



University of London
COLLEGIATE COUNCIL

Friday, 1 October 2010
8.30am
The Court Room, Senate House

MINUTES

PRESENT

Professor Crossick (Vice-Chancellor and Chair)	Mr P Loughrey (GC)
Professor Freeman-Attwood (RAM)	Dr McDade (HC)
Professor Gaskell (QMUL)	Professor Piot (LSHTM)
Professor Grant (UCL)	Professor Rao (SOAS alternate)
Professor Henderson (CSSD)	Professor Rigby (ICR)
Professor Kain (SAS)	Professor Smith (SoP)
Professor Kopelman (SGUL)	Professor Swallow (CIA)
Professor Layzell (RHUL)	Professor Trainor (KCL)
	Professor Whitty (IoE)

APOLOGIES

Sir Howard Davies (LSE)	Professor McKellar (RVC)
Professor Latchman (Bbk)	Professor Webley (SOAS)
Professor Sir Andrew Likierman (LBS)	

OBSERVER

Professor Kydd (UoLIA)

IN ATTENDANCE

Mr R Cryer	Mr M Dalton (Secretary)
Ms C Cushion	Ms C Swarbrick

Welcome

0689 The Vice-Chancellor, Professor Crossick, welcomed members to his first meeting as Chair of the Collegiate Council and, in particular, the new members, Professor Layzell, Principal, Royal Holloway, University of London, and Professor Piot, Director, London School of Hygiene and Tropical Medicine. He also welcomed Professor Rao, Deputy Director and alternate for the School of Oriental and African Studies.

Functions and Membership of the Collegiate Council

0690 Members noted a report by the Secretary on functions and membership of the Collegiate Council (CC152).

Vice-Chancellor's Introductory Remarks

0691 The Vice-Chancellor opened his remarks by paying tribute to the work done over the previous five years which had turned the University into a confident and valued institution. This work included the new governance arrangements

implemented in 2008, the ongoing restructuring of the University of London Research Library Services (ULRLS) and the refurbishment of the Senate House, the School of Advanced Study (SAS) Action Plan and the financial turnaround. Taken together, the changes had ensured broad goodwill and continued commitment to the University from Colleges. Looking forward, the difficult financial climate faced by the higher education sector over the forthcoming 10 years would give the University an increasingly important role and further opportunities as greater collaboration within the sector would be inevitable. It was crucial, therefore, that the University built on the work of the previous five years because, as a collaborative and shared service operation, which included a powerful brand, it stood to benefit above isolated institutions from the challenging macroeconomic climate.

- 0692 The Vice-Chancellor informed the Collegiate Council that he had met with each Head of College individually over the summer of 2010. He had noted that each College had its own mix of reasons for valuing University of London membership but some reasons had recurred for almost all Colleges, namely the brand, shared services, collegiality and, for many, the University of London International Programmes. Conversely, each College had its own mix of problems about the University, though, for the great majority, far fewer than the reasons for valuing membership. When asked about how the University could help in difficult times, there had been a strong desire to see development of an ambitious agenda to explore shared services and also interest in exploring teaching collaboration. In summary, the key had been to ensure that the University would become even more relevant to Colleges in tough financial times.
- 0693 The Vice-Chancellor outlined his key priorities which included: restructuring of the ULRLS, completion of the Senate House Project, SAS's preparation for the next review by the Higher Education Funding Council for England (HEFCE), the Business Change Programme (BCP), the Quality Assurance Agency (QAA) Institutional Audit and delivering value for money to Colleges for their Subscription and Charges. The BCP would be of particular import as it would be essential for the University to operate efficiently so as to enable surpluses to be used to support the federal University. However, the University would not lose sight of its academic vision and mission to support the Colleges.
- 0694 The Vice-Chancellor commented on other priorities which included the development of opportunities within the University of London International Programmes, especially expansion in the UK market, an issue on which the Dean of the University of London International Academy (UoLIA) would be presenting a paper to the Collegiate Council in due course. A considerable number of ideas on academic collaboration had been put forward by Heads of Colleges during their respective meetings with the Vice-Chancellor. It had been noteworthy that the Centre for Creative Collaboration had already demonstrated the potential for the facilitation of collaborative research in quite precise areas, though the Vice-Chancellor recognised that the University was needed far more for teaching than for research collaboration. Various models of shared service provision would be explored for the benefit of the Colleges

individually and collectively, something that would doubtless also be welcomed by HEFCE and government in demonstrating the University's continuing relevance.

- 0695 The Vice-Chancellor reported that he had changed the management structure of the central University and established a Vice-Chancellor's Executive Group (VCEG) in order to provide strategic vision, focus on the delivery of key projects, and corporate leadership and commitment across the central University. Membership of the VCEG, which would be chaired by the Vice-Chancellor, would include the Deans of SAS and UoLIA, and the Directors of Administration, Finance and Human Resources. The Deputy Vice-Chancellor would also be a member and would attend on occasions.
- 0696 The Vice-Chancellor concluded his remarks by stressing the important role of the Collegiate Council as the strategic driving force of the University. Accordingly, members could expect to receive more strategic papers and take part in more strategic discussions. Heads of Colleges would also be encouraged to submit their own ideas for strategic discussions and papers.

Minutes

- 0697 The Collegiate Council approved the Minutes of the previous meeting held on 2 July 2010.

Matters Arising

CCM 0628: Representative of the Heads of Colleges on the University of London Union (ULU) Board of Trustees

AGREED

- 0698 That a request for nominations for the appointment of a representative of the Heads of Colleges to the ULU Board of Trustees would be sent to College finance directors and academic registrars.

CCM 0634: UoLIA Financial Architecture

- 0699 The Dean of the UoLIA reported that draft contracts had been sent for consultation to all Heads of Lead Colleges as well as staff within Lead Colleges with responsibilities in respect of International Programmes. The Collegiate Council would be kept informed of progress.

CCM 0700 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000

CCM 0661(iii): University of London Institute in Paris (ULIP)

0701 The Vice-Chancellor reported that he had visited the ULIP on 27 September 2010. He commented on the very high quality of the ULIP's premises following its recent extensive refurbishment, as well as the enthusiasm for the Institute shown by its students. He had met with the Dean of the ULIP and staff to discuss various aspects of the Institute's work including academic and programme development. He reported that the British Ambassador in Paris had held a reception in honour of the ULIP and that during a meeting prior to the reception the Ambassador had shown considerable interest in the potential for collaboration. The Dean had started work on a strategic business plan which would cover academic developments and address the ULIP's deficit. It was expected that the strategic business plan would be available for the 10 December 2010 meeting of the Collegiate Council which the Dean would attend. Members were informed that discussions on the Memorandum of Agreement (MoA) between the three Consortium institutions had recommenced in September 2010 following a brief hiatus in 2010. The MoA would define clearly the arrangements within which the Consortium should operate and the responsibilities of each of the partners.

Vice-Chancellor's Report

0702 The Collegiate Council received a report (CC154) by the Vice-Chancellor on matters not considered elsewhere on the agenda.

Saatchi Gallery

0703 The Collegiate Council noted that, in July 2010, the University had been approached by a senior member of staff at the Saatchi Gallery to discuss the possibility of the University being the recipient of works of art, as well as 'the Gallery itself', as part of Charles Saatchi's pledge to 'give the Gallery to the nation'. Whilst the offer had been attractive for a number of reasons, one of which had been the educational opportunities for students within Colleges of the University, discussions had terminated due to a lack of clarity about a number of issues. These had included the character of the gift of works of art, what it meant to be given 'the Saatchi Gallery' when it would not include the building or the staff, and how the University would be able to identify and manage the financial and reputational risks. All these issues had been identified in a report by the University's solicitor, Pinsent Masons, on the Heads of Terms which had been drafted by staff at the Saatchi Gallery. The Vice-Chancellor's proposal that lawyers from both parties should meet in order to provide greater clarity about any potential arrangement had not been accepted by the Saatchi Gallery. It was reported that about the same time that talks had ended with the University, discussions between the Saatchi Gallery and Arts Council England had also terminated for what appeared to be similar reasons. Members of the Collegiate Council expressed regret that the discussions could not have been taken further and requested that the Vice-Chancellor inform the Saatchi Gallery of the University's willingness to resume discussions if clarity on some of the outstanding matters could be provided.

Senate House Project

- 0704 The Collegiate Council noted progress on the Senate House Project and was informed that the Project remained within budget. It was noted also that constructive discussions had taken place with the Director of the Institute of Historical Research with regard to the Institute's temporary relocation to enable the remaining part of Senate House to be rewired and refurbished and in respect of the Institute's future permanent location and configuration.

Warburg Institute

- 0705 The Collegiate Council noted that, at its meeting in July 2010, the Board of Trustees had deferred a decision on the proposed draft Scheme (equivalent of a new Trust Deed) for the Warburg Institute until its meeting on 20 October 2010. The new Director of the Institute, Professor Peter Mack, would take up post on 1 October 2010 and had ambitious plans for the future development of the Warburg.

QAA Institutional Audit

- 0706 The Collegiate Council noted that, at its meeting on 26 August 2010, the QAA Institutional Audit Steering Group had expressed concern about the following sentence in University Regulation 1, paragraph 1: 'Candidates granted degrees shall have attained the same academic standard irrespective of mode or place of study or examination'. The reasons for the original inclusion of the sentence had been investigated by the Steering Group and these were outlined at Appendix CC154A. The Steering Group's concern had been that the sentence could cause the University's position on quality control and assurance to be misinterpreted. Given that the sentence did not, in view of current quality terminology, reflect the intention behind its original inclusion, the Steering Group had recommended to the Collegiate Council that it should be removed forthwith.
- 0707 A number of members of the Collegiate Council expressed concern that the sentence remained within the Regulations given that, at the time of the previous Institutional Audit in 2005, the University had stated clearly that Colleges were responsible for their own academic standards. Members noted that each College was separately audited by the QAA, which in itself ensured an acceptable threshold of standards across the University. Thus, another audit by the University to ensure parity of standards was neither appropriate, given the QAA's own recent emphasis on thresholds, nor feasible, given the locus of responsibility for academic matters relating to students registered by the Colleges. It was noted also that any QAA judgements of limited confidence arising from College audits were reported to the Collegiate Council, with subsequent reports received on respondent action plans.
- 0708 The Chair of the Collegiate Council's Academic Quality Advisory Committee (AQAC), Professor Rao, informed members that the AQAC had shared the Steering Group's concerns about the sentence. The Collegiate Council agreed that the sentence should be removed forthwith.

University Marine Biological Station, Millport (UMBSM)

0709 The Collegiate Council noted a progress report on securing funding for the redevelopment of the UMBSM, the working title for which was 'Sea our Future'. It was reported that the Emeritus Vice-Chancellor, Sir Graeme Davies, had agreed to continue his involvement in fundraising activities for the redevelopment of the Station.

Centre for Creative Collaboration (C4CC)

0710 The Collegiate Council noted a report on activities at the C4CC including summary data for the Centre attached as Appendix CC154B. It was noted that in the period to 5 September 2010, data on 41 projects had been collected. The Vice-Chancellor reported that, at a recent meeting with the Complexity Group, which managed the C4CC on behalf of the University, it had been agreed that the focus of their management and policy activities for the remainder of 2010 and the early part of 2011 would be directed towards additional corporate and business engagement as well as a strategy for the long-term sustainability of the Centre.

Foundation Day 2010

0711 The Collegiate Council noted that, following the previous meeting, the Princess Royal had confirmed that she would preside over the Foundation Day proceedings on Thursday, 25 November 2010. The following Honorary Graduands had confirmed that they would attend:

Ms Luisa Diogo	Doctor of Science (Economics)
Ms Mary Quant	Doctor of Literature
The Most Revd and Rt Hon Dr John Sentamu	Doctor of Divinity
Ms Anne Stevenson	Doctor of Literature

0712 It was noted that Sir Peter Mansfield and Professor Dame Alison Richard would be unable to attend and it was expected that they would receive their awards at Foundation Day 2011.

AGREED

0713 That the sentence in Regulation 1, paragraph 1: 'Candidates granted degrees shall have attained the same academic standard irrespective of mode or place of study or examination' should be deleted forthwith.

Application to Exercise Degree-Awarding Powers

0714 The Collegiate Council received a report (CC155) on an application by St George's, University of London (SGUL) to exercise its degree-awarding powers (DAPs), which included a statement addressing the various points necessary for Collegiate Council and Board of Trustees approval (Appendix

CC155A) and a list of frequently asked questions which had been drafted primarily for the benefit of SGUL students (Appendix CC155B).

AGREED

0715 The exercise of degree-awarding powers by St George's, University of London, subject to approval by the Board of Trustees at its meeting on 20 October 2010.

CONFIDENTIAL REPORT - Finance Report

0716 The Collegiate Council received a confidential Finance Report (CC156) by the Director of Finance which included the draft Income and Expenditure Account for the year ended 31 July 2010 (CC156A).

CCM 0717 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000

0718 A member of the Collegiate Council commended the Director of Finance for the user-friendly presentation and format of the Finance Report which would assist members in future strategic discussions.

University of London Union (ULU) Financial Performance for 2009-10

0719 The Collegiate Council received a report (CC157) by the ULU General Manager on ULU's financial performance for 2009-10. Members commended ULU on its financial performance which included a surplus of £117k.

Membership of Committees

0720 The Collegiate Council received a report by the Secretary (CC158) on changes to the memberships of Boards of the Central Academic Bodies and Activities for 2010-11.

AGREED

- 0721 (i) Changes to the memberships of Boards and Committees as set out in paragraphs three and four of Document CC158.
- (ii) That the Vice-Chancellor would approve, on behalf of the Collegiate Council, appointments to vacancies which remained, or which arose during 2010-11, at the appropriate time.

Review of Effectiveness for 2009-10

0722 The Collegiate Council received a report (CC159) on the questionnaire results of the annual review of effectiveness of the Collegiate Council for 2009-10. It was noted that a report on the results would be forwarded to the Board of Trustees.

0723 The Collegiate Council noted that two of the 11 respondents to the questionnaire had 'disagreed' or 'strongly disagreed' that new members were provided with sufficient induction and that only one respondent had 'agreed' that sufficient induction was provided. It was reported that work was ongoing to introduce an 'induction portal' on Quorum (the University's online repository for committee papers) in order to provide new members to committees with useful background information. With regard to the Collegiate Council, the Vice-Chancellor had made arrangements for an informal dinner with new Heads of Colleges to introduce them to the University and discuss the key issues it faced. The Collegiate Council agreed with the Vice-Chancellor that it would also be helpful for each new member to have a separate meeting with him.

Report of the Academic Trust Funds Committee

0724 The Collegiate Council received and noted the annual report of the Academic Trust Funds Committee for 2009-10 (CC160).

Award of Degrees and Diplomas

0725 The Collegiate Council noted a report (CC161) by the Vice-Chancellor on the award of degrees and diplomas.

Dates of Meetings

0726 The Collegiate Council noted the following dates of meetings (all to start at 08.30am):

2010-11

Friday, 5 November 2010
Friday, 10 December 2010
Friday, 18 February 2011
Friday, 6 May 2011
Friday, 1 July 2011

2011-12

Friday, 30 September 2011
Friday, 4 November 2011
Friday, 9 December 2011
Friday, 24 February 2012
Friday, 4 May 2012
Friday, 6 July 2012