



**UNIVERSITY  
OF LONDON**

## **COLLEGIATE COUNCIL**

Friday, 6 July 2018 at 8.30 am  
Court Room, Senate House

### **MINUTES**

#### **PRESENT**

Professor Sir Adrian Smith (the Vice-Chancellor) (Chair)  
The Baroness Amos of Brondesbury (SOAS)  
Professor Colin Bailey (QMUL)  
Professor Edward Byrne (KCL) (CCMM 2453-2459 only)  
Professor Gavin Henderson (RCSSD)  
Professor Jenny Higham (SGUL)  
Professor Paul Kelly (LSE) (alternate)  
Rex Knight (UCL) (alternate)  
Professor Paul Layzell (RHUL) (CCMM 2453-2487 only)  
François Ortalo-Magné (LBS)  
Professor Claire Ozanne (HC)  
Dr Barbara Pittam (ICR) (alternate)  
Mark Racz (RAM) (alternate)  
Professor Stuart Reid (RVC)  
Professor Rick Rylance (SAS)  
Dr Mary Stiasny (UoLW)  
Professor Deborah Swallow (CIA)

#### **APOLOGIES**

Professor Michael Arthur (UCL)  
Professor Sir Paul Curran (City)  
Professor Jonathan Freeman-Attwood (RAM)  
Professor David Latchman (Bbk)  
Patrick Loughrey (GC)  
Professor Baron Peter Piot (LSHTM)  
Dame Minouche Shafik (LSE)  
Professor Paul Workman (ICR)

#### **BY INVITATION**

Professor Peter Kopelman (the incoming Interim Vice-Chancellor)  
Robin McIver (Director of Strategy, Planning & Analytics, KCL)  
(CCMM 2453-2459 only)

#### **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)  
Rosalind Frendo (Director of Compliance and Secretary to the Board)  
Andrew Murphy (Chief Financial Officer)

## **Welcome**

2453 On behalf of the Collegiate Council, the Chair welcomed:

- (i) Professor Peter Kopelman, the incoming Interim Vice Chancellor;
- (ii) Rosalind Frendo, the recently-appointed Director of Compliance and Secretary to the Board; and
- (iii) Robin McIver, the Director of Strategy, Planning & Analytics, King's College London (KCL), who was attending with regard to the item on freedom of expression (see CCMM 2454-2459 below).

## **Freedom of Expression**

2454 The Collegiate Council considered a tabled report by the President and Principal of KCL and the Director of SOAS University of London covering freedom of expression (Confidential Report CC735).

[CCMM 2455-2459 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

## **Minutes of the Previous Meeting on 4 May 2018**

2460 The Collegiate Council confirmed the Minutes of the previous meeting as an accurate record.

## **Matters Arising**

2461 Members received and noted a report by the Secretary on the matters arising since the previous meeting (Confidential Report CC719).

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

2462 The Collegiate Council considered the Vice-Chancellor's Report (Confidential Report CC720). Further to the information provided in the report, members discussed the following matters in more detail:

### *Heads of Member Institutions on the Board of Trustees*

2463 It was noted that Professor Stuart Reid would complete his first term of office on the Board of Trustees on 31 July 2018 as 'one of the four Heads of Member Institutions', and was eligible to be reappointed for a further final term of four years. Members were informed that Professor Reid had indicated that he was willing to continue to serve. Members were content with the proposal that Professor Reid should be reappointed by the Collegiate Council to serve on the Board for a further four years.

## **AGREED:**

2464 To approve that Professor Stuart Reid be reappointed to the Board of Trustees, as one of the four Heads of Member Institutions, to serve for a further final term of four years to 31 July 2022.

### *University of London Bill*

- 2465 Members were informed that, following the blocking of the University of London Bill at its second reading in the House of Commons on 14 June 2018, the consequent requirement for a debate of the Bill in the House was now expected to take place in autumn 2018 at the earliest. Members would be informed of the date of the debate as soon as it was scheduled.

[CCM 2466 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

### *Pakistan Tax*

- 2467 Members were informed that the Rawalpindi Commissioner of Tax had lodged an appeal against the decision made by the Rawalpindi Bench of the Lahore High Court on 6 April 2018 in favour of the University with regard to the previously reported tax case in Pakistan. Members would be informed of further developments as soon as practicable.

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

- 2468 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.
- 2469 Members were informed that good progress was being made in the work to appoint the next Vice-Chancellor; as reported at the previous meeting, since the post would fall vacant in September 2018, the University had recently appointed Professor Peter Kopelman as the Interim Vice-Chancellor until the next Vice-Chancellor was in post. The Collegiate Council would be provided with further updates on this area of work as soon as practicable.

### **University Finance Report**

- 2470 The Collegiate Council received a report by the Chief Financial Officer with regard to the University's financial performance covering the eight-month period to 31 March 2018 (Confidential Report CC721 and Confidential Appendix CC721A).
- 2471 Members noted that the University's continuing operations showed a £5.5M deficit for the eight-month period to 31 March 2018, compared with a budgeted deficit of £8.6M, which resulted in a favourable variance of £3.1M. It was noted that the cash position at the end of March 2018 was £58.5M, which represented an increase on the 2016-17 year-end position of £51.7M, and was in line with the normal seasonal trend of significant cash receipts at this time of year from the Halls of Residence and the University of London Worldwide (UoLW).

### **Proposed University Budget for 2018-19, and Future Year Forecasts to 2021-22**

- 2472 The Collegiate Council considered a report by the Chief Financial Officer with regard to the proposed University Budget for 2018-19 and the financial

projections covering 2019-20 to 2021-22 (Confidential Report CC722 and Confidential Appendix CC722A).

- 2473 The Collegiate Council noted the proposed budgeted deficit for the University of £3.9M at the operating level for 2018-19 as the University continued with the investments that underpinned the University Strategy. Members also noted the future year financial projections covering 2019-20 to 2021-22, which envisaged that the University would return to a surplus at the operating level in 2020-21.
- 2474 The Collegiate Council considered the report in detail and was content to approve the proposed Budget for the Central Academic Bodies and Activities for 2018-19, and to recommend to the Board of Trustees, at its next meeting on 18 July 2018, the University Budget for 2018-19.
- 2475 The Collegiate Council also noted the future year financial forecasts for 2019-20 to 2021-22. It was anticipated that, due to timing issues, the Board of Trustees would be asked to delegate authority to its Chair and the Vice-Chancellor to approve the annual financial forecast return to the Office for Students prior to its submission in September 2018.

**AGREED:**

- 2476 (i) To approve the proposed Budget for the Central Academic Bodies and Activities for 2018-19, as detailed in the report.
- (ii) To recommend to the Board of Trustees, at its next meeting on 18 July 2018, the proposed University Budget for 2018-19, as set out in the report.

**Estates Matters**

- 2477 The Collegiate Council received a report by the Director of Property and Facilities Management with regard to a number of Estates matters (Confidential Report CC723).

*Eleanor Rosa House*

- 2478 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, was being planned and that invitations to the event would be circulated to members shortly.

*Academic Space Working Group*

- 2479 Members were informed that, following the conclusion of the Accommodation Working Group (AWG) (see CCMM 2481-2487 below), it was envisaged that a proposal to establish an academic space working group would be considered at the September/October 2018 meetings of the Estates Committee, the Collegiate Council and the Board of Trustees. The Collegiate

Council welcomed this development; it was anticipated that the new working group would ascertain demand for academic space amongst Member Institutions over the next decade or so, to enable the University to consider how it could best support Member Institutions' academic aims and ambitions.

*Mapping Higher Education Estates for Regeneration Partnerships*

- 2480 It was reported that the launch of Mapping Higher Education Estates for Regeneration Partnerships had been well-received at an event held at City Hall London on 19 June 2018. Members were informed that the University had made a significant contribution to develop an interactive online open-source map of the higher education estate across London, which was available at <https://arcg.is/1fimPT>. The Director of Property and Facilities Management expressed her thanks to the President and Principal of Queen Mary University of London (QMUL) for his participation, where he had outlined the contribution of universities to their communities, and closed the event on behalf of the University.

**Report from the AWG**

- 2481 The Collegiate Council considered a report by the Director of Property and Facilities Management with regard to a number of Estates matters (Confidential Report CC724 and Confidential Appendices CC724A-C).
- 2482 The Director of Property and Facilities Management reported that the AWG and the Estates Committee, at their respective meetings on 2 July 2018 and 3 July 2018, had welcomed the contents of the Report from the AWG and had recommended it for onward transmission to the Collegiate Council and the Board of Trustees.

[CCMM 2483-2484 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

- 2485 The Collegiate Council considered in detail the contents of the Report from the AWG and was content to recommend it to the Board of Trustees.
- 2486 It was noted that the AWG had now concluded its work. The Director of Property and Facilities Management expressed her thanks to the Deputy Vice-Chancellor for chairing the AWG, and the members of the AWG for their time and expertise in contributing to the delivery of the Report.

**AGREED:**

- 2487 To recommend the Report from the AWG for onward transmission to the Board of Trustees at its meeting on 18 July 2018.

**Senate House Intercollegiate Teaching Block**

- 2488 The Collegiate Council received a report by the Director of Property and Facilities Management with regard to the potential development of a Senate House Intercollegiate Teaching Block (Confidential Report CC725 and Confidential Appendix CC725A).

2489 The Collegiate Council noted the contents of a briefing memo on the potential development of the Senate House Intercollegiate Teaching Block (attached as Confidential Appendix CC725A) that had been circulated to interested Member Institutions in advance of their meeting with the University on 25 June 2018 to discuss the matter further.

[CCMM 2490-2492 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

### **Leading Women – Update**

2493 The Collegiate Council received a report by the Pro Vice-Chancellor (International) and Chief Executive of the UoLW with regard to an update on the Leading Women celebrations during 2018 (Report CC726).

2494 Members noted the range of activities and events that had taken place to date under the Leading Women programme. With regard to the Leading Women Public Art Project, it was reported that the selected artist's final designs for the installation in Torrington Square would be circulated to members as soon as they were available.

### **Refugee Activities and Initiatives – Update**

2495 The Collegiate Council received a report by the Academic Support Officer of the Refugee Law Initiative, the School of Advanced Study (SAS), with regard to an update on refugee activities and initiatives (Report CC727 and Appendix CC727A).

2496 Members welcomed the progress made since the Collegiate Council had agreed, at its meeting on 7 July 2017, to fund the work to be carried out on refugee activities and initiatives.

### **Reports from the Boards of the Central Academic Bodies and Activities**

#### *Board of the SAS*

2497 The Collegiate Council received a report of the Board of the SAS meeting held on 12 June 2018 (Report CC728 and Appendices CC728A-B).

2498 Members noted that the Board of the SAS had: (i) approved the Teaching and Learning Activities Report for 2016-17 (attached at Appendix CC728A); and (ii) approved the Research Integrity Annual Statement for presentation at the next meeting of the Board of Trustees on 18 July 2018 (attached at Appendix CC728B).

#### *Senate House Library (SHL) Board*

2499 The Collegiate Council received and noted a report of the SHL Board meeting held on 19 June 2018 (Report CC729).

*Board of the University of London Institute in Paris (ULIP)*

- 2500 The Collegiate Council received and noted a report of the Board of the ULIP meeting held on 7 June 2018 (Confidential Report CC730).

*Board of the UoLW*

- 2501 The Collegiate Council received a report of the Board of the UoLW meeting held on 14 June 2018 (Confidential Report CC731 and Appendix CC731A).
- 2502 Members noted, in particular, a list of the recommendations from the Institutions Sub-Committee that had been noted/approved by the Board (provided at Appendix CC731A).

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

- 2503 The Collegiate Council considered a report by the Secretary with regard to the membership of the Boards and Committees of the Collegiate Council for 2018-19 (Report CC732).
- 2504 The Collegiate Council was content with the recommendations on the membership and constitutional changes listed on page 1 of the report (see CCM 2505 below).

**AGREED:**

- 2505 (i) To approve that Professor Jenny Higham be appointed to serve under the constituency of 'One member of the Collegiate Council' on the Board of ULIP for an initial period of four years to 31 July 2022.
- (ii) To approve that Catherine Duperray be reappointed to the Board of the ULIP to serve under the constituency of 'A member of the main body of academic and administrative staff of ULIP' for a further term of four years to 31 July 2022.
- (iii) To approve that Philip Taylor be reappointed to the Board of the UoLW to serve under the constituency of 'A graduate of the UoLW' for a further final term of four years to 31 July 2022.
- (iv) To approve that Helen Davies be appointed to the SHL Board to serve under the constituency of 'Three University of London Member Institution Directors of Library Services (or their representatives), one of which shall be nominated by the Federal Libraries Group' for an initial term of four years to 31 July 2022.
- (v) To approve that Professor Paul Kelly be reappointed to the Academic Quality Advisory Committee to serve under the constituency of 'Chair – A Vice-Principal of a Member Institution with Quality Assurance responsibilities' for a further final term of four years to 31 July 2022.

- (vi) To authorise the Vice Chancellor / Interim Vice-Chancellor to approve, on behalf of the Collegiate Council, appointments to the vacancies that remain, or which arise during the year ahead, at the appropriate time.
- (vii) To approve the amendment of the constitution of the Board of ULIP to include a second representative from QMUL.
- (viii) To approve the establishment, in principle, of a new constituency of the SHL Board of 'A student user representative of the User Advisory Forum'.

### **Award of Degrees and Diplomas**

- 2506 Members noted a report by the Director of Compliance and Secretary to the Board with regard to recent awards of degrees and diplomas (Report CC733).

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

- 2507 Members noted a report by the Secretary with regard to recent actions taken by the Vice-Chancellor under delegated authority (Report CC734).

### **Dates of Future Meetings**

- 2508 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

28 September 2018;  
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**

#### Heythrop College ('Heythrop') – Formalities of Withdrawal from the University of London Federation

- 2509 The Collegiate Council considered an oral report from the Chair with regard to the procedure, as set out under Ordinance 9, for the withdrawal of Heythrop from the federation.
- 2510 Members were informed that a letter from Heythrop to the Board of Trustees would begin the formal withdrawal process; the Board would then consult with the Collegiate Council, and it was envisaged that the Collegiate Council would



make a recommendation to the Board, which was anticipated to be presented at its meeting on 28 November 2018. It was proposed that, for a number of reasons, including allowing Heythrop as much time as possible to resolve any outstanding matters, the Collegiate Council should delegate authority to the Vice-Chancellor / Interim Vice-Chancellor to act on its behalf during this chain of events.

**AGREED:**

- 2511 To delegate authority to the Vice-Chancellor / Interim Vice-Chancellor to act on behalf of the Collegiate Council during the formal process for the withdrawal of Heythrop from the federation.

Tribute to Professor Sir Adrian Smith

- 2512 The Collegiate Council noted that Professor Sir Adrian Smith would step down as the Vice-Chancellor at the end of August 2018 to become the Director of The Alan Turing Institute, and that this would be his final meeting. On behalf of the Collegiate Council, the Pro Vice-Chancellor (Operations) expressed his thanks to Adrian for his significant contribution to developments across all areas and activities of the University since he joined in 2012, in particular: (i) the admission of City, University of London into the federation; (ii) the increased investments in the SAS and the SHL; (iii) the development of new programme paths at the UoLW; (iv) the resolution of the dispute between the University Trustees and the Warburg Institute Trustees; (v) the transfer of the University Marine Biological Station to the Field Studies Council; (vi) the transformation of the University of London Union into Student Central; (vii) the redevelopment of Cartwright Garden Halls into The Garden Halls, and the development of Eleanor Rosa House; and (viii) the space transformation at Senate House under Programme Beveridge. The Collegiate Council wished Adrian well for the future.