	1.3%	167805	0	27651	0	0	0	495
The University of Cumbria	Professor Julie Mennell	211935	215571	1.7%	185074	0	30497	0	0	0	2267
The University of East Anglia	Professor David Richardson	291000	305000	4.8%	253000	7000	45000	0	0	13407	6065
The University of Edinburgh	Professor Peter Mathieson	321000	201000	-37%	171000	7000	5000	18000	0	4788	7137
The University of Essex	Professor Anthony Forster	316240	378084	20%	289183	32528	56373	0	0	19537	7988
The University of Leeds	Sir Alan Langlands	293986	293986	0	281058	0	12928	0	0	2005	4015
The University of Manchester	Professor Dame Nancy Rothwell	306000	272397	-4%	260399	3498	5468	3032	0	8515	4693
The University of Oxford	Professor Louise Richardson	430000	429000	-0.2%	360000	10000	59000	0	0	28138	6319
The University of Sheffield	Sir Keith Burnett	426589	455780	6.8%	345770	18035	7261	50137	34577	No response	No response

The University of Strathclyde	Jim McDonald	365819	373085	2%	304271	14010	0	54804	0	14344	3942
The University of Sunderland	Shirley Atkinson	238809	244697	2.4%	205637	4102	34958	0	0	0	0
The University of the West of Scotland	Craig Mahoney	262000	269000	2.7%	226000	0	5000	31000	7000	19360	5792
The University of Warwick	Stuart Croft	332000	345000	3.9%	299000	1000	6000	39000	0	No answer	3363
The University of Winchester	Joy Carter	261290	270397	3.5%	219184	2753	0	44150	4310	207	895
The University of Wolverhampton	Geoff Layer	283000	287000	1.4%	275000	4000	6000	0	2000	18155	4177
Trinity Laban Conservatoire of Music and Dance	Anthony Bowne	206,787	207000	0.1%	178000	0	0	29000	0	No response	No response
University Campus Suffolk	Richard Lister	187093	174073	-7%	136750	1073	3000	13250	20000	0	458
University College Birmingham	Ray Linforth	245000	276357	12.8%	250000	0	0	26357	0	0	0
University College London	Michael Arthur	372825	394381	5.8%	368386	19222	6773	0	0	26831	5675
University for the Creative Arts	Simon Olfield-Kerr / Alan Cooke / Bashir Makhoul	174240	244068	40%	210000	0	34068	0	0	0	7447
University of Bath	Dame Glynis Breakwell	471000	478498	1.6%	407840	8748	0	61910	0	No response	2630
University of Bedfordshire	Bill Rammell	269000	269137	0.05%	212790	0	35068	0	21279	12836	4106
University of Birmingham	Sir David Eastwood	439000	444000	1.1%	386000	3000	0	0	55000	No response	No response
University of Cambridge	Sir Leszek Borysiewicz	362000	403000	11%	335000	12000	19000	37000	0	41031	9427
University of Central Lancashire	Mike Thomas	258000	259067	0.4%	245250	0	0	0	4817	0	532
University of Chester	Tim Wheeler	272562	278000	2%	276000	2000	0	0	0	No response	No response
University of Derby	Kathryn Mitchell	269822	270708	0.3%	230050	2746	37912	0	0	14329	2970
University of Dundee	Sir Pete Downes	266000	270000	1.5%	238000	0	0	32000	0	12200	1281
University of East London	John Joughin	294000	409000	39%	319000	37000	53000	0	0	0	No answer
University of Exeter	Sir Steve Smith	424000	421000	-0.7%	315000	12000	0	53000	41000	16539	14581
University of Glasgow	Sir Anton Muscatelli	329196	342200	4%	2900	0	52200	0	11020	21434	8722

University of Gloucestershire	Stephen Marston	193000	199000	3%	169000	30000	0	0	0	121	909
University of Greenwich	David Maguire	275031	271736	-1.1%	246467	0	25269	0	0	13701	1319
University of Hertfordshire	Quintin McKellar	343552	345806	0.7%	262553	1270	14436	28766	38779	7351	2575
University of Huddersfield	Bob Cryan	371243	385468	3.8%	326254	0	59214	0	0	2669	No answer
University of Kent	Dame Julia Goodfellow	324000	259900	-20%	240000	22000	0	37000	0	3761	1634
University of Lancaster	Mark E. Smith	317389	340145	7.1%	275680	14843	49622	0	0	12526	4612
University of Leicester	Paul Boyle	288000	304594	5.8%	284875	3737	5982	0	10000	20353	3331
University of Lincoln	Mary Stuart	291527	304302	4.3%	242337	7433	0	38532	0	0	0
University of Liverpool	Dame Janet Beer	370821	342860	-7.5%	270823	2084	0	42410	27543	3647	3295
University of Northampton	Nick Petford	254000	252000	0.7%	196000	0	34000	0	2200	51867	8999
University of Northumbria at Newcastle	Andrew Wathey	309000	291000	-5.8%	249000	2000	15000	25000	0	5385	6846
University of Nottingham	Sir David Greenaway	381000	315000	-17%	270000	0	48600	0	0	1593	9080
University of Plymouth	Judith Petts	273294	276652	1.3%	236483	994	14407	24768	0	0	0
University of Portsmouth	Graham Galbraith	305000	313000	2.6%	273000	1000	0	39000	0	8875	1906
University of Reading	Sir David Bell	309252	314000	1.5%	265000	0	47000	0	2000	6323	1940
University of Salford	Helen Marshall	217000	221068	1.9%	207694	2989	0	0	10385	8149	2290
University of South Wales	Julie Lyndon	228000	228000	0	225000	3000	0	0	0	No response	No response
University of Southampton	Sir Christopher Snowden	433000	436000	0.7%	423000	4000	9000	0	0	No response	No response
University of St Andrews	Garry Taylor / Sally Mapstone	261000	272000	4.2%	249000	0	23000	0	0	No response	No response
University of St Mark and St John	Rob Warner	219962	182029	-17%	156904	0	25125	0	0	0	1554
University of Stirling	Gerard McCormac	276000	281000	1.8%	274000	1000	6000	0	0	12442	6676
University of Surrey	Max Lu	366000	400000	9.2%	314000	0	7000	50000	22000	No response	No response
University of Sussex	Michael Farthing / Adam Tickell	545000	294000	-46%	294000	0	0	0	0	8132	No answer
University of the Arts, London	Nigel Carrington	265485	270173	1.8%	269875	298	0	0	0	4687	728

University of the Highlands and Islands	Clive Mulholland	232274	235283	1.3%	213563	0	21720	0	0	1910	3446
University of the West of England, Bristol	Steve West	326012	327403	0.4%	258440	657	42462	0	25844	20258	2810
University of Ulster	Paddy Nixon	311000	325015	4.5%	271212	4985	48818	0	0	38927	7323
University of Wales Trinity Saint David	Medwin Hughes	279762	283674	1.4%	255469	14000	44205	0	0	9599	6647
University of West London	Peter John	297000	310000	4.3%	270000	4000	0	36000	0	6394	972
University of Westminster	Geoffrey Petts	301000	214000	-28%	211000	0	3000	0	0	0	0
University of Worcester	David Green	325227	325226	0	279648	0	0	45578	0	9998	4357
University of York	Koen Lamberts	293978	322389	10%	233259	23309	45538	20283	0	5801	1009
Writtle University College	Stephen Waite	135918	133000	-2%	114000	0	19000	0	0	No answer	No answer
York St John University	Karen Stanton	200000	206500	3.2%	204000	0	0	0	2500	4611	401