



**UNIVERSITY  
OF LONDON**

## **COLLEGIATE COUNCIL**

Friday, 28 September 2018 at 8.30 am  
Court Room, Senate House

### **MINUTES**

#### **PRESENT**

Professor Peter Kopelman (the Vice-Chancellor) (Chair)  
Professor Michael Arthur (UCL)  
Professor Colin Bailey (QMUL)  
Professor Edward Byrne (KCL)  
Professor Sir Paul Curran (City)  
Professor Jonathan Freeman-Attwood (RAM)  
Professor Gavin Henderson (RCSSD)  
Professor Jenny Higham (SGUL)  
Patrick Loughrey (GC)  
Louise Nadal (LSE) (alternate)  
Professor Bob O'Keefe (RHUL) (alternate)  
Professor Claire Ozanne (HC)  
Lucinda Parr (LSHTM) (alternate)  
Dr Barbara Pittam (ICR) (alternate)  
Professor Stuart Reid (RVC)  
Professor Rick Rylance (SAS)  
Paula Sanderson (SOAS) (alternate)  
Dr Mary Stiasny (UoLW)  
Professor Deborah Swallow (CIA)

#### **APOLOGIES**

The Baroness Amos of Brondesbury (SOAS)  
Professor David Latchman (Bbk)  
Professor Paul Layzell (RHUL)  
François Ortalo-Magné (LBS)  
Professor Baron Peter Piot (LSHTM)  
Dame Minouche Shafik (LSE)  
Professor Paul Workman (ICR)

#### **IN ATTENDANCE**

Kenneth Cheung (Secretary)  
Dr Ghazwa Alwani-Starr (Director of Property and Facilities Management)  
Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)  
Lizzy Conder (Deputy Director of Finance (Financial Services))  
Rosalind Frendo (Director of Compliance and Secretary to the Board)  
Karen Kröger (Deputy Director of Finance (Financial Planning & Analysis))  
Andrew Murphy (Chief Financial Officer)

## **Welcome**

- 2513 Members welcomed Professor Peter Kopelman, who was attending his first Collegiate Council meeting as the Vice-Chancellor.

## **Functions and Membership of the Collegiate Council**

- 2514 Members noted a report by the Secretary on the Functions and membership of the Collegiate Council (Report CC736).

## **Minutes of the Previous Meeting on 6 July 2018**

- 2515 The Collegiate Council confirmed the Minutes of the previous meeting as an accurate record.

## **Business Conducted by Correspondence in August 2018**

- 2516 The Collegiate Council received a report by the Secretary on a summary of the matters considered by the Collegiate Council by correspondence in August 2018 (Confidential Report CC737).

- 2517 Members were informed that, since the report had been circulated, Tansy Davies had confirmed that she would be able to attend the 2018 Foundation Day Ceremony to receive her Honorary Degree. It was noted that The Chancellor, HRH The Princess Royal, would preside at the Ceremony on 20 November 2018, when the following recipients would be awarded their Honorary Degrees:

Dr Maggie Aderin-Pocock	Doctor of Science
Dr Sue Black	Doctor of Science (Engineering)
Tansy Davies	Doctor of Music
Gillian Wearing	Doctor of Literature

- 2518 Members also noted that Suzanne McCarthy would receive a University Honorary Fellowship at the Ceremony.

## **Matters Arising**

- 2519 Members received a report by the Secretary on the matters arising since the previous meeting (Report CC738).

- 2520 It was noted that:

- (i) At its meeting on 18 July 2018, the Board of Trustees had approved the proposed University Budget for 2018-19, as recommended by the Collegiate Council at its meeting on 6 July 2018.
- (ii) An update on refugee activities and initiatives had been rescheduled for presentation at the next meeting on 14 December 2018.

## **Vice-Chancellor's Report**

- 2521 The Collegiate Council received the Vice-Chancellor's Report (Confidential Report CC739). Further to the information provided in the report, members discussed the following matters in more detail:

### *University of London Bill*

- 2522 Further to the update provided at the previous meeting, it was reported that the rescheduled Second Reading would take place on 16 October 2018. It was anticipated that the Bill would then proceed, without further delay, to the Unopposed Bills Committee, before returning for a formulaic Third Reading and Royal Assent. It was reported that Member Institutions were keen to see the Bill passed as soon as possible, and, if requested, were content to call upon a number of MPs supportive of the merits of the Bill. The Pro Vice-Chancellor (Operations) and Chief Operating Officer ('Pro Vice-Chancellor (Operations)') would liaise with the University Consultant, Maureen Boylan, to ascertain if support during the Second Reading was necessary, and that members would be informed as soon as practicable.

### *Heythrop College ('Heythrop')*

- 2523 The Principal of Heythrop reported that the initial plans set out in 2014-15 to prepare for Heythrop's closure remained on schedule. Members noted that about 120 students had completed in 2017-18, and that the five remaining students were expected to submit on 28 September 2018. It was reported that there was an agreed protocol in place, supported by a change in the University's Regulations, to transfer any remaining students to the University of London Worldwide (UoLW), if required. Members noted that all continuing research students had been transferred to the School of Advanced Study (SAS) by the end of 2017-18. It was reported that 15 administrative staff remained as operations were wound down, and that nearly all academic staff had now moved on. Members noted that Heythrop's site at Kensington, which had been sold by its owner, the Jesuits in Britain, in 2017, was due to close in October 2018, and that operations were expected to close in January 2019.
- 2524 Members were informed that Heythrop had advised the Privy Council that the Society of Jesus was considering the future development of a limited vocational educational activity and, therefore, Heythrop wished to retain its Royal Charter with a view to amending it with a supplemental charter in due course. It was reported that this supplemental charter would update the Heythrop's history and would make it clear that its connection with the University of London had ended, and that, therefore, any academic awards from Heythrop going forward would be entirely separate from those conferred by the University of London.
- 2525 The Chief Financial Officer also reported that the transfer of Heythrop's pension arrangements to the University of London was in progress.
- 2526 The Collegiate Council wished to place on record its immense sadness that Heythrop would be leaving the University of London, and commended the

Principal and the staff of Heythrop for their professional approach over recent years to the task of closing its operations.

[CCM 2527 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

### *2019 London Pride*

2528 Members welcomed a plan for the University and Member Institutions to participate in London Pride in 2019 through a collaboration that the University would fund. Members were informed that the University was exploring a number of ways in which this could be done to maximise awareness and impact within the set budget of *circa* £5k. It was reported that participation in the event should complement the other activities on the diversity and inclusion agendas at the University and at Member Institutions, engaging both staff and students. It was noted that this matter would be considered further by the recently-established University of London Member Institution Inclusion Network, which was facilitated by the University's Head of Inclusion, at its next meeting on 10 October 2018 to allow sufficient time to prepare for London Pride on 6 July 2019.

### **Update on Appointing the Next Vice-Chancellor**

2529 The Collegiate Council received, in confidence, an oral report by the Pro Vice-Chancellor (Operations) with regard to the work to appoint the next Vice-Chancellor.

2530 Members were informed that good progress was being made in the work to appoint the next Vice-Chancellor; it was envisaged that an announcement of the appointment would be made in October 2018.

### **University of London Institute in Paris (ULIP)**

2531 The Collegiate Council received a report by the ULIP Chief Executive Officer with regard to the future prospects for the Institute, taking into account the implications of Brexit in March 2019 (Confidential Report CC740).

2532 Whilst many uncertainties remained, for instance, with regard to whether a physical presence in the EU would enable access to EU funding, the Collegiate Council took the view that the ULIP remained an attractive collective asset to the federal University, with the potential to support Member Institutions' activities in Paris and, more widely, in Europe. It was also reported that the ULIP was the only institution outside of the UK that allowed students access to student loans, which provided a unique offering for prospective applicants wishing to study abroad. However, the Collegiate Council also accepted that, weighed against the positive aspects of the ULIP, were the continued concerns about the long-term financial sustainability of the Institute.

2533 The Collegiate Council welcomed an outline from the ULIP Chief Executive Officer on a possible post-Brexit programme portfolio at the Institute and his invitation to Member Institutions to engage in a number of meetings, visits and workshops throughout October 2018 to discuss the potential for the ULIP

going forward. It was suggested that Member Institutions already active in Paris might wish to discuss closer working relationships with the ULIP; as part of this work, the ULIP would also consider the available capacity at the Institute, beyond the current requirements of the ULIP and Queen Mary University of London at the Institute, to accommodate and support additional interested Member Institutions and their activities. It was anticipated that the outcomes from the engagements in October 2018 would feed into a report to be considered by the Board of the ULIP at its meeting on 6 November 2018, for onward transmission to the Collegiate Council at its meeting on 14 December 2018.

[CCMM 2534-2537 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

### **University Finance Report**

- 2538 The Collegiate Council received a report by the Chief Financial Officer with regard to the University financial performance covering the ten-month period to 31 May 2018 (Confidential Report CC742).
- 2539 It was noted that the University was in deficit by £6.1M on its continuing operations for the ten months to 31 May 2018, which was better than the budgeted deficit of £8.2M for this period. Members were informed that the year-end figures were currently being finalised, which were indicating that the deficit for the full year would also be better than budget.

### **Estates Matters**

- 2540 The Collegiate Council received a report by the Director of Property and Facilities Management with regard to a number of Estates matters (Confidential Report CC743). Further to the information provided in the report, members discussed the following matters:

#### *Eleanor Rosa House*

- 2541 Members were informed that Eleanor Rosa House, formerly known as Duncan House, a 511-bed student accommodation block at Stratford, east London, remained on target to be completed in time to receive its first residents at the start of the 2019-20 academic year. It was reported that the 'topping out' ceremony, which was a notable milestone in the construction of a building, had taken place on 19 September 2018. Members were informed that Member Institutions would soon be invited to visit the marketing suite that was due to open at the site in November 2018, which would assist the University to ascertain the strength of interest across Member Institutions for these bed spaces.

#### *Senate House Intercollegiate Teaching Block*

- 2542 Further to the report provided at the previous meeting, members were informed that an updated proposal was being prepared for interested Member Institutions with regard to the potential development of a Senate House Intercollegiate Teaching Block.

### **University Student Clubs and Societies**

2543 The Collegiate Council received, and noted, a report by the Director of Property and Facilities Management with regard to University student clubs and societies (Confidential Report CC744).

### **Proposed University of London Intercollegiate Centre for Wellbeing**

2544 The Collegiate Council considered a report by the Director of Property and Facilities Management with regard to a proposed University of London Intercollegiate Centre for Wellbeing (Confidential Report CC745).

2545 The Collegiate Council welcomed the many potential positive aspects of the proposal, which resonated with the letter from Sam Gyimah, the Minister for Universities, Science, Research and Innovation, to universities earlier in September 2018 that had called on universities to put in place better support for their students with regard to addressing mental health and suicides.

2546 Members raised similar points to those covered by the Estates Committee when it had considered this matter at its meeting on 17 September 2018; the Collegiate Council shared the Committee's view with regard to the value and importance of delivering these services within student welfare provision to enhance the student experience, as well as querying:

- (i) whether the Centre should also be accessed by staff, as they might be better supported through other arrangements;
- (ii) the funding model; and
- (iii) whether the Centre should necessarily be located within Student Central or at another building.

2547 The Collegiate Council also discussed the following in more detail:

- (i) the range and depth of services that might be provided, particularly with regard to the scarcity of professionals who could be recruited for the Centre, as well as the relationship and referral arrangements for these services with regard to the NHS and Member Institutions' own provision;
- (ii) the possible need to tailor a specific set of services to address the requirements of each Member Institution; and
- (iii) the involvement of the Student Unions.

2548 Members were informed of the model in place at Cardiff University that was delivering the proposed services, although it was noted that any service delivery model would need to take into account the relationship between the University and Member Institutions. It was suggested that a service delivery model that was working well at the University, albeit in a different area of activity, was the model used by The Careers Group, which might be used as

the starting point for a more detailed consideration of the possible service delivery models for this proposal.

- 2549 The Collegiate Council acknowledged the potential benefits of sharing knowledge and support in these proposed areas of activity, as well as the shared costs of providing any agreed set of specialist services across the University and Member Institutions.
- 2550 The Collegiate Council noted, however, that there remained a significant amount of work to be completed before a detailed proposal could be prepared for consideration. Members endorsed the suggestion that the next step should be to establish a Wellbeing Scoping Working Group, involving interested Member Institutions, to consider the complex issues and matters raised by the Estates Committee and the Collegiate Council, which would report back in due course.
- 2551 The Vice-Chancellor invited any Member Institution that had already carried out research in this area of work to engage and share their findings with the Wellbeing Scoping Working Group.

#### **Proposed Establishment of an Academic Space Working Group (ASWG)**

- 2552 The Collegiate Council considered a report by the Director of Property and Facilities Management on the proposed establishment of the ASWG (Confidential Report CC746).
- 2553 The Collegiate Council was content to recommend the proposals detailed in the report for onward transmission to the Board of Trustees.
- 2554 On behalf of the Collegiate Council, the Vice-Chancellor thanked Professor Stuart Reid for his willingness to serve as the chair of the ASWG.

#### **AGREED:**

- 2555 To recommend the proposed establishment of the ASWG for onward transmission to the Board of Trustees at its next meeting on 17 October 2018.

#### **Establishment of the Freedom of Expression Working Group (FEWG)**

- 2556 The Collegiate Council considered a report by the Director of Compliance and Secretary to the Board on the proposed terms of reference, chair, constitution and membership of the FEWG (Confidential Report CC747).
- 2557 The Collegiate Council was content with the proposals detailed in the report.
- 2558 On behalf of the Collegiate Council, the Vice-Chancellor thanked Professor Jenny Higham for her willingness to serve as the chair of the FEWG.

#### **AGREED:**

- 2559 To approve the proposed terms of reference, chair, constitution and membership of the FEWG.

### **Review of Delegated Functions**

- 2560 Members considered a report by the Director of Compliance and Secretary to the Board on the annual review of the functions delegated by the Collegiate Council (Report CC748).
- 2561 The Collegiate Council considered the latest review, which recommended that there should be no changes on this occasion, and agreed that it was content with the standing functions that it had already delegated to:
- (i) its Boards and Committees, which were set out under Ordinances 6 and 11 for: (a) the Board of the SAS; (b) the Board of the ULIP; (c) the Board of the UoLW; (d) the Senate House Library (SHL) Board; (e) the Academic Quality Assurance Committee; and (f) the Honorary Degrees and Fellowships Committee; and
  - (ii) members of the University's staff, namely, the Vice-Chancellor.

### **AGREED:**

- 2562 The Collegiate Council was content with the standing functions delegated to:
- (i) its Boards and Committees (detailed at paragraphs 2-3 of Report CC748); and
  - (ii) members of the University's staff (detailed at paragraph 4 of Report CC748).

### **Action Taken Under Delegated Authority**

- 2563 Members noted a report by the Secretary with regard to recent actions taken by the Vice-Chancellor under delegated authority (Report CC749).

### **Membership of the Boards and Committees of the Collegiate Council for 2018-19**

- 2564 The Collegiate Council noted a report by the Secretary with regard to the membership of the Boards and Committees of the Collegiate Council for 2018-19 (Report CC750).

### **Confirmed Confidential Minutes of the Board of Trustees Meeting on 23 May 2018**

- 2565 Members noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 23 May 2018 (Confidential Report CC751).

### **Unconfirmed Confidential Minutes of the Board of Trustees Meeting on 18 July 2018**

- 2566 Members noted the Unconfirmed Confidential Minutes of the Board of Trustees meeting held on 18 July 2018 (Confidential Report CC752).



## **Dates of Future Meetings**

2567 Members noted the dates of future meetings as follows (all on Fridays commencing at 8.30 am, with breakfast served at 8.00 am):

### 2018-19

14 December 2018;  
15 February 2019;  
3 May 2019; and  
5 July 2019.

### 2019-20

27 September 2019;  
6 December 2019;  
21 February 2020;  
1 May 2020; and  
3 July 2020.

## **Any Other Business**

### Tribute to Andrew Murphy

2568 The Collegiate Council noted that Andrew Murphy, the Chief Financial Officer would be leaving the University at the end of September 2018 to join Brunel University, and that this would be his final meeting. On behalf of the Collegiate Council, the Vice-Chancellor expressed his thanks to Andrew for his significant role in shaping the University's financial strategy since he joined in January 2013. Amongst his many achievements, members noted that Andrew had plotted a path to improve the University's financial health during a time when the University had also made significant investments in the SAS, the UoLW and SHL. In addition, it was reported that the University and Member Institutions had also benefitted from Andrew overseeing the complex financial deals that had been required to enable the redevelopment of The Garden Halls and the current work to build Eleanor Rosa House in time for the beginning of the 2019-20 academic year. The Vice-Chancellor noted that Andrew's intellect, business acumen and enthusiasm would be very much missed. The Collegiate Council wished Andrew well for the future.