



University of London
COLLEGIATE COUNCIL

Friday, 1 July 2011
8.30am
The Court Room, Senate House

MINUTES

PRESENT

Professor Crossick (Vice-Chancellor and Chair)	Mr Loughrey (GC)
Professor Dewe (Bbk alternate)	Professor Shiach (QMUL alternate)
Professor Freeman-Attwood (RAM)	Professor Smith (SoP)
Professor Hartley (LSE alternate)	Professor Swallow (CIA)
Professor Henderson (CSSD)	Professor Sir Richard Trainor (KCL)
Professor Husbands (IoE)	Professor Ward (RHUL alternate)
Professor Kain (SAS)	Professor Webley (SOAS)
Professor Kopelman (SGUL)	

APOLOGIES

Professor Ashworth (ICR)	Professor Sir Andrew Likierman (LBS)
Professor Gaskell (QMUL)	Dr McDade (HC)
Professor Grant (UCL)	Professor Piot (LSHTM)
Professor Latchman (Bbk)	Professor Rees (LSE)
Professor Layzell (RHUL)	Professor Reid (RVC)

OBSERVER

Professor Kydd (UoLIA)

IN ATTENDANCE

Mr R Cryer	Professor Hussey [to CCM 0905]
Ms C Cushion	Mr H Jones [to CCM 0898]
Mr S Cruickshank	Mr C Pressler [to CCM 0922]
Mr M Dalton (Secretary)	

Welcome

0877 The Vice-Chancellor welcomed the following alternates to the meeting: Professor Dewe (Bbk); Professor Hartley (LSE); Professor Shiach (QMUL); and Professor Ward (RHUL). He also welcomed: Mr Hugh Jones, Registrar and Secretary, Goldsmiths, University of London; Professor Andrew Hussey, Dean of the University of London Institute Paris (ULIP); Mr Christopher Pressler, Director of Senate House Libraries, University of London; and Mr Simon Cruickshank, Head of Financial Planning.

Minutes

0878 The Collegiate Council approved the Minutes of the previous meeting held on 6 May 2011.

Matters Arising

CCM 0856: Working Group to Review the Model for the Allocation of the Senate House Libraries (SHLs) Charge

0879 The Collegiate Council received a report by the Secretary (CC206) which invited Heads of Colleges to submit suggestions for membership of the Working Group to review the model for the allocation of the SHLs Charge.

AGREED

0880 That Heads of Colleges would submit suggested names for membership of the Working Group to the Secretary or Vice-Chancellor by 15 July 2011.

CCM 0859: Institute of Advanced Legal Studies (IALS) Charges to Law Schools

0881 The Collegiate Council received a report by the Associate Director and Librarian, IALS (CC207) which contained historical data on charges to Law Schools, as requested at the previous meeting. It was noted that the charges had increased from £500k in 2007-08 to £794k in 2011-12. During the same period, LLM student numbers had increased from 1,404 to 1,857.

0882 The Collegiate Council noted that proposed charges were discussed each year with representatives of the Law Schools in an open and responsive process supported by detailed data and feedback. After agreement with the Law Schools, the Director of IALS wrote to the relevant Heads of College, with copies to the respective Heads of the Law Schools, for a decision by Colleges. The Collegiate Council welcomed the transparency of the process, but it was noted that the increase in student numbers had not been accompanied by economies of scale, which was in part due to increases in the central University's service charge between 2007 and 2009. It was suggested that Heads of Colleges should engage with their Law Schools during the process of setting IALS charges in order to secure the optimal outcome.

CONFIDENTIAL REPORT - Vice-Chancellor's Report

[CCMM 0885 – 0887 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

0883 The Collegiate Council received a confidential report by the Vice-Chancellor (CC208) containing updates on a number of matters.

Dr John McDade

0884 It was noted that Dr McDade would be retiring as Principal of Heythrop College after 12 years' service. The Vice-Chancellor placed on record his thanks to Dr McDade for his advice and counsel and wished him well for his retirement.

CONFIDENTIAL REPORT - Shared Services

[CCMM 0890 – 0898 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

0888 The Collegiate Council received a confidential report (CC209) by the Chair of the Shared Services Working Group, Mr Hugh Jones, Registrar and Secretary, Goldsmiths, University of London, which proposed a series of initiatives for new and expanded shared services. It was noted that, at its meeting on 10 December 2010, the Collegiate Council had agreed to establish a working group of College representatives to explore options on shared services expansion in view of the financial climate in higher education, together with the emphasis of both the Coalition Government and the Higher Education Funding Council for England (HEFCE) on shared services as a way of delivering greater efficiencies.

0889 Membership of the Working Group had comprised:

- Hugh Jones (Chair) (Registrar and Secretary, Goldsmiths, University of London)
- Mark Bery (Director of Finance and Resources, St George's, University of London)
- Ian Creagh (Head of Administration and College Secretary, King's College London)
- Bryn Morris (Director of Administration, Institute of Education)
- Cathy Scivier (Secretary, Institute of Cancer Research)

CONFIDENTIAL REPORT – University of London Institute in Paris Strategy and Business Plan 2011-14

[CCMM 0901 – 0905 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

0899 The Collegiate Council received a confidential report (CC210) by the Dean of the University of London Institute in Paris (ULIP) on the ULIP Strategy and Business Plan 2011-14. It was noted that the Collegiate Council had received an overview of the Strategy and Business Plan at its meeting in February 2011. The full ULIP Strategy and Business Plan 2011-14, incorporating changes made in the light of the Collegiate Council's comments and which included a financial model, was attached at Appendix CC210A.

0900 The Dean of ULIP provided members with some background to the Strategy and Business Plan 2011-14, highlighting the significant turnaround, both financially and academically, which had taken place at the Institute in the previous five years. In 2006-07, ULIP had recorded a structural deficit of £1.5M and, in 2007, the University had underwritten a substantial restructuring of the Institute which had resulted in the closure of ULIP's loss-making English section. This restructuring had allowed ULIP to develop, with its consortium partners (Royal Holloway, University of London (RHUL), Queen Mary, University of London (QMUL) and the University) firstly, a financially

and academically viable department of French and Comparative Studies and, secondly, new academic activities to ensure financial sustainability. Since the restructuring, ULIP had consistently managed to increase recruitment to the BA in French Studies, a pattern which went against current UK trends for Modern Languages, with entry rates having moved incrementally from 35 FTEs to 60 between 2007 and 2010.

CONFIDENTIAL REPORT: University of London International Programmes – UK Development

[CCMM 0907 – 0914 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

0906 The Collegiate Council received a confidential report by the Vice-Chancellor on the proposed development of University of London (UoL) International Programmes in the UK (CC211). Attached at Appendix CC211A was a joint report by the Dean of UoL International Programmes and the Chief Operating Officer of the University of London International Academy (UoLIA) which had been considered by the Board of UoLIA at its meeting on 14 June 2011 and which set out plans to increase UoL International Programmes activity in the UK in line with previous discussions at the Board and the Collegiate Council.

CONFIDENTIAL REPORT - Finance Report

0915 The Collegiate Council received a confidential Finance Report (CC212) by the Director of Finance which included the following Appendices (all confidential):

- (i) Monthly Finance Report May 2011 (Appendix CC212A)
- (ii) Income and Expenditure by Division to 31 May 2011 (Appendix CC212B)
- (iii) Income and Expenditure by Category to 31 May 2011 (Appendix CC212C)
- (iv) Balance Sheet as at ten months to 31 May 2011 (Appendix CC212D)
- (v) Cash Flow Statement (Appendix CC212E).

0916 The Collegiate Council considered the proposed budgets for the Central Academic Bodies and Activities for 2011-12 which showed an aggregate operating surplus of £3.55M or 2.62% on a total income projection of £135.6M. The material points regarding the 2011-12 budgets were summarised for members in paragraphs 7 – 33 of Document CC212. It was noted that the underlying trend in respect of the overall financial position was upwards but that challenges remained; in particular, securing further improvements in the financial performance of SHLs.

AGREED

0917 (i) The budgets for 2011-12 for the Central Academic Bodies and Activities.

- (ii) To recommend to the Board of Trustees the 2011-12 budget for the University.

Senate House Libraries Strategy 2011 – 2013

- 0918 The Collegiate Council received a report (CC213) by the Director of Senate House Libraries, University of London, which included the Senate House Libraries Strategy 2011-2013 (Appendix CC213A). An outline of the Strategy had been received by the Collegiate Council at its meeting in December 2010 and the Strategy, in full, was presented for approval. The Collegiate Council noted The Holden Plan, an operational plan for the delivery of the aims and objectives of the Strategy, which was attached at Appendix CC222A (CCM 0940 below refers).
- 0919 The Director introduced the SHLs Strategy 2011-2013 by informing members that, in addition to the primary objective of serving the needs of the Colleges and SAS, a further important goal would be to enhance Senate House Library's role as a national resource, a role which had been recognised financially by receipt of HEFCE Special Funding until 2010. Its national role was evidenced by a wide academic user base of over 100,000, excluding International Programmes students, and by a history of engagement with the British Library, with many researchers using both institutions' collections. It was noted that the transitional funding provided by Colleges to attenuate the effects of the withdrawal of HEFCE Special Funding between 2008 and 2010 would cease in 2012-13.
- 0920 The Collegiate Council noted other elements of the SHLs Strategy 2011-13, including increased engagement with learning and teaching. This would involve, amongst other things, greater participation in College level committees to ensure consistent messages were conveyed about SHLs' role as a fundamental part of the University of London student experience.
- 0921 The Collegiate Council noted the five programme areas within The Holden Plan which reflected the five objectives of the Strategy and that a cost-effectiveness project, managed in collaboration with the Finance Division, underpinned the entire programme. Significant work had already been carried out to secure financial sustainability, including a substantial reduction in staff numbers. Further opportunities to reduce space costs would arise following the recent disposal of theses at the Egham Depository and increasing income sources would also feature in the Strategy.

APPROVED

- 0922 The Senate House Libraries Strategy 2011-2013 (Appendix CC213A).

University of London Union (ULU)

Finance Report

0923 The Collegiate Council noted a report (CC214) by the ULU General Manager on ULU's financial performance to 31 May 2011.

Budget 2011-12

0924 The Collegiate Council received the proposed ULU budget for 2011-12 (CC215).

APPROVED

0925 The ULU budget for 2011-12.

Applications to Exercise Degree-Awarding Powers

0926 The Collegiate Council received a report by the Acting Secretary to the Board of Trustees (CC216) on applications by Goldsmiths, University of London and RHUL, to exercise their degree-awarding powers in respect of students studying elsewhere, but validated by the respective Colleges. A statement by Goldsmiths, which addressed the various points necessary for Collegiate Council and Board of Trustees approval, and which had been approved by the Goldsmiths' Council at its meeting on 30 June 2011, was attached at Appendix CC216A. A statement by RHUL, which addressed the various points necessary for Collegiate Council and Board of Trustees approval, and which had been approved by RHUL's Council at its meeting on 29 June 2011, was attached at Appendix CC216B.

0927 The Collegiate Council noted that both Colleges would continue to award UoL degrees for their directly-registered students and, in respect of these, would abide by Regulation 1. If Goldsmiths or RHUL wished to exercise their degree-awarding powers in respect of their directly-registered students at a future date, they would make a further application to the Collegiate Council.

AGREED

- 0928 (i) To recommend to the Board of Trustees the exercise of degree-awarding powers by Goldsmiths, University of London, only in respect of students undertaking study elsewhere, validated by Goldsmiths.
- (ii) To recommend to the Board of the Trustees, the exercise of degree-awarding powers by Royal Holloway, University of London, only in respect of students undertaking study elsewhere, validated by RHUL.
- (iii) That, notwithstanding the provisions of Ordinance 9, paragraph 9, Goldsmiths and RHUL should continue to submit an annual report in accordance with the provisions of Regulation 1.

Academic Matters

CONFIDENTIAL REPORT - Draft QAA Institutional Audit Report

0929 The Collegiate Council received a confidential report by the Vice-Chancellor on the current position with regard to the draft QAA Report of the institutional audit of the University (CC217). It was noted that the University had received a copy of the draft Report and had responded with comments, all of which were non-substantive. Attached at Appendix CC217A was a summary of the findings of the draft Report. The final Report would be published on the QAA website on 19 August 2011 and, together with the University's short response, presented to the Collegiate Council at its next meeting. Work would commence as soon as practicable on the preparation of action plans.

AGREED

- 0930 (i) To review the provisions of Regulation 1 in the light of the reports of the working groups on the annual reporting process and on collaborative provision.
- (ii) That SAS should submit to the Collegiate Council, at its December 2011 meeting, a detailed action plan with timelines for consideration and implementation of the recommendations that the QAA had advised should be required of the School and those that the School should be encouraged to effect, as detailed in Appendix CC217A.

University Quality Overview Report

0931 The Collegiate Council received the University Quality Overview Report in respect of Research Degree examinations in 2009-10 (CC218).

AGREED

- 0932 (i) To endorse the University Quality Overview Report in respect of Research Degree examinations in 2009-10.
- (ii) That the University Quality Overview Report be forwarded to Colleges and SAS for consideration of the issues identified in the Report and, if appropriate, report back to the Research Degrees Committee.

Joint Working Group of the Collegiate Council and the Academic Quality Advisory Committee (AQAC) on the College Annual Reporting Process

0933 The Collegiate Council received a report by the Head of the Academic Office on the current position of the work of the Joint Working Group of the Collegiate Council and the AQAC on the College annual reporting process (CC219).

AGREED

- 0934 (i) That the specifications for College reports on Foundation, First and Taught postgraduate degrees, to be submitted in September 2011, be amended as follows:
- (a) no requirement for a summary report of issues raised by External and Intercollegiate Examiners deemed to be sufficiently significant to merit attention at College level (Regulation 1, paragraph 69.6.3);
 - (b) no particular activity related to quality assurance and enhancement and/or on the regulation of awards as specified on a year by year basis to be identified and reported upon (Regulation 1, paragraph 69.6.4; Ordinance 9, paragraph 9.5); and
 - (c) no requirement for degree-awarded statistics pending completion of the Joint Working Group's discussions.
- (ii) That the Research Degrees Committee be re-established for the 2011-12 academic year.

Minutes of the Academic Quality Advisory Committee

- 0935 The Collegiate Council noted the unconfirmed Minutes of the AQAC meeting of 19 May 2011 (CC220).

New Scheme for the Scholarship Fund

- 0936 The Collegiate Council received a report by the Head of the Academic Office (CC221) on the University's discussions with the Charity Commission concerning a new scheme for the Scholarship Fund. The report outlined proposals for the disbursement of income from the new Scholarship Fund. Attached at Appendix CC221A was the new Scheme approved by the Charity Commission for England and Wales for the University of London Prize Fund, the University of London Studentship Fund and the University of London Research Fund.
- 0937 It was noted that, at its meeting on 1 May 2009, the Collegiate Council had resolved that: (i) subject to the views of the Charity Commission, research grants should cease to be made through the Central Research Fund mechanism from the end of the 2008-09 session; and (ii) the funds should be allocated to Colleges and SAS for award through their own mechanisms and procedures in accordance with the purposes of the Scholarship Fund. Subsequently, the Charity Commission had advised that technical issues with the existing Scheme hindered immediate implementation of the resolution. To resolve these issues, the Charity Commission had suggested that a new Scheme might be appropriate and that the new Scheme (approved by the Charity Commission and attached at Appendix CC221A) should follow more

closely the wishes of the benefactors whose bequests/gifts comprised the Fund. Sixty-six bequests/gifts were included within the Fund which the Charity Commission had agreed could be sub-divided as follows: Prizes (28), Studentships (28) and Research (10).

- 0938 The Collegiate Council agreed that income from the former Scholarship Fund (annually ca. £357k) should be divided between Colleges and SAS on the basis of student numbers, in the same way as University hardship funds, for the three different activities (prizes, studentships and research) and that this should be calculated and the outcomes communicated to Colleges and SAS as soon as practicable.

AGREED

- 0939 (i) In accordance with the provisions of the Scheme approved by the Charity Commission for England and Wales for the University of London Prize Fund, the University of London Studentship Fund and the University of London Research Fund (attached at Appendix CC221A), Heads of Colleges and the Dean of SAS be authorised to make awards for prizes, for studentships and for research from the income from the new Scholarship Fund, allocated to Colleges and SAS on the basis of student numbers.
- (ii) That within each allocation, awards could be made at any level and for any subject and that these could be varied from year to year.
- (iii) That the name of any former benefactor, as listed in the new Scheme, could be associated with any award made.
- (iv) That Colleges and SAS would report annually to the Board of Trustees that the allocations made for each of the three activities had been disbursed in accordance with the above provisions.

Reports from Boards of Central Academic Bodies and Activities

Library Strategic Planning Board (LSPB)

- 0940 The Collegiate Council received a report by the Vice-Chancellor containing a summary of issues discussed by the LSPB at its meeting on 28 June 2011 (CC222). Attached at Appendix CC222A was *The Holden Plan – Delivering the Senate House Libraries Strategy*, an operational plan for the delivery of the objectives of the SHLs Strategy 2011-2013 (see CCM 0918). Appendix CC222B outlined proposed terms of reference and constitution for a new Senate House Libraries Board.
- 0941 The Collegiate Council noted that the LSPB was a transitional body established by the Collegiate Council to oversee the implementation of Option 1A Extended and thus did not form part of the University's formal governance structure. In the light of the approval of the SHLs Strategy 2011-2013, it was agreed that the LSPB should be reconstituted as a formal Board of the

University (equivalent to others such as the Board of ULIP) to oversee the strategic development of SHLs.

- 0942 The Vice-Chancellor reported that he had received a communication from the Provost of UCL (who was not able to be present at the meeting) regarding the proposed constitution for the SHLs Board. The Provost had suggested that the primary focus for SHLs should be the Colleges and SAS, therefore, College representation should be increased. It was noted that the proposed constitution included two Heads of Colleges, two College Directors of Library Services and 2 members of academic staff of the University of London with appropriate specialist expertise.
- 0943 The Collegiate Council noted that a significant proportion of the funding for SHLs came *via* SAS and that the libraries constituted an intrinsic part of the School's national role for research facilitation and promotion. Consequently, there was some concern about any possible asymmetry developing in relation to Colleges and SAS representation. Members took the view also that, whilst College and SAS representation was fundamental, appropriate external representation was also needed to reinforce SHLs role as a national resource. The Collegiate Council concluded that the proposed constitution would achieve an appropriate balance. It was noted that the Board would include members from small and specialist Colleges.

APPROVED

- 0944 (i) The terms of reference and constitution of the Senate House Libraries Board (Appendix CC222B).
- (ii) That Ordinance 6, Annex 1, *Terms of Reference for Committees Established by the Board of Trustees or the Collegiate Council* should be amended to include the SHLs Board as a standing Committee of the Collegiate Council.

Board of the University of London International Academy

- 0945 The Collegiate Council noted a report by the Vice-Chancellor containing a summary of issues discussed by the Board of UoLIA at its meeting on 14 June 2011 (CC223).

Board of the School of Advanced Study

- 0946 The Collegiate Council received a report by the Vice-Chancellor containing a summary of the issues discussed by the Board of SAS at its meeting on 16 June 2011. Attached at Appendix CC224A was a proposal by the Institute for the Study of the Americas to offer a new MSc in Environment and Development in Latin America and the Caribbean. Members noted the School's Academic Annual Report for 2009-10 attached at Appendix CC224B.

APPROVED

- 0947 The proposed new programme by the Institute for the Study of the Americas, MSc in Environment and Development in Latin America and the Caribbean (Appendix CC224A).

Board of the University of London Institute in Paris

- 0948 The Collegiate Council noted a report by the Vice-Chancellor containing a summary of issues discussed by the Board of ULIP at its meeting on 15 June 2011 (CC225).

Board of The Careers Group

- 0949 The Collegiate Council noted a report (CC226) by the Chairman of the Board of The Careers Group, Professor Latchman, containing a summary of informal discussions of the Board which took place on 15 June 2011 (the meeting of the Board on the same date was inquorate). Attached at Appendix CC226A was a revised version of The Careers Group Strategic Plan 2011-16. In accordance with Ordinance 7, paragraph 28, the revisions to the Strategic Plan had been agreed by Chair's Action for recommendation to the Collegiate Council.

APPROVED

- 0950 The revised version of The Careers Group Strategic Plan 2011-16 (Appendix CC226A).

Board of the University Marine Biological Station (UMBS)

- 0951 The Collegiate Council received a report by the Vice-Chancellor containing a summary of issues discussed by the Board of the UMBS at its meeting on 7 June 2011 (CC227).

Membership of Boards

- 0952 The Collegiate Council received a report by the Secretary on changes to memberships of Boards of the Collegiate Council for 2011-12 (CC228).

AGREED

- 0953 (i) To approve the reappointments to the Boards as set out in paragraphs 2 and 5 of Document CC228.
- (ii) To authorise the Vice-Chancellor to approve, on behalf of the Collegiate Council, appointments to outstanding vacancies at the appropriate time.

University of London Honorary Degrees

0954 The Collegiate Council received a report by the Vice-Chancellor on proposals for the revision of procedures relating to the awards conferred at the Foundation Day Ceremony (CC229). The Vice-Chancellor commented that the proposals would form the basis for procedures for the award of Honorary Degrees conferred by the University and not those conferred by Colleges. They would not impact upon Regulation 2 (Appendix CC229A) and reflected a desire to publicise more widely the call for nominations, to produce a greater diversity of nominations and to establish a broader group to make recommendations to the Collegiate Council. The procedures would be reported to a future meeting of the Collegiate Council.

AGREED

0955 That the proposals at paragraph 10 of Document CC229 should act as the basis for the drafting of a revised procedural document on the awards conferred at the Foundation Day Ceremony.

Chair's Action

0956 The Collegiate Council noted a report by the Secretary on Chair's Action taken since the previous meeting (CC230).

Review of Effectiveness

0957 The Collegiate Council noted a report by the Secretary on the process for the Collegiate Council's review of effectiveness for 2010-11 (CC231).

Award of Degrees and Diplomas

0958 The Collegiate Council noted a report by the Head of the Academic Office on the award of degrees and diplomas (CC232).

Dates of Meetings

0959 The Collegiate Council noted the following dates of meetings (all to start at 08.30am):

2011-12

Friday, 30 September 2011

Friday, 4 November 2011

Friday, 9 December 2011

Friday, 17 February 2012

Friday, 4 May 2012

Friday, 6 July 2012