



The University of London

The Vice-Chancellor's consultation on the future for the
federal University

February 2005



The future for the federal University

The Vice-Chancellor's consultation

Foreword by the Vice-Chancellor

Purpose of the consultation

1. This consultation is concerned with ways in which the federal University of London can be strengthened to the benefit of the Colleges and their staff and students. It suggests a framework for the future, which takes into account both the structure of the University of London today and the evolving demands of the higher education landscape, both nationally and globally. It explores the values and ethos of the University, as well as examining the role and provision of centrally-provided services.
2. In this paper, the terms 'University' and 'University of London' are used only to refer to the federal University of London, which is made up of nineteen self-governing Colleges and a range of central academic and administrative activities.¹ These central activities are also known collectively as the 'central University'. 'Colleges', in some instances, denotes Colleges as institutions. In other contexts, it can be taken to mean the collective membership of the Colleges.
3. The University of London brand has a long-established reputation for excellence and is internationally recognised. In today's higher education arena, this is a vital tool in an increasingly competitive global market.
4. College membership of the University of London can bring a number of benefits, including access to a range of centrally-provided services and increased opportunities and motivation to collaborate. Indeed, the University of London collaborates widely, both internally and externally. External collaboration is facilitated further through the University's membership of the regional consortium, *London Higher*. However, this consultation is concerned primarily with the ways in which the various parts of the University itself can work together.

The future for the University in the broader HE domain

5. The University can expect to face many internal and external pressures in the coming decade as a result of the unpredictable effects of the introduction of variable tuition fees, the development of the emerging collaborative agenda, and the pressures of maintaining our position in the national and international student market.

¹ See Appendix 1.

6. Changes in both Government legislation and guidance issued by the Higher Education Funding Council for England (HEFCE) put pressure on institutions. It would appear that the time is now right to take a fresh look at the opportunities and challenges that lie ahead and assess how membership of the University of London can be of benefit to the Colleges in this changing landscape.

Background

7. Throughout the University's history there has been an ongoing debate about its constitution and role. Yet for more than 150 years, there has been steady support for the federal University of London amongst both the Colleges and their academic staff and students.
8. The University of London has undergone many changes since the last major consultation process more than ten years ago, after which the central University ceased to be a funding body for its Colleges. The University then agreed to engage in periodic reflection to ensure that the values and aims of the federation remained relevant to the member institutions, and it is with this in mind that this consultation paper has been prepared. In the light of recent changes within the University, including the potential acquisition of degree-awarding powers by Colleges, a reassessment of the ethos and nature of the University would seem both timely and advantageous. There has been considerable consultation with the Heads of Colleges in the preparation of this paper.

Outcome

9. Views on issues raised in this paper are invited from the Colleges, from committees and from individuals in the University. All comments and suggestions will be considered carefully.
10. A series of other reviews are currently underway within the central University.² The outcome of this consultation, as well as these reviews, will help to set out our strategic direction for some years to come and to ensure that, in the future, being part of the federal University continues as far as possible to add significant value.

Action required

11. Responses to the consultation paper should be made by **Friday 27 May 2005**. It would be helpful if these could be made on the response form. This is available at www.lon.ac.uk/consultation and can be downloaded and e-mailed as an attachment to consultation@lon.ac.uk, or posted to:

Consultation
University of London
Room 127
Senate House
Malet Street
London
WC1E 7HU

² See Appendix 2.

A The ethos and membership of the University of London

Defining values

12. The University of London is the aggregate of the many and diverse strengths of its member institutions. Collectively, as reflected in the federal mission statement, the University has a profound commitment to:
 - a. providing outstanding undergraduate and postgraduate teaching in a research environment;
 - b. conducting and disseminating world-class research;
 - c. making a valuable contribution to the public welfare, as well as having a significant impact on the economic, scientific and cultural life of London;
 - d. upholding the highest standards and enduring values of the university tradition, including academic freedom, intellectual integrity and equality;
 - e. widening participation in Higher Education.
13. As a family of world-class institutions, the University upholds a reputation for academic excellence in teaching and research, both in the UK and overseas. As a consequence, the University of London degree has international recognition for quality and excellence.
14. Colleges and Institutes, with their staff and students, work together through formal and informal networks by collaborating and sharing information.

Major aims

15. Together, and through membership of *London Higher*, the Colleges and the central University endeavour to form a significant, valuable and influential presence in the London region, the UK and overseas.
16. The University of London aims to maximise the potential to collaborate, not only with one another, but also with higher education institutions, organisations, communities, and businesses in London, the UK and abroad.

Consultation Question

1. Do you believe the aims and values of the University will support you in the future HE landscape? Please give reasons for your answer.

Consultation Question

2. How might membership of the University help you to achieve your strategic goals, now and over the coming decade, and facilitate your response to initiatives from the Government and the HEFCE?

Consultation Question

3. What could be done, and by whom, to facilitate further the collective aims and values of the University for the benefit of the Colleges?

Academic collaboration

17. Since the changes to the structure and organisation of the University in 1994, it is perceived that there has been a retreat from – and some diminution of – cross-College collaboration in teaching. However, the strength of what remains³ is an indicator of what is still achieved collectively in the University of London and provides a strong argument for seeking to regain some of what appears to have been lost.
18. The presence of the common University of London degree is a significant advantage in the establishment of collaborative teaching programmes and joint degrees.

Consultation Question

4. Do you think there should be an investigation of the potential for further intercollegiate teaching initiatives? If YES, can you suggest any specific areas or disciplines in which you feel such potential exists and the structure in which they might appropriately be managed?

Membership of the federation

19. The conditions for gaining membership of the University of London are set out in Ordinance 21.⁴ No alterations to these current arrangements are proposed.
20. While Colleges are being encouraged to attain their individual degree-awarding powers, they may not exercise these other than in the context of clause 8 of Ordinance 21.⁵
21. From time to time, higher education institutions outside the University have made approaches with regard to gaining membership.

Consultation Question

5. What are your views on the possible future expansion of the University?

³ Examples of teaching collaborations facilitated centrally include the intercollegiate LLM degree, which offers almost 150 courses each year, the Philosophy degrees and the collaborative teaching and examining arrangements in History. In addition, there are bilateral and other arrangements between Colleges which are managed locally.

⁴ See Appendix 3.

⁵ See Appendix 3.

B Promoting the University of London nationally and internationally

The reputation and brand of the University

22. The University of London brand is held in high esteem across the world and results from the exemplary standards and collective achievements of the Colleges and the central academic activities.
23. The University of London reputation and brand, which embodies all the values set out in the federal mission statement, is also a unifying force within the federation. The University of London brand is a complement to the strong brands of the individual Colleges and seeks to enhance the reputation of the Colleges even further.
24. The University of London brand is believed by many Colleges to be one of the federation's most valuable assets, particularly in terms of international recruitment.
25. Both the British Council and the Department for Education and Skills have recently stressed the need for UK Higher Education Institutions to continue to compete and excel on the global stage and have called for increased efforts in international marketing.

Promoting the University

26. The Vice-Chancellor and the central University have a special role in promoting the activities of the federation and the University of London brand, by articulating and reinforcing the defining values of the University regionally, nationally and internationally.

Consultation Question

6. Do you believe that the University centrally could have an enhanced role, on behalf of the Colleges, in the promotion of the University of London brand? If YES, in what ways would you like to see this undertaken?

27. The central University promotes the University's brand on behalf of Colleges. The University of London website acts as a portal for accessing information on the Colleges by potential students and others.

Consultation Question

7. Would you like to see further development of the University of London website as a promotional tool for the University of London brand? Are there other initiatives in the area of international marketing which you think should be explored?

28. The central University currently undertakes the organisation of Taster Courses and Open Days for the Colleges in order to attract potential students. These initiatives have been increasingly popular in recent years.

Consultation Question

8. Would the Colleges welcome an investigation into the potential for the development and/or expansion of Taster Courses, the Open Day programme, and similar initiatives on a University-wide basis?

C The role and provision of centrally-provided services

The mission of the central University

29. Through their work, the central academic and administrative activities aim to add value to the University as a whole.
30. Among the roles of the University centrally is a commitment to working for the benefit of the federation. It aims to support member institutions in their own missions, facilitating, where it can, closer collaboration within the federation.
31. The School of Advanced Study receives special funding from the HEFCE in order to carry out its mission to serve the academic communities not only of the University of London, but also those located regionally, nationally and internationally.
32. The central University is also responsible for the University of London Institute in Paris, which is currently developing consortium arrangements with Queen Mary and Royal Holloway, and for the University Marine Biological Station on the Isle of Cumbrae, Scotland, which is a national facility for marine biology.
33. In conjunction with the Colleges of the University, the External System makes available the awards of the University to students in the rest of the UK and overseas.

A separate review of the External System is currently underway.⁶

34. The university centrally manages the resources held in common on behalf of the federation, including the Estate and Trust Funds, for the benefit of the University, although in recent years there has been a conscious effort to move responsibility for Trust Funds to the Colleges where that is appropriate.
35. The University of London governance structure is set out in the University of London Ordinances.⁷

The central University is committed to a separate review of Council effectiveness, which is due to commence in the coming year. The review will work to ensure that any new structure in place will meet the requirements of the Funding Council and the needs of the federation and the central University.

Centrally-provided services to the Colleges

36. Colleges make payments to the central University, firstly through the federal and ULU subscription, and secondly through the direct purchasing of services such as those offered by the Senate House Library, the Careers Group and the Accommodation Office. Through such payments, the participating Colleges make evident their commitment to these services. Other valued services, including the Intercollegiate Halls, are entirely self-funding.

⁶ See Appendix 2.

⁷ See Appendix 4.

37. The activities and services funded by the federal subscription are set out in Ordinance 9.⁸ The subscription is reviewed annually and services are reviewed triennially by a Working Party composed of a subgroup of Heads of Colleges. This triennial process was last undertaken in the academic year 2003-04.
38. The central University receives no specific funding from the HEFCE for its administration.⁹
39. Every College of the University of London has access to the services offered by the central University and any economies of scale that may result.
40. Consortial, trilateral and bilateral arrangements exist between Colleges and sometimes involve the central University. These are very successful but more might be achieved.

Consultation Question

9. In your experience, which of the central University's current activities would you like to see enhanced and in what way? Are there any activities you would like to see the central University discontinue?

Consultation Question

10. Are there any new initiatives you would like to see the central University pursue, for instance, in order to facilitate further collaboration amongst the Colleges?

⁸ See Appendix 5.

⁹ Except for a small element of funding in respect of the implementation of the institutional HR Strategy, Business Rates and London Extra Costs for those specific activities charged to Colleges, thus reducing costs.

The University of London is a federation of nineteen self-governing Colleges, together with a number of centrally-run academic Institutes and Activities. This latter group is also referred to collectively as the central University.

COLLEGES

Birkbeck, University of London
Courtauld Institute of Art
Goldsmiths College, University of London
Heythrop College
Imperial College London
The Institute of Cancer Research
Institute of Education
King's College London
London Business School
London School of Economics and Political Science
The London School of Hygiene & Tropical Medicine
Queen Mary, University of London
Royal Academy of Music
Royal Holloway, University of London
The Royal Veterinary College
St George's Hospital Medical School
The School of Oriental and African Studies
The School of Pharmacy
University College London

THE CENTRAL UNIVERSITY

CENTRAL INSTITUTES

School of Advanced Study¹⁰
University of London Institute in Paris
University Marine Biological Station, Millport

CENTRAL ACTIVITIES

Central Administrative and Support Services¹¹
External System
Intercollegiate Halls of Residence
Kent, Surrey, Sussex Department of Postgraduate Medical and Dental Education
London Department of Postgraduate Medical and Dental Education
Student Accommodation and Property Management Office
The Careers Group, University of London
University of London Computer Centre
University of London Research Library Services (including Senate House Library)
University of London Union

¹⁰ The School of Advanced Study comprises eight Institutes: Advanced Legal Studies, Classical Studies, Commonwealth Studies, English Studies, Germanic and Romance Studies, Historical Research, Study of the Americas, and the Warburg Institute. The Philosophy Programme is also part of the School of Advanced Study.

¹¹ This includes the administration of research degree examinations for virtually all research students on behalf of the Colleges.

Appendix 2

Concurrent reviews within the central University

The central University is undertaking three other reviews concurrently with this consultation. A list, with Terms of Reference, is given below.

1. Corporate Reorganisation Project

Project Terms of Reference – Stage One (Three months)

To provide an internal review of the organizational, cross-departmental and individual activities and initiatives necessary to deliver the University's corporate plan, and in particular to identify entirely new processes to meet customer objectives and thus ensuring long-term financial viability.

Activities will include:

- Undertaking a thorough reassessment of a wide range of processes and initiatives.
- Interpreting a number of proposals and reports from consultants, ranging from changes in working practices to developments in the management and operation of support services.
- Assessing the implications of the need for increased corporate collaboration which may lead to changing working practices across the whole organisation.
- Working alongside the Finance Division to develop a Financial Strategy to improve Infrastructure effectiveness.
- Providing specific recommendations on medium and long-term facilities (security, cleaning, maintenance & reception/mail etc.) services, and the likely sharing of common facilities.

2. External System

Terms of Reference

To consider and make recommendations on the following matters:

1. The Programme: its broad vision and strategies

- The development and growth of the Programme, to include inter-college collaboration in provision; exploiting emerging technologies for teaching and examining; synergies with internal provision.
- Quality assurance of the External Programme.
- Incentives for involvement of constituent Colleges, their departments and staff.
- Branding of the Programme for both the University and the constituent Colleges, Institutes and Schools.
- Fostering centres for best practice in external teaching in the central University and constituent Colleges, Schools and Institutes.

2. Service provision for students

- Review existing relationships with Lead Colleges for the various functions (e.g. setting and implementing degree standards, producing course materials, giving support to students) provided by the Programme with a view to maximising the efficiency of provision to students and of the system overall.
- Consideration of the student experience.

- Consider the feasibility of the External System providing services to Colleges which develop their own distance learning provision.

3. Finance, services and systems

- Ensuring central services are transparent and driven by client needs (i.e., by needs of constituent Colleges, Schools & Institutes and their students).
- Review existing financial relationships with Lead Colleges with the view to optimising financial benefit to the Colleges, the External System and the University.
- Review the rationale and methodology for Central University charges to the External System.
- Review current methodologies for the financial management of the External System.
- Review current policy for the accumulation and allocation of Reserves.
- Review current systems for the payment of Authors and Examiners.

3. Review of Central Student Services

Terms of Reference

To review the current activities and plans for future development of the University of London Union (ULU) in the context of:

1. the requirements of the Colleges and Institutes and their students;
2. the relocation of central services (i.e. Accommodation Office, Careers Services, Central Health Services) to provide a one-stop-shop;
3. the constraints of the ULU building;
4. the recurrent and capital funding implications;
5. present and future management requirements.

COLLEGES OF THE UNIVERSITY

AMENDMENTS TO THIS ORDINANCE MUST BE MADE IN ACCORDANCE WITH STATUTE 27

Conditions for Admission as a College of the University

1. An institution may be admitted as a College provided that in the opinion of the Council it is an educational, academic or research institution of university standard and otherwise appropriate for membership of the University of London.
2. The Council shall satisfy itself that the institution is qualified in the following respects for admission as a College, or such of the following respects as are relevant to the institution and as the Council considers necessary:
 - (1) the constitution of its governing body;
 - (2) the charter, statutes or other instruments by which it is governed;
 - (3) the suitability of its situation and buildings for the education of its students and for their well-being, the provision made in it for recreation and for the encouragement of corporate and social life; and its provision for the residential accommodation of its students;
 - (4) the number, qualifications, remuneration and conditions of service of its staff;
 - (5) the arrangements enabling the staff and students to take part in the governance of the institution;
 - (6) facilities for research and the provision of equipment and laboratories; library provision and the provision of information technology, communication and information systems;
 - (7) the standard of instruction, procedures for maintaining standards and mechanisms for quality assurance;
 - (8) the conditions qualifying students for admission into it, including age and attainments;
 - (9) the number of its students and the number proceeding or likely to proceed to degrees or other awards of the University;
 - (10) the recurrent and capital financial position of the institution and the terms on which it occupies its land and buildings;
 - (11) its strategic plans; and
 - (12) an appropriately developed race equality policy and action plan.
3. The Council may specify additional matters on which it must be satisfied, and shall consider any comments by Colleges, before admitting an institution as a College. An institution shall be admitted as a College if two-thirds of the members present and voting at a meeting of the Council vote in favour, including an absolute majority of the Heads of Colleges present and voting.
4. Before admission as a College, the governing body of an institution shall give to the Council a written assurance that the institution shall abide by the undertakings in paragraph 6 below.

Period of Admission

¹² University of London Ordinances (1 September 2004)

5. Institutions may be admitted as Colleges either for a fixed period or without a time limit. The period may be extended or renewed or made permanent after the Council has satisfied itself of the College's continuing qualification for the status of College.

Undertakings

6. Each College shall abide by the Statutes, Ordinances (including this Ordinance) and Regulations of the University of London.
7. A College which holds, or acquires, the power to award its own degrees shall inform the Council accordingly.
8. A College with the power to award its own degrees shall comply with such protocols relating to the exercise by Colleges of such powers as may be agreed by the Council.¹³
9. A College shall confer the title of Professor or Reader only in accordance with the Ordinances.
10. The Council may from time to time seek written assurances on such other matters as the Council considers necessary and may prescribe conditions on which a College continues to hold College status.

Reports

11. The Statutes provide:
 - (1) that the Council may receive a report on any College and that before taking any action on it the Council shall take into consideration any observations which the College concerned may make upon it;
 - (2) that the Council shall be entitled to request and receive from a College any information necessary for the performance of the Council's duties and may prescribe the manner, form and time of its provision and may visit any College;
 - (3) that the Council shall have no power of interference in the courses of study in a College which do not lead to a degree or other award of the University.

Change of Circumstances

12. Colleges shall inform the University of any substantial change in their circumstances, such as a merger, or prospective or actual insolvency, and in particular those matters listed in paragraph 2 above or in respect of undertakings pursuant to paragraphs 6 and 7.

Cessation of College Status at the End of a Fixed Period of Admission

13. A College shall automatically cease to be a College at the end of a fixed period of admission; the College, not the University, shall be responsible for making appropriate arrangements for the completion of their studies for any students registered for a degree or other award of the University at the College at the time when it would cease to be a College.

Withdrawal of the Status of College by the Council

14. Statute 50 provides that the Council may withdraw from a College the status of College, having considered any representations by that College, provided that two-thirds of the members present and voting at a meeting of the Council vote in favour. The procedure shall be as follows:
 - (1) If in the opinion of the Vice-Chancellor a College fails either to abide by the terms of its admission or to abide by the terms on which College status is held or to remain qualified for College status, the Vice-Chancellor may initiate proceedings for the withdrawal of College status.

¹³ The current protocols referred to here were approved by the University Council in June 2004, resolution (iv) of the Minutes and reads: 'That the protocols referred to in paragraph 8 of Ordinance 21 should, for the time being, be drafted so as simply to provide that Colleges which wished to remain part of the federal University while exercising their own degree-awarding powers would need to put forward a case for being permitted to do so, such as would persuade the Heads of Colleges Committee (to be established from 1.9.04) and the Council that this was appropriate.'

(2) The Vice-Chancellor shall put the information on which the opinion was based to the College not less than two calendar months before the Council meeting at which withdrawal of College status will be considered. If the College wishes to make representations, they must be received by the Vice-Chancellor not less than 14 days before the Council meeting. The Vice-Chancellor may halt the proceedings, or may continue the proceedings by putting to the Council the material as it was presented to the College and any representations by the College. The College must have two months' notice of any new material that the Vice-Chancellor wishes to introduce and an opportunity to make fresh representations.

15. An institution from which the status of College has been withdrawn by the Council without that institution's consent may appeal against that decision to the Visitor. If, in accordance with the Statutes, the Council withdraws from the College the status of College without the institution's consent, the institution may appeal against the decision to the Visitor provided that any appeal is lodged at the Privy Council Office not more than one calendar month after the meeting of the Council.
16. The Council may make appropriate arrangements in respect of the completion of their studies for any students registered for a degree or other award of the University at the institution at the time when it ceases to be a College.

Withdrawal of the Status of College at the College's request

17. Statute 51 provides that the Council shall at the request of a College withdraw from it the status of College. The College shall satisfy the Council that appropriate arrangements have been made in respect of the completion of their studies for any students registered for a degree or other award of the University at the College at the time when it would cease to be a College.

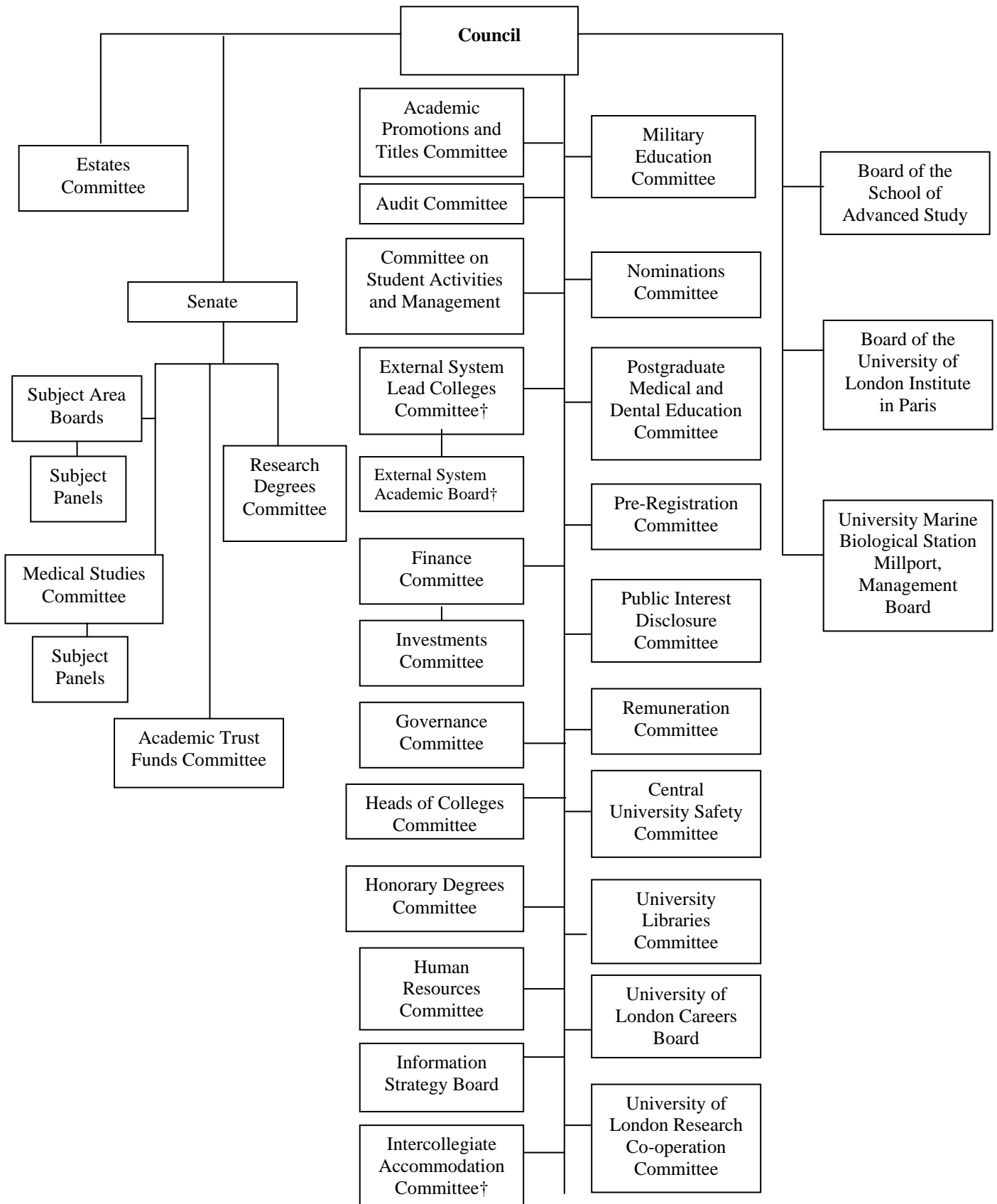
Costs

18. An institution applying to be admitted as a College shall undertake to meet the costs incurred by the University in considering its application and, if the status is granted, costs incurred by the University in due course as a consequence of withdrawal of that status. The costs, if any, in either case shall be those assessed and approved by the Council or the Vice-Chancellor on its behalf.

30 June 2004

Appendix 4

The committee structure of the University



† financial matters to be considered by the Finance Committee

FUNDING FEDERAL ACTIVITIES: THE FEDERAL SUBSCRIPTION

1. The following federal services and activities shall be funded by annual subscription from Colleges, Institutes and other institutions:
 - (1) servicing and related work of the Council, the standing committees, their sub-committees and other subordinate bodies whose servicing and related work is not undertaken elsewhere;
 - (2) the offices of the Vice-Chancellor, the Deputy Vice-Chancellor and Pro-Vice-Chancellors; liaison with the Chancellor;
 - (3) the offices of senior staff covering the finance, human resources, student affairs and general administration functions;
 - (4) administrative support for the University as trustee;
 - (5) continuing legal and other liabilities on the University as the degree-awarding body or in relation to Professors and Readers;
 - (6) other statutory functions not otherwise covered in (1)-(5) above;
 - (7) federal subscriptions;
 - (8) public, communal and ceremonial space;
 - (9) information services;
 - (10) external and parliamentary relations;
 - (11) federal initiatives and contingencies;
 - (12) functions and ceremonies;
 - (13) overhead costs for the above including: accounting, audit, human resources, domestic services and premises costs, legal services, computing, communications and other normal office services and costs.
2. The Vice-Chancellor shall annually recommend for the subsequent year for the consideration and approval of the Council:
 - (1) the estimated subscription required to ensure the provision of the above federal services and activities;
 - (2) the proportion of the total subscription required from each College;
 - (3) the proportion of the total subscription required from the Institutes;
 - (4) the subscription from Associate and Affiliate Institutions; the method of calculation as mutually agreed between the University and each Institution in accordance with paragraph 4.
3. The accounts of the University shall separately identify subscription income.
4. The provisions of this Ordinance shall form the basis of contracts between the University and each College, Associate and Affiliate Institution for the delivery of the federal services and activities listed at paragraph 1 above and the payment of the subscription referred to in paragraph 2 calculated on a standard basis. Failure by a College or Associate or Affiliate Institution to agree or to abide by the contract shall be grounds for the

¹⁴ University of London Ordinances (1 September 2004)

Council to initiate proceedings for the removal of the status of College from a College or the designation as an Associate or Affiliate Institution from an Associate or Affiliate Institution.

5. The list of services and activities under paragraph 1 above shall not be varied except for all subscribers at the same time.
6. This Ordinance shall not prevent the Council at any time approving the establishment or disestablishment of separately funded services and activities not included in paragraph 1 above.
7. For the purposes of this Ordinance, 'Institutes' includes the University Marine Biological Station, Millport.