



University of London  
**COLLEGIATE COUNCIL**

Friday, 11 December 2009  
8.30am  
The Court Room, Senate House

## MINUTES

### PRESENT

Vice-Chancellor (Chairman)	Professor McKellar (RVC)
Professor Crossick (GC)	Professor Rao (SOAS alternate)
Professor Edwards (SAS)	Professor Rigby (ICR)
Professor Gaskell (QMUL)	Professor Smith (SoP)
Professor Sir Andrew Haines (LSHTM)	Professor Swallow (CIA)
Professor Kemp (RH)	Professor Trainor (KCL)
Dr McDade (HC)	Professor Whitty (IoE)

### APOLOGIES

Sir Howard Davies (LSE)	Professor Latchman (Bbk)
Professor Freeman-Attwood (RAM)	Professor Sir Andrew Likierman (LBS)
Professor Grant (UCL)	Professor Webley (SOAS)
Professor Henderson (CSSD)	
Professor Kopelman (SGUL)	

### OBSERVER

Professor Kydd (ES)

### IN ATTENDANCE

Mr Andrew Bollington (CCMM 0483 – 0487)	Ms C Cushion*
Mr R Cryer*	Mr M Dalton (Secretary)*
	Ms C Swarbrick

\* Not present for CCMM 0457 - 0458

### Minutes

0456 The Collegiate Council approved the Minutes of the previous meeting held on 6 November 2009.

### Matters Arising

#### *CCM 0414: Joint Appointments Committee*

0457 The Secretary and Officers, with the exception of the Vice-Chancellor and the Secretary to the Board of Trustees, were not present for this item. The Collegiate Council was informed that, at its meeting on 1 December 2009, the Board of Trustees had approved the recommendation of the Joint Appointments Committee that Professor Crossick, Warden of Goldsmiths, University of London, should be appointed Vice-Chancellor of the University to succeed the current Vice-Chancellor in September 2010. Professor Crossick's

period of office would be from 1 September 2010 for five years in the first instance on the basis of 60% of a full-time appointment.

- 0458 The two Heads of Colleges on the Joint Appointments Committee, Professor Rigby and Professor Trainor, confirmed that the appointment of Professor Crossick had been the outcome of a year-long rigorous international search, which had produced a highly distinguished field of candidates. The Collegiate Council warmly supported the appointment and congratulated Professor Crossick.

*CCMM 0431-0433: London Business School - Exercise of Degree-Awarding Powers*

- 0459 The Collegiate Council was informed that, at its meeting on 1 December 2009, the Board of Trustees had approved the application by the London Business School for the exercise of its degree-awarding powers. This followed the approval of LBS's application by the Collegiate Council at its meeting on 6 November 2009.

*CCMM 0448 – 0450: Warburg Institute*

- 0460 The Collegiate Council was informed that, at its meeting on 1 December 2009, the Board of Trustees, on legal advice, had agreed that a new scheme to govern the Warburg Institute should be drafted under the Cy Prés procedure. A timetable for completion of the new scheme had been approved by the Board, which included consideration of a draft scheme by the Advisory Council of the Warburg Institute in early 2010, with the Advisory Council's comments and the draft scheme forwarded to the Board at its meeting in March 2010. It was reported that significant efforts were being made by the University to try to agree an uncontested scheme with the Warburg Institute Advisory Council for submission to the Charity Commission; a contested scheme would necessitate an application to the High Court. The Board had been advised that all costs of the Cy Prés procedure would need to be met by the Warburg Institute, as the relevant charity. A member of the Collegiate Council, also a member of the Board of Trustees, commented that there remained a strong desire amongst the Trustees to resolve the dispute amicably.

*CCM 0430(ii) and (iii): Strategic Policy, Criteria and Process for the Admission of New Colleges*

- 0461 Members were informed that, at its meeting on 1 December 2009, the Board of Trustees had approved the *Strategic Policy, Criteria and Process for the Admission of New Colleges* as recommended by the Collegiate Council at its previous meeting. In addition, the Vice-Chancellor had established a small group to review information received from the Central School of Speech and Drama on the development of its research strategy. The group was expected to meet in early 2010.

*CCM 0430(i): Legal Advice on the University's Assets*

0462 The Collegiate Council received advice from the University's Solicitor, Pinsent Masons, on how distribution of assets might be affected if the University were to be dissolved by an Act of Parliament (**CC091**). Pinsent Masons had advised as follows:

'While an Act of Parliament could in theory override charity law, this seems unlikely to happen. The form of dissolution and distribution of the assets does not seem to us to have any bearing on the question of whether the Colleges have any direct legal interest on or claim on the University's assets.'

**CONFIDENTIAL REPORT - Vice-Chancellor's Report**

0463 The Collegiate Council received a confidential report by the Vice-Chancellor on matters not considered elsewhere on the agenda (**CC092**).

*Honorary Degrees*

0464 The Collegiate Council was informed that the Honorary Degrees Working Group, which had considered the nominations for the award of honorary degrees at the 2009 Foundation Day Ceremony, had been re-established with the same membership to carry out the same task for 2010. Members were asked to submit nominations to the Vice-Chancellor, via the Secretary, for consideration by the Working Group. Copies of the list of current Honorary Graduates of the University and Colleges were tabled. It was noted that Honorary Graduates of Colleges, or persons previously nominated for a University or College honorary degree but who had turned down the invitation, would be deemed ineligible for an award.

0465 A member of the Working Group expressed concern about the lack of diversity amongst the list of current Honorary Graduates and requested that the Collegiate Council take cognisance of this when considering nominations for honorary degrees in 2010.

*Quality Assurance Agency (QAA) Institutional Audit Working Group*

0466 The Collegiate Council was informed that the QAA Institutional Audit Working Group had identified one outstanding matter from the outcomes of the 2005 Institutional Audit, which related to the deployment of intercollegiate representatives. The Working Group had noted that Colleges deployed intercollegiate representatives in two ways: as intercollegiate examiners and for quality enhancement purposes, e.g. periodic reviews, or as external assessors for new course programmes. The Working Group noted also that there were variations in practices across Colleges with regard to both methods of deployment and that relevant information was not currently collected. The Collegiate Council endorsed the Working Group's recommendation that the University should seek to compile information in relation to the deployment of intercollegiate representatives as part of the preparation of documentation for the 2011 Institutional Audit.

*London Science and Creativity Park (LSCP)*

0467 The Collegiate Council was informed that a lease was under negotiation on a property in the King's Cross area for site of the LSCP. Approval to enter into the lease had been agreed by the Board of Trustees at its meeting on 1 December 2009. It was noted that academic projects from Royal Holloway, University of London, and Goldsmiths, University of London, had been identified for use of the site. The Vice-Chancellor reported that the LSCP had been awarded £255k by the Higher Education Funding Council for England (HEFCE) under its Leadership, Governance and Management Fund initiative.

*Higher Education Innovation Fund (HEIF) 4 – Shared Services*

0468 The Collegiate Council was informed that the project to establish a shared service function to allow staff of the University and of Heythrop College to access their personal and management data on the payroll and staff records database had been completed to specification, early and below budget. The service provided staff with access to their payslips, P60s and other personal details.

**AGREED**

0469 (i) That members should forward to the Vice-Chancellor, *via* the Secretary, nominations for the award of an honorary degree at the 2010 Foundation Day Ceremony.

Note Minute CC 0469(ii) is exempt from disclosure according to the meaning of Part II of the Freedom of Information Act

(iii) That the QAA Institutional Audit Working Group should request information from Colleges on their practices regarding the deployment of intercollegiate representatives as intercollegiate examiners and for quality enhancement purposes.

(iv) That the Vice-Chancellor would seek to appoint a Head of College to the membership of the QAA Institutional Audit Working Group.

(v) That members should submit to the Vice-Chancellor details of any nominees willing to serve as the Collegiate Council's representative on the University of London Union (ULU) Board of Trustees

**Quality Practitioners' Forum**

*University Quality Overview Report*

0470 The Collegiate Council received a report by the Head of the Academic Office on the University Quality Overview Report for 2009 (**CC093**). The Chairman of the Quality Practitioners' Forum, Professor Rao, introduced the *University Quality Overview Report for 2009 (CC093A)* which covered Foundation,

Undergraduate and Taught Postgraduate awards of the University of London in 2007-08.

- 0471 The Collegiate Council noted that Annual Reports by relevant Colleges relating to examinations and reviews undertaken in 2007-08 had been requested by 30 September 2009 and that reports had yet to be received from Heythrop College and the Royal Veterinary College. Annual reports from other Colleges, the SAS and the External System had been considered by the Quality Practitioners' Forum (QPF), on which all Colleges were represented, at its meeting on 10 November 2009.
- 0472 In 2008-09, the QPF had identified policy and practice on extenuating circumstances as the thematic enquiry for the 2009 College Annual Reports. The QPF had noted that a vast majority of Colleges reported that they did not currently capture data on extenuation at institutional level, though a number had indicated that it was their intention to do so in the future. A few Colleges had statistics for two or more years and these had suggested that, despite anecdotal evidence that claims for extenuation were on the increase, there was either no discernable increase or no discernable pattern. Whilst there was some concern amongst the Collegiate Council about the divergence in practice regarding extenuation across Colleges, it was noted that the QPF's role was limited to collating and sharing information, and providing routes for the dissemination of good practice.
- 0473 The Collegiate Council was informed that, at its meeting on 10 November 2009, the QPF had discussed the thematic enquiry for the 2010 College Annual Reports but had not reached any firm conclusions. However, arising from the QPF's discussions, the Chair of the QPF suggested to the Collegiate Council that 'student feedback mechanisms' might be an appropriate thematic enquiry.

**AGREED**

- 0474 (i) To endorse the *University Quality Overview Report 2009, Covering Provision in 2007-08 Leading to Awards of the University of London (CC093A)*
- (ii) That the *University Quality Overview Report 2009* should be forwarded to Colleges, the SAS and the External System.
- (iii) That the Colleges, the SAS and the External System should consider the issues identified in the *University Quality Overview Report 2009* and, if appropriate, report back to the QPF.
- (iv) That the thematic enquiry for report in the 2010 Annual Reports exercise should be 'student feedback mechanisms'.

*Review of Effectiveness*

- 0475 The Collegiate Council received a report by the Head of the Academic Office on the outcome of the QPF's discussions, at its meeting on 10 November 2009, on its review of effectiveness (**CC094**). The discussions had focussed on the QPF's role and its work, as it had been evident from responses to the review of effectiveness questionnaire that opinion had been divided on this issue, in particular. After a wide-ranging discussion, the QPF had concluded that, despite concerns recorded in some responses to the questionnaire, on balance, it considered its terms of reference reflected what it perceived to be its role. The Chairman of the QPF informed the Collegiate Council that the discussion had been constructive and had raised a number of important issues, especially in view of the upcoming QAA Institutional Audit in 2011. An issue of particular import was felt to be the QAA's understanding of the relationship between the University and Colleges on academic matters.
- 0476 Members noted that under the University's governance arrangements, the Collegiate Council was directly responsible for the quality of University awards. Therefore, although University Quality Overview Report exercises served to highlight important issues with regard to academic quality assurance procedures and degree regulations for provision leading to University of London awards, any consequent changes in practices or procedures could only be effected by the Collegiate Council. Members agreed that the terms of reference of the QPF should be reviewed and that Minutes of all future QPF meetings should be forwarded to members of the Collegiate Council with salient issues highlighted.
- 0477 The Collegiate Council expressed concern about the QAA's understanding of the relationship between Colleges and the University and that, like the 2005 Institutional Audit, it might choose to adopt an audit methodology based on that of a unitary University. The Vice-Chancellor informed the Collegiate Council that discussions had been initiated with the QAA to try to ensure that it understood fully the way the federal University operated before it undertook the audit. However, during the discussions, the QAA had confirmed that the University would be audited by the standard methodology, but that negotiation with regard to a reduction in the length of the audit visit might be possible. The discussions also covered the membership of the audit team and the scope of the audit.
- 0478 A member of the Collegiate Council commented that the QAA's understanding of the way the federal University operated seemed to be an issue during institutional audits of Colleges also. Members agreed that it would be helpful if the standard statement on the relationship between Colleges and the University with regard to academic matters could be updated for use by both Colleges and the University during QAA audits.

**AGREED**

- 0479 (i) That the terms of reference of the QPF would be reviewed.

- (ii) That the Minutes of future meetings of the QPF should be forwarded to members of the Collegiate Council, with salient issues highlighted.
- (iii) That the standard statement on the relationship between Colleges and the University regarding academic matters should be updated for use by Colleges and the University during QAA audits.

### **Finance Report**

0480 The Collegiate Council received a report by the Director Finance (**CC095**) which included the Financial Statements for the year ended 31 July 2009 (**CC095A**) and the Management Accounts for the quarter ended 31 October 2009 (**CC095C**). It was noted that the Financial Statements for the year ended 31 July 2009 had been approved by the Board of Trustees at its meeting on 1 December 2009 and the Auditors' Report thereon duly completed.

### **Library Strategic Planning Board**

0481 The Collegiate Council received a report by the Vice-Chancellor on business conducted at the 26 November 2009 meeting of the Library Strategic Planning Board (**CC096**).

### **AGREED**

- 0482 (i) To approve the University of London Research Library Services (ULRLS) Strategic Plan 2009-14 (**CC096A**).
- (ii) To approve the Project Schedule for 2010 and 2011 for the implementation of the ULRLS Strategic Plan 2009-14 (**CC096B**).
- (iii) That progress reports on the implementation of the ULRLS Strategic Plan 2009-14 should be provided for future meetings of the Collegiate Council.

### **Changing the Name of the External System**

0483 The Collegiate Council received a report by the Vice-Chancellor (**CC097**) which proposed a change of name for the External System so that the brand name (to be used in all external marketing and communication) would be *University of London International Programmes* and the name of the Central Academic Body which implemented the University's responsibilities for the programmes would be *University of London International Academy* (rather than the current *External and Internal Student Administration*).

0484 The proposal had emerged from the May 2006 report of the External System Review Group which had recommended that the External System 'be renamed and re-branded by a process of consultation with stakeholders.' At its meeting on 3 November 2009, the Board of the External System had considered the outcome of a consultation which had taken place on re-branding with a wide range of stakeholders, including lead Colleges, and had

agreed to recommend the name changes. The Board had taken the view that the proposed name changes would offer considerable advantages in terms of marketing and communications, both by creating a strong identity around the University of London name and by more clearly defining, to external and internal stakeholders, the roles and responsibilities of different components of the system.

0485 Several members of the Collegiate Council commented that they had not yet consulted within their institutions about the proposed changes. As a result, there were concerns that any possible impacts upon Colleges' international programmes and distance learning had not yet been fully explored within institutions. A member of the Collegiate Council also expressed concern about the use of the word 'international' in the proposed names given that many UK-based students were undertaking External System programmes. He suggested the use of 'distance learning' in the new naming architecture.

0486 The Collegiate Council was informed that the use of the word 'international' had been considered at great length during the consultation phase. It was noted that UK-based students constituted a small subset of External System students and that many of these were international students who had moved to the UK specifically to study External System programmes. It was noted also that many External System programmes contained an international focus. With regard to the use of 'distance learning', the Collegiate Council was informed that the term would not be appropriate for substantial numbers of External System students who studied with independent teaching institutions.

### **AGREED**

- 0487 (i) That Collegiate Council members should consult within their Colleges about the proposed name changes to the External System.
- (ii) That the proposal to change the name of the External System would be considered again at the next meeting of the Collegiate Council.

[Afternote: Following the meeting, the Dean of the External System contacted all Heads of Colleges and offered to provide members with any further information that they might need, including further background details to the proposal.]

### **Reports from Central Academic Bodies and Activities**

#### *Board of the External System*

0488 The Collegiate Council noted a report by the Vice-Chancellor summarising issues discussed by the Board of the External System at its meeting on 3 November 2009 (**CC098**).

### **APPROVED**

0489 The External System Strategic Plan 2009-14 (Appendix **CC098A**).

*Board of the School of Advanced Study*

- 0490 The Collegiate Council received a report by the Vice-Chancellor summarising issues discussed by the Board of SAS at its meeting on 27 October 2009 (**CC099**). The Board had recommended to the Collegiate Council the SAS Strategic Plan 2009-10 to 2012-13 (**CC099A**).
- 0491 With regard to SAS Strategic Plan, Priority Three ('To maintain high quality postgraduate and research programmes'), a member of the Collegiate Council queried how feasible it was for SAS' Masters teaching to be made financially viable. The Acting Dean of the SAS informed the Collegiate Council that there were concerns about the financial viability of MA courses and that a pilot exercise had been initiated, in conjunction with the Director of Finance, to review MA courses offered by one of the SAS Institutes.
- 0492 With regard to Priority Four ('To ensure that the School structure, governance and management are fit for purpose'), it was reported that all scheduled moves of Institutes into Senate House had been completed in the summer of 2009 and that this had resulted in the convergence of SAS registry functions, with further work to follow on the convergence of SAS finance functions.
- 0493 In relation to Priority Five ('To achieve financial sustainability by 2012-13'), a member of the Collegiate Council asked whether discussions had taken place with the HEFCE regarding the methodology to be adopted for costing SAS activities. It was noted that the HEFCE appeared to require the SAS to operate on the basis of full economic costs (fEC), whilst not requiring other higher education institutions to operate on the same basis. The Vice-Chancellor reported that discussions with the HEFCE about this issue were ongoing.

**APPROVED**

- 0494 The SAS Strategic Plan 2009-10 to 2012-13 (**CC099A**).

*Board of the University of London Institute in Paris (ULIP)*

- 0495 The Collegiate Council received a report by the Vice-Chancellor summarising issues discussed by the Board of ULIP at its meeting on 29 October 2009 (**CC100**).

**APPROVED**

- 0496 The ULIP Strategic Plan 2009-14 (**CC100A**).

*Board of The Careers Group*

- 0497 The Collegiate Council received a report by the Chairman of the Board of The Careers Group summarising issues discussed by the Board at its meeting on 29 October 2009 (**CC101**). It was noted that, although the meeting had been

inquorate, the Chairman, in line with Ordinance 7, paragraph 28, had authorised the approval of a number of items of urgent business, which included The Careers Group Strategic Plan 2009-2014 (**CC101A**).

**APPROVED**

0498 The Careers Group Strategic Plan 2009-14 (**CC101A**).

*Board of the University Marine Biological Station, Millport (UMBSM)*

0499 The Collegiate Council received a report by the Vice-Chancellor summarising issues discussed by the Board of UMBSM at its meeting on 20 October 2009 (**CC102**). It was noted that the UMBSM Strategic Plan would be completed once the future direction of the Station was known. However, the Board had considered a report (**CC102A**) on UMBSM's contribution to the University's Strategic Plan and its Aims.

0500 The Collegiate Council noted that, although the Station had been informed that its membership of the Scottish Funding Council (SFC)-supported Marine Alliance for Science and Technology for Scotland (MASTS) collaboration was much valued, the SFC had stated that it could only support the Station financially under the collaboration through the HEFCE. The Vice-Chancellor reported that discussions were continuing with the HEFCE to request that it pursue the matter with the SFC.

**Annual Report of the Academic Trust Funds Committee**

0501 The Collegiate Council received the Annual Report of the Academic Trust Funds Committee (ATFC) (**CC103**), including details of awards made during 2008-09 (Appendices **CC103A – C**).

0502 The Vice-Chancellor drew the Collegiate Council's attention to an email which he had circulated to members prior to the meeting which contained two letters addressed to the Chairman of the ATFC from Chairs of Subject Advisory Panels. The letters had expressed concern about the decision taken by the Collegiate Council at its meeting on 1 May 2009 that research grants should cease to be made through the Central Research Fund (CRF) mechanism from the end of 2008-09 and that the funds should be allocated to Colleges and the SAS for award through their own mechanisms and procedures in accordance with the purposes of the Scholarship Fund. The letters had expressed concern at, amongst other things, the loss of a funding mechanism which had fostered interdisciplinary research and intercollegiate collaboration. It was noted that an article on the Collegiate Council's decision had appeared in a recent edition of *Times Higher Education*.

0503 It was noted that, at its meeting on 3 July 2009, the Collegiate Council had been informed of the Charity Commission's advice that technical issues in relation to the current scheme would hinder immediate implementation of the decision to allocate Scholarship Fund income to Colleges for award. The Vice-Chancellor, on behalf of the Collegiate Council, had, therefore, agreed

that the Scholarship Fund income should provide for research grants for 2009-10 pending a new scheme being put in place. Members were informed that discussions were continuing with the Charity Commission as to how to proceed with the implementation of a new scheme. In the meantime, research grants continued to be awarded through the CRF for 2009-10.

0504 Members of the Collegiate Council expressed concern about the likely increase in costs, for small and specialist Colleges in particular, as a result of reallocating income from the Scholarship Fund to local allocation mechanisms. However, it was noted that it was University policy, where appropriate and feasible, to pass income from trust funds to Colleges for allocation in accordance with their mechanisms and procedures.

0505 Members of the Collegiate Council were also concerned that the two Chairs of the Subject Panels might have viewed the original decision as an indictment on the performance of Subject Panels; the Collegiate Council agreed that Subject Panels had served the University extremely well. The Chairman of the ATFC agreed to respond to the Chairs of the Subject Advisory Panels to pass on the Collegiate Council's appreciation of the work of the Subject Panels.

#### **Award of Degrees and Diplomas**

0506 The Collegiate Council noted a report by the Vice-Chancellor on the award of degrees and diplomas (**CC104**).

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

0507 The Collegiate Council noted a report by the ULU General Manager on ULU's financial performance for the period 1 August 2009 to 30 November 2009 (**CC0105**).

#### **Dates of Meetings 2009-10**

0508 The Collegiate Council noted the following dates of meeting for 2009-10:  
Friday, 26 February 2010  
Friday, 30 April 2010  
Friday, 2 July 2010

#### **Any Other Business**

##### *Capital Investment Framework*

0509 A member of the Collegiate Council expressed concern about the HEFCE's targets for environmental sustainability under the Capital Investment Framework. He agreed to contact other Heads of Colleges most affected by the targets.

**AGREED**

- 0510 That an item on the HEFCE's requirements for environmental sustainability under the Capital Investment Framework would be included on the agenda for the next meeting.