LONDON'S GLOBAL UNIVERSITY

COUNCIL

Wednesday 6 July 2011

MINUTES

PRESENT:

Sir Stephen Wall *(Chair)*

Professor David Attwell
Ms Anne Bulford (*Treasurer*)
Mr Michael Chessum
Professor Malcolm Grant
(President and Provost)
Ms Vivienne Parry (*Vice-Chair*)
Dr Gill Samuels
Professor Nick Tyler
Professor Maria Wyke
Dr Bob Barber
Mr Matthew Burgess
Ms Philippa Foster Back
Mr Rob Holden
Ms Catherine Newman
Dr Benet Salway
Dr Stephanie Schorge
Baroness Warwick of Undercliffe

In attendance: Professor Steve Caddick (Vice-Provost (Enterprise)); Mr Andrew Grainger (Director of Estates); Mr Rex Knight (Vice-Provost (Operations)); Mr Nick McGhee (Academic Services); Mr Tim Perry (Secretary to Council); Ms Mandy Smith (Democracy and Engagement Officer, UCL Union); Mrs Alison Woodhams (Director of Finance).

Apologies for absence were received from Mr Mark Knight, Ms Katharine Roseveare and Professor Chris Thompson.

Any member of Council who had (or who knew of a family member who had) a material, personal, financial or other beneficial interest in any item on the Agenda was requested to declare that interest at the beginning of the meeting in order that such declaration could ctÐinning o.00

Key to abbreviations used in these Minutes:

AB	Academic Board
AC	Academic Committee
CEO	Committee for Equal Opportunities
CSS	Corporate Support Services
CUC	Committee of University Chairmen
EIRC	Ethical Investment Review Committee
FC	Finance Committee
HEFCE	Higher Education Funding Council for England
HEI	higher education institution
HEIF	Higher Education Innovation Fund
HRPC	Human Resources Policy Committee
ISD	Information Services Division
KPI	key performance indicator
MHCPC	Museums, Heritage and Cultural Property Committee
SGC	Strategic Governance Committee
SLASH	School of Laws, Arts, and Social Sciences
SMT	(Provost's) Senior Management Team
THE	Times Higher Education
UCLU	UCL (Students') Union
UKCMRI	UK Centre for Medical Research and Innovation

Preliminary Formal Business

93 **HONOURS AND AWARDS**

Noted

93.1 A number of members of the UCL community had been recognised in the Queen's Birthday Honours list in June 2011. These included: Professor Jeffrey Jowell (Faculty of Laws), who became a Knight Commander of the Order of Saint Michael and Saint George, for services to human rights, democracy and the rule of law in Europe; and Professor Jenny Thomas (Department of Physics and Astronomy), who received the CBE for services to science.

Received

93.2 Appendix C 5-94 (10-11) – a list of the major prizes *etc* recently awarded to members of the academic community of UCL, including a Fellowship of the Royal Society to Professor John Morton (Institute of Cognitive Neuroscience).

94 **MINUTES**

Approved

94.1 The Minutes of the meeting of Council held on 24 March 2011 *[Council Minutes 57-84, 2010-11]* were confirmed by Council and signed by the Chair.

94.2 The Minutes of the meeting of Council held on 19 May 2011 *[Council Minutes 89-92, 2010-11]* were confirmed by Council and signed by the Chair.

95 **MATTERS ARISING FROM THE MINUTES**
[see also Minutes 97, 115 and 116 below]

95a **UCL and the School of Pharmacy**
[Council Minute 90, 2010-11]

Received

95a.1 Oral reports by Rex Knight, Vice-Provost (Operations) and the Chair.

Reported

95a.2 The due diligence process was underway but not yet complete so that it was not appropriate to put a formal merger proposal to the present meeting. Council had Resolved at its meeting on 19 May 2011 that under these circumstances the Chair be authorised to approve the merger with the School of Pharmacy on Council's behalf *[Council*

Minute 90.7, 2010-11]. The School of Pharmacy Council would be required to pass a Special Resolution formally to proceed with winding up the School, petition to surrender its Charter *etc* at two consecutive Special General Meetings, scheduled for 22 September and 13 October 2011.

95a.3 The Chair proposed that, subject to the satisfactory completion of the due diligence process, the Chair of the School of Pharmacy Council be co-opted as a supernumerary member of UCL Council with effect from the date on which the merger took effect, with a view to being subsequently appointed as a lay member as soon as a vacancy arose.

RESOLVED

95a.4 **That Lord Clement Jones, Chair of the Council of the School of Pharmacy, be co-opted to membership of UCL Council with effect from the date of the merger of the two institutions, anticipated to be 1 January 2012.**

96 **MEMBERSHIP OF COUNCIL 2011-12**

96a **Lay members**

Noted

96a.1 Ms Catherine Newman would step down as a lay member of Council on 30 September 2011.

97.8 **That, in accordance with UCL Statute 10(1), the schedule of academic units of UCL, as set out at UCL Regulation for Management 11, be amended with effect from 1 August 2011 to take account of the proposals set out at Appendix C 5-95 (10-11).**

98 REGULATIONS FOR MANAGEMENT – AMENDMENTS

Received

98.1 Appendix C 5-96 (10-11) with Annexe 1 – a note by the Secretary to Council, introducing proposed amendments to UCL Regulations for Management 3, 4, 9, 10, 11, 12 and 18.

RESOLVED

98.2 **That the amendments to Regulations for Management as set out in the Secretary's note at Appendix C 5-96 (10-11) with Annexe 1 be approved.**

99 INSTITUTE OF ZOOLOGY

Received

99.1 Appendix C 5-97 (10-11) – a note summarising proposals for UCL to enter into a Connected Institution Agreement with the Institute of Zoology with effect from 1 August 2011, with, at Annexe 1, the proposed Memorandum of Understanding between UCL and the Zoological Society of London in respect of these proposals.

RESOLVED *– on the recommendation of the Faculty of Life Sciences*

99.2 **That Council approve the Memorandum of Understanding at Appendix C 5-97 (10-11) – Annexe 1.**

100 REFORM OF THE UCL COMMITTEE SYSTEM

[Council Minute 36, 2010-11]

Received

100.1 Appendix C 5-98 (10-11) with Annexe 1 – a note by the Vice-Provost (Operations) and the Secretary to Council.

RESOLVED *– on the recommendation of the Council sub-group on committees reform*

100.2 **That Council approve the report and recommendations of the Council sub-group on committees reform at Appendix C 5-98 (10-11) with Annexe 1.**

101 **LEAD OFFICER REPORTS**
[see also Minute 100 above]

Received

101.1 Appendices C 5-99 – 5-101 (10-11) – Lead Officer reports for the following areas:

- Careers and Employability;
- Student Accommodation;
- Student Welfare Co-ordination.

Noted

101.2 In accordance with the arrangements approved by Council at its meeting on 24 November 2010 *[Council Minute 34, 2010-11]*, the above reports had been received by Academic Committee and recommended to Council for approval by Academic Board. A report by the Vice-Provost (Research), as Lead Officer for Research Strategy, had also been received and recommended in this way but was not issued to Council hereunder as it was incorporated into the paper outlining UCL's Research Strategy (APPENDIX C 5-123 (10-11)) *[see Minute 122 below].*

***RESOLVED** – on the recommendation of Academic Board*

101.3 **That Council approve the Lead Officer reports on (i) Careers and Employability, (ii) Student Accommodation, and (iii) Student Welfare Co-ordination – at Appendices C 5-99, 5-100 and 5-101 (10-11) respectively.**

102 **COMMITTEE FOR EQUAL OPPORTUNITIES – ANNUAL REPORT 2009-10**
[Council Minute 32, 2009-10]

Noted

102.1 The CEO was charged by its terms of reference, *inter alia*:

> To devise and either approve or recommend for approval by the appropriate UCL committees policies and procedures designed to ensure that equal opportunities are integral to the learning, working and social environment of UCL.

102.2 The CEO was further charged by its terms of reference to make an annual report to Council, *via* Academic Committee.

Received

102.3 At Appendix C 5-102 (10-11) – the CEO's Annual Report to Council for 2009-10, endorsed by the Chair of AC on behalf of AC.

***RESOLVED** - on the recommendation of Academic Committee*

102.4 **That the Annual Report 2009-10 of the Committee for Equal Opportunities at Appendix C 5-102 (10-11) be approved.**

103 **EQUALITIES AND DIVERSITY STRATEGY 2011-2014**

Noted

103.1 The proposed UCL Equalities and Diversity Strategy for 2011-14 had been endorsed by the Committee for Equal Opportunities and the

RESOLVED

104.4 **That Council meetings be held on the following dates in the year 2011-12:**

- **4 October 2011 at 4pm**
- **23 November 2011 at 4pm**
- **19 January 2012 (Council / SMT away day)**
- **1 March 2012 at 4pm** *[if needed]*
- **4 April 2012 at 2.30pm**
- **15 May 2012 at 4pm**

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- MHCPC proposals for disposal of items from the UCL Museums and Collections;
- Religion and Belief Equality Policy for Students.

113.2 At Appendix * C 5-114 (10-11) with * Annexes 1-3 – further details of the background to the Chair's action in respect of the above.

Strategic and Management Business

115 **COUNCIL EFFECTIVENESS REVIEW**
[Council Minute 81, 2010-11]

Received

115.1 Appendix C 5-115 (10-11) with Annexe 1 – the report of the Council Review Group.

115.2 An oral report by Vivienne Parry, Vice-Chair of Council, as Chair of the Council Review Group.

Reported

115.3 The Ranmore report into the effectiveness of Council had made 28 specific recommendations, in addition to one encompassing recommendation – that Council consider and confirm its fundamental approach to governance. The strength of opinion amongst Review Group members was that, notwithstanding its oversight function, Council should in future focus more closely on strategic governance to support institutional performance. The Review Group had considered in some detail how Council could assure itself that it was receiving the information required to discharge this role effectively, and had discussed how areas of responsibility and reporting structures might be streamlined and clarified.

115.4 The Review Group's conclusions were centred around three broad areas: strategy, institutional performance, risk and review; academic governance; and Council committees. In respect of the first of these, the Review Group had identified a need to rationalise the way in which matters came forward to Council and to streamline the agenda papers, and proposed that a more visible annual reporting structure be developed with termly reporting to Council on a set of agreed areas of risk. 'Academic governance' referred to the perceived need to strengthen information flows from the academic community to Council *via* Academic Board (AB) and Academic Committee (AC), as well as to the role of a proposed new Strategic Governance Committee (SGC). The Review Group also made recommendations in respect of existing Council committees, mindful of the ongoing work of the Council sub-group which was already overseeing the process of reform of the formal system of committees at UCL.

Discussion

115.5 Council members reaffirmed the need to become a more strategic body. It was generally agreed that the current volume of business was hampering the effective operation of Council. The Review Group's proposal that the number of annual meetings be increased by one would not in itself be enough to solve the business overload problem

what ways Council could be most valuable from his point of view and he indicated a threefold role for Council: to challenge UCL strategy; to monitor, at an appropriately high level, the management of UCL; to act as a board of trustees for UCL.

115.9 The Chair, the Secretary and the Vice-Provost (Operations) would take these matters forward, in consultation with the Provost and the Review Group Chair. In respect of the committee structure, the Council sub-group set up to consider this question would give further consideration to the Review Group's proposals, taking into account suggestions made in respect of the future of the HR Policy Committee by the Director of HR.

RESOLVED

115.10 **That follow-up action be taken as indicated above in light of Council's discussion of the Review Group's report.**

116 **PROVOST'S GREEN PAPER**
[Council Minute 89, 2010-11]

Noted

116.1 At its meeting on 19 May 2011 Council had endorsed the Provost's draft Green Paper and agreed to its dissemination to the wider UCL community.

Received

116.2 Appendix C 5-116 (10-11) – a note by the Provost, summarising responses to the subsequent consultation process and of proposed revisions to the Green Paper in the light of these.

116.3 Appendix C 5-117 (10-11) – a note by the Vice-Provost (Operations), outlining proposals for future planning processes for UCL and indicating how the UCL Strategy 2011-21, assuming it was adopted by Council as a 'White Paper', would be implemented.

116.4 Oral reports by the Provost and the Vice-Provost (Operations).

Reported

116.5 Following the meeting of Council on 19 May 2011 the Provost had made further revisions to the Green Paper before publishing it on the public pages of the UCL website. A series of town hall meetings, meetings with particular groups and two presentations to Academic Board (one of them combined with one of the town meetings) had followed. The UCL community was evidently supportive of the general thrust of the Green Paper. The Provost was now requesting Council's authorisation to make further modifications in response to the comments he had received before publishing the paper online as a Council White Paper. An executive summary would also be produced and circulated in hard copy.

116.6 The developing framework for annual planning outlined by the Vice-Provost (Operations) would complement existing strategies to form the basis of a UCL strategic agenda. It was intended that financial planning be aligned with the framework with the aim of giving greater stability through the planning process and allowing operational plans to be produced at faculty level.

Discussion

116.7 An academic member of Council enquired whether the framework would include a strategy for dealing with cases where faculties were unable to meet their budgetary targets. The Vice-Provost (Operations) confirmed that a procedure was already in place; such issues would emerge from the budgeting process and steps could then be taken with the faculty concerned to manage the situation.

116.8 Whilst welcoming the general thrust of the Green Paper, a student member of Council queried the process by which the summary of responses had been produced, as it did not to his mind reflect a range of concerns raised by students regarding proposals in the Green Paper and the UK higher education funding context in which it had been developed. In response, the Provost advised that the document was not the appropriate place for responses to the broader political context.

116.9 Two academic members of Council suggested that a new approach was needed for the setting of faculty contributions to central costs, and that the present system had led to the situation which had caused Council to set up a Redundancy Committee in January 2010. In response, UCL officers noted that contribution rates were set on the basis of earning and expenses, taking historical performance into account. The view was expressed by a number of other Council members that Council did not need and ought not to be expected to discuss this kind of management issue, since it did not impact on the financial bottom line of UCL.

116.10 An academic member asked whether there would be a mechanism to mitigate the effects on UCL departments unable to make up the loss in core funding from the removal of the student number quota in respect of those scoring AAB or equivalent at A level. It was recognised that admitting increased numbers of AAB students would also increase the challenge of realising UCL's widening participation strategy. The Provost noted that a response to UCL's proposed OFFA agreement was expected imminently[2]. Departments wishing to increase their student numbers through the AAB mechanism would be able to put forward a business plan outlining their proposals, but UCL would not as a matter of course seek to increase student numbers purely on the basis of there being sufficient demand.

2 On 11 July 2011 the Office for Fair Access confirmed approval of UCL's Access Agreement 2012-13.

RESOLVED

116.11 **That Council authorise the Provost to amend the Green Paper as necessary, and approve the publication of the revised Green Paper as a Council White Paper – the UCL Strategy 2011-21.**

117 **FINANCIAL UPDATE 2010-11**
[Council Minute 76, 2010-11]

Received

117.1 Appendix C 5-118 (10-11) – the Financial Update 2010-11 (June 2011), received by Finance Committee at its meeting on 28 June 2011.

118 **UCL BUDGET 2011-12**

Received

118.1 Appendix C 5-119 (10-11) – the draft UCL Budget for the financial year 2011-2012, received by Finance Committee at its meeting on 28 June 2011.

118.2 Oral reports by the Treasurer, the Director of Finance and the Provost.

Reported

118.3 Finance Committee had unanimously endorsed the proposed budget. The budget reflected the objective of delivering the annual surplus deemed essential in response to cuts in the capital funding stream, and incorporated an appropriate level of investment in the estate. Finance Committee had discussed in some detail concerns over the future cash flow position, which was expected to worsen over the coming 18 months.

Discussion

118.4 The Director of Finance was of the view that the 2011-12 budget was no less prudent but more realistic than the 2010-11 budget, which had made some exceedingly prudent assumptions, notably in respect of research income.

118.5 Noting the reference to the outsourcing of a number of services within the Estates Division, a Council member suggested that this outsourcing raised the possibility of reputational damage to UCL and queried whether the savings concerned were worth the risk of this. The Chair advised that this was an operational issue and would be a matter for Council only if it was suggested that management was not acting according to the law or UCL's instruments of government. A student member of Council reiterated his view that, if reputational risk were involved, this was a matter for Council.

RESOLVED *– on the recommendation of Finance Committee*

118.6 **That the draft UCL Budget 2011-2012 – at Appendix C 5-119 (10-11) – be approved.**

119 **UCL UNION ANNUAL REPORT 2010-11**
[Council Minute 116, 2009-10]

Noted

119.1 The Code of Practice for UCL Union, drawn up in the light of the Education Act (1994) and approved by Council at its meeting on 5 April 1995 *[Council Minute 29, 1994-95]*, provided, *inter alia*, that:

Discussion

120.8 Discussions with Camden Council regarding the proposals for shared road / pavement areas on Gordon Square had been broadly positive to date. There appeared to be a reasonable prospect that the plan to reintroduce two-way running of traffic on Gower Street and Tottenham Court Road might come to fruition within the medium term.

120.9 Council agreed that UCL needed to review whether it made sense to continue to locate certain activities in highly expensive real estate in Bloomsbury. There were significant possibilities for acquisition of estate in East London, which the Provost and the Vice-Provost (Operations) and Mr Grainger's team were now exploring.

120.10 The Provost stressed the crucial importance of seizing present opportunities to develop and realise a UCL estate strategy which would facilitate the achievement of academic and educational strategies. Council endorsed the Provost's view, noting that a radical review of the estate depended on a clear vision of the essential purpose of a global university of the twenty-first century.

RESOLVED *– on the recommendation of Finance Committee*

120.11 **That Council approve the UCL Bloomsbury Masterplan.**

121 UCL STUDENT RESIDENCES STRATEGY

Received

121.1 Appendix C 5-122 (10-11) – a note on the proposed UCL Student Residences Strategy.

122 **UCL RESEARCH STRATEGY**
[see also Minute 101 above]

Received

122.1 Appendix C 5-123 (10-11) – the proposed UCL Research Strategy.

Reported

122.2 The presentation scheduled from the Vice-Provost (Research) had been postponed due to the pressure of other Council business. This would now take place at a subsequent Council meeting.

RESOLVED

122.3 **That Council approve the UCL Research Strategy at Appendix C 5-123 (10-11).**

123 **UCL ENTERPRISE STRATEGY**

Received

123.1 Appendix C 5-124 (10-11) – the proposed UCL Enterprise Strategy.

123.2 An oral report by Professor Steve Caddick, Vice-Provost (Enterprise).

Noted

- the need to develop and put into practice a nuanced understanding of 'enterprise' and a recognition of the various forms it could take;
- the intention to explore the scope for increasing interaction with alumni and philanthropy;
- the importance of strong internal and external communication strategies to promote and publicise UCL Enterprise;
- the important role of the chairs of the School Knowledge Transfer and Enterprise Boards in driving forward the Strategy;
- the commitment in the Strategy both to adding value to UCL's academic mission and to providing additional support to UCL students, including expansion of UCL Advances' student business advice service;
- the opportunity now available for UCL to take forward a transformative and highly distinctive agenda for enterprise.

Discussion

123.6 The Vice-Provost (Enterprise) was invited to elaborate on the commitment in the proposed Strategy to 'Identify and support existing areas of enterprise activity that enrich academic activities across UCL, and in particular in SLASH'. In response, Professor Caddick noted the range of relevant initiatives taking place in the SLASH faculties but that there was a need for these to be explicitly recognised as enterprise activities. Examples included UCL's publishing activities and the opportunities arising from UCL expertise in language translation and interpretation.

123.7 Council welcomed the high-level transformative approach envisaged in the proposed Enterprise Strategy and which had the potential to increase UCL's international competitiveness in a major area.

RESOLVED

123.8 **That Council approve the UCL Enterprise Strategy at Appendix C 5-124 (10-11).**

124 **KEY PERFORMANCE INDICATORS**
[Council Minute 114, 2009-10]

Received

124.1 Appendix C 5-125 (10-11) – a note by the Director of Financial Planning and Strategy, introducing – at Annexes 1-6 – the schedule of KPIs.

124.2 An oral report by the Vice-Provost (Operations).

Reported

124.3 Council's attention was drawn particularly to the following KPIs which were not at present being met:

- central costs as percentage of income – the UCL figure had reduced but not as rapidly as that of Imperial College London;
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Reported

125.3 Action on staff training was now being taken, and discussion was ongoing with the Metropolitan Police regarding the development of appropriate briefing materials for staff.

RESOLVED

125.4 **That Council approve the note at Appendix C 5-126 (10-11).**

126 **PROVOST'S BUSINESS**

Received

126.1 An oral report by the Provost.

126a **Appointment of Vice-Provost (Education)**

Reported

126a.1 Recruitment consultants for the post had been appointed, an international search was now underway, and an advertisement would shortly be appearing in the THE. The appointment of an interim Vice-Provost (Education) from within UCL would be announced in the near future[3]. It was hoped that a permanent appointment would be made by 1 January 2012.

Tim Perry
Secretary to Council
August 2011

3 Professor Mike Ewing (Department of Chemistry) has been appointed interim Vice-Provost (Education) with effect from 18 July 2011 until 31 December 2011. Professor Ewing will combine this interim appointment with his ongoing role as Dean of Students (Academic).