



**UNIVERSITY
OF LONDON**

COLLEGIATE COUNCIL

Friday, 8 December 2017 at 8.30 am
The Court Room, Senate House

MINUTES

PRESENT

Professor Sir Adrian Smith (the Vice-Chancellor) (Chair)
Professor Colin Bailey (QMUL)
Dr Alixe Bovey (CIA) (alternate)
Professor Jenny Higham (SGUL)
Professor Deborah Johnston (SOAS) (alternate)
Professor Paul Kelly (LSE) (alternate)
Rex Knight (UCL) (alternate)
Professor Paul Layzell (RHUL)
Patrick Loughrey (GC)
Professor Claire Ozanne (HC)
Lucinda Parr (LSHTM) (alternate)
Professor Stuart Reid (RVC)
Professor Rick Rylance (SAS)
Dr Mary Stiasny (UoLIA)

APOLOGIES

The Baroness Amos of Brondesbury (SOAS)
Professor Michael Arthur (UCL)
Professor Edward Byrne (KCL)
Professor Sir Paul Curran (City)
Professor Jonathan Freeman-Attwood (RAM)
Professor Gavin Henderson (RCSSD)
Professor David Latchman (Bbk)
François Ortalo-Magné (LBS)
Professor Baron Peter Piot (LSHTM)
Dame Minouche Shafik (LSE)
Professor Deborah Swallow (CIA)
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)
Andrew Murphy (Chief Financial Officer)

Minutes of the Previous Meeting on 6 October 2017

- 2325 The Collegiate Council confirmed the Minutes of the previous meeting as an accurate record.

Matters Arising

- 2326 The Collegiate Council received a report by the Secretary on the matters arising since its previous meeting (Confidential Report CC678).

[CCM 2327 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Vice-Chancellor's Report

- 2328 The Collegiate Council considered the Vice-Chancellor's Report (Confidential Report CC679). Further to the information provided in the report, members discussed the following matters in more detail:

Office for Students (OfS) Consultation

[CCM 2329 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Federal Bureau of Revenue / Pakistan Tax

[CCM 2330 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000]

Leading Women 2018: Events and Activities – Art Competition

- 2331 Members were informed that the University had received 16 expressions of interest to date in relation to the art competition for Women 2018, amongst which were a number of promising entries. It was noted that the closing date for expressions of interest was 31 December 2017, with the installation of the selected artwork expected to take place by 31 October 2018.

Being Human Festival

- 2332 Members noted that the fourth Being Human Festival, held on 17-25 November 2017, had been another success. The Pro Vice-Chancellor (Research) & Dean & Chief Executive of the School of Advanced Study (SAS) ('Pro Vice-Chancellor (Research)') reported, however, that the Festival had now grown to such an extent that it was soon likely to require dedicated resources to deliver the programme; members were informed that the School was looking at its options on how additional assistance might be funded.

GradVenture

- 2333 The Pro Vice-Chancellor (Operations) and Chief Operating Officer ('Pro Vice-Chancellor (Operations)') reported that the University and Michael Hayman, a co-founder of Seven Hills, a London-based campaigning communication consultancy, had collaborated to successfully deliver the first

GradVenture competition in November 2017. Members were informed that it was intended that GradVenture, which would be open to entrepreneurial students and recent graduates of the University and the Member Institutions, would take place annually. Members were informed that the University was keen to facilitate more events of this nature going forward.

The Garden Halls

- 2334 The Chief Financial Officer was pleased to announce that, at the Property Week Student Accommodation Conference & Awards on 7 December 2017, The Garden Halls had won in the categories of: (i) University Halls of Residence of the Year; and (ii) Halls of Residence (Overall) of the Year.

UK Higher Education and Regional Policy

- 2335 The Collegiate Council considered a number of matters in relation to current policies and developments covering UK higher education and the regions. Members discussed the recent developments on industrial strategy and research, and the introduction of UK Shared Prosperity Fund (UKSPF) as a way to reduce the apparent inequalities across the four nations. It was noted that the UKSPF would replace the European Structural Investment Funds Growth Programme when it ended in 2020.
- 2336 Members reported that there was a general view that, at the regional level, London and the south-east led on many measures of growth and prosperity, and it was suggested that this might affect the success of funding applications for projects and institutions based in these areas. A member noted, however, that it was important to highlight the fact that there were significant inequalities of health and wealth within each region. Of all the regions, it was suggested that these disparities were the most accentuated in London, and that some Member Institutions, in particular, Queen Mary University of London, were situated in some of the poorest communities in the UK. It was suggested that, in future, the Collegiate Council might wish to commission some work to examine the evidence in this area.
- 2337 The Director of Property and Facilities Management reported that the impact of higher education institutions, whether through the presence of academic buildings or student accommodation, had been measured by a number of local authorities and been proven to generate job opportunities and sustainable long-term economic growth in deprived wards. The Director of Property and Facilities Management further commented that the University's work with the Greater London Authority on the mapping of the Higher Education Estate in London against local authority Opportunity Areas, as well as emerging new transport links, could assist in deepening the University's and Member Institutions' understanding for developing strategies going forward.
- 2338 It was reported that, in recent years in some cities and regions outside London, organisations and their local and regional authorities and representatives appeared to have developed a more co-ordinated approach to produce plans and project proposals that could better attract funding.

Members noted that it was important that Member Institutions should also continue to work closely with their own local and regional authorities and representatives, in addition to bodies such as London Higher, in order to remain competitive in this funding environment.

- 2339 The Collegiate Council agreed that the University should monitor further developments on UK higher education and regional policy, and should bring any appropriate matters to future meetings for consideration.

University Financial Statements for 2016-17

- 2340 The Collegiate Council considered a report by the Chief Financial Officer with regard to the University Financial Statements for 2016-17 (Confidential Report CC680 and Appendix CC680A).

- 2341 The Collegiate Council noted that the University had produced a net operating deficit of £3.9M for 2016-17, compared to a budgeted deficit of £3.5M.

- 2342 Members noted that, with the recent introduction of Financial Reporting Standard 102 (FRS 102), there were a number of adjustments required for the external Financial Statements that had not been reflected in the University management accounts. Members noted, under paragraph 4 of Confidential Report CC680, the details of the impact of FRS 102, which meant that a net operating deficit of £3.9M had turned into a total comprehensive income of £15.8M, largely assisted by a gain of £16.7M, which mainly consisted of the unrealised gains from the increased market value of investment properties.

- 2343 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.

- 2344 Having considered the University's Financial Statements for 2016-17 in detail, the Collegiate Council was content to approve the document.

AGREED:

- 2345 To approve the University's Financial Statements for 2016-17 (attached at Appendix CC680A).

University Finance Report

- 2346 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 2017 (Confidential Report CC681 and Confidential Appendix CC681A).

- 2347 Members noted that the University was in a neutral position (£0M) on its continuing operations for the three months to 31 October 2017, compared to a budgeted deficit of £1.9M. It was reported that cash on 31 October 2017 was £65.5M, an increase on the year-end position of £51.7M, which was in line

with the significant cash receipts at this time of year from the Halls of Residence and the University of London International Academy (UoLIA).

Estates Matters

- 2348 The Collegiate Council received a report by the Director of Property and Facilities Management with regard to a number of Estates matters (Confidential Report CC682).
- 2349 Members noted the progress made in a number of areas, which included, *inter alia*: (i) the work of the Accommodation Working Group; (ii) the work of the Facilities Management Review; and (iii) the approval by the Board of Trustees, at its meeting on 27 November 2017, on a project to refurbish the Institute of Advanced Legal Studies, scheduled for completion by June 2020.

Reports from the Boards of the Central Academic Bodies and Activities

Board of the SAS

- 2350 The Collegiate Council received a report of the Board of the SAS meeting held on 14 November 2017 (Report CC683 and Appendix CC683A).
- 2351 The Pro Vice-Chancellor (Research) updated members on the following matters:
- (i) The project led by Dr David Cantor at the Refugee Law Initiative had won the prestigious Research Project of the Year: Arts, Humanities and Social Sciences at the Times Higher Education Awards on 30 November 2017.
 - (ii) The SAS Strategic Advisory Group had met on 6 December 2017 and agreed to report back to the Higher Education Funding Council for England that the remaining 10% of annual funding that was non-core and contestable, which was the arrangement set out under the most recent review of the SAS in 2012, should be released to the School.
 - (iii) Interviews for the position of the Director of the Institute of English Studies, most recently held by the Pro Vice-Chancellor (Research), were scheduled to take place on 14 December 2017. The Pro Vice-Chancellor (Research) reported that there was a strong field of candidates for the post. Members would be informed of the appointment as soon as practicable.

- 2352 Members also noted the SAS Annual Report and Review for 2017, which was attached at Appendix CC683A.

Senate House Library (SHL) Board

- 2353 The Collegiate Council received a report of the SHL Board meeting held on 17 October 2017 (Report CC684).

2354 The Pro Vice-Chancellor (Operations) reported that work was progressing as scheduled under the Library Modernisation Plan, which had been accepted by the Collegiate Council and the Board of Trustees at their meetings in July 2017.

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

2355 The Collegiate Council received and noted a report of the Board of the ULIP meeting held on 16 November 2017 (Confidential Report CC685).

Board of the UoLIA

2356 The Collegiate Council received a report of the Board of the UoLIA meeting held on 23 November 2017 (Confidential Report CC686).

2357 Members noted, in particular: (i) a list of the recommendations from the Institutions Sub-Committee that had been noted/approved by the Board (provided at paragraph 30 of Confidential Report CC686); and (ii) the UoLIA Overall Annual Report for 2015-16 (attached at Appendix CC686A).

Report from the Academic Quality Advisory Committee (AQAC)

2358 The Collegiate Council received and noted a report by the University Secretary with regard to the Annual Report of the AQAC (Report CC687), which included the Quality Enhancement Overview Report for 2017 (attached at Appendix CC687A).

Proposal to Grant an Extension to the Exercise of Degree Awarding Powers (DAPs) to Goldsmiths College

2359 The Collegiate Council considered a report by the Secretary on a proposal from Goldsmiths College seeking an extension to the exercise of its DAPs (Report CC688 and Appendix CC688A).

2360 With regard to paragraph 5, members were informed that, at its meeting on 6 December 2017, Goldsmiths College's Academic Board had recommended that the application should proceed without any further amendments.

2361 The Collegiate Council considered the proposal from Goldsmiths College, and was content to recommend the application, set out at Appendix CC688A, to the Board of Trustees to consider for approval.

AGREED:

2362 To recommend to the Board of Trustees, at its next meeting on 31 January 2018, that Goldsmiths College be granted an extension to the exercise of its DAPs (as detailed at Appendix CC688A).

Trust Funds Committee Annual Report for 2016-17

2363 The Collegiate Council noted the Annual Report of the Trust Funds Committee for 2016-17 from the Chair of the Committee (Report CC689).

Quality Assurance Agency (QAA) Institutional Audit: Accuracy of Information Published by the University of London

- 2364 The Collegiate Council noted a report by the University Secretary with regard to the accuracy of information published by the University (Report CC690), which was a requirement arising from the most recent QAA Institutional Audit in 2011. Members were informed that the University Secretary was awaiting confirmation with regard to the accuracy of information published by Student Central, and that an update would be provided as soon as practicable.

Action Taken Under Delegated Authority

- 2365 The Collegiate Council noted a report by the Secretary with regard to recent actions taken by the Vice-Chancellor under delegated authority (Report CC691).

Confirmed Confidential Minutes of the Board of Trustees Meeting on 18 October 2017

- 2366 Members noted the Confirmed Confidential Minutes of the Board of Trustees meeting held on 18 October 2017 (Confidential Report CC692).

Dates of Future Meetings

- 2367 Members noted the dates of future meetings as follows (all on Fridays commencing at 8.30 am, with breakfast served at 8.00 am):

2017-18

16 February 2018;
4 May 2018; and
6 July 2018.

2018-19

28 September 2018;
7 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.