



University of London
COLLEGIATE COUNCIL

Friday, 10 December 2010
8.30am
The Court Room, Senate House

MINUTES

PRESENT

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

APOLOGIES

Sir Howard Davies (LSE)	Professor Sir Andrew Likierman (LBS)
Professor Gaskell (QMUL)	Professor Swallow (CIA)
Professor Kopelman (SGUL)	
Professor Latchman (Bbk)	

OBSERVER

Professor Kydd (UoLIA)

IN ATTENDANCE

Mr R Cryer	Mr C Pressler (CCMM 0741 – 0754)
Ms C Cushion	Ms C Swarbrick
Mr M Dalton (Secretary)	

Welcome

0727 The Vice-Chancellor welcomed Professor Hilton as alternate for Professor Kopelman and Professor Shiach as alternate for Professor Gaskell.

Minutes

0728 The Collegiate Council approved the Minutes of the previous meeting held on 1 October 2010.

Matters Arising

CCM 0698: Representative of the Heads of Colleges on the University of London Union (ULU) Board of Trustees

0729 It was proposed that Mr Mark Bery, Director of Finance at St George's, University of London (SGUL), should be appointed to the role of representative of the Heads of Colleges on the ULU Board of Trustees. Mr

Bery had put his name forward following a request for nominations which had been sent to finance directors and academic registrars at Colleges.

APPROVED

- 0730 The appointment of Mr Mark Bery as representative of the Heads of Colleges on the ULU Board of Trustees.

CCM 0700: Application for Membership of the University

- 0731 It was noted that an email dated 28 October 2010 had informed the Collegiate Council that, as a result of uncertainty in the higher education (HE) sector following the Browne Review and the Comprehensive Spending Review, the significant strategic changes underway at City University, as well as the need to respond flexibly to the challenges in the near future, City and the University of London had decided to defer City's application to the University of London at the present time.

CCM 0703: Saatchi Gallery

- 0732 The Vice-Chancellor reported that he had written to Mr Charles Saatchi to express the University's willingness to resume discussions on possible receipt of works of art, as well as 'the Gallery itself', on the basis of the need for clarity on some of the outstanding matters. No response had yet been received.

CCM 0715: Application to Exercise Degree-Awarding Powers (DAPs)

- 0733 Members were informed that, subsequent to the Collegiate Council's approval at its previous meeting, the Board of Trustees had also approved the application by SGUL to exercise its DAPs. This would increase the total number of Colleges exercising their DAPs to six.

CONFIDENTIAL REPORT - Vice-Chancellor's Report

- 0734 The Collegiate Council received a confidential report (CC162) by the Vice-Chancellor on matters not considered elsewhere on the agenda.

Heads of Colleges

- 0735 The Collegiate Council noted that it would be the final meeting attended by Professor Whitty (Institute of Education), Professor Rigby (Institute of Cancer Research) and Professor McKellar (Royal Veterinary College). The Vice-Chancellor paid tribute to all three, commenting on the significant contributions that each had made to the development of the University. He also thanked them in a personal capacity for their considerable support.

- 0736 The Collegiate Council noted updates on the following:

- (i) engagement with the cultural sector, including the British Library, British Museum and the South Bank Centre;
- (ii) Senate House Project;
- (iii) Warburg Institute; and
- (iv) London Deanery.

0737 The Collegiate Council noted that, following discussions with the Dean of the School of Advanced Study (SAS), it had been proposed that Lord Martin Rees should be awarded an Honorary Degree at the 2011 SAS Graduation Ceremony. Lord Rees had been a regular and public advocate of the importance of the humanities and social sciences and a copy of his biography was attached at Appendix CC162A.

APPROVED

0738 The conferment by the SAS of a Doctor of Science *honoris causa* on Lord Martin Rees, to be awarded at the School's Graduation Ceremony in 2011.

Head of College on the University Board of Trustees

Professor Freeman-Attwood (Royal Academy of Music) remained outside the room during the following item

0739 The Deputy Vice-Chancellor informed the Collegiate Council that he had consulted most Heads of Colleges for a nominee to replace Professor Rigby on the University's Board of Trustees and that it had been agreed to recommend the appointment of Professor Freeman-Attwood.

APPROVED

0740 The appointment of Professor Freeman-Attwood as the Head of College on the University Board of Trustees to replace Professor Rigby.

Professor Freeman-Attwood rejoined the meeting.

CONFIDENTIAL REPORT - Libraries Strategy, University of London

0741 The Collegiate Council received a confidential report by the Director of the University of London Research Library Services (ULRLS) (CC163) together with a presentation (copy in Minute Book) on the Libraries Strategy, University of London. The report constituted a brief strategy paper for discussion and any proposals arising from the paper would be submitted for approval to the Collegiate Council in due course.

0742 The Director of ULRLS commented on the reasons for a new Strategy which included, amongst others: (1) the need to demonstrate value for money, especially in the changing financial climate within the higher education sector, to the many stakeholders, which included the Higher Education Funding Council for England (HEFCE), Collegiate Council and the SAS; (2) to ensure the provision of quality experiences, both in online and physical use of

libraries; and (3) to provide clarity of role and purpose and a vision and values for ULRIS services.

0743 The Collegiate Council noted that developments within the Libraries Strategy for the academic year would be divided into the following five areas:

- (i) a restructured and representative management organisation;
- (ii) the successful delivery of Option 1A Extended;
- (iii) a rebranded service and a coherent web presence;
- (iv) a relaunch of the physical library; and
- (v) new engagements with the cultural heritage sector.

Restructured and Representative Management Organisation

0744 A Leadership Team and a Services Team would be established to deliver the Libraries Strategy and manage the portfolios of the libraries, building on the foundations of the ULRIS heritage. The term 'convergence' would no longer be applied under the new management structure as the individual libraries would remain distinctive whilst operating under a broad collaborative body. The new Leadership Team, arising from a reconfiguration of the existing ULRIS Senior Management Team, would comprise:

- (i) Director of Senate House Libraries and Goldsmiths' Librarian
- (ii) Deputy Director, Customer Services and Engagement
- (iii) Associate Director, Research Collections and Scholarship (SAS)
- (iv) Associate Director, Digital Environments and Partnerships
- (v) Associate Director, Historic Collections and Keeper of Special Collections
- (vi) Associate Director, Special Projects 2010-11

0745 It was reported that the Associate Director and Librarian at the Institute of Advanced Legal Studies (IALS) had agreed to serve on the Leadership Team, which would extend collaboration with the SAS further than at any time previously, and that an appointment had been made to the only new post, Associate Director, Digital Environments and Partnerships. It was noted that there would be no net addition to the number of senior staff posts.

Successful Delivery of Option 1A Extended

0746 The new Leadership and Services Teams would be responsible for the successful delivery of Option 1A Extended and a senior advisory group would take responsibility for overall strategic progress. The various projects within Option 1A Extended would form part of the larger Libraries Strategy, rather than defining it. The financial outlay currently planned on consultancy under Option 1A Extended would cease and be used to deliver on the new Strategy. As a result of the changes, a new and wider remit would be required for the Library Strategic Planning Board and the term Extended Option 1A would be discontinued in order to place the programme of projects within the broader context of library development.

A Rebranded Service and a Coherent Web Presence

0747 Senate House Libraries, a title already used by many stakeholders, would replace ULRLS as a rebranded 'family of libraries'. The strengths of the Senate House Libraries would be emphasised in the rebranding, e.g. one of the largest humanities collections in the UK, including several of the best collections of their kind in the world. The digital strategy and an enhanced web presence would be vital components and further work would be undertaken with regard to obtaining the best possible arrangement with regard to digital licences.

Relaunch of the Physical Library

0748 The unique selling point of the libraries would remain the physical experience in the refurbished Senate House. There would be a significant relaunch of the principal reading rooms and refurbished floors of Senate House Library in September 2011, including those in the library of the Institute of Historical Research (IHR), North Block. Following discussions with the IHR, its history collections and those of Senate House Library would be brought together to form one of the largest history collections in the UK.

New Engagement with the Cultural Sector

0749 Senate House Libraries would seek new engagements outside of the University of London and discussions had already taken place with representatives of the British Library and the British Museum. It would participate in the London Heritage Summit, which would bring together important institutions, and look to raise its national role.

Conclusion

0750 The Director of ULRLS concluded his presentation by stating that the aims of the Strategy were: (1) a modernisation founded on heritage; (2) a group of libraries with distinctiveness as a strength; (3) added value to the federation; (4) leadership in collaboration; and (5) a new national and international profile.

0751 Members of the Collegiate Council commended the report, presentation and Strategy. However, one member raised the issue of possible brand confusion by use of the name Goldsmiths within the new Director's title. Another member asked whether the timescale for implementation of the Strategy, i.e. within the academic year, was achievable. The Director of the ULRLS commented that the management changes had already taken place and that the rebranding exercise would commence following the conclusion of the meeting. The collaboration collection development projects within Option 1A Extended would commence in January 2011 and the relaunch of the refurbished Senate House Libraries was scheduled for September 2011. Further engagements with the cultural sector would start in the second half of the academic year. More detailed aims, objectives and governance

arrangements would be presented to the Collegiate Council towards the end of the academic year.

- 0752 A member of the Collegiate Council queried the financial implications of the Strategy, especially in relation to the agreed College Subscriptions under Option 1A Extended. Members were informed that the University was committed to the implementation of Extended Option 1A to the budget approved by the Collegiate Council at its Extraordinary Meeting on 30 April 2009, substantial parts of which had already been completed.
- 0753 A member of the Collegiate Council asked about scope for future ingestion of collections. The Director of ULRSL highlighted the balance which needed to be struck between any possible expansion and the need to restrict costs within the budget parameters laid out in Option 1A Extended. However, space which had been released at the Depository at Egham following the disposal of theses could provide opportunities. The Vice-Chancellor added that new special collections could only be accepted on the basis that they would reinforce the academic strength of the libraries and be cost-effective.
- 0754 A member of the Collegiate Council commented on the increased importance of demonstrating efficiencies in the light of the new financial arrangements by which teaching resources would largely follow the student and the quality of the student experience would be paramount. Given that the arts and humanities would be funded by student fees, it was also critical to ensure that the libraries delivered a high-quality service. The Director of the ULRSL commented that the libraries were an important asset of the University of London which would add value to the student experience.

University of London Shared Services: The Potential for Expansion

- 0755 The Collegiate Council received a report (CC164) by the Vice-Chancellor on the options for expanding shared service activities within the University. The Vice-Chancellor commented that it had been clear from his discussions with Heads of Colleges that the provision of highly-valued shared services was one of the most important benefits of membership of the University. Furthermore, a majority had expressed an interest in initiating discussions on possible opportunities for expansion of the current shared services provision, especially in view of the new financial climate for universities, as well as the government's and the HEFCE's promotion of shared services as a means of generating efficiencies.
- 0756 The Vice-Chancellor referred to the University of London's long history and strong foundations in shared services, many of which were widely admired. It was these foundations, based on co-operation and trust, which gave Colleges and the University an advantage over lone institutions. However, the model of shared services which had been adopted in the past, i.e. a centralised approach, was not the only possible approach and a variety of models could be considered. The Bloomsbury Colleges already provided an example of an alternative model. The Vice-Chancellor drew the Collegiate Council's attention

to paragraph 8 of his report which outlined a number of different models in which the University could act as facilitator, participant or provider.

- 0757 The Vice-Chancellor also drew the Collegiate Council's attention to paragraph 9 which outlined some of the principal ideas for extending shared service provision which had emerged primarily, but not exclusively, from his discussions with Heads of Colleges. These included, *inter alia*: Finance, Estates and Human Resources; Learning and Teaching Office; Legal Services; Management Information Systems; and Research Grant Management. He proposed that a small working group of Registrars and others from Colleges should be formed to explore the options.
- 0758 A member of the Collegiate Council commented that the treatment of VAT would need consideration in any potential expansion of shared services as arrangements between Colleges and the University (as exempt charities) would likely be unable to recover VAT on services provided but would be liable for VAT on services received. In consequence, any new shared service would need to bring benefits of greater than 20% (from January 2011) to cover the VAT liability. It was reported that the Minister of State for Universities and Science was aware of this potential obstacle to shared service provision and that it was an issue which was being actively reviewed across the sector. In addition, the University already had a model of shared services which had been accepted as VAT exempt by Her Majesty's Revenue and Customs (HMRC).
- 0759 A member of the Collegiate Council commented that careful consideration would be necessary regarding the composition of the working group as those directly affected by any potential changes in service provision were likely to be conflicted. Several members supported this view and it was agreed that staff, other than Registrars, as well as an outside expert with experience of shared services, might be involved. It was also agreed that Bloomsbury and non-Bloomsbury Colleges, as well as large and small Colleges should be represented on the working group. The Vice-Chancellor reported that he already had received from Heads of College the names of College staff who were potential working group members but that Heads of Colleges should send him names of any other suitable personnel from within their Colleges. It was noted that membership would be restricted to about six to avoid the working group becoming unwieldy and that any outside expert would act in an advisory capacity. The Vice-Chancellor added that the Board of London Higher had discussed shared services and that he would continue his dialogue with the Chairman.

AGREED

- 0760 (i) To establish a working group of College representatives, with possible added input from an outsider expert, to explore options on shared services expansion to report to the Vice-Chancellor and the Collegiate Council.

- (ii) That the working group should include representatives of small and large Colleges, as well as Bloomsbury and non-Bloomsbury Colleges.
- (iii) That Heads of Colleges should send any further suggestions for membership of the working group to the Vice-Chancellor.
- (v) That the working group should take note of national discussions on the issue of VAT recovery for exempt charities.

Academic Quality Matters

[CCMM 0765 – 0767 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

CONFIDENTIAL REPORT - QAA Institutional Audit Briefing Paper

- 0761 The Collegiate Council received a confidential report (CC165) by the Vice-Chancellor on the draft briefing paper for the Quality Assurance Agency (QAA) Institutional Audit (Appendix CC165A) which was to be submitted to the QAA by 18 January 2011. Members were informed that the University had taken advice from both the QAA and external advisers in drafting the document, which was at an advanced stage. The QAA had advised that the University should follow the normal template for a briefing paper and make its distinctive position clear in order to assist the QAA audit team understand the University. It was noted that members of the Academic Quality Advisory Committee (AQAC) had been invited to consult with appropriate College colleagues and comment on the draft paper.
- 0762 Members noted that, in line with the QAA's advice as well as previous guidance from the Collegiate Council, the draft briefing paper sought to provide clarity on the federal structure and its implications for the QAA audit. It explained, for example, that some functions which would be within the scope of an audit of unitary institutions (e.g. management of learning opportunities) were, in respect of College-based programmes and deliberative structures, managed wholly within the Colleges. The document, therefore, enunciated areas for which the University was not responsible, as they were responsibilities of the autonomous Colleges which were audited separately by the QAA.
- 0763 The draft briefing paper also followed previous guidance from the Collegiate Council in addressing the central issue of collective responsibility for the University of London degree. Regarding comparability of standards, it stated that the University's approach was that, just as the sector set basic threshold standards for nationally recognised awards *via* compliance with the QAA's points of reference, so the University set threshold standards for its constituent Colleges in terms of programmes leading to awards of the University. Likewise, just as sector-wide awards varied according to the culture and emphases of the autonomous institutions of the sector, so the programmes and awards of the autonomous constituent Colleges of the University would differ according to the context and culture of the College in

which they had been developed, but always based on the common threshold standard. It was noted that the Collegiate Council had reinforced this view at its previous meeting by amending Regulation 1, *University of London Awards*, to remove the possible misconception that the University ensured comparability of standards across the Colleges.

0764 Members noted that the briefing paper distinguished between the position of Colleges and the Central Academic Bodies (CABs). With regard to the latter, the University of London International Academy (UoLIA) would be subject to a separate QAA audit and the SAS would be the only CAB included in the University's audit. It was recommended that a separate annex, which included the substance of the material about SAS and which followed the normal template, should be signed off by the Dean of the SAS and the Vice-Chancellor.

AGREED

- 0768 (i) To approve the draft briefing paper.
- (ii) To delegate to the Vice-Chancellor any further amendment and expansion of the draft briefing paper as appropriate.
- (iii) That the draft briefing paper should be circulated to the QAA Institutional Audit Steering Group for any further comment.
- (iv) That the final briefing paper should be approved by the Collegiate Council by email consultation.

University Quality Overview Report

0769 The Collegiate Council received a report (CC166) by the Head of the Academic Office which included the University Quality Overview Report (UQOR) 2010, covering provision in 2008-09 leading to awards of the University of London (Appendix CC166A). It was noted that, pursuant to Regulation 1, *University of London Awards*, Colleges were required to submit annual reports on foundation, first and postgraduate taught degrees and diplomas to inform the annual UQOR. The purpose of the annual report exercise was to provide assurance to the body responsible, i.e. the Collegiate Council, that the requirements of the University in safeguarding the integrity of its awards had been met; it was, therefore, an important part of the University's academic quality assurance process. The principal part of the UQOR related to external examiners' reports and operated one year in arrears to allow Colleges time to reflect on external examiners' comments and report to the Collegiate Council on the actions they had taken.

0770 Members noted that the 2010 UQOR, covering provision in 2008-09, had been considered by the AQAC at its meeting on 10 November 2010. Colleges which exercised their DAPs also provided annual reports in accordance with the provisions of Ordinance 9, *Colleges of the University*, and these had been considered in tandem with the reports on University of London awards. With

regard to University of London degrees, Colleges had been asked to confirm that: (1) their quality assurance procedures and degree regulations conformed with Regulation 1; (2) that all boards of examiners had the input of at least one external examiner; and (3) that the external examiners had endorsed the appropriateness of the standard of awards, the sector comparability of student performance and the appropriateness and due conduct of the processes for assessment, examination and determination of awards. Colleges had also been asked to report on a particular topic with a view to sharing good practice. The topic for the 2010 UQOR had been student surveys and the Collegiate Council noted a summary of practices and comments thereon contained in paragraph 38 onwards of Appendix CC166A. Members noted also the AQAC's conclusion that surveys by themselves had limited use and were best coupled with other methods of obtaining student views.

0771 The Vice-Chancellor drew the Collegiate Council's attention to the following within the UQOR:

- (i) Paragraph 23 which referred to the HEFCE requirement for external examiners' reports to be made available to students. The AQAC had proposed to ask Colleges to advise on their current practice with a view to sharing information and good practice, and considered it a subject to which it should return when the recommendations arising from the national Review of External Examining Arrangements in the UK became available.
- (ii) Paragraph 24 which stated that one College had the same external member, an Academic Registrar, on all boards of examiners, whose remit was to identify issues for review to ensure consistency of practice across all boards. The AQAC considered this an example of good practice and had on its list for future discussion, methods of ensuring consistency of practice across College examination boards.
- (iii) Paragraph 30 which stated that ensuring clarity of both the remit of external examiners and the practices adopted by Colleges would be added to the list of topics for future review.
- (iv) Paragraph 37 which concluded that for many of the issues which had caused external examiners concern, there was no right or wrong answer and that, often, the advantages and disadvantages of a particular practice could be equally balanced. This had inevitably led to a wide range of acceptable practice but, for contentious issues, the AQAC encouraged Colleges to clarify practice and the reasons for its adoption.
- (v) Paragraphs 54 – 56 which listed proposed future actions, including possible activities related to quality assurance and enhancement, and/or the regulation of awards, for report in the next Annual Report exercise.

0772 The Collegiate Council supported the future action proposed by the AQAC and detailed above. With regard to the identification of a particular activity or activities related to quality assurance and enhancement, and/or the regulation of awards, for report in the 2011 Annual Reports by Colleges, the Collegiate Council agreed that the AQAC was best placed to determine which activity or activities should be reviewed.

AGREED

- 0773 (i) To endorse the 2010 UQOR on foundation, first, taught postgraduate degrees and diplomas at Appendix CC166A and, specifically, the proposed plan for future action contained therein.
- (ii) That the UQOR should be forwarded to Colleges, the SAS and the UoLIA.
- (iii) That the Colleges, SAS and the UoLIA should consider the issues identified in the UQOR and, if appropriate, report back to the AQAC.
- (iv) That the AQAC should determine particular activities related to quality assurance and enhancement, and/or the regulation of awards, for report in the next Annual Report exercise.

Minutes of the Academic Quality Advisory Committee

0774 The Collegiate Council noted the Minutes of the AQAC meeting of 10 November 2010 (CC167).

Review of Effectiveness of the Academic Quality Advisory Committee

0775 The Collegiate Council received a report (CC168) by the Head of the Academic Office on discussions at the AQAC meeting on 10 November 2010 on the results of the review of effectiveness of the AQAC. During its discussions, the AQAC had noted, from reports received from Colleges about their action in relation to the UQOR, that Colleges were not always engaging as productively as they might with the UQOR, which sometimes sat at odds with their own processes. It had been agreed that a new template was required which would fulfil the current function of sharing information about appropriate quality assurance matters but which would also be useful to Colleges as an enhancement mechanism. In addition, for those Colleges which had chosen to exercise their DAPs, there was often a long transition period when they had students registered for both University of London and their own degrees. Whilst reporting requirements were similar in some respects for Colleges exercising their DAPs and those not exercising DAPs, there were differences, which required the submission of two reports.

0776 The AQAC had agreed to recommend to the Collegiate Council that it should establish a small joint working group which would: (a) revisit the remit for Annual Reports from Colleges, considering the template and its fitness for

both oversight and enhancement purposes; and (b) bring the reporting requirements for DAPs and non-DAPs Colleges into line where appropriate. To this end, the joint working group would include nominees/representatives of the Collegiate Council and of the AQAC. Any recommendations of the joint working group would require the approval of the Collegiate Council before being implemented.

0777 It was noted that the QAA Institutional Audit Steering Group, at its meeting on 24 November 2010, had been advised of, and supported, the proposal for the establishment of a joint working group. The Steering Group had recommended a constitution and terms of reference which were outlined at paragraph four of the report.

AGREED

0778 To establish a joint working group of the Collegiate Council and the AQAC with the constitution and terms of reference as set out at paragraph four of Document CC168.

Constitution of the Academic Quality Advisory Committee

0779 The Collegiate Council received a report (CC169) by the Head of the Academic Office on a proposed amendment to the constitution of the AQAC. It was noted that the UoLIA and the SAS had always been invited to send representatives to meetings of the AQAC and to submit annual reports, but that this had not been formally recognised in the constitution of the AQAC.

AGREED

0780 To amend the constitution of the AQAC to include representatives of the UoLIA and the SAS.

CONFIDENTIAL REPORT - Finance Report

0781 The Collegiate Council received a confidential Finance Report (CC170) by the Director of Finance which included the following Appendices:

- (i) Financial Statements 2009-10 (Appendix CC170A)
- (ii) Income and Expenditure Account for the year ended 31 July 2010 (Appendix CC170B)
- (iii) Income and Expenditure Account for the year ended 31 July 2010 for the SAS (Appendix CC170C)
- (iv) Income and Expenditure Account for the year ended 31 July 2010 for the ULRIS (Appendix CC170D)
- (v) Monthly Finance Report for October 2010 (Confidential Appendix CC170E)
- (vi) Income and Expenditure Summary by category to October 2010 (Confidential Appendix CC170F)
- (vii) Income and Expenditure Summary by Division to October 2010 (Confidential Appendix CC170G)

- (viii) Balance Sheet as at 31 October 2010 (Confidential Appendix CC170H)
- (ix) Cash Flow Statement to October 2010 (Confidential Appendix CC170J)

0782 The Collegiate Council noted that, on total income of £157M (2008-09: £144.3M), the University had achieved an operating surplus of £2.8M (2008-09: £2.4M deficit), or 1.8% of turnover, for 2009-10.

University of London Union (ULU) Finance Report

0783 The Collegiate Council noted a report (CC171) by the ULU General Manager on ULU's financial performance to 31 October 2010.

Reports from Boards of Central Academic Bodies and Activities

University of London International Academy

0784 The Collegiate Council received a report (CC172) by the Vice-Chancellor containing a summary of issues discussed by the Board of the UoLIA at its meeting on 4 November 2010, including the UoLIA Annual Report for 2008-09 (Appendix CC172A).

School of Advanced Study

0785 The Collegiate Council received a report (CC173) by the Vice-Chancellor containing a summary of issues discussed by the Board of the SAS at its meeting on 2 November 2010. It was noted that the Board had recommended that its terms of reference should be amended, as follows, to take into account that *circa* 46% of the Special Funding received from the HEFCE in 2010-11 had been allocated to the School's libraries and cognate collections in SHL:

- '12.7 To approve and keep under review the model for the allocation of HEFCE special funding within the School, and to approve annually the allocation of funds to each Institute within the School and to the School's Libraries and cognate collections within the Senate House Library.'

APPROVED

0786 The amendment to the terms of reference of the Board of the SAS as outlined above.

University of London Institute in Paris (ULIP)

0787 The Collegiate Council received a report (CC174) by the Vice-Chancellor containing a summary of the issues discussed by the Board of the ULIP at its meeting on 21 October 2010. It was noted that the Dean would attend the next meeting of the Collegiate Council to present for discussion the ULIP Strategy and Business Plan.

[CCMM 0788 – 0789 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

The Careers Group

0790 The Collegiate Council noted a report (CC176) by the Chairman of the Board of The Careers Group, Professor Latchman, containing a summary of issues discussed by the Board at its meeting on 28 October 2010.

Review of Effectiveness of the Committees of the Collegiate Council for 2009-10

0791 Members noted a report (CC177) by the Secretary on the questionnaire results of the review of effectiveness of the committees of the Collegiate Council for 2009-10.

University Annual Report

0792 The Collegiate Council received a draft of the University Annual Report for 2009-10 (CC178).

APPROVED

0793 The University Annual Report for 2009-10.

Award of Degrees and Diplomas

0794 The Collegiate Council noted a report (CC179) by the Vice-Chancellor on the award of degrees and diplomas.

Dates of Meetings

0795 The Collegiate Council noted the following dates of meetings (all to start at 08.30am):

2010-11

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