



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Thursday, 9 May 2024, at 4.00 pm
in Room 349, Senate House
and via Microsoft Teams

MINUTES

ATTENDANCE AND APOLOGIES	
PRESENT	Jane Andrewartha <i>via Microsoft Teams</i> Colin Bailey Josette Bushell-Mingo <i>via Microsoft Teams</i> Frances Corner Richard Dearlove (Chair) Pawan Dhir Andrew Halper Craig Hassall <i>via Microsoft Teams</i> Katie Kopec <i>via Microsoft Teams</i> Kieran Murphy Andrew Ratcliffe Kavita Reddi Christopher Rossbach Ilsa Tariq Wendy Thomson Rosalyn Wilton (Deputy Chair)
IN ATTENDANCE	Rita Akushie (Pro Vice-Chancellor (Finance and Operations)) Simon Cain (Director of Human Resources) Damaris Currie (Central Secretariat) Marie Ennis (Director of Strategic Communications, Marketing and Recruitment) Jo Fox (Pro Vice-Chancellor (Research and Engagement)) Matthew Grigson (Director of Governance, Policy and Compliance) (for BTMM 6549-67) Samantha Horne (Director of Finance) Alistair Jarvis (Pro Vice-Chancellor (Partnerships and Governance)) Richard Michel (Chief Information and Digital Officer) Emma Rees (Executive Director of Estates and Property) Holly Shiflett (Interim Executive Director, University of London Worldwide)
APOLOGIES	David Latchman Michael Spence

Welcome

6549 The Chair welcomed those present to the meeting.

Declarations of Interest

6550 There were no declarations of interest.

Minutes of the Previous Meeting

6551 The Board of Trustees confirmed the minutes of the meeting held on 26 March 2024.

Matters Arising and Action List

6552 The Board received and noted a report on matters arising that were not covered elsewhere on the agenda, including a list of running actions (BT1882, Confidential). The following matters were highlighted.

Rapid Incident Review

6553 At its meeting on 26 March 2024, the Board had been informed of a recent rapid incident review and, subsequent to the meeting, a written report (Document BT1881, Confidential) had been made available to the Board. The Board was informed that there were no further developments to report.

Appointment of the Chair of the Estates Committee

6554 At its meeting on 26 March 2024, the Board had approved the appointment of five independent Trustees, one of whom, Katie Kopec, had been appointed with a term of office from 1 May 2024 to 31 July 2027 to fill the vacancy created when Patrick Dunne stepped down from the Board at the end of April 2024. Patrick Dunne had also served as Chair of the Estates Committee and the Board confirmed it was content to approve the appointment of Katie Kopec to succeed Patrick Dunne in this role for a term of office to 31 July 2027, concurrent with her term of office on the Board.

6555 **AGREED**

The Board approved the appointment of Katie Kopec as Chair of the Estates Committee, for a term of office to 31 July 2027, concurrent with her current term of office on the Board.

Vice-Chancellor's Report

6556 The Board received and noted the Vice-Chancellor's Report (BT1883, Confidential), including a list of the Vice-Chancellor's main activities and meetings since 26 March 2024 (Appendix BT1883A).

Roundtable Meeting at Downing Street

6549 The Board was informed of a roundtable meeting of university leaders, chaired by the Prime Minister at Downing Street earlier on 9 May 2024, which had been convened to discuss steps to address antisemitism, amid the protests taking place at university campuses across the UK. Heads of 17 universities including those of several Federation Members had been present, as well as representatives from the Union of Jewish Students.

Migration Advisory Committee Review

6550 Members noted that the Migration Advisory Committee was expected to publish the report of its rapid review of the Graduate Route by 14 May 2024. It was confirmed that the Migration Advisory Committee had consulted with the higher education sector in undertaking its review.

Freedom of Speech Consultation

6551 The Board was informed that the University was preparing its submission to the Office for Students (OfS) consultation on new guidance about freedom of speech, ahead of universities, colleges and student unions taking on the new free speech duties, which were expected to come into force on 1 August 2024. Members noted the complexities associated with the new guidance and the considerable work involved. It was noted that the University's response would highlight the need for clarity on whether commercial uses of university premises were in the scope of the guidance, to reflect the fact that premises were used for both regular academic activity and for commercial activities where external bodies booked and used university spaces and facilities. The Board noted the need for the University to produce a Code of Practice for Free Speech – this was in development and would be presented to Vice-Chancellor's Executive Group (VCEG) and the Audit and Risk Assurance Committee in advance of its submission to the Board's next meeting.

Appointment of a New Chair of the Board of Trustees

6552 The Board received and considered a report on a recommendation for the appointment of a new Chair of the Board of Trustees (BT1884, Confidential), including a *Curriculum Vitae* for Sir Mark Lowcock KCB (Appendix BT1884A, Confidential).

6553 The Chair of the Selection Panel, Andrew Ratcliffe, reported that the Panel had met on 25 March 2024 to shortlist candidates to be interviewed for the role of Chair of Board of Trustees. Three candidates had been selected for final interviews, which had taken place on 23 April 2024 and had resulted in a unanimous decision to recommend to the Board that Sir Mark Lowcock was appointed as Chair.

6554 The Board noted the expertise and experience that Sir Mark Lowcock had in international affairs, governance, audit, management of public services and change management. The Board was informed that the Panel had been

impressed with Sir Mark's commitment to the area of education and his grasp and understanding of current issues for the sector.

6555 The Board welcomed the recommendation of the Selection Panel and was pleased to approve the appointment. Thanks were extended to the Selection Panel Chair and the members of the Panel for all of their work in relation to the appointment process.

6556 **AGREED**

The Board approved the appointment of Sir Mark Lowcock KCB, to the role of Chair of the Board of Trustees, with a first term of office of four years with effect from 1 August 2024 to 31 July 2028, whereupon he may be reappointed for a second term of four years.

Privy Council Approval of the Statutes and Revised Ordinance 2

6557 The Board received and considered a report (BT1885) on the Privy Council's formal approval of the University's revised Statutes and on a revised Ordinance 2. Appended to the report were the following:

- (i) The approved University of London Statutes (Appendix BT1885A).
- (ii) The proposed revised Ordinance 2 *Purpose and Functions of the Collegiate Council* (Appendix BT1885B).

University of London Statutes

6558 The Board was pleased to note that the University had received confirmation that the Privy Council had approved the revised University Statutes at its meeting on 19 April 2024.

Ordinance 2 Purpose and Functions of the Collegiate Council

6559 At its meeting in January 2024, the Board had approved the recommendation that it nominate a reader or readers from its Independent Members, via the Pro Vice-Chancellor (Partnerships and Governance), to consider in detail the recommended new Ordinances before their consideration by the Board of Trustees. The Board noted that Pawan Dhir had been the reader for the proposed revised Ordinance 2.

6560 It was noted that revised terms of reference for the Collegiate Council had been approved by the Board of Trustees in May 2023. They had now been reformatted as an Ordinance, to align with the format of the new Ordinance 1 which had been approved by the Board at its previous meeting. The Board noted that the new Ordinance 2 would formally replace Ordinances 4 and 5.

6561 Members welcomed the work that had been undertaken on the revised Ordinance 2 and were happy to approve it as presented.

6562 **AGREED**

The Board approved the revised Ordinance 2 *Purpose and Functions of the Collegiate Council* (Appendix BT1885B).

University of London Key Performance Indicator Scorecard and Performance Update May 2024

- 6563 The Board received and considered the University of London Key Performance Indicator (KPI) Scorecard and Performance Update May 2024 (BT1886, Confidential), including:
- (i) the University of London Strategic and Operational KPIs Report (Appendix BT1886A, Confidential)
 - (ii) *[BTM 6563(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.]*
 - (iii) *[BTM 6563(iii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.]*
- 6564 The Board was informed that, further to feedback from VCEG members, the Business Improvement team had streamlined the KPI Report to ensure clarity of current performance levels against targets. The data was supported by appropriate business context on historical trends and future trajectory.

BTMM 6565-67 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Minutes from the Academic Board

- 6568 The Board received and noted: a report on the Academic Board meeting held on 23 April 2024 (BT1887, Confidential) and the draft Minutes of the meeting (Appendix BT1887A, Confidential).
- 6569 The Board noted the key items of business that had been summarised, including the actions agreed by the Academic Board.
- 6570 The Vice-Chancellor, as Chair of the Academic Board, highlighted the following matters considered at the meeting on 23 April 2024:
- (i) the Annual Summary of External Examiner Reports for 2021-22;
 - (ii) the Annual Report on University of London Worldwide (UoLW) Assessment Offences for 2022-23;
 - (iii) *[BTM 6570(iii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.]*
 - (iv) the Academic Board's approval of a new Senate House Library (SHL) Collection Development policy;
 - (v) the Academic Board's approval of a number of new Recognised Teaching Centres; and
 - (vi) the Academic Board's approval of new Terms of Reference for the Teaching Centres Committee.
- 6571 The Pro Vice-Chancellor (Research and Engagement) reported that the SHL Collection Development Policy was a crucial piece of work as the SHL sought to regain National Research Library status. More information on the policy would be presented to the Board of Trustees at a future meeting.
- 6572 The Board welcomed the report and the assurance provided through the regular reporting from the Academic Board.

Management Accounts for the Period to 31 March 2024

6573 The Board received and noted a report on the Management Accounts for the six-month period to 31 March 2024 (BT1888 and Appendix BT1888A, both Confidential).

BTMM 6574-76 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

6577 The Board was informed that all 'Golden Rules' (an internal set of financial parameters) including banking covenants had been met as at 31 March 2024.

6578 AGREED

That information on the analysis of staff vacancies should be included in the report on the 2024-25 budget to be presented to the Board in July 2024.

Federation Member Subscription and Charges for 2024-25

6579 It was noted that this item (BT1889, Confidential) had been deferred to the next meeting.

2024-25 Budget and Ten-year Business Plan Assumptions and Principles

6580 The Board received and reviewed a report on the 2024-25 budget principles and high-level assumptions for the University's main areas of income and expenditure BT1890 and Appendix BT1890A, both confidential.

6581 The Pro Vice Chancellor (Finance and Operations) reported that the main theme of the 2024-25 Budget was the continuation of the University's transformation journey. The University would be seeking to conclude the early phases of the University's transformation activity ahead of defining the next five-year Strategy which would cover the period 2026 to 2030. It was noted that the University had ambitious plans for the future, including in respect of Library Transformation, estates, technology and UoLW operations, new programmes and international growth.

BTM 6582 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

6583 The Vice-Chancellor highlighted the importance of ensuring that the right infrastructure was in place to support students and any increase in student numbers, and that the changes being introduced over the coming months (BTM 6566 above refers) would enhance the operational effectiveness of student services.

6584 It was noted that the proposed 2024-25 Budget was due to be considered by the Finance Committee at its next meeting on 26 June 2024 with a view to the Budget being recommended to the Board of Trustees for approval at its meeting on 11 July 2024.

Update on Digital Activity/Developments

- 6585 The Board received a report on digital activities and developments, with a particular focus on Artificial Intelligence (AI), which had been provided further to a request from the Board for a report detailing this activity (BTMM 6174(ii) of the Board meeting on 17 May 2023 refers) (BT1891).
- 6586 The Chief Information and Digital Officer highlighted a range of digital activities taking place within the University, explaining that many of these related to the transformation programme, where a suite of workstreams including extensive improvements to the student, staff and stakeholder experience, were being achieved through the implementation and streamlining of digital systems and associated business processes. He also drew attention to the information in the report on how the University was engaging with AI across a diverse range of digital activities. The Board was informed that policies had been developed around specific uses of AI and consideration was being given to the broader policy framework required for the future oversight and management of AI and data activities. It was noted that there was a need to take a balanced approach to managing risks associated with new technologies, whilst utilising the potential opportunities and benefits that the technologies afforded.
- 6587 Members welcomed the report and the wide range of digital activity that was taking place across the University. Further to a question, it was confirmed that feedback would be sought as appropriate for key areas of activity, examples being feedback sought in relation to digital assessments and the involvement of students in student-related policy development.
- 6588 Members were pleased to note a range of innovative digital and AI-related developments and suggested that commercial potential might be explored in relation to these where appropriate.
- 6589 Members also commented on the opportunity to share and collaborate with Federation Members in the development of digital activities and initiatives.

Health and Safety Statement of Commitment

- 6590 The Board received and considered a report on a proposed updated Health and Safety Statement of Commitment (BT1892), with the draft Statement of Commitment appended for members' consideration (Appendix BT1892A).
- 6591 The Board noted that the proposed Statement would supplement the Health and Safety Policy approved by the Board at its meeting in October 2023. The Health and Safety Committee had considered the proposed Statement at its meeting on 25 April 2024 and had recommended it to the Board for approval and signing (in line with the expectations of the Health and Safety Executive). It was the intention that, once approved, the Statement would be made available on the University website.

6592 **AGREED**

The Board approved the Health and Safety Statement of Commitment (Appendix BT1892A).

Honorary Degrees and Fellowships Committee

6593 The Board received and considered a report from the Honorary Degrees and Fellowships Committee (BT1893, Confidential) including:

- (i) Biographical Summaries / Supporting Statements for the nominees and reserve nominee to receive an Honorary Degree at the 2024 Foundation Day Ceremony (Appendix BT1893A, Confidential)
- (ii) Biographical Summaries / Supporting Statements for the nominees and reserve nominee to receive an Honorary Degree at the 2025 School of Advanced Study Graduation Ceremony (Appendix BT1893B, Confidential)
- (iii) Biographical Summaries / Supporting Statements for the nominees to receive an Honorary Degree for the 2025 University of London Worldwide Graduation Ceremony (Appendix BT1893C, Confidential)
- (iv) Biographical Summaries / Supporting Statements for the nominees to receive an Honorary Fellowship at the 2024 Foundation Day Ceremony (Appendix BT1893D, Confidential)
- (v) Biographical Summaries / Supporting Statements for the nominees to receive an Honorary Fellowship at the 2025 University of London Worldwide Graduation Ceremonies (Appendix BT1893E, Confidential)

6594 **AGREED**

- (i) The Board approved the recommendations for the award of Honorary Degrees in line with the requirements of Regulation 2 *University of London Honorary Degrees and Honorary Fellowships* and in the context of the ongoing changes to the Ordinances, as follows:

BTMM 6594(i)(a) to (e) are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- (ii) The Board approved the recommendations for the award of Honorary Fellowships in line with the requirements of Regulation 2 *University of London Honorary Degrees and Honorary Fellowships* and in the context of the ongoing changes to the Ordinances, as follows:

BTMM 6594(ii)(a) and (b) are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Remuneration Committee Annual Report 2023

6595 The Board received and noted the Remuneration Committee Annual Report 2023 (BT1894, Confidential) which provided details of the business transacted

by the Committee. The Terms of Reference of the Committee were appended (Appendix BT1894A).

Report from the Estates Committee

6596 The Board received and noted a summary of the key issues discussed by the Estates Committee at its meeting on 22 April 2024 (BT1895, Confidential) including:

- (i) a list of properties informally occupied by Federation Members (Appendix BT1895A, Confidential); and
- (ii) a report on recent lease and other property agreements (Appendix BT1895B, Confidential).

Report from the Finance Committee

6597 The Board received and noted a summary of the key issues discussed by the Finance Committee at its meeting on 1 May 2024 (BT1896, Confidential).

Dates of Future Meetings

6598 The Board noted the dates of future meetings as follows (all meetings to commence at 4.00pm):

2023-24

Thursday, 11 July 2024

2024-25

Tuesday, 15 October 2024

Wednesday, 27 November 2024

Wednesday, 29 January 2025

Wednesday, 26 March 2025

Wednesday, 21 May 2025

Thursday, 17 July 2025

Any Other Business

Mary Stiasny

6599 The Board noted that this would be the last Board of Trustees meeting before Mary Stiasny, Pro Vice-Chancellor (International, Learning and Teaching), retired at the end of June.

6600 The Vice-Chancellor paid tribute to Mary's considerable contribution to the University, distance learning and education more broadly. She informed the Board that Mary had contributed significantly to both secondary and higher education during the course of her career, highlighting appointments Mary had held at Goldsmiths, University of London; the British Council; and the Institute of Education, prior to joining the University in 2013. In her role as Pro Vice-Chancellor (International, Learning and Teaching), Mary had provided strategic direction and leadership for the delivery of teaching and learning across the University's undergraduate and postgraduate programmes.

- 6601 The Chair of the Board joined the Vice-Chancellor in paying tribute to Mary Stiasny, expressing gratitude on behalf of the Board for all that Mary had contributed. Members welcomed the news that the University had launched a new global award named in honour of Mary - the Mary Stiasny Scholarship - which would create three full undergraduate scholarships for students in Pakistan to undertake a programme of study with the University. Members noted that the new award would support the University's mission to transform lives through education.