

The Role of the Office of Financial Strategy at Imperial College

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Strategic financial issues for Imperial

- Excellence is expensive
- Excellence in STEMB in London is particularly expensive
- Ambition to grow but large-scale capital investment needed
- Reduced core capital government funding
- Only top-ten university without a meaningful endowment

The challenge = a sustainability gap

The Endowment league

- *Top US (~£10-25bn)*
- *Oxbridge (~£3-5bn)*
- *Imperial (~£500m)*

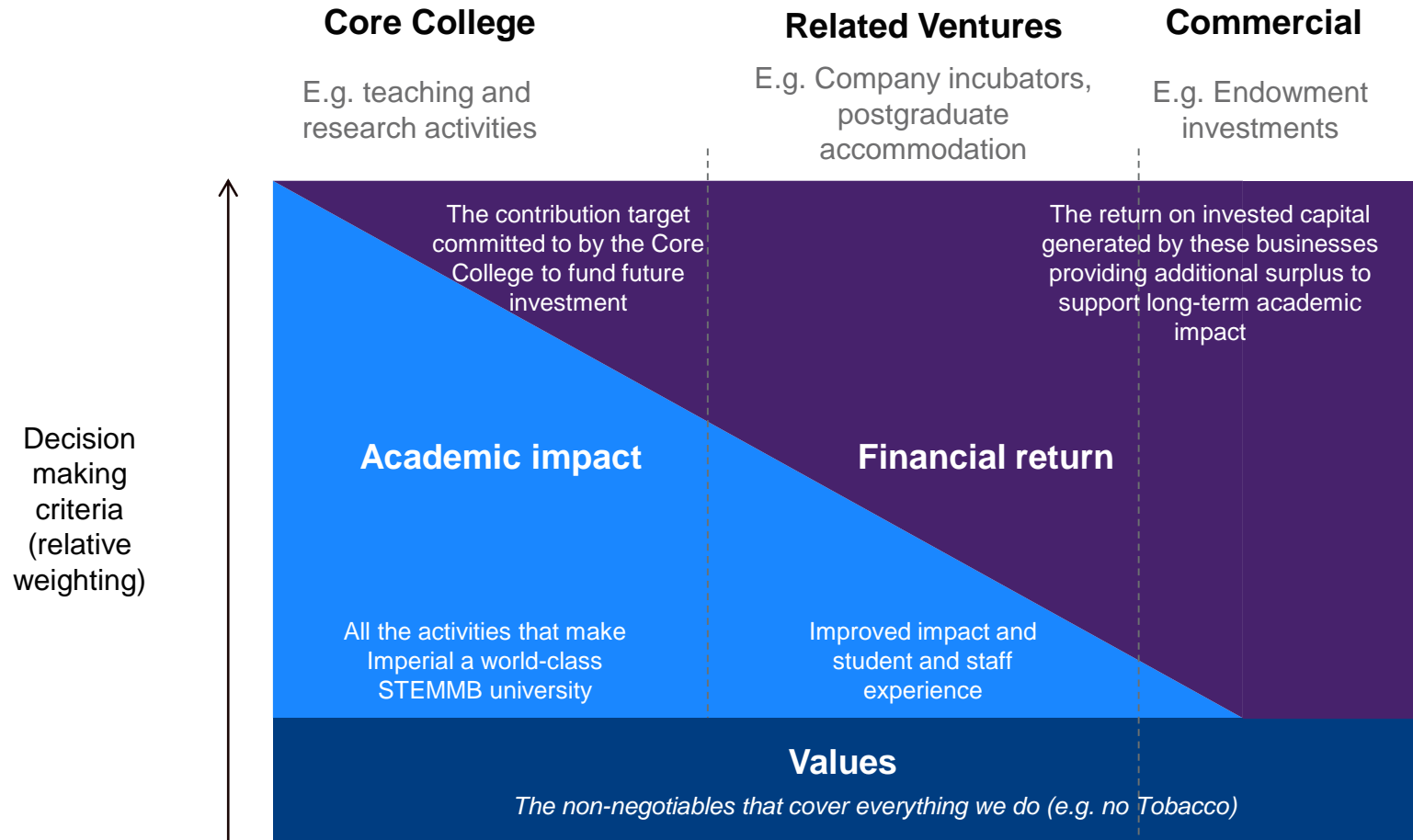


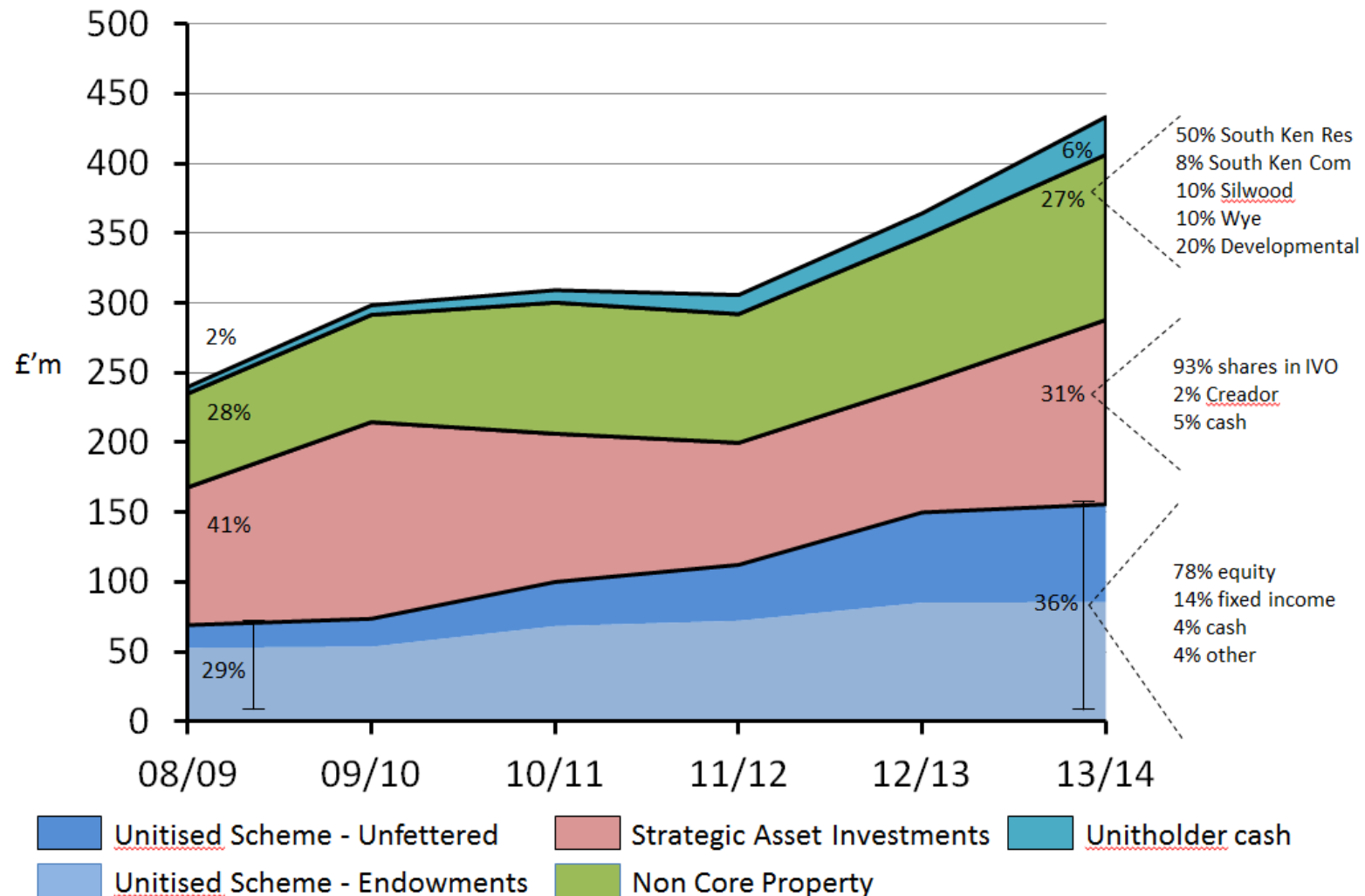
Plugging the sustainability gap

1. **Control expenditure** – constant drive to operate efficiently (eg. operational excellence)
2. **Increase & diversify income** – seek meaningful sources of unfettered income (eg. philanthropy, endowment, related ventures)



Structuring the College to enable differential focus





Related Ventures: the next opportunity

What are they?

Commercial activities, enterprises and **assets** which are **aligned** with the **College's mission** and have the ability to **generate material unfettered cash** to enhance and support that mission.

Delivering a return at least as good as the Endowment whilst also providing a core mission benefit.

Asset & Brand Exploitation

DRIVERS:

- ✓ *MISSION ALIGNED*
- ✓ *MARKET GAP*
- ✓ *PROFITABILITY*
- ✓ *LIQUIDITY*
- ✓ *COHERENT EXIT*



Safe and high quality accommodation for postgraduate students in London

*Griffon Studios
Clapham
Junction
566 Bedspaces*



*Woodlane
White City
606 bedspaces*



*Orient House
Imperial Wharf
184 bedspaces*



ThinkSpace



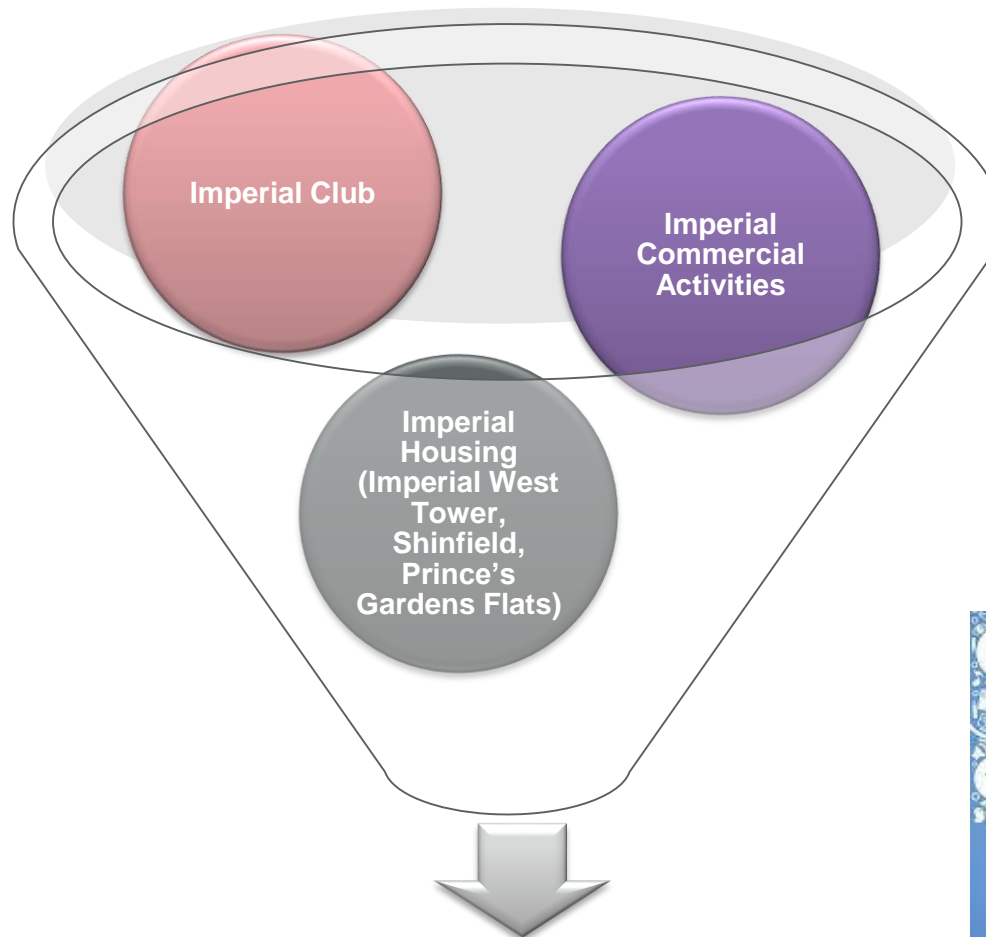
Imperial College
London
ThinkSpace

superior
imperial
innovations

Imperial College
London
Incubator

- *Provision of innovative high quality work-spaces; delivering an environment that enables the co-location of research, industry and enterprise.*

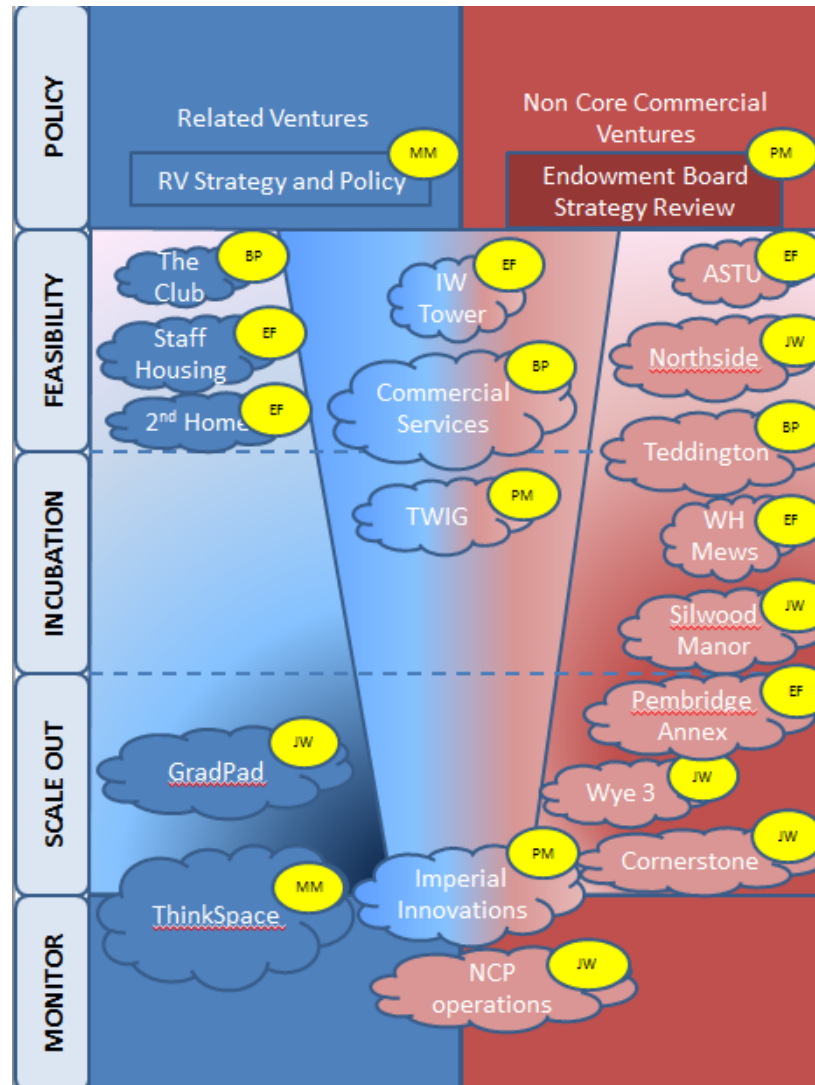
Future Potential Opportunities



A managed and transparent process

FEASIBILITY CRITERIA	SCORE	Actions to improve score (if applicable)
Is the Related Venture Concept aligned with the Imperial College mission (and not detrimental to it)?		
Does the RV diversify net new income streams to the College?		
Is there a financial projection of the following? - £1m net profit pa within ~5 years - X% Return on £Y investment - Independent financial standing from College in 5 years		
Can the RV establish all necessary rights/College asset use to develop and operate?		
Does the RV have a clear and legally enforceable position to operate in this space?		
Are there realistic exit routes without causing economic distress to the College?		
Have all human and physical resources needed been accounted for in the operational model?		
Can the RV be integrated into the RV Governance structure without creating friction in the system? (ie RV Board, Route to PEG)		
Have the relevant College departments likely to be involved in the RV been consulted on the proposition (eg. Facilities Management; Campus Services; ICT)		
Has an individual responsible for the delivery of the RV been identified?		
Total Score	==	Score of Y proceeds to Related Venture incubation stage. Or requirement to pass all to proceed?

Delivering a prioritised set of opportunities



OFS Management Structure

