

ACADEMIC BOARD

Wednesday 23 May 2012

MINUTES

*PRESENT*¹:

President and Provost (*Chair*)

Professor Bas Aarts, Mr James Agar, Dr Bob Barber, Mr Ben Beach, Professor Michael Berkowitz, Ms Julie Black, Professor David Bogle, Mr Matthew Bowles, Mr Tony Brown, Dr Eric Brunner, Mr Peter Cadley, Professor Matteo Carandini, Ms Maheema Chanrai, Dr Beverley Clark, Mr Edwin Clifford-Coupe, Professor Shamshad Cockroft, Professor Susan Collins, Mr Ben Colvill, Dr Francesco D'Aiuto, Ms Fiona Duffy, Mr Luke Durigan, Professor Susan Evans, Professor Mike Ewing, Dr Andrew Faulkner, Dr Susan Ferguson, Professor Anthony Finkelstein, Professor Fred Fitzke, Mr Dominique Fourniol, Dr Martin Fry, Professor Mary Fulbrook, Mr Sam Gaus, Professor Marcus Giaquinto, Professor Michael Gilbey, Professor Xavier Golay, Dr Hugh Goodacre, Professor Mairead Hanrahan, Professor Robert Harvey, Ms Sandra Hinton, Dr Katherine Holt, Mr Rex Knight, Dr Dilwyn Knox, Professor Susanne Kord, Professor Cecile Laborde, Professor Andrew Leak, Dr Dewi Lewis, Dr John Mitchell, Ms Cheryl Newsome, Dr Julie Olszewski, Dr Ben Page, Professor Alan Penn, Mr Tim Perry, Dr Hynek Pikhart, Dr Matthew Piper, Professor Tom Salt, Dr Benet Salway, Professor Ralf Schoepfer, Dr Chris Scotton, Professor David Shanks, Professor Trevor Smart, Professor Iain Stevenson, Professor Mervyn Stone, Dr Sherrill Stroschein, Mr Simon To, Dr Andrea Townsend-Nicholson, Mr Ben Towse, Mr Andrew Tranter, Ms Susan Ware, Mr Nigel Waugh, Dr Andrew Wills, Dr Astrid Wingler, Dr Gavin Winston, Professor Henry Woudhuysen, Professor Maria Wyke.

In attendance: Dr Kathryn Allan, Dr Matthew Beaumont, Mr Jason Clarke (*Secretary*), Dr Marilyn Corrie, Mr Pete Hart, Mr Geoff Lang, Mr Nick McGhee, Mr Martin O'Connor, Dr Neil Rennie, Mr Mike Sainsbury, Dr Sarah Snyder, Dr Doug Speed, Dr David Stevens, Dr Hugh Stevens.

Apologies for absence were received from: Professor Graziella Branduardi Raymont, Dr Helene Burningham, Professor Franco Cacialli, Professor Steve Caddick, Professor Chris Carey, Professor Mary Collins, Professor Bryony Franklin, Dr Vanessa Diaz, Mr Marco Federighi, Professor Nick Freemantle, Mr Sean Hanna, Professor Kate Jones, Professor Ofer Lahav, Professor Paul Longley, Professor Robert Lumley, Professor Charles Marson, Dr Sara Mole, Dr Jennifer Morgan, Dr Nick Ovenden, Dr Susan Parekh, Professor Stephen Quirke, Professor Geoffrey Raisman, Professor Andrew Ramage, Professor Jennifer Robinson, Mr Patrick Robinson, Dr Kerstin Sailer, Professor Lorraine Sherr, Dr Joy Sleeman, Professor Anthony Smith, Dr Dave Spratt, Dr Emmanuel Stamatakis, Professor Hans Stauss, Mr Maxwell Stead, Ms Olga Thomas, Dr Rosemary Varley, Professor Michael Worton.

¹ An attendance sheet was circulated for signature at the meeting. Any colleagues present who did not sign the sheet and whose names are therefore not recorded as present are invited to notify the AB Secretary's office (e-mail – h.lilley@ucl.ac.uk) so that their names can be included in the record when these Minutes are confirmed at the next meeting of AB.

Key to abbreviations

AB	Academic Board
AC	Academic Committee
EdCom	Education Committee
HEI	higher education institution
RDC	Research Degrees Committee
SLASH	School of Laws, Arts, and Social and Historical Sciences
SMT	Provost's Senior Management Team
SWOT	strengths, weaknesses, opportunities, threats
UCU	University and College Union

24 **MINUTES**

Approved

- 24.1 The Minutes of the AB meeting held on 29 February 2012 [*AB Minutes 12-23, 2011-12*] were confirmed by the Board and signed by the Chair.

25 **MATTERS ARISING FROM THE MINUTES**

25A **Council approval of Academic Board recommendations**
[*AB Minute 17, 2011-12*]

Noted

- 25A.1 At its meeting on 1 March 2012 Council approved, on the recommendation of AB:
- the disestablishment of the Wolfson Institute for Biomedical Research as an academic unit of UCL, with effect from 1 April 2012, and its incorporation as a research department in the Division of Medicine with effect from the same date;
 - the establishment of the Institute of the Americas as an academic unit of UCL, within the Faculty of Social and Historical Sciences, with effect from 1 April 2012.

25B **UCL International Strategy**
[*AB Minute 15, 2011-12*]

Noted

- 25B.1 At its meeting on 29 February 2012, AB received a presentation from the Vice-Provost (International) on the revised UCL International Strategy. The revised Strategy, which was posted on the AB web pages on 20 March 2012, was considered by Academic Committee at its meeting on 22 March 2012 and then approved by the Provost as Chair of AB acting on behalf of the Board and submitted to Council for endorsement at its meeting on 4 April 2012. The final version of the Strategy, which reflected issues which had been raised by Council at its April meeting, was approved by Council at its meeting on 15 May 2012.

25C **Information Services Division**
[*AB Minute 16B, 2011-12*]

Noted

- 25C.1 At the meeting of AB on 29 February 2012, the Provost had drawn attention to the open letter from the UCU that had been circulated to members of the Board regarding the restructuring of the Information Services Division, and noted that he would report back to AB once he had had an opportunity to review the operation of the Lead Officer arrangements in this area.

Received

- 25C.2 APPENDIX AB 3/20 (11-12) – proposals for the Lead Officer arrangements covering Information Services. The proposals, which were submitted to AB for information in light of the open letter received by members of the Board at the previous meeting, had been considered by the Provost's SMT at its meeting on 16 May 2012 and would be submitted to Council for approval in due course.

Discussion

- 25C.3 In response to a query about student representation on the ISGC the Provost noted that he would welcome a discussion with UCLU about student representation on UCL committees generally, as well as about attendance and responsibility.

26 AWARDS TO UCL STAFF

Received

- 26.1 APPENDIX AB 3/21 (11-12) – a note on the award of major prizes *etc* to members of the academic community of UCL since the previous meeting of AB.

Reported

- 26.2 To complement the impressive achievements of UCL staff outlined in the note the Provost drew the attention of AB to a number of notable student achievements in recent months. He also congratulated Professor Henry Woudhuysen on his appointment as Rector of Lincoln College Oxford with effect from September 2012. The process of appointing a new Dean of Arts and Humanities would commence shortly.
- 26.3 In the context of UCL achievements the Provost congratulated the UCL Development Office, together with those staff and students involved in the Campaign for UCL, on their reaching the point of closure of the campaign two years ahead of schedule and £16 million above target.

27 UCL INTERNATIONAL STUDENT RECRUITMENT STRATEGY AND MARKETING PLAN 2012-2017

Received

- 27.1 APPENDIX AB 3/22 (11-12) – the UCL International Student Recruitment Strategy and Marketing Plan 2012-2017.
- 27.2 An oral report and presentation by Dr David Stevens, Head of the International Office.

Reported

- 27.3 Dr Stevens highlighted UCL's relative success over recent years in attracting overseas applications. He also drew attention to the proposal in the strategy to focus increasingly on subject-specific marketing activities.

Discussion

- 27.4 In the course of a long discussion AB noted that:
- in light of increasing student numbers, UCL's estate and the limited scale of student accommodation provision might usefully be included in the SWOT analysis for international recruitment. The Provost noted the commitment in the Bloomsbury Masterplan to invest £0.5bn in the UCL estate;
 - with reference to the proposal to move towards a more subject-specific strategy, a business case or pilot study might be of value in ensuring that the continued success of UCL's overseas recruitment efforts were not jeopardised;
 - the deregulation of student number controls in respect of applicants achieving grades AAB+ or equivalent (or ABB+ with effect from the 2013 intake) presented departments with an opportunity to recalibrate the balance between home and EU student numbers – but also created a need for 'joined up thinking' across the institution in terms of overall capacity and the strategic balance of UCL's student body.

28 **ADMISSIONS AND STUDENT NUMBERS UPDATE**

Received

- 28.1 APPENDIX AB 3/23 (11-12) – an update report from the Director of Registry & Academic Services and the Head of Outreach and Admissions on admissions and student numbers.
- 28.2 Oral reports by Mr Tim Perry, Director of Registry & Academic Services and Ms Bella Malins, Head of Outreach and Admissions.

Reported

- 28.3 Ms Malins drew attention to a fall in conversion rates among students achieving AAB+, although it was noted that the extent of this fall varied considerably between subject areas. Although overseas application numbers currently appeared strong, this data was not yet particularly robust.

Discussion

- 28.4 No contingency plans had been made in respect of the threat to recruitment of students from southern Europe of the current economic situation in the Eurozone. It was noted in this context that core student numbers were expected to contract further next year. Support mechanisms were in place for current students falling into financial

difficulty, but the situation in the Eurozone had to date had no discernible impact on the level of need. It was noted that student hardship funding would double next year.

- 28.5 UCL, in partnership with other HEIs, was communicating with the Government through the medium of Universities UK on the negative impact of the AAB+ dispensation on widening participation targets. UCL was investing heavily in outreach activities. The nature of the impact of this change would not become clear until December.
- 28.6 On behalf of AB, the Provost thanked Bella Malins and her colleagues for their work in this area.

29 REFORM OF STATUTE 18

Noted

- 29.1 Chapter 10 of the UCL White Paper 2011-21² included, at page 50, a commitment to review Statute 18. Discussions about the possible reform of Statute 18 had been taking place with the recognised trades unions. AB was invited to consider this matter as part of the consultation process.

Received

- 29.2 APPENDIX AB 3/24 (11-12) – a briefing note on the reform of Statute 18, including a staff discussion paper (Annexe 1), a proposed amended Statute 18 (Annexe 2) and a note comparing the current Statute with the proposed amendment (Annexe 3).
- 29.3 An oral report by Professor Anthony Finkelstein, Dean of the Faculty of Engineering Sciences, who had been leading on the discussions concerning the reform of Statute 18.

Reported

- 29.4 Professor Finkelstein suggested that the issue could be divided into two distinct questions: whether UCL's Statutes were a suitable location for detailed procedures rather than broad principles; and whether the procedures themselves were in need of reform. On the latter question, he noted that Statute 18 was currently out of date with reference to employment law and agreed processes within UCL, and also that in its current form the Statute treated the management of performance as a misconduct issue.

[Professor Henry Woudhuysen deputised as Chair of AB from this point]

² Available at <http://www.ucl.ac.uk/white-paper/provost-white-paper.pdf>

Discussion

- 29.5 AB members raised concerns regarding specific elements of the proposed revision, including the impact of similar processes of revision to Statute 18 at other institutions, and the provision for legal representation of individuals undergoing the appeals process. It was suggested that there was a need for an open meeting, to include non-AB staff, to discuss these and other issues in detail. It was also suggested that an additional meeting of AB be scheduled on the matter³.
- 29.6 In light of concerns regarding specific elements of the proposals, AB members requested that the timetable for the process outlined in the paper be extended to allow for a longer period of consultation with staff. Professor Finkelstein would liaise with colleagues accordingly.

30 LEAD OFFICER REPORTS

Noted

- 30.1 At its meeting on 6 July 2010, Council had approved proposals for a rationalisation of UCL's formally established committees. One of the recommendations approved by Council was that in certain cases where a standing committee was to be disestablished a 'Lead Officer' arrangement would be put in place. Under such an arrangement, the officer(s) with key responsibility for an area previously covered by a standing committee would, *inter alia*, prepare an annual report on developments within that area, which would then be submitted to AC, AB and Council.
- 30.2 Lead Officer arrangements were currently in place for the following areas:
- Careers and Employability;
 - Research Strategy;
 - Student Accommodation;
 - Student Welfare Co-ordination.
- 30.3 AB was to receive Lead Officer reports on the above areas (with the exception of Research Strategy – see minute 30.4 below) prior to their submission to the Council meeting of 4 July 2012. The reports had been endorsed by AC at its meeting on 10 May.
- 30.4 Following the disestablishment of the Research Strategy Committee, it had been agreed that the Vice-Provost (Research) would assume Lead Officer responsibility for this area of activity. AB therefore received at its May 2011 meeting a Lead Officer report from the Vice-Provost (Research), along with the Lead Officer reports for the areas above, which were then submitted to Council at its subsequent meeting. Since then, a new reporting arrangement had been

³ Open meetings to discuss Statute 18 reform had already been arranged for 13 and 20 June. A special meeting of AB was subsequently scheduled for 10 July.

introduced for academic Vice-Provosts, under which they each submit a report annually to Council on matters falling within their remit. Consequently, the Vice-Provost (Research) would now be submitting a report to Council at its November meeting on issues relating to UCL's Research Strategy and related activities and initiatives. Following discussion between the AC, AB and Council officers and the Vice-Provost (Research) it has been agreed that in order to avoid unnecessary duplication of reporting and information, the Lead Officer report on Research Strategy could be combined with the Vice-Provost's annual report to Council. The Lead Officer report from the Vice-Provost (Research) would therefore be submitted in turn to AC, AB and Council at their meetings in the Autumn Term 2012.

RECOMMENDED (to Council)

- 30.5 APPENDICES AB 3/25 – 3/27 (11-12) – Lead Officers' reports on (i) Careers and Employability, (ii) Student Accommodation, and (iii) Student Welfare Co-ordination respectively.

31 GRADUATE SCHOOL – ANNUAL REPORT

Noted

- 31.1 Highlights of the Graduate School's Annual Report 2010-11 were at APPENDIX AB 3/28 (11-12)⁴. A copy of the full report would be filed with the Minutes as APPENDIX * AB 3/29 (11-12) with eight annexes. AB was invited to endorse the report before it was submitted to the Council meeting on 4 July 2012 for formal approval.

RECOMMENDED (to Council)

- 31.2 That the Graduate School's Annual Report for 2010-11 at APPENDIX * AB 3/29 (11-12)⁵ with eight annexes, be approved.

32 DATES OF MEETINGS 2012-13

Noted

- 32.1 Regulation for Management 3.9 provided that:

The dates of Ordinary Meetings of the Academic Board in any one year shall be settled before the commencement of that year.

⁴ The full Graduate School report was available online at <http://www.grad.ucl.ac.uk/annreport/> and at <http://www.ucl.ac.uk/ras/acs/governance/ab/documents/minutes/1112>

⁵ An appendix reference preceded by an asterisk indicates that, for the sake of economy, the document was not issued with the Agenda but would be filed with these Minutes.

RESOLVED

32.2 That Academic Board meetings be held on the following dates in the academic year 2012-13:

- **Wednesday 24 October 2012**
- **Wednesday 6 March 2013**
- **Wednesday 22 May 2013**

33 APPOINTMENTS

Received

33.1 At APPENDIX AB 3/30 (11-12) – a list of recent appointments (i) of Heads of Academic Departments and (ii) to established Chairs and Readerships tenable at UCL.

34 ACTION TAKEN BY THE CHAIR ON BEHALF OF ACADEMIC BOARD

Noted

34.1 The Chair had taken action on behalf of AB to endorse the revised UCL International Strategy [*see also Minute 25B above*].

34A Academic Board Working Groups on Established Chairs and Readerships tenable at UCL

Noted

34A.1 The Chair had taken action on behalf of AB to approve the membership of the AB Working Groups on established Chairs and Readerships tenable at UCL listed at APPENDIX * AB 3/31 (11-12)⁶.

35 JOINT SELECTION COMMITTEE

Noted

35.1 At its meeting on 29 February 2012, AB approved nominations of three members of AB to serve on the joint committee of Council and Academic Board (known as the Joint Selection Committee) established by Council to select a new Provost in succession to Professor Malcolm Grant. The full membership of the JSC, which included the three nominations from AB, had been approved by Council at its meeting on 4 April 2012 and was for information at APPENDIX AB 3/32 (11-12).

⁶ An appendix reference preceded by an asterisk indicates that, for the sake of economy, the document was not issued with the Agenda but would be filed with these Minutes.

Discussion

- 35.2 Student members of AB expressed dissatisfaction with the process for appointment a student member of the JSC. It was suggested that this was not a matter for AB and should be raised with the Council officers.

36 ELECTION OF PROFESSORIAL AND NON-PROFESSORIAL MEMBERS OF ACADEMIC BOARD TO SERVE ON OTHER UCL COMMITTEES FOR 2012-14

Noted

- 36.1 At its meeting on 29 February 2012 AB had noted and ratified the results of the election of non-professorial academic staff, Teaching Fellow staff and non-academic staff to serve on AB in sessions 2012-13 and 2013-14 [AB Minute 13B, 2011-12.]
- 36.2 Details of the results of subsequent elections of professorial and non-professorial members of AB to serve on AC, EdCom, RDC and other UCL committees for 2012-14 would be circulated with the Minutes of this meeting.
- 36.3 Details of the result of the election currently taking place to fill the vacancy on UCL Council with effect from 1 October 2012 for an elected non-professorial academic staff member of AB from the School of Laws, Arts and Social and Historical Sciences (SLASH) would also be circulated with the Minutes of this meeting.

37 DATE OF NEXT MEETING

Noted

- 37.1 The next ordinary meeting of AB would be held on **Wednesday 24 October 2012 at 4.00pm** [but see also Minute 29.5, with footnote 3, above.]

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