



**UNIVERSITY
OF LONDON**

COLLEGIATE COUNCIL

Friday, 9 December 2016 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 Edward Byrne (KCL)
Professor Sir Paul Curran (City)
Professor Simon Gaskell (QMUL)
Professor Gavin Henderson (RCSSD)
Professor Jenny Higham (SGUL)
Professor Roger Kain (SAS)
Professor Paul Layzell (RHUL)
Mrs Lucinda Parr (LSHTM) (alternate)
Dr Barbara Pittam (ICR) (alternate)
Dr Mary Stiasny (UoLIA)
Professor Deborah Swallow (CIA)

APOLOGIES

Professor Julia Black (LSE)
Professor Jonathan Freeman-Attwood (RAM)
Father Michael Holman (HC)
Professor David Latchman (Bbk)
Professor Sir Andrew Likierman (LBS)
Mr Patrick Loughrey (GC)
Professor Baron Peter Piot (LSHTM)
Professor Stuart Reid (RVC)
Professor Paul Workman (ICR)

IN ATTENDANCE

Mr Kenneth Cheung (Secretary)
Ms Maureen Boylan (University Secretary)
Mr Chris Cobb (Pro Vice-Chancellor (Operations))
Mr Kim Frost (Director of Human Resources)
Mr Andrew Murphy (Chief Financial Officer)

Welcome

- 2148 On behalf of the Collegiate Council, the Chair welcomed Mr Kim Frost, the Director of Human Resources, who would succeed Ms Maureen Boylan as the University Secretary on 1 January 2017.

Minutes of the Previous Meeting on 30 September 2016

- 2149 The Collegiate Council confirmed the Minutes of the previous meeting as an accurate record.

Business Carried Out By Correspondence Since the Previous Meeting

- 2150 The Collegiate Council received a report by the Secretary on business considered by correspondence since the previous meeting (Confidential Report CC612).
- 2151 Members noted that, on 29 November 2016, the Collegiate Council had approved, by correspondence, the following recommendations of the Honorary Degrees and Fellowships Committee with regard to the honorary awards to be presented at the University of London International Academy (UoLIA) Graduation Ceremonies in London on 7 March 2017:
- (i) That Mr Adewale Akinnuoye-Agbaje and Mr Bernard Cornwell should each be invited to receive a Doctor of Literature *honoris causa*; members noted that Mr Akinnuoye-Agbaje had since replied to accept his invitation.

[CCM 2151(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Vice-Chancellor's Report

- 2152 The Collegiate Council considered the Vice-Chancellor's Report (Confidential Report CC613). Further to the information provided in the report, members discussed the following matters:

[CCMM 2152(i)-(ii) are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Teaching Excellence Framework (TEF)

- (iii) Members were informed that the University was in discussions with the Department for Education with regard to the TEF, which aimed to recognise and reward excellent learning and teaching, and its application in relation to the University of London International Programmes. It was noted that the University had a particular difficulty with the TEF as the International Programmes did not generate many of the data on which TEF performance would be based. With regard to the Member Institutions, some members expressed concerns that a number of London-specific issues, beyond the control of the

institutions, could potentially affect the Member Institutions' TEF performance adversely. Members took the view that it was important for institutions to continue to engage with the TEF to assist with its future design and development to try to ensure that TEF performance could become a more accurate reflection of an institution's inputs.

Proposed Heads of Member Institutions on the Board of Trustees from 2017-18

- (iv) Members noted that the terms of office on the Board of Trustees for both Professor Simon Gaskell and Professor David Latchman were due to conclude on 31 July 2017. It was noted that the Collegiate Council could appoint four of its members to the Board and that it aimed to achieve a balance of representation from Bloomsbury and non-Bloomsbury, and large multi-faculty and smaller specialist Member Institutions. Members noted that Professor Paul Layzell and Professor Stuart Reid also served on the Board; the Chair, therefore, proposed that Professor Michael Arthur and Mr Patrick Loughrey should succeed Professor Gaskell and Professor Latchman from 1 August 2017 for a term of four years initially. Members noted that both Professor Arthur and Mr Loughrey were willing to serve in this capacity; the Collegiate Council was content to approve the proposal.

AGREED:

- 2153 To approve that Professor Michael Arthur and Mr Patrick Loughrey succeed Professor Simon Gaskell and Professor David Latchman on their retirement at the end of July 2017 as two of the four Board of Trustees members appointed by the Collegiate Council, each to serve for a term of four years initially from 1 August 2017.

University Status and Private Bill

- 2154 The Collegiate Council considered a report by the University Secretary covering updates on the University of London Parliamentary Private Bill and the discussions with Member Institutions about the possible use of university title (Report CC614 and Appendix CC614A).
- 2155 Members noted that the Private Bill was deposited on 28 November 2016, which would eventually lead to a new University of London Act and would create the opportunity for Member Institutions, if they so wished, to seek university title whilst remaining within the University of London federation. Members were informed that, with regard to the timetable for Member Institutions seeking university title, a statutory consultation on name changes would need to be undertaken in early summer 2017. It was reported that each Member Institution should inform the University Secretary if it wished to change its name and that the Member Institution should ensure that its Governing Body had determined its view on this matter by Easter 2017.

University Financial Statements for 2015-16

- 2156 The Collegiate Council considered a report by the Chief Financial Officer with regard to the University Financial Statements for 2015-16 (Confidential Report CC615 and Appendix CC615A).
- 2157 Members noted that the University had produced a net operating deficit of £1.9M for 2015-16, compared with a net operating surplus of £1.6M for 2014-15. It was noted, however, that under the recently-introduced Financial Reporting Standard 102 (FRS 102), the operating deficit (which was the 'deficit before other gains and losses') was £3.7M for 2015-16, compared to an operating deficit of £4.8M for 2014-15.
- 2158 Members were informed that the University remained in a sound financial position with good cash reserves, which supported the investment and financial sustainability in the University Strategy. It was reported that the University was continuing to build upon the work undertaken in recent years and planned to grow and diversify, undertaking investment in advance of income generation in later years that would, in turn, provide future investment capacity to allow the University to further enhance its position. Members were informed that the University would continue to keep the investment returns under review and that, if the returns did not materialise as planned, it would take the required steps to bring the University into a position of ongoing financial sustainability.
- 2159 Members noted that the Strategic Report section within the Financial Statements gave a commentary on the activities and financial highlights during the year and commented on the items of significance; it also served as the Annual Report published jointly by the Board of Trustees and the Collegiate Council.
- 2160 Having considered the University's Financial Statements for 2015-16 in detail, the Collegiate Council was content to approve the document.

AGREED:

- 2161 To approve the University's Financial Statements for 2015-16 (attached at Appendix CC615A).

University Finance Report

- 2162 The Collegiate Council received a report by the Chief Financial Officer with regard to the University financial performance covering the three-month period to 31 October 2016 (Confidential Report CC616 and Confidential Appendix CC616A).
- 2163 Members noted that the University was in deficit by £2.5M on its continuing operations for the three months to 31 October 2016 compared to a budgeted deficit of £2.9M. However, the Chief Financial Officer reported that an analysis of this variance had suggested that there was a temporary adverse

variance of £0.8M due to either timing or budget-phasing, which meant that the underlying position was an adverse performance to budget of £0.4M.

Estates Matters

- 2164 The Collegiate Council considered a report by the Director of Capital Projects with regard to Estates matters (Confidential Report CC617).

[CCM 2165 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Book Depository at Egham

- 2166 The Pro Vice-Chancellor (Operations) reported that the University was considering its options with regard to the Book Depository at Egham, and invited Member Institutions to discuss with him, on an informal basis at this stage, any potential collaborative storage proposals that they might have.

Bedford Estates

- 2167 The Pro Vice-Chancellor (Operations) reported that he had met with the Steward of the Bedford Estates on several occasions over the past few months to discuss collaborative developments in the Bloomsbury public realm as well as mutual property interests in the area. Members were informed that there was encouraging progress on a number of matters and that the Collegiate Council would be provided with an update on any further developments as soon as practicable.

Reports from the Boards of the Central Academic Bodies and Activities

School of Advanced Study (SAS)

- 2168 The Collegiate Council considered a report of the Board of the SAS meeting held on 22 November 2016 (Report CC618). Also attached were: (i) the SAS Annual Report and Review 2016 (Appendix CC618A); and (ii) the documents related to three proposed programmes (Appendices CC618B-D).
- 2169 The Pro Vice-Chancellor (Research) & Dean & Chief Executive of the SAS reported that the relevant Member Institutions had been consulted as part of the process in developing the three programmes detailed in paragraphs 46-51 of the Report CC618 and at Appendices CC618B-D; the Collegiate Council considered, and was content to approve, the three proposed programmes. Members also noted the SAS Annual Report and Review 2016 provided at Appendix CC618A.

AGREED:

- 2170 To approve the establishment of the following programmes, as detailed in paragraphs 46-51 of the Report CC618 and at Appendices CC618B-D:

(i) LLM Legal Translation;

- (ii) MRes Latin American Studies; and
- (iii) Research Degrees at a Distance.

Process for the Approval of Programme Proposals

2171 Members noted that the Collegiate Council normally considered SAS programmes at its meetings; however, as the School consulted at length with the relevant Member Institutions in preparing any programme proposals, the Secretary would consider whether this process could be streamlined; a proposal on a possible way forward would be provided at the next meeting.

Senate House Library (SHL)

2172 The Collegiate Council received and noted a report of the SHL Board meeting held on 20 October 2016 (Report CC619).

University of London Institute in Paris (ULIP)

2173 The Collegiate Council received and noted a report of the Board of the ULIP meeting held on 8 November 2016 (Report CC620).

Board of the UoLIA

2174 The Collegiate Council received a report of the Board of the UoLIA meeting held on 17 November 2016 (Confidential Report CC621 and Appendix CC621A).

2175 The Collegiate Council noted, in particular:

- (i) The UoLIA Overall Annual Report for 2014-15 provided at Appendix CC621A.
- (ii) The following six programmes approved by the Board (as detailed at paragraphs 57-58 of Confidential Report CC621):
 - (a) Global MBA (Queen Mary University of London);
 - (b) MA Muslim Minorities in a Global Context (SOAS University of London ('SOAS'));
 - (c) MA Global Diplomacy (South Asia) (SOAS programme pathway);
 - (d) MSc Finance (Banking) (SOAS);
 - (e) BSc (Hons) Management and Digital Innovation (London School of Economics and Political Science); and

- (f) Short course Pharmacoepidemiology and Pharmacovigilance (London School of Hygiene & Tropical Medicine).
- (iii) A list of recommendations from the Institutions Sub-Committee that had been noted/approved by the Board (as detailed at paragraphs 60-63 of Confidential Report CC621).

Annual Report of the Academic Quality Advisory Committee (AQAC)

- 2176 The Collegiate Council received and noted a report by the University Secretary with regard to the Annual Report of the AQAC (Report CC622), which included the Quality Enhancement Overview Report for 2016 (attached at Appendix CC622A).

Ordinance 11

- 2177 The Collegiate Council considered a report by the University Secretary with regard to a proposed amendment to Ordinance 11 (Report CC623).
- 2178 Members noted that the Higher Education Funding Council for England (HEFCE) recently introduced the requirement of an annual statement from institutional governing bodies on academic quality assurance and the continuous enhancement of the student experience. The Collegiate Council considered, and was content with, the following proposed amendment to paragraph 6 of Ordinance 11 to respond to the new requirement from HEFCE, which would create a formal reporting relationship to the Board of Trustees to provide the Board with assurance on these matters:

"There will be separate Boards for each Central Academic Body. These Boards will report, in accordance with their terms of reference and the University's scheme of delegation, to the Collegiate Council. ~~Reports of their activities will also be made, at least once per year, to the Board of Trustees for that Board's information.~~ The Central Academic Bodies' Boards will each consider an annual report from their area of activity and will provide assurance to the Board of Trustees that the Central Academic Body's arrangements for the management of academic quality assurance and enhancement of the student experience are robust and appropriate, that they have effectively maintained the academic standard of awards, and that they are actively planning for continuous enhancement."

AGREED:

- 2179 To approve the proposed amendment to paragraph 6 of Ordinance 11, as detailed at CCM 2178 above, with effect from 1 January 2017.

Trust Funds Committee Annual Report for 2015-16

- 2180 The Collegiate Council noted the Annual Report of the Trust Funds Committee for 2015-16 from the Chair of the Committee (Report CC624).

University Operating Plan for 2016-17

- 2181 The Collegiate Council noted a report by the Pro Vice-Chancellor (Operations) with regard to the University Operating Plan for 2016-17 (Report CC625 and Appendix CC625A), which detailed the new and ongoing work for the current financial year structured around the University's four strategic aims.

Award of Degrees and Diplomas

- 2182 The Collegiate Council noted a report by the University Secretary with regard to recent awards of degrees and diplomas (Report CC626).

Confirmed Confidential Minutes of the Board of Trustees Meeting on 13 July 2016

- 2183 The Collegiate Council noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 13 July 2016 (Confidential Report CC627).

Confirmed Confidential Minutes of the Board of Trustees Meeting on 19 October 2016

- 2184 The Collegiate Council noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 19 October 2016 (Confidential Report CC628).

Dates of Future Meetings

- 2185 Members noted the dates of future meetings as follows (all on Fridays commencing at 8.30 am):

2016-17
17 February 2017;
5 May 2017; and
7 July 2017.

Any Other Business

Tribute to Ms Maureen Boylan, the University Secretary

- 2186 The Collegiate Council noted that Ms Maureen Boylan was attending her final meeting as the University Secretary before she retired on 31 December 2016. The Chair paid tribute to Maureen for her immense contribution to the work of the University since 1 September 2012, when she arrived as the Deputy University Secretary. The Chair expressed his gratitude for her key role in the following work: the transfer of the University Marine Biological Station at Millport to the Field Studies Council; the establishment of Student Central that had followed the University of London Union; and the settlement of the legal case between the University and the Warburg Institute. The Chair was delighted to report that Maureen had kindly agreed to continue to provide support in relation to the ongoing work on the University of London Private Bill (see CCMM 2154-2155 above). The Chair also informed members of

Maureen's instrumental role in establishing the Staff Choir at Senate House, which had enhanced the life of the University. Members noted Maureen's contribution during her time at seven Member Institutions earlier in her career, namely: Goldsmiths, University of London; Heythrop College; King's College London; Royal Holloway, University of London; the School of Pharmacy (which then merged with UCL); and SOAS. Members expressed their appreciation for all the work that Maureen had done for the University and its Member Institutions and wished her well for the future. Maureen responded that she had greatly enjoyed her time working for the University and its Member Institutions, and the friendship of the Collegiate Council and its members.