



**UNIVERSITY
OF LONDON**

COLLEGIATE COUNCIL

Friday, 7 July 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 Edward Byrne (KCL) (CCMM 2244-2258 only)
Professor Sir Paul Curran (City)
Professor Simon Gaskell (QMUL)
Professor Gavin Henderson (RCSSD)
Professor Jenny Higham (SGUL)
Professor Roger Kain (SAS)
Professor Paul Kelly (LSE) (alternate)
Professor Paul Layzell (RHUL)
Patrick Loughrey (GC)
Professor Claire Ozanne (HC)
Lucinda Parr (LSHTM) (alternate)
Mark Racz (RAM) (alternate)
Professor Stuart Reid (RVC)
Dr Mary Stiasny (UoLIA)
Professor Deborah Swallow (CIA)
Professor Paul Workman (ICR)

APOLOGIES

Professor Julia Black (LSE)
Professor Jonathan Freeman-Attwood (RAM)
Professor David Latchman (Bbk)
Professor Sir Andrew Likierman (LBS)
Professor Baron Peter Piot (LSHTM)

BY INVITATION

Sir Deian Hopkin (CCMM 2253-2258 only)

IN ATTENDANCE

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

Welcome

- 2244 On behalf of the Collegiate Council, the Chair welcomed Professor Paul Workman to his first meeting.

Minutes of the Previous Meeting on 5 May 2017

- 2245 The Collegiate Council confirmed the Minutes of the previous meeting as an accurate record.

Matters Arising

- 2246 The Collegiate Council noted a report by the Secretary on the matters arising since its previous meeting (Confidential Report CC648).

[CCMM 2247-2248 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Vice-Chancellor's Report

- 2249 The Collegiate Council considered the Vice-Chancellor's Report (Confidential Report CC649). Further to the information provided in the report, members discussed the following matters in more detail:

Fire Safety on the University Estate

- 2250 Following the tragic fire incident at Grenfell Tower in north Kensington, London on 14 June 2017, the Director of Property and Facilities Management confirmed that none of the University's student accommodation and other buildings had the cladding that was thought to have caused the devastating fire in Grenfell Tower. Members were informed that the University had some other types of cladding that had the required fire certification; it was reported that the cladding used by the University had not been called for testing nor were included in the current Government testing activities. Members were also informed that the University had submitted its response to the Higher Education Funding Council for England's (HEFCE) fire safety information survey by the required date of 5 July 2017.

Senate House Space for Member Institutions

- 2251 The Director of Property and Facilities Management reported that all Member Institutions that had expressed an interest in the space made available in Senate House under Programme Beveridge had their requests met in full; it was reported that there was still space available and that any Member Institution currently seeking more space should contact her to discuss its requirements.

[CCM 2252 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Senate House Library (SHL) Future Plans

- 2253 The Collegiate Council considered a report by the Senate House Librarian, Jackie Marfleet, and the Associate Director of Collections and Engagement, Nick Barratt, with regard to the future plans for the SHL (Confidential Report CC650 and Appendix CC650A).
- 2254 The Pro Vice-Chancellor (Operations) reported that the proposed business case, detailed in Confidential Report CC650, indicated the University's intent to invest in the SHL to improve the student experience and to complement the library strategies of Member Institutions. As well as the technological investment, it was reported that the University would also look at how space could be reconfigured within the SHL to create more student study space. Members were informed that the space/service charge element of the Library costs would be removed from the current Member Institutions' cost allocation model, which amounted to *circa* £1.5M in 2016-17 and would be *circa* £1.4M in 2017-18. With the University's proposed investment in the SHL providing a significant qualitative improvement in the user experience, it was proposed, therefore, that the Member Institutions' subscriptions should be increased to reflect these enhancements. The Collegiate Council welcomed the University's proposed investment in the SHL, as set out in the business case detailed in Confidential Report CC650, which contained the realistic aim of delivering a modernised, valued and sustainable SHL operation going forward. The Collegiate Council agreed with the proposed increase in subscription fees based on the package of proposed investment and changes outlined in the business case, which appeared to be a fair and reasonable approach for all SHL stakeholders.
- 2255 Members also considered whether the SHL Board and the Federal Libraries Group could work more closely together going forward to provide better governance and advice for the SHL. Members did not express an urgent need nor a preference for a particular structure or relationship, such as whether these bodies should merge, or should establish a formal, or informal, communication or reporting link. It was suggested that the effectiveness of these bodies in carrying out their work should be the key determinant in considering whether the current structure or relationship remained the most appropriate, or if there was a better way forward at a future time.
- 2256 The Collegiate Council thanked the Chair of the SHL Financial Sustainability Working Group for his work in exploring the options for the SHL going forward that had eventually led to the presentation of the SHL business case, which provided the opportunity for the SHL to continue its important role at the heart of the University going forward. The Collegiate Council endorsed the Final Report of the SHL Financial Sustainability Working Group, attached as Appendix CC650A, as a record of the matters considered.
- 2257 The Chair of the SHL Financial Sustainability Working Group thanked University and SHL staff for assisting him in the work, including, in particular, the Senate House Librarian, the Associate Director of Collections and

Engagement, the Deputy University Secretary, Rosalind Frendo, and the Deputy Director of Finance, Financial Planning and Analysis, Karen Kroger.

AGREED:

- 2258 To approve the increase in subscription fees based on the investment and changes that the SHL proposed in its business case, as detailed in Confidential Report CC650.

University Finance Report

- 2259 The Collegiate Council received a report by the Chief Financial Officer with regard to the University financial performance covering the eight-month period to 31 March 2017 (Confidential Report CC651 and Confidential Appendix CC651A).
- 2260 It was noted that the University was in deficit by £7.5M on its continuing operations for the eight months to 31 March 2017, which was in line with the budgeted deficit. It was reported that the Quarter 2 forecast had predicted a full-year deficit of £4.1M, which was £0.6M worse than budgeted.

Proposed University Budget for 2017-18, and Future Year Forecasts to 2020-21

- 2261 The Collegiate Council considered a report by the Chief Financial Officer with regard to the proposed University Budget for 2017-18 and the financial projections for 2018-19 until 2020-21 (Confidential Report CC652).
- 2262 The Collegiate Council noted the proposed budgeted deficit of £2.8M at the operating level for 2017-18. Members also noted the future year financial projections for 2018-19 to 2020-21; it was reported that a return to surplus at the operating level, which had been anticipated a year ago to occur in 2018-19, was now expected in 2020-21. Members were informed that the delay was primarily due to the slower-than-anticipated returns from the previously approved long-term investments to support the delivery of the 2014-19 University Strategy, and the weakness in Sterling that had occurred following the EU Referendum result in June 2016.
- 2263 The Collegiate Council considered the proposed Budget for the Central Academic Bodies and Activities for 2017-18 and was content with the detailed proposal contained in the report. The Collegiate Council also agreed to recommend to the Board of Trustees, at its next meeting on 19 July 2017, the University Budget for 2017-18, as set out in the report.

AGREED:

- 2264 (i) To approve the proposed Budget for the Central Academic Bodies and Activities for 2017-18.
- (ii) To recommend to the Board of Trustees, at its next meeting on 19 July 2017, the proposed University Budget for 2017-18, as set out in the report.

Estates Matters

- 2265 The Collegiate Council received a report by the Director of Property and Facilities Management with regard to Estates matters (Confidential Report CC653). Further to the information provided in the report, members discussed the following matters:

The Garden Halls

- 2266 The Director of Property and Facilities Management reported that the socio-economic profile of the residents at The Garden Halls returning for the 2017-18 academic year were understood to be similar to the returning students at the other Intercollegiate Halls. It was noted that, largely due to its location, the majority of the residents at The Garden Halls were studying at UCL. The Director of Property and Facilities Management noted that it was generally understood that the high cost of living in central London negatively affected the student experience, which also appeared to be evident from the 2017 TEF results (see also CCM 2252 above). Members were informed that, whilst the rents at The Garden Halls were at the higher end of the range for the University's portfolio of bed spaces, the University's rents remained within the price range for accommodation of similar specifications operated by other London institutions, and were noticeably lower than the rents sought by private providers in central London. It was reported that the University continued to monitor and reduce, where possible, its accommodation input costs to ensure that its rents remained attractive to students on a range of budgets.

[CCM 2267 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Refugee Activities and Initiatives

- 2268 The Collegiate Council considered a report by the Pro Vice-Chancellor (Research) & Dean & Chief Executive of the School of Advanced Study (SAS) ('Pro Vice-Chancellor (Research)') with regard to a proposal in relation to refugee activities and initiatives (Report CC654).
- 2269 The Collegiate Council welcomed the proposals detailed in the report, and was content to agree to an increase of £1,000 in the subscription to be paid by each Member Institution for 2017-18 to be used to support the work on refugee activities and initiatives.
- 2270 A member suggested that, as some Member Institutions were already working on refugee activities and initiatives, it might be more appropriate for the further work in this area, together with any associated funding, to be taken forward under the leadership of one, or more, of these Member Institutions. The Pro Vice-Chancellor (Research) reported that, at its meeting on 6 May 2016, the Collegiate Council had originally asked the SAS to take forward this area of work; however, he was content if one, or more, of the Member Institutions

wished to take over the School's role. The Collegiate Council agreed that the SAS and those Member Institutions already working on refugee activities and initiatives should decide amongst themselves who would lead on this area of work.

- 2271 A member noted that his Member Institution also provided legal advice to refugees and suggested that this activity should be included within the scope of the work on refugee activities and initiatives. The Collegiate Council agreed that the SAS and/or the Member Institution(s) leading on this work (see also CCM 2270 above) would re-contact all Member Institutions to seek their contributions on any further ideas or suggestions on extending the scope of the work on refugee activities and initiatives.

AGREED:

- 2272 To increase by £1,000 the subscription to be paid by each Member Institution for 2017-18 to be used specifically to support the work on refugee activities and initiatives – the recipient(s) of the monies to be determined as detailed at Minute 2270 above, for the range of work to be determined as detailed at Minute 2271 above.

Reports from the Boards of the Central Academic Bodies and Activities

Board of the SAS

- 2273 The Collegiate Council received a report of the Board of the SAS meeting held on 8 June 2017 (Report CC655).
- 2274 Members noted the revisions to the Quality Assurance Framework for 2017-18 (attached as Appendix CC655A), and the Teaching and Learning Activities Report for 2015-16 (attached as Appendix CC655B), which had both been approved by the Board.

SHL Board

- 2275 The Collegiate Council received and noted a report of the SHL Board meeting held on 21 June 2017 (Report CC656).

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

- 2276 The Collegiate Council received and noted a report of the Board of the ULIP meeting held on 8 June 2017 (Confidential Report CC657).

Board of the University of London International Academy (UoLIA)

- 2277 The Collegiate Council received a report of the Board of the UoLIA meeting held on 15 June 2017 (Confidential Report CC658).
- 2278 Members noted, in particular, a list of the recommendations from the Institutions Sub-Committee that had been noted/approved by the Board (attached Appendix CC658A).

Membership of the Boards and Committees of the Collegiate Council for 2017-18

- 2279 The Collegiate Council considered a report by the Secretary with regard to the membership of the Boards and Committees of the Collegiate Council for 2017-18 (Report CC659).
- 2280 Members were content with the three recommendations contained in the report (see CCM 2281 below).

AGREED:

- 2281 (i) To approve the reappointment of Stella Butler to the SHL Board to serve under the constituency of 'up to two external members drawn from the cultural heritage sector and/or library services outside of the University of London' for a further final term of four years to 31 July 2021.
- (ii) To approve the reappointment of Professor Gavin Henderson to the Honorary Degrees and Fellowships Committee to serve as one of the 'two Heads of Member Institutions to be appointed by the Collegiate Council' for a further final term of three years to 31 July 2020.
- (iii) To authorise the 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.

Vice-Chancellor – Extension of Term of Office

- 2282 The Collegiate Council noted a report by the University Secretary with regard to the extension of the term of office for the Vice-Chancellor for a further period of at least one year (Report CC660).

Award of Degrees and Diplomas

- 2283 The Collegiate Council noted a report by the University Secretary with regard to recent awards of degrees and diplomas (Report CC661).

Action Taken Under Delegated Authority

- 2284 The Collegiate Council noted a report by the Secretary with regard to recent actions taken by the Vice-Chancellor under delegated authority (Report CC662).

Confirmed Confidential Minutes of the Board of Trustees Meeting on 29 March 2017

- 2285 The Collegiate Council noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 29 March 2017 (Confidential Report CC663).

Dates of Future Meetings

2286 Members noted the dates of future meetings as follows (all on Fridays commencing at 8.30 am):

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

Any Other Business

Collegiate Council Membership

2287 The Collegiate Council noted that the following four members were attending their last meeting as they would be stepping down from the leadership positions at their respective institutions over this summer:

- (i) At the London School of Economics and Political Science (LSE), Professor Julia Black would step down as the Interim Director when Dame Minouche Shafik arrived from the Bank of England to take up the post of the Director.
- (ii) At Queen Mary University of London, Professor Simon Gaskell would be succeeded by Professor Colin Bailey from the University of Manchester.
- (iii) At the London Business School, Professor Sir Andrew Likierman would be succeeded by Dean François Ortalo-Magné from the Wisconsin School of Business at the University of Wisconsin-Madison.
- (iv) At the SAS, Professor Roger Kain would be succeeded by Professor Rick Rylance from the Institute of English Studies.

- 2288 The Chair thanked Professor Gaskell in respect of his contribution to the work of the University as a member of the Board of Trustees and the Audit and Risk Assurance Committee.
- 2289 The Chair also thanked Professor Kain for his work in successfully steering the SAS through the HEFCE's Review of Special Funding in 2011-12, and on the work to enhance the School's public engagement programme.
- 2290 On behalf of the Collegiate Council, the Chair wished the four departing members well for the future.