



**UNIVERSITY
OF LONDON**

COLLEGIATE COUNCIL

Friday, 5 May 2017 at 8.30 am
The Court Room, Senate House

MINUTES

PRESENT

Professor Sir Adrian Smith (the Vice-Chancellor) (Chair)
The Baroness Amos of Brondesbury (SOAS)
Professor Michael Arthur (UCL)
Professor David Bolton (City) (alternate)
Professor Jonathan Freeman-Attwood (RAM)
Professor Simon Gaskell (QMUL)
Professor Gavin Henderson (RCSSD)
Professor Roger Kain (SAS)
Professor Paul Kelly (LSE) (alternate)
Professor Paul Layzell (RHUL)
Mr Patrick Loughrey (GC)
Professor Claire Ozanne (HC)
Mrs Lucinda Parr (LSHTM) (alternate)
Dr Barbara Pittam (ICR) (alternate)
Professor Reza Razavi (KCL) (alternate)
Professor Stuart Reid (RVC)

APOLOGIES

Professor Julia Black (LSE)
Professor Edward Byrne (KCL)
Professor Sir Paul Curran (City)
Professor Jenny Higham (SGUL)
Professor David Latchman (Bbk)
Professor Sir Andrew Likierman (LBS)
Professor Baron Peter Piot (LSHTM)
Dr Mary Stiasny (UoLIA)
Professor Deborah Swallow (CIA)
Professor Paul Workman (ICR)

IN ATTENDANCE

Mr Kenneth Cheung (Secretary)
Dr Ghazwa Alwani-Starr (Director of Property and Facilities Management)
Mr Chris Cobb (Pro Vice-Chancellor (Operations))
Mr Kim Frost (University Secretary)
Mr Andrew Murphy (Chief Financial Officer)

Welcome

2187 On behalf of the Collegiate Council, the Chair welcomed:

- (i) Professor Claire Ozanne to her first meeting following her recent appointment, succeeding Father Michael Holman, as the Principal of Heythrop College.
- (ii) Mr Kim Frost to his first meeting as the University Secretary; he had succeeded Ms Maureen Boylan on 1 January 2017.
- (iii) Dr Ghazwa Alwani-Starr to her first meeting; she had been in post as the Director of Property and Facilities Management since 1 December 2016.

Minutes of the Previous Meeting on 9 December 2016

2188 The Collegiate Council confirmed the Minutes of the previous meeting as an accurate record.

Business Carried Out By Correspondence Since the Previous Meeting

2189 The Collegiate Council received a report by the Secretary on business considered by correspondence since the previous meeting (Confidential Report CC631).

2190 Members noted that the Collegiate Council had approved, by correspondence:

[CCM 2190(i) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

- (ii) A number of proposed amendments to Ordinance 5 Collegiate Council Procedures and Ordinance 7 Committees of the Board of Trustees and the Collegiate Council in March 2017 (Report CC629 and Appendices CC629A-B). It was noted that, following the incorporation of some minor textual comments from members, the draft Ordinances had been presented to, and approved by, the Board of Trustees at its meeting on 29 March 2017; the Ordinances were available on the University website at: <http://www.london.ac.uk/ordinances.html>. Members noted that the proposals simplified and clarified wording and processes and ensured a consistency of approach across the Ordinances.

2191 Members noted that, in March 2017, the Collegiate Council had also received, for information, Report CC630, which updated members on the progress of the University of London Private Bill and proposed amendments to the Statutes; Appendix CC630A had detailed the information required by the Higher Education Funding Council for England at the point of application for university title.

Matters Arising

- 2192 The Collegiate Council noted a report by the Secretary on the matters arising since its previous meeting (Confidential Report CC632).

[CCM 2193 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Vice-Chancellor's Report

- 2194 The Collegiate Council considered the Vice-Chancellor's Report (Confidential Report CC633). Further to the information provided in the report, members discussed the following matters:

Proposed Reappointment of Professor Paul Layzell as One of the Four Heads of Member Institutions on the Board of Trustees from 2017-18

- 2195 Members noted that Professor Paul Layzell would complete his first term of office on 31 July 2017 as one of the four Heads of Member Institutions on the Board of Trustees, and was eligible to be reappointed. Members noted that two of the other three Heads of Member Institutions currently serving on the Board would be stepping down on 31 July 2017; in the interests of continuity, the Chair, therefore, proposed that Professor Layzell should be reappointed to the Board for a further term of four years to 31 July 2021. The Collegiate Council noted that Professor Layzell was willing to continue to serve, and was content to approve the proposal.

AGREED:

- 2196 To approve that Professor Paul Layzell be reappointed to the Board of Trustees, as one of the four members appointed by the Collegiate Council, to serve for a further term of four years to 31 July 2021.

Senate House Library (SHL) Future Strategies

SHL Financial Sustainability Working Group

- 2197 It was noted that, on 5 April 2017, the Pro Vice-Chancellor (Operations) and Chief Operating Officer ('Pro Vice-Chancellor (Operations)') had informed all Member Institutions of the decision taken by the Vice-Chancellor, in consultation with Professor Sir Deian Hopkin, the Chair of the SHL Financial Sustainability Working Group, not to schedule any further meetings of the Working Group, and to try a different direction instead.
- 2198 The Pro Vice-Chancellor (Operations) reported that the Working Group had been unable to reach an agreement on the quantum of funding required to support the provision of SHL services on a sustainable basis going forward.
- 2199 Members accepted that the Working Group could not make any further progress; however, it was agreed that the Collegiate Council should receive, for its records at its next meeting, a final account of the areas and options that had been explored in detail by the Working Group.

New Library Technology and Processes

- 2200 Members were informed that the Working Group had advanced some ideas during the course of its deliberations and that the University was considering the use of technological advances such as radio-frequency identification (RFID) which, in conjunction with the optimisation of book shelving and storage space, and short-notice retrieval processes, should reduce the Library's operational costs. It was anticipated that a business case for the University to make an initial investment in the SHL to support these proposed changes would be presented at the next meeting on 7 July 2017.

Library Service Options

- 2201 It was reported that the implementation of new technology and processes would then enable the University to consider the development of more tailored services towards meeting Member Institutions' requirements, which could include increased opening hours and more reading spaces. Members were informed that, despite the anticipated reduction of running costs arising from the implementation of the change programme, the introduction of new services for Member Institutions might require an increase in Library Charges in future years to recover the additional costs incurred in offering the new services and to ensure the long-term sustainability of the SHL.
- 2202 Members were informed that, in addition to the common Library services provided, it was envisaged that Member Institutions could, for instance, lease from the University further reading spaces adjacent to the Library, within Senate House, for their own students. Mindful of the space soon to be released under Programme Beveridge and the opportunities highlighted in the Bloomsbury Precinct Master Plan, members advised that, should there be competing interests, the University should attempt to allocate space to Member Institutions using a holistic approach whenever possible, rather than on a piecemeal basis, to achieve a mix and balance of tenants and activities.

[CCM 2203 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Senate House Librarian

- 2204 The Pro Vice-Chancellor (Operations) reported that the Senate House Librarian had recently tendered her resignation and would leave the University in summer 2017. Members were informed that, in view of the change programme to be proposed to the Collegiate Council at its next meeting, it was envisaged that the person sought to lead the Library during this period should be experienced in managing projects, and that the University would consider the position of the Senate House Librarian thereafter.
- 2205 Members advised that it was essential for the University to maintain Library staff morale during the next few months and throughout the change programme, and to provide assurance, where possible, to Library staff on the University's vision of the SHL going forward.

- 2206 Members noted that the Senate House Librarian had made a positive impact on the Library since she joined in August 2014. Members noted, in particular, her work on exhibitions and public engagement, such as 'Metamorphosis', which had commemorated the 400th anniversary of Shakespeare's death in 2016 with a season of activities. Members expressed their appreciation for all the work that the Senate House Librarian had done for the University and wished her well for the future.

University Finance Report

- 2207 The Collegiate Council received a report by the Chief Financial Officer with regard to the University financial performance covering the six-month period to 31 January 2017 (Confidential Report CC634 and Confidential Appendix CC634A).
- 2208 It was noted that the University was in deficit by £4.3M on its continuing operations for the six months to 31 January 2017, compared to a budgeted deficit of £4.4M. The Chief Financial Officer reported that the Quarter 2 forecast had predicted a full-year deficit of £4.1M, which was £0.6M worse than budgeted; however, work being carried out for the Quarter 3 forecast to 30 April 2017 was indicating that the University should be able to deliver a full-year outcome better than budgeted.

University Federal Subscription and Member Institution Charges for 2017-18

- 2209 The Collegiate Council considered a report by the Chief Financial Officer with regard to the proposals for the University Federal Subscription and the Member Institution Charges for 2017-18 (Report CC635). Attached were a summary of the Federal Subscription and Member Institution Charges for 2017-18 (Confidential Appendix CC635A) and the detailed underlying calculations (Confidential Appendix CC635B).
- 2210 The Chief Financial Officer reported that the proposed Library Charges for 2017-18 included, for the first time, a more realistic inflationary index, whilst keeping the usage basis split between Member Institutions unchanged from the previous year. Members were informed that the current RPI uplift formula had been replaced with the weighted average of inflation experienced by libraries at Member Institutions, which resulted in a proposed inflation rate of 3.6%, compared to a RPI uplift of 2.6% in January 2017, and 3.2% in February 2017. Members noted that, although the proposed Library Charges for some Member Institutions had increased significantly, this was due to increased volumes of use by their students after taking into account the increase for inflation.
- 2211 Members were informed that, at a meeting on 27 April 2017, Member Institution Finance Directors and Chief Financial Officers had considered, and were content with, the proposals contained in Report CC635 and Confidential Appendices CC635A-B.
- 2212 The Collegiate Council was content with the proposals contained in Report CC635 and Confidential Appendices CC635A-B, and agreed to

[excluding Confidential Information at CCMM 2190(i), 2193, 2203, 2215, 2217-2218, and 2224-2228]

recommend them for onward transmission to the Board of Trustees for consideration at its next meeting on 24 May 2017.

AGREED:

- 2213 To recommend to the Board of Trustees, for its approval, the proposed University Federal Subscription and College Charges for 2017-18, as set out in Report CC635 and Confidential Appendices CC635A-B.

Estates Matters

- 2214 The Collegiate Council considered a report by the Director of Property and Facilities Management with regard to Estates matters (Confidential Report CC636). Further to the information provided in the report, members discussed the following matters:

[CCM 2215 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Redevelopment of Duncan House, Stratford

- 2216 Members noted that, in December 2016, the University had concluded a deal to participate in the development of a 511-bed student accommodation block at Duncan House; it was reported that the construction programme was being progressed, which was planned to deliver Practical Completion in time for the 2019-20 student intake.

[CCMM 2217-18 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Establishment of the AWG

- 2219 The Collegiate Council considered a report by the Director of Property and Facilities Management with regard to establishment of the AWG (Confidential Report CC637).
- 2220 The Pro Vice-Chancellor (Operations) reported that the AWG had been established by the Board of Trustees; it was noted that, under its Functions set out under Ordinance 1, the Board was responsible for property matters. However, in view of the input and views sought from Member Institutions, it was agreed that the findings and recommendations arising from the AWG would be presented to the Collegiate Council in due course to consider for endorsement and onward transmission to the Board of Trustees.

Reports from the Boards of the Central Academic Bodies and Activities

ULIP

- 2221 The Collegiate Council received and noted a report of the Board of the ULIP meeting held on 16 March 2017 (Confidential Report CC638).

Board of the UoLIA

- 2222 The Collegiate Council received a report of the Board of the UoLIA meeting held on 30 March 2017 (Confidential Report CC639).
- 2223 The Collegiate Council noted, in particular, a list of the recommendations from the Institutions Sub-Committee that had been noted/approved by the Board of the UoLIA (as detailed at paragraphs 37-39 of Confidential Report CC639).

Report from the HDFC

[CCMM 2224-28 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Report from the Trust Funds Committee

- 2229 The Collegiate Council received a report from the Trust Funds Committee (Report CC641).
- 2230 Members noted that, since its establishment in 2013, the Trust Funds Committee had made good progress to increase Member Institutions' awareness of available monies, to encourage Member Institutions to spend their allocated monies and, where appropriate, to transfer the administration of trusts to Member Institutions where a Member Institution was the sole beneficiary under the deeds of a trust.

Proposed Amendments to the Regulations in relation to the Closure of Heythrop College ('Heythrop')

- 2231 The Collegiate Council considered a report by Ms Maureen Boylan, Consultant to the University, on a proposal, in view of Heythrop's planned closure in summer 2018, to facilitate the transfer of registration of its doctoral students to the SAS (Report CC642).
- 2232 Members noted that the University wished to make provision for up to 15 Heythrop students, who were currently working towards University of London awards and might not be able to complete their studies by the date of Heythrop's planned closure, to be registered with the School of Advanced Study (SAS), if necessary, to complete their studies. It was reported that the proposal to amend paragraph 69.3 of Regulation 1 would ensure that these Heythrop students could receive dispensation from the Vice-Chancellor should they not meet the existing condition for the minimum period of registration with regard to the accreditation of prior learning. The Collegiate Council was content to approve the recommendation contained in the report to amend paragraph 69.3 of Regulation 1 as follows (underlined as appropriate):

69.3 that the minimum period of registration and study with the University or in the College shall be not less than one third of the normal period of full-time or part-time study prescribed for the programme concerned, except in exceptional circumstances to be considered by the Pro Vice-Chancellor (Research) and approved by the Vice-Chancellor, and except that in the case of post-registration programmes in Nursing and Midwifery the

minimum period of registration and study may be not less than one quarter of the normal period of full-time or part-time study prescribed for the programme;

AGREED:

- 2233 To approve the proposed amendment to paragraph 69.3 of Regulation 1 as detailed at Minute 2232 above.

Proposed Delegation of Programme Approvals

- 2234 Members considered a report by the Secretary on a proposal for the Collegiate Council to delegate programme approvals to the Vice-Chancellor (Report CC643).
- 2235 The Collegiate Council noted that, at its previous meeting, it had considered three SAS programmes for approval. Having noted the robust measures already in place, as detailed in paragraph 1 of Report CC643, members were content with the proposal to amend Annex 2 of Ordinance 6 to extend the standing functions delegated by the Collegiate Council to the Vice-Chancellor on urgent or non-contentious matters to include programme approvals as follows (underlined as appropriate):
1. *To act on behalf of the Collegiate Council in academic matters, including the University Regulations and programme approvals, which in the opinion of the Vice-Chancellor are either urgent (but not requiring a special meeting) or non-contentious.*

- 2236 It was noted that the Collegiate Council would remain informed of approved programmes at its meetings through the existing regular reports that it received from the Board of SAS, and that the detailed supporting documentation for all approved programmes could be provided to any member on request from the Secretary of the Collegiate Council.

AGREED:

- 2237 To approve the proposed extension of standing functions that the Collegiate Council delegated to the Vice-Chancellor to include programme approvals as detailed at Minute 2235 above.

Annual Services Statement for 2015-16 – All Member Institutions

- 2238 The Collegiate Council noted a report by the Pro Vice-Chancellor (Operations) with regard to the 2015-16 Annual Services Statement to Member Institutions covering all Member Institutions (Report CC644 and Appendix CC644A).
- 2239 Members noted that, in early 2017, Member Institutions had received bespoke statements covering the specific services provided to the Member Institutions by the University in 2015-16, and that these statements had also been circulated, for information, to the members of the Board of Trustees.

Award of Degrees and Diplomas

- 2240 The Collegiate Council noted a report by the University Secretary with regard to recent awards of degrees and diplomas (Report CC645).

**Confirmed Confidential Minutes of the Board of Trustees Meeting on
30 November 2016**

- 2241 The Collegiate Council noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 30 November 2016 (Confidential Report CC646).

**Confirmed Confidential Minutes of the Board of Trustees Meeting on
25 January 2017**

- 2242 The Collegiate Council noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 25 January 2017 (Confidential Report CC647).

Dates of Future Meetings

- 2243 Members noted the dates of future meetings as follows (all on Fridays commencing at 8.30 am):

2016-17

7 July 2017

2017-18

6 October 2017

8 December 2017

16 February 2018

4 May 2018

6 July 2018

2018-19

28 September 2018

7 December 2018

15 February 2019

3 May 2019

5 July 2019

2019-20

27 September 2019

6 December 2019

21 February 2020

1 May 2020

3 July 2020