



## Academic Board

Wednesday 16 November 2022<sup>1</sup>

### MINUTES

**Present:** Dr Michael Spence, President and Provost (Chair).

Professor Bas Aarts, Dr Mojtaba Abdi-Jalebi, Dr Ali Abolfathi, Professor Ibrahim Abubakar, Professor Patti Adank, Dr Rik Adriaans, Mr James Agar, Mr Hamza Ahmed, Dr Bojan Aleksov, Mr Adnan Ali, Dr Jake Anders, Professor Lynn Ang, Professor Panagiota Angeli, Dr Seth Anziska, Professor Kathleen Armour, Dr Manuel Arroyo-Kalin, Professor Anasuya Aruliah, Professor Jonathan Ashmore, Professor Tomaso Aste, Professor David Atkinson, Dr Juliette Atkinson, Professor Jan Axmacher, Professor Phillip Ayoub, Dr Paul Ayris, Dr Sakiru Badmos, Professor Jurg Bahler, Professor Jamie Baker, Professor Kristin Bakke, Professor Torsten Baldeweg, Professor Amitava Banerjee, Dr David Bann, Professor Christopher Barnes, Professor Yolande Barnes, Professor Kathryn Batchelor, Dr Cecile Bats, Dr Neha Batura, Professor Polina Bayvel, Professor Philip Beales, Professor Yasminah Beebeejaun, Ms Emily Bellshaw, Professor Mette Berg, Professor Jeff Bezemer, Professor Zoltan Biedermann, Dr Antonis Bikakis, Professor Helen Birch, Professor Stephanie Bird, Mr Robert Bodden, Ms Anja Boeing, Professor Noemie Bouhana, Professor Douglas Bourn, Professor Rachel Bowlby, Professor Patrick Bray, Professor Paul Brennan, Professor Georgina Brewis, Professor Annie Britton, Professor Clare Brooks, Professor Jamie Brown, Professor Vishwanie Budhram-Mahadeo, Professor Jonathan Butterworth, Dr Tim Button, Dr Boyana Buyuklieva, Professor Fabio Caccioli, Mr Tadhg Caffrey, Professor Joseph Cain, Mr Noël Caliste, Professor Ben Campkin, Mr Simon Cane, Professor Benjamin Caplin, Professor Licia Capra, Dr Velia Cardin, Dr Brent Carnell, Professor Madeline Carr, Professor Daren Caruana, Professor Philip Cavendish, Professor Paola Ceccarelli, Professor Rachel Chambers, Dr Edith Chan, Professor Richard Chandler, Professor Joanna Chataway, Mrs Nidhi Chaudhary, Dr Evangelia Chrysikou, Professor Vijay Chudasama, Mr Andrew Churchill, Professor Olga Ciccarelli, Professor Elisabete Cidre, Professor Chris Clack, Mr Paul Clark, Professor Andrew Coates, Dr Alun Coker, Professor James Cole, Professor Susan Collins, Professor Claire Colomb, Professor Barbara Conradt, Dr Silvie Cooper, Professor Marc-Olivier Coppens, Dr Sarah Correia, Professor Anthony Costello, Dr Ludovic Coupaye, Professor Duncan Craig, Professor Stuart Cull-Candy, Dr Damian Cummings, Ms Sonja Curtis, Dr Danielle D'Lima, Dr Silvia dal Bianco, Professor Paul Dalby, Ms Donna Dalrymple, Professor Gregory Dart, Professor Izzat Darwazeh, Professor Anthony David, Professor Pamela Davidson, Professor Gareth Davies, Professor Nathan Davies, Dr Nathan Davies, Dr Jason Davis, Professor Paul Davis, Professor Sally Day,

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<sup>1</sup> This meeting was held via videoconference.

Professor Dina D'Ayala, Professor Claudio De Magalhaes, Professor Marc Deisenroth, Professor Janice Derry, Professor Andrew Dick, Professor Alison Diduck, Dr Duygu Dikicioglu, Professor Justin Dillon, Professor Snezana Djordjevic, Professor Annette Dolphin, Dr Megan Donaldson, Dr Alex Donovan, Dr Johanna Donovan, Miss Elizabeth Dow, Ms Dominique Draï, Professor Ivana Drobnjak, Dr Oliver Duke-Williams, Dr Sam Duncan, Professor Ian Eames, Professor Andrew Edkins, Dr Ian Edwards, Professor Michael Ehrenstein, Dr Alex Elwick, Professor Michael Emes, Dr Emily Emmott, Professor Tariq Enver, Professor Marc Esteve, Professor Susan Evans, Dr Lorenzo Fabrizi, Professor Simon Faithfull, Professor Mark Farrant, Ms Ava Fatah gen. Schieck, Professor Andrew Fazakerley, Professor Federico Federici, Dr Alexander Fedorec, Dr Corisande Fenwick, Professor Delmiro Fernandez-Reyes, Professor Roberto Filippi, Professor Margot Finn, Professor Andrew Fisher, Professor Maria Fitzgerald, Dr Andrew Flinn, Dr David Foster, Professor Edward Fottrell, Professor Murray Fraser, Professor Nicholas Freemantle, Dr Bettina Friedrich, Dr Martin Fry, Professor Tatiana Fumasoli, Professor Jonathan Gale, Professor Jeffrey Galkowski, Dr Federico Galvanin, Professor Caroline Garaway, Dr Maria Gatto, Professor Haidy Geismar, Professor Mark Geller, Professor Dame Hazel Genn, Professor Guido Germano, Professor Carsten Gerner-Beuerle, Ms Hayley Gewer, Professor Alasdair Gibb, Professor Shirli Gilbert, Professor Richard Gilson, Ms Polly Glegg, Professor Nikolaos Gonis, Dr Hugh Goodacre, Professor Eric Gordy, Professor Rebecca Gould, Professor Lesley Gourlay, Professor Andrew Green, Professor Lucinda Green, Professor Nicholas Greene, Professor Linda Greensmith, Professor Lee Grieveson, Professor James Griffin, Professor Michael Grubb, Professor David Guile, Professor Serge Guillas, Dr Lucia Patrizio Gunning, Professor Leslie Gutman, Dr Oliver Haderler, Dr Hassan Haghparast Bidgoli, Professor Helen Hailes, Professor Stephen Hailes, Mr Martin Hall, Miss Rachel Hall, Professor Susan Hamilton, Mr Jesper Hansen, Professor Adam Harris, Professor Kenneth Harris, Professor Stephen Hart, Professor John Hartley, Professor Jem Hebden, Professor Michael Heinrich, Dr Katie Hemer, Ms Elisabeth Herbert, Professor Mark Hewitson, Professor Robin Hickman, Professor Evangelos Himonides, Professor Arne Hofmann, Professor Martin Holbraad, Professor Jane Holder, Professor Katherine Holt, Professor Philip Horne, Professor Justin Hsuan, Professor Jie Huang, Professor Jennifer Hudson, Professor John Hyman, Professor Dan Jagger, Professor Tariq Jazeel, Professor Gavin Jell, Professor Helene Joffe, Ms Liz Jones, Dr Julia Jordan, Mr George Joseph, Dr Thomas Kador, Professor Lily Kahn, Professor Ilia Kamotski, Dr Jens Kandt, Professor Tara Keck, Mrs Kate Keen, Professor Yvonne Kelly, Professor Nicoletta Kessarlis, Dr Amit Khandelwal, Dr John Leon Kiappes, Professor Robert Killey, Dr Maki Kimura, Professor John King, Professor James Kirkbride, Professor Josef Kittler, Dr Stephanie Koch, Professor Diane Koenker, Professor Nikolaos Konstantinidis, Dr Fiona Kyle, Dr Danielle Lamb, Professor Nick Lane, Professor Diana Laurillard, Dr Sandra Leaton Gray, Professor Alena Ledeneva, Professor Maria Lee, Dr Fiona Leigh, Professor Louis Lemieux, Dr Natalie Leow, Professor George Letsas, Professor Paola Lettieri, Professor Tim Levine, Professor Dewi Lewis, Mrs Amy Lightstone, Dr Gabriele Lignani, Professor Christoph Lindner, Professor Claire Lindsay, Professor Vladimir Litvak, Professor Chaozong Liu, Dr Kris Lockyear, Professor David Lomas, Professor Robert Lowe, Dr Helga Lúthersdóttir, Professor Ruth Mace, Professor Andrea Macrina, Professor Sandy MacRobert, Professor Mairead MacSweeney, Dr Antony Makrinos, Professor Virginia Mantouvalou, Dr Joanne Marks, Dr Peter Martin, Professor John Martin, Professor

Christos Masouros, Professor Sarah Matthews, Professor Manolis Mavrikis, Dr Margaret Mayston, Dr Claire McAndrew, Dr Jenny McArthur, Professor Ronan McCrea, Dr Jennifer McGowan, Professor Desmond Mcmorrow, Professor Anne McMunn, Dr Saladin Meckled-Garcia, Dr Clare Melhuish, Professor Nils Metternich, Professor Susan Michie, Ms Angharad Milenkovic, Professor Neil Millar, Professor Alex Mills, Professor Mehran Moazen, Professor Emad Moeendarbary, Dr Zahra Mohri, Professor Richard Mole, Dr Magdalena Morawska, Professor Rear Admiral Neil Morisetti, Professor Paul Morris, Dr Gareth Morris, Professor Emma Morris, Professor Gemma Moss, Dr Guy Moss, Professor Richard Mott, Dr Dale Moulding, Professor Vivek Mudera, Dr Tamjid Mujtaba, Professor John Mullan, Professor Mirco Musolesi, Professor Florian Mussgnug, Dr Marga Navarrete, Dr Helene Neveu Kringelbach, Dr Mark Newman, Professor Thanh Nguyen, Professor Ryan Nichol, Dr Mengyan Nie, Professor Mignon Nixon, Professor Lorraine Noble, Mx Johanna Novales, Dr Ademola Odunsi, Professor Catherine O'Keeffe, Professor Moses Oketch, Professor Susan O'Neill, Professor John O'Regan, Professor Tadj Oreszczyń, Ms Rikke Osterlund, Professor Norbert Pachler, Professor Enrico Palandri, Dr Ioannis Papaioannou, Professor Ioannis Papakonstantinou, Professor Martins Paparinskis, Professor Amos Paran, Dr Aaron Parkhurst, Professor Leonid Parnovski, Professor Richard Pearson, Dr Anne Peasey, Professor Paola Pedarzani, Professor James Phillips, Professor Ann Phoenix, Professor Franck Pichaud, Ms Sarah Pickering, Professor Hyněk Pikhart, Professor Helene Plun-Favreau, Dr Anna Ponomareva, Professor Mike Porter, Professor John Potter, Dr Stephen Potts, Dr Ayanna Prevatt-Goldstein, Professor Raman Prinja, Professor David Pym, Professor Stephen Quirke, Professor Slavo Radosevic, Professor Ahad Rahim, Professor Rosalind Raine, Professor Greta Rait, Dr Joana Jacob Ramalho, Dr Sangaralingam Ramesh, Professor Davide Ravasi, Professor Jonathan Rawlings, Professor Geraint Rees, Professor Rebecca Rees, Ms Jill Reese, Professor Jane Rendell, Professor Ferruccio Renzoni, Professor Antonella Riccio, Professor William Richardson, Dr Miguel Rivera, Professor Helen Roberts, Dr Amelia Roberts, Professor Aeli Roberts, Professor Claire Robins, Professor Jennifer Robinson, Dr Jennifer Rode, Professor Miguel Rodrigues, Dr Anna Roffey, Professor Sue Rogers, Professor Daniel Rothschild, Professor Karin Ruggaber, Professor Michele Russell, Professor Yvonne Rydin, Professor John Sabapathy, Professor Mehrnoosh Sadrzadeh, Professor Nader Saffari, Professor Patricia Salinas, Dr Benet Salway, Professor Alexander Samson, Dr Andrei Samsonov, Professor Joanne Santini, Dr Tim Scanlon, Professor Ralf Schoepfer, Professor Stephanie Schorge, Professor Eloise Scotford, Professor Toby Seddon, Professor Alwyn Seeds, Professor Andrea Sella, Professor David Selviah, Professor David Selwood, Professor Alessio Serafini, Professor Maryam Shahmanesh, Professor Sonu Shamdasani, Professor David Shanks, Dr Ala'a Shehabi, Professor Robert Sheil, Dr Miranda Sheild Johansson, Professor Alison Shell, Professor Elizabeth Shepherd, Mr Justin Siefker, Professor Talvinder Sihra, Professor Bill Sillar, Professor Angus Silver, Dr Samuel Sims, Professor Michael Singer, Dr Henrik Singmann, Professor Lucia Sivilotti, Professor Joy Sleeman, Professor Trevor Smart, Professor Kenneth Smith, Mr Andy Smith, Professor Anthony Smith, Professor Andrew Smith, Dr Holly Smith, Professor Christophe Soligo, Professor Samuel Solomon, Professor Pam Sonnenberg, Professor Eva Sorensen, Professor Catalina Spataru, Professor Maarten Speekenbrink, Dr Michael Spence, Professor Kaila Srail, Dr Uta Staiger, Professor Michail Stamatakis, Professor Judith Stephenson, Professor Claudio Stern, Professor Sacha Stern, Professor Fiona Stevenson, Professor Michael Stewart, Professor Jack Stilgoe,

Professor Melvyn Stokes, Professor Sabine Storp, Dr Sherrill Stroschein, Mrs Dorota Studniarczyk, Professor Judith Suissa, Dr Mike Sulu, Dr Silvia Surinova, Dr Bugra Susler, Professor Peter Swaab, Professor Adam Swift, Professor Ilias Tachtsidis, Mr Bryan Taylor, Dr Becky Taylor, Professor Irving Taylor, Professor Paul Taylor, Dr Petros Terzis, Professor Cheryl Thomas, Professor James Thomas, Professor Giles Thomas, Professor Olga Thomas, Professor Alan Thompson, Professor Ulrich Tiedau, Dr Eleanor Tillett, Professor Nigel Titchener-Hooker, Professor Manish Tiwari, Professor Matthew Todd, Professor Kenneth Tong, Professor Ahmed Toosy, Professor Andrea Townsend-Nicholson, Prof Stefan Trapp, Dr Helen Tsui, Dr Richard Tunwell, Professor Catalina Turcu, Professor Elaine Unterhalter, Professor Gert Van Der Heijden, Professor Hans Van Wees, Professor Liz Varga, Professor Rosemary Varley, Professor Mina Vasalou, Mr Clive Vassell, Professor Megan Vaughan, Professor Laura Vaughan, Professor Steven Vaughan, Dr Michael Veale, Professor Yiannis Ventikos, Professor Gabriella Vigliocco, Dr Nalini Vittal, Dr Bella Vivat, Professor Kirill Volynski, Dr Inken von Borzyskowski, Dr Julia Wagner, Dr Tone Walford, Ms Kirsty Walker, Professor Nicola Walshe, Professor Paul Warburton, Professor David Waters, Professor Li Wei, Ms Breege Whiten, Dr Martina Wicklein, Professor Edward Wild, Professor Owen Williams, Professor Joanna Williams, Professor Andrew Wills, Professor Duncan Wilson, Professor James Wilson, Professor Stephen Wilson, Dr Elliott Wimmer, Dr Nick Witham, Professor Graham Worth, Mr Michael Wozniak, Professor Selina Wray, Professor Helge Wurdemann, Professor Maria Wyke, Dr Punam Yadav, Professor Christopher Yeo, Dr Victoria Yorke-Edwards, Professor Silvia Zane, Professor Paola Zaninotto, Dr Anselm Zdebik, Dr Davide Zecchin, Professor Stan Zochowski.

**In attendance:**

Mr Douglas Bertram, Mr Stephen Glover, Ms Charu Gorasia, Dr Clare Goudy, Ms Natasha Lewis, Ms Laura Mackenzie, Mr Nick McGhee (secretary), Ms Christine Ohuruogu, Ms Katie Price, Mr Turlogh O'Brien, Lord (John) Sharkey, Ms Olivia Whiteley, Ms Sarah Whitney.

**Apologies:**

Professor David Attwell, Professor Simon Banks, Professor Stella Bruzzi, Dr Jeff Bowersox, Dr Declan Chard, Professor Sebastian Coxon, Dr Karen Edge, Professor Elizabeth Fisher, Professor Helen Hackett, Professor Alison Lloyd, Professor Gesine Manuwald, Dr Victoria Showunmi, Professor Alan Thompson, Professor Julian Thompson, Dr Amy Thornton, Dr Renée Vanraenenbroeck, Professor Dominic Wyse.

## Matters for Discussion

### 17 UCL STRATEGIC PLAN (Paper 2-01)

- 17.1 The draft UCL Strategic Plan 2022-27 had been published on 31 October, together with a consultation report. This followed the publication, discussion and review of seven discussion papers over the past year [AB minutes 5, 03.11.21; 21, 26.01.22; 38, 15.03.22; 43, 30.03.22; 59, 30.05.22; 64, 13.09.22].
- 17.2 In advance of the current meeting, the Executive Committee of Academic Board (ExComAB) had surveyed AB members' views on certain aspects of the Strategic Plan as they understood it. The results of that survey had been circulated to AB.
- 17.3 A requisition letter from 52 members of AB had called for a vote on three motions [see Minute 17.15 below].
- 17.4 Academic Board was invited to comment on the draft Strategic Plan ahead of its consideration by Council, which was responsible for institutional strategy. The Provost had invited members of Council to observe the current meeting.
- 17.5 The Strategic Plan was concerned with identifying areas of institutional focus. It did not seek to set out an exhaustive plan of activity nor a prioritisation of academic areas for investment. It did however set out a process for decision-making on such questions when necessary.
- 17.6 The Plan sought to address the unsustainable financial model emerging from several decades of declining public funding during which increased activity had driven ever higher running costs. This has resulted in a period of underinvestment in staff and in the maintenance of the physical and digital estate, decreasing investment in university-wide processes and services, and increasing student numbers and the proportion of international students. As this approach could not continue indefinitely it was necessary to tackle the question of the cost base.
- 17.7 An increase in the student population to around 47,000 FTE by 2027 was proposed. The Provost explained that, in the context of the long-term upward trend in student numbers, the figure was intended to put an upper limit on expansion whilst ensuring that there was sufficient headroom to enable the process of addressing the cost base. AB was being asked to consider whether it thought that proposal was realistic.
- 17.8 In order to explain the reasoning behind this position AB received a presentation on UCL's financial position from the Chief Financial Officer<sup>2</sup>.

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<sup>2</sup> The presentation is not summarised here for reasons of commercial confidentiality.

- 17.9 The Chief Financial Officer would circulate to AB a breakdown of central costs.
- 17.10 Members discussed the history of the 47,000 figure in the strategy consultation process to date. The Size and Shape paper [AB Minute 64B, 13.09.22] had given 47,400 as the Scenario 4 ('slightly larger') figure for 2027, with 39,500 given as the Scenario 0 'natural growth' figure for that year. It was the number now being used as a planning assumption. It was noted that, since the publication of the Size and Shape paper, the student intake for 2021/22 had been confirmed and that the extrapolation of current trends was necessarily a dynamic picture.
- 17.11 During the course of the discussion the following points were made:
- a. the modelling could not account for potential but unconfirmed future unregulated fee increases beyond an assumed 3% annual growth, and made no assumption about the impact of cost savings on income generation;
  - b. It was for individual units to determine how to meet their savings targets;
  - c. the EIB loan and Bond were not in respect of any specific major projects;
  - d. the meaning of the term 'natural growth' in the university context was unclear;
  - e. costs associated with the 47,400 number had been included in the modelling;
  - f. no decision had been taken in respect of UCL East Phase 2, and this question would not fall within the current planning period.
- 17.12 Members suggested that AB could not reach a view on the case for the 47,000 figure on the basis of a presentation, as the data were voluminous and complex, and needed to be interrogated in advance. The Requisition sought to ensure that Academic Board had the opportunity to give a view on the impact of the options with the appropriate data provided in advance and subject to review by GCAB. Members raised the potential contribution of the mechanism of the Academic Impact Statement in this respect.
- 17.13 In respect of Proposal 1, the Provost noted members' concerns about the impact of past and projected growth in student numbers, and considered it entirely proper that this be communicated to Council. It was his intention to establish a Task & Finish group, with Academic Board representation, to address the issue of student numbers planning in more detail. He did not consider however that Academic Board was the appropriate forum in which the complex trade-offs and phasing of action that was required in navigating a fragile financial position could effectively be resolved.
- 17.14 In respect of Proposal 2, the Provost advised that the aim had been to develop a set of university-wide principles to inform UCL's educational activity, and that this would involve a programme of work for the Education Committee with individual proposals going through the Education Committee and referred to Academic Board on matters within its jurisdiction, in order to advise Council.

17.15 AB voted as follows on the proposals:

**Proposal 1**

*AB advises Council against approval of the proposed expansion of student numbers until such time as more detailed proposals on the size of the student body have been presented to, discussed, and evaluated by AB.*

Yes	298
No	79
Abstain	46

**Proposal 2**

*AB advises Council against approval or implementation of any of the educational proposals outlined in the Draft Strategy Paper (such as teaching in Term 3, centralised reduction in complexity of programmes and module choices, online provision, and centralised timetabling). AB will evaluate and advise Council on the individual elements of educational policy (on a case-by-case basis) after receiving detailed reports on each of these elements from the Education Committee.*

Yes	377
No	26
Abstain	39

**Proposal 3**

*AB charges its Executive Committee to present the results of the poll and the votes from this meeting together with an accompanying memo for Council on its behalf, with a copy to members of AB, and recommends to Council that the Chair of ExComAB is invited to meetings to inform Council when this matter is discussed (as per Standing Orders 12:2-3).*

Yes	415
No	14
Abstain	22

**Part III: Other business for approval or information**

**18 DATE OF THE NEXT MEETING**

18.1 The next termly meeting would be on Wednesday 8 February 2023 at 2pm.

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