



University of London
COLLEGIATE COUNCIL

Friday, 2 October 2009
8.30am
The Court Room, Senate House

MINUTES

PRESENT

Vice-Chancellor (Chairman)	Professor Kopelman (SGUL)
Sir Howard Davies (LSE)	Professor Latchman (Bbk)
Professor Edwards (SAS)	Dr McDade (Heythrop)
Professor Freeman-Attwood (RAM)	Professor Rigby (ICR)
Professor Gaskell (QMUL)	Professor Swallow (Courtauld)
Professor Grant (UCL)	Professor Webley (SOAS)
Professor Henderson (CSSD)	Professor Whitty (IoE)
Professor Kemp (Royal Holloway)	

APOLOGIES

Professor Crossick (Goldsmiths)	Professor McKellar (RVC)
Professor Haines (LSHTM)	Professor Smith (Pharmacy)
Professor Sir Andrew Likierman (LBS)	Professor Trainor (KCL)

OBSERVER

Professor Kydd (ES)

IN ATTENDANCE

Mr A Bussey (Secretary)	Ms C Cushion
Mr R Cryer	Ms C Swarbrick

Welcome

0357 The Vice-Chancellor welcomed Professor Simon Gaskell, new Principal of Queen Mary, University of London, and Professor Mike Edwards, Acting Dean of the School of Advanced Study, to their first meeting of the Collegiate Council.

Minutes

0358 The Collegiate Council approved the Minutes of the previous meeting held on 3 July 2009.

Matters Arising

0359 The Collegiate Council noted a report on Matters Arising from the previous meeting (**CC073**).

Joint Appointments Committee

0360 The Director of Administration reported that the next meeting of the Joint Appointments Committee would take place on 19 October 2009, not 9 October 2009 as stated in the report.

Strategic Plan 2009-2014

0361 The Vice-Chancellor reported that a presentation on the Strategic Plan had been given to University staff at an open meeting on 29 September 2009, and had been well received.

LLM in Advanced Legislative Studies

0362 A member queried the nature of the issues that had arisen with regard to the integration of the LLM into the External System. The Vice-Chancellor reported that the LLM was a very specialised programme with a small target audience, and, consequently, would not necessarily fit into the External System's framework.

Protocol for the Attendance of Alternates

0363 The Collegiate Council considered a report on a Protocol to allow attendance by Alternates (**CC074**), which formalised existing arrangements. The proposed Protocol incorporated comments from the Council's discussions at its meeting on 3 July 2009.

AGREED

0364 The Protocol for the Attendance of Alternates as set out in Appendix CC074A.

Vice-Chancellor's Report

0365 The Vice-Chancellor reported that, after extensive discussions between Royal Holloway, University of London, and St. George's, University of London, they had agreed not to proceed with the proposed merger.

0366 The Collegiate Council received a report (**CC075**) by the Vice-Chancellor on the following matters.

Senate House Project

0367 The Collegiate Council noted the current progress of the Senate House Project, including the University having taken partial possession of South Block on 14 August 2009. It was noted that the Project was behind schedule, but was within budget.

University of London Institute in Paris (ULIP)

0368 The Vice-Chancellor was pleased to report that ULIP was recruiting very strongly. The MA programme had been well-received and both the quality and number of applicants for all programmes were increasing, against the trend in Modern Languages.

Business Change Programme (BCP)

- 0369 The Director of Administration reported that the BCP had been launched on 1 September 2009. It comprised 17 projects, seven of which had already been running prior to the launch. All projects were going to plan at present.
- 0370 The BCP had been well-received by University staff at an open meeting on 29 September 2009, and their input had been invited through a series of workshops. A fuller progress report would be submitted to the Collegiate Council at its next meeting.
- 0371 A member noted that one project of the BCP was to increase fund-raising, and queried what steps had been taken to ensure that this activity did not conflict with the fund-raising activities of Colleges. It was reported that fund-raising by the University would currently be confined to the School of Advanced Study. Some institutes had begun work in this area, but overall it was still in the early stages of development. The Vice-Chancellor reported that fund-raising would focus on existing, well-defined communities that were already well-known to Institutes.
- 0372 In response to a question, the Vice-Chancellor reported that he would ensure that the Board of Trustees was made aware of the potential conflict and the need for any fund-raising to be focussed on very specific constituencies.

Centre for New Zealand Studies

- 0373 The Collegiate Council noted a joint statement by the Vice-Chancellor and the Master of Birkbeck regarding the closure, in its current form, of the Centre for New Zealand Studies (**CC075A**). The statement had been published in part to correct certain inaccuracies that had been reported by the press both in the UK and New Zealand.
- 0374 The decision to discontinue the Centre in its current form had been taken following concerns that its activities were not consistent with those of an academic research institution. Additionally, the Centre had failed to secure independent funding in order to sustain activity in the longer term. Consequently, all further expenditure on the Centre had been ceased. Birkbeck would approach the wider New Zealand Studies academic community with a view to exploring how activity in this area could be re-initiated with a sharper academic focus.
- 0375 The Master of Birkbeck gave reassurances that arrangements had been put in place to ensure that the three PhD students who had been studying with the Centre would continue to receive appropriate supervision and support within his College.
- 0376 Members asked for clarification on the process by which the Centre had been set up and its sources of funding. The Vice-Chancellor reported that the establishment of the Centre had been prompted by discussions in 2006 with the then New Zealand High Commissioner, who had indicated that some

Government money would be available to support such an initiative. It was not felt appropriate to establish a new academic body in the University, and Birkbeck seemed to be a suitable College to accommodate it. The Centre had been established on the basis of a tripartite Memorandum of Understanding between the University, Birkbeck and the New Zealand High Commission. Included in that Memorandum was a commitment on behalf of the Centre to raise an endowment to support its activity in the longer term, and the New Zealand Government had given indications that there were donors in New Zealand sympathetic to its agenda. During the Centre's operation, its Director had been line managed by the Vice-Master of Birkbeck, and had met regularly with the Vice-Chancellor.

- 0377 Funding from the University had come from the Vice-Chancellor's Development Fund (VCDF). The Council was reminded that contributions to the VCDF were being wound down but there was a residual fund which was administered at the Vice-Chancellor's discretion. Under the previous governance structure any expenditure from it was reported to the University Council. The new governance arrangements had not specified a replacement for this arrangement, but the Vice-Chancellor had decided to report expenditure to the Board of Trustees.
- 0378 The Master of Birkbeck noted that investment had been made in good faith, and that initially some good work had come out of the Centre.
- 0379 When it became apparent that the Centre had not secured any independent funding the University and Birkbeck had withdrawn their support. The High Commission had supported them in this decision, and had resisted calls from some of the Centre's supporters that it should insist that funding continue to August 2011. The Vice-Chancellor and Master had been in close contact with the High Commission, and through them the New Zealand Ministry of Foreign Affairs and Trade.
- 0380 The Vice-Chancellor and Master agreed that it was to be regretted that the Centre had not been developed as had been hoped, and that some damage may have been caused to the University's reputation.

External System – Institutions Policy Framework

- 0381 The Collegiate Council considered a report on the development and implementation of the Institutions Policy Framework (IPF) (**CC076**). The Vice-Chancellor noted that this was potentially a very significant development for the External System. The report outlined the development of the IPF which provided for third-party teaching institutions to be recognised as providing certain standards of service for students enrolled on External System programmes. The Framework distinguished between Registered Centres, which demonstrated acceptable standards of teaching, support and administration, and Affiliate Centres, which demonstrated a commitment to maintaining high standards of teaching, support and administration.

- 0382 The Dean of the External System explained that the key aim of the IPF was to develop existing relationships with third-party institutions in order to benefit students in two ways: to be able to inform students to allow them to make better choices when selecting suppliers of learning support; and to encourage third-party institutions to improve their support, including better teaching, IT facilities, libraries and study space. The IPF would also serve to protect and enhance the reputation of the University.
- 0383 A secondary consideration was the External System's role in the development of overseas institutions. Historically the External System had supported the development of many UK and Commonwealth universities, and it was hoped that the IPF would maintain this tradition by encouraging institutions to improve their teaching and support.
- 0384 The External System's undergraduate programmes, which accounted for ca. 80% of its 46,000 students, were primarily aimed at independent learners receiving no institutional support. However, it was estimated that 70-80% of students registered on an undergraduate programme sought some form of additional support. Many of the institutions which offered support to students had had informal relationships with the External and Internal Student Administration (EISA) and/or one of the Lead Colleges. Until the introduction of the IPF, a minority of students had benefitted from agreements between specific Lead Colleges and teaching institutions. One example of this was the 'Permission to Teach' arrangement between institutions and LSE and the Laws Consortium, ensuring that certain Diploma courses could only be taught at approved institutions. The IPF would eventually replace these arrangements.
- 0385 73 institutions had been provisionally assigned either 'Registered' or 'Affiliate' status, these ratings being based on the experience and knowledge of staff from EISA and the Lead Colleges who had worked with them. Over the coming three years there would be a programme of inspections to ensure they were maintaining the requisite standards, and it was anticipated that some institutions could have their provisional status upgraded, downgraded or removed entirely.
- 0386 The Dean emphasised that the IPF did not constitute a franchising arrangement. There were no changes to the examinations assessment process, and all assessment would continue to be undertaken by staff from the Lead Colleges.
- 0387 EISA was committed to a high degree of transparency in the operation of the IPF. Decision-making would take place with the External System committee structure, and be monitored by the Board of the External System, which would report any significant developments to the Collegiate Council.
- 0388 A member expressed support for the IPF, noting that it would help to clarify the relationship between the External System and third-party institutions, and provide a mechanism for ensuring that institutions met required standards.

- 0389 Another member echoed this response, and noted that it might be useful if the categories of recognised institution, currently 'Registered' and 'Affiliate', were made clearer in order to emphasise the distinction between them.

AGREED

- 0390 That the External System should continue implementation of the IPF, and update the Collegiate Council with any significant developments.

Admission of New Colleges

- 0391 The Collegiate Council considered a proposed process for the handling of applications by institutions seeking to join the University of London (**CC077**). The process expanded upon the Accession Strategy agreed by the University Council, on the recommendation of the Heads of Colleges Committee, on 7 July 2008. The Accession Strategy had set out the essential criteria that any institution wishing to join the University would need to meet, as well as the need to demonstrate to the Collegiate Council that it would "enhance the reputation of the University and add value to the collective interests of its constituent Colleges".
- 0392 The proposed process was based on that used in 2004 for admission of the Central School of Speech and Drama (CSSD), the most recent institution to have been awarded College status.
- 0393 The Vice-Chancellor reported that, although he had received notice that two institutions in London had expressed interest in joining the federation, he had received no formal applications.
- 0394 A member noted that implicit in the process was that an application to join the University would come from the governing body of the institution, but that this should be made explicit. It was agreed that the process should be amended to reflect this.
- 0395 A member queried the financial basis upon which a new institution would be admitted, and specifically what entitlement a new College would have with regard to the University's assets. There was a concern that a new College would have equal rights to the assets when many of those assets were the result of the contributions made by existing members over many years.
- 0396 The Vice-Chancellor agreed that in considering a new admission it was important to assess whether or not that could result in a significant financial disadvantage to current Colleges. The Vice-Chancellor agreed to seek legal advice on this matter.
- 0397 A member suggested that consideration of any admission of new Colleges should be delayed since the University had yet to establish a revised subscription model in which each College paid a flat rate. It was noted that the University was currently operating an agreement in which a proportion of the

subscription (25% in 2009-10) was a flat rate, with the remainder based on a formula linked to HEFCE funding and FTE student numbers.

- 0398 A member reminded the Collegiate Council that the 25% flat rate was the agreed model, and that any further change to the arrangements would need to be brought to the Council for debate. The Provost of UCL signalled his intention to submit a paper to a future meeting.
- 0399 Given that the proposed process was based on that used for the admission of CSSD, it was suggested that it would be useful to evaluate that process prior to adopting procedures for future applications. It was suggested that such a review include the most recently admitted Colleges: CSSD, the Institute of Cancer Research, the London Business School and the Royal Academy of Music, in order to obtain a broader picture of how the admission process had operated in recent years. A member noted that these were all small, specialised institutions, and were, therefore, not necessarily comparable to a large, multi-faculty institution.
- 0400 It was made clear that this would be a review of the processes, and not the admission of the Colleges to the University.

AGREED

- 0401 That the Vice-Chancellor would investigate and report back on:
- (i) the entitlement any new College would have with regard to the University's assets; and
 - (ii) a review of the processes used for the admission of the Central School of Speech and Drama, the Institute of Cancer Research, the London Business School and the Royal Academy of Music.

Review of Effectiveness

- 0402 Members considered a report on the first review of effectiveness of the Collegiate Council (**CC078**). The review was carried out during July and August 2009 via an online questionnaire, which members had approved at their meeting on 3 July. The results of the review would be forwarded to the Board of Trustees. Members were invited to add their comments for the Board of Trustees.
- 0403 The Vice-Chancellor noted that the large number of members who had not responded to the questionnaire meant that it was difficult to interpret the results. The overall sense of responses that had been received was of approval for the way that the Collegiate Council had been operating.
- 0404 A member suggested that a review of the Collegiate Council might have been better carried out through personal interviews with members rather than an online questionnaire.

0405 A member agreed that it was impossible to interpret the non-responses, but that there were some issues that members should note. These included the extent to which the Collegiate Council operated effectively as a team and whether members were kept sufficiently informed of business between meetings. It was agreed that members should reflect upon these issues and consider ways in which they could be addressed.

Membership of Committees

0406 Members noted a report outlining proposed changes to membership of the Boards and Committees of the Collegiate Council (**CC079**).

AGREED

- 0407 (i) The changes to the membership of Boards and Committees as set out in **CC079**.
- (ii) To authorise the Vice-Chancellor to approve, on behalf of the Collegiate Council, appointments to any vacancies that remained, or that arose during the session, at the appropriate time.

University of London Union Financial Performance 2008-09

0408 The Collegiate Council noted an update on the financial performance of the University of London Union (ULU) for the period 1 August 2008 to 31 July 2009, including a report from the General Manager of ULU (**CC080**).

0409 The Vice-Chancellor noted that earlier indications that ULU would perform satisfactorily had been confirmed by the figures for the 2008-09 session.

Award of Degrees and Diplomas

0410 The Collegiate Council noted a report on the conferral of University of London awards and diplomas to 31 August 2009 (**CC081**).

Dates of meetings 2009-10

0411 Members noted the dates of meetings for the remainder of the 2009-10 session:

- Friday, 6 November 2009
- Friday, 11 December 2009
- Friday, 26 February 2010
- Friday, 30 April 2010
- Friday, 2 July 2010