

ACADEMIC BOARD

Wednesday 25 May 2011

MINUTES

*PRESENT*¹:

President and Provost (*Chair*)

Mr James Agar, Dr Robin Aizlewood, Mr Bob Allan, Professor Edward Allington, Professor Jonathan Ashmore, Mr Malcolm Bailey, Dr Bob Barber, Mr Frederick Bearman, Mr Milo Bem, Ms Julie Black, Professor David Bogle, Mr Matthew Bowles, Professor Robert Brown, Dr Wendy Brown, Dr Helene Burningham, Mr Peter Cadley, Mr Michael Chessum, Dr Alena Chong, Dr Sally Day, Professor Annette Dolphin, Professor Vince Emery, Dr Caroline Essex, Professor Susan Evans, Mr Marco Federighi, Dr Susan Ferguson, Professor Anthony Finkelstein, Professor Fred Fitzke, Mr Dominique Fourniol, Dr Martin Fry, Professor Mary Fulbrook, Dr Hugh Goodacre, Professor Helen Hackett, Professor Sue Hamilton, Mr Sean Hanna, Ms Sandra Hinton, Dr Graeme Hogarth, Dr Katherine Holt, Dr Mary Howman, Professor Brian Hutton, Mr Rex Knight, Dr Dilwyn Knox, Professor George Kolankiewicz, Mr Bill Lehm, Dr Dewi Lewis, Dr Patrick Lewis, Professor Roger Mackett, Dr Merle Mahon, Professor Charles Marson, Professor Susan Michie, Professor Neil Millar, Professor Nicola Miller, Dr Charlotte Mitchell, Dr Sara Mole, Dr Tarit Mukhopadhyay, Dr Caroline Newton, Dr Julie Olszewski, Dr Iris Oren, Dr Susan Parekh, Mr Frank Penter, Dr Hynek Pikhart, Dr Matthew Piper, Professor David Price, Professor Sara Randall, Professor Ada Rapoport-Albert, Dr Hilary Richards, Mr Patrick Robinson, Dr Benet Salway, Dr Seb Savory, Professor Ralf Schoepfer, Dr Stephanie Schorge, Dr Chris Scotton, Professor Richard Simons, Professor Lucia Sivilotti, Professor Iain Stevenson, Dr Cecil Thompson, Mr Simon To, Professor Derek Tocher, Professor Sir John Tooke, Dr Andrea Townsend-Nicholson, Professor Faraneh Vargha-Khadem, Ms Susan Ware, Dr Matthew Wing, Dr Astrid Wingler, Dr Gavin Winston, Professor Henry Woudhuysen, Dr Robert Wykes.

In attendance: Mr Tim Perry (*Secretary*), Mr Jason Clarke, Miss Ruth Coutinho (*vice* Fiona Duffy), Dr Tim Elson (*vice* Professor Alan Jones), Mr Peter Hart, Dr Gesine Manuwald, Mr Nick McGhee, Mr Alexander Nesbitt, Mr Leo Nicholas, Miss Amanda Smith.

Apologies for absence were received from: Professor Jurg Bahler, Dr Ruth Bell, Dr Ben Campkin, Dr Licia Capra, Professor Matteo Carandini, Ms Fiona Duffy, Professor Andrew Eder, Professor Marcus Giaquinto, Professor Xavier Golay, Ms Valerie Hogg, Professor Kate Jeffery, Miss Izabela Kolodziej, Professor Nicos Ladommatos, Professor Ofer Lahav, Dr Jennifer Linden, Professor Paul Longley, Dr Sajeda Meghji, Professor Usha Menon, Dr Jenny Morgan, Mr Nicholas Ovenden, Professor Lorraine Sherr, Dr Joy Sleeman, Professor Sacha Stern, Ms Olga Thomas, Professor Nick Tyler, Dr Nalini Vittal, Mr Nigel Waugh, Professor Michael Worton, Professor Mehrdad Zangeneh.

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 - n.mcghee@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
BASc	Bachelor of Arts and Sciences
CSS	Corporate Support Services
DoME	Division of Medical Education
HEAR	Higher Education Achievement Record
HEI	higher education institution
SLMS	School of Life and Medical Sciences
SMT	[Provost's] Senior Management Team
SoP	School of Pharmacy
UCL-Q	UCL in Qatar

30 **MINUTES**

Approved

- 30.1 The Minutes of the AB meeting held on 2 March 2011 [*AB Minutes 19-29, 2010-11*] were confirmed by the Board and signed by the Chair.

31 **MATTERS ARISING FROM THE MINUTES**

[*see also Minute 34 below*]

31A **Council approval of Academic Board recommendations**

[*AB Minutes 24B- 24C and 25, 2010-11*]

Noted

- 31A.1 At its meeting on 24 March 2011 Council had approved, on the recommendation of AB:
- the establishment of UCL-Q (UCL in Qatar) as an academic unit of UCL with effect from 1 August 2011;
 - the revised positioning of UCL SERAus within the structure of academic units of UCL with effect from 1 August 2011;
 - the Graduate School's annual report 2009-10.

32 **AWARDS TO UCL STAFF**

Received

- 32.1 APPENDIX AB 4/24 (10-11) – a note on the award of major prizes *etc* to members of the academic community of UCL since the March 2011 meeting of AB.

Reported

- 32.2 The Provost was pleased also to report the recent election of Professor John Morton as a Fellow of the Royal Society.

33 **PROVOST'S BUSINESS**

Received

- 33.1 An oral report by the Provost.

33A **School of Pharmacy**

Reported

- 33A.1 At a meeting on 12 May 2011 the Council of the School of Pharmacy (SoP) had voted for merger with UCL. A due diligence process was now commencing, subject to which it was anticipated that the merger would take effect from January 2012. It was intended that students

currently enrolled at the SoP would have the option of graduating with a UCL or SoP degree; those enrolling from 2012 would be awarded a UCL degree.

- 33A.2 UCL and the SoP had complementary strengths which should enable both parties to benefit from merger. The Provost thanked the UCL colleagues involved in developing and successfully making the case for the academic vision for the SoP as part of UCL. He commended what he saw as a visionary decision on the part of the School of Pharmacy Council.

34 **SCHOOL OF LIFE AND MEDICAL SCIENCES RESTRUCTURING**

[AB Minute 24A, 2010-11]

Noted

- 34.1 UCL Statute 8(1) provided that:

There shall be within the College such Faculties as the Council on the advice of the Academic Board may from time to time determine.

- 34.2 UCL Statute 10(1) provided that:

There shall be such academic units of the College as the Council on the advice of the Academic Board may from time to time determine, with such powers as determined by the Council on the advice of the Academic Board. ... The academic units of the College shall be designated Departments or Divisions or have such other designation as the Council on the advice of the Academic Board may from time to time determine.

Received

- 34.3 APPENDIX AB 4/25 (10-11) – an updated note on the proposed restructuring, with effect from 1 August 2011, of the School of Life and Medical Sciences.
- 34.4 An oral report by Professor Sir John Tooke, Vice-Provost (Health) and Head of the School of Life and Medical Sciences.

Reported

- 34.5 Since the AB meeting on 24 March 2011, a series of open meetings had been held with SLMS staff; Professor Tooke had also been in regular email contact with colleagues and held meetings to address any staff concerns about the proposals. The consultation process had revealed broad sympathy with the aim of creating four faculties of more balanced size, an aim which would be assisted by the incorporation of the School of Pharmacy into the Faculty of Life Sciences. There had been considerable debate about the names of the proposed new faculties; Professor Tooke was confident that the names now proposed addressed the concerns of the relevant parties. Suggestions that the document submitted to the previous AB meeting (APPENDIX AB 3-24 (10-11)) had been unnecessarily parochial had

been taken on board and would be addressed in the development of the School's strategy. Professor Tooke stressed that there was no intention to create a cumbersome bureaucracy at School level. He noted too that it was proposed that the Medical School become a Division of the Faculty of Medical Sciences, incorporating the present Division of Medical Education (DoME).

- 34.6 The conclusions of an administrative review of SLMS had just been received by Professor Tooke, who was confident that the restructure process could be achieved without an increase in administrative costs. All staff in the School had been informed of the outcome of the engagement exercise and had been informed of the next steps in the process. It would be essential to ensure there was minimal disruption to the provision of education over what would inevitably be a year of transition.
- 34.7 It was now proposed that a recommendation be made to Council that the new structure be established with effect from 1 August 2011.

Discussion

- 34.8 In response to a question, Professor Tooke confirmed that the Deans of each of the four new faculties would be members of SMT in their own right, despite their reporting line to the Vice-Provost (Health). The Vice-Provost would play an important role in facilitating inter-faculty working.

RECOMMENDED (to Council)

- 34.9 **That, in accordance with UCL Statute 8(1), the Faculty of Biomedical Sciences be disestablished with effect from 1 August 2011 and Faculties of Brain Sciences, Medical Sciences and Population Health Sciences be established with effect from 1 August 2011.**
- 34.10 **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 AB 4/25 (10-11).**

35 **PROVOST'S GREEN PAPER**

Noted

- 35.1 At a meeting held on 19 May 2011 Council had discussed the Provost's draft Green Paper 2011-2021 and agreed to its dissemination to the wider UCL community. Feedback and suggestions would then be invited from across the UCL community and it was intended that the Provost would convene a number of 'town meetings' to discuss the Green Paper. A final version of the document would then be prepared in light of the consultation for submission to Council at its meeting on 6 July 2011. At that meeting, Council would be invited to adopt the document as a Council White

Paper for the period 2011-2021. The draft document had remained confidential to members of Council prior to the 19 May meeting. It had been hoped to issue the Green Paper to AB members following the Council meeting and prior to the 25 May meeting of AB.

Received

- 35.2 A presentation, filed with these Minutes as APPENDIX AB 4/32 (10-11), and an oral report by the Provost.

Reported

- 35.3 It had not been possible to circulate the draft Green Paper in advance of the AB meeting. Council's reception of the document had been very positive but the Provost now planned to make a number of amendments in the light of Council discussion. It was intended that the revised Green Paper, with an executive summary, would be made publically available on the UCL website during the week beginning 30 May, and that a series of town meetings would be held in June.
- 35.4 The Provost had prepared a first draft Green Paper a year ago. At that time it had been necessary to focus on cost cutting and the savings that would need to be made. The Provost reminded AB that in the run-up to the May 2010 General Election the major political parties had given negligible information about their plans for the future of HE funding; only the Institute of Fiscal Studies had been able to give a realistic analysis of the situation, pointing out that the major parties were committed to cuts and to protecting areas of public spending that did not include HE. A year on and in the light of subsequent developments, UCL's financial position was stable. It would be necessary of course to take account of major changes and challenges in the structure of HE funding, including the fundamental changes in the way that students would pay for their education from 2012. Nevertheless, the Provost felt that it was now possible to envisage the further growth of UCL – which he considered essential in order to sustain institutional energy, momentum and morale.
- 35.5 Against this background, the Green Paper reflected an increasingly strong focus on enhancing the student experience. UCL needed to be mindful both of the university's obligation to its students and of a global market for higher education that was increasingly competitive. UCL's research reputation was attractive to applicants; it was essential to ensure that a student's learning experience lived up to their expectations. The Provost reiterated his strongly-held view that all members of UCL's academic staff should carry out teaching. Integrating research and enterprise into the student experience would be a key priority. There was also a need to find ways to differentiate UCL graduates from those of competitors; the introduction from 2012 of a GCSE foreign language requirement for UK undergraduate students was one way of demonstrating that UCL graduates were equipped to play their role as global citizens.

- 35.6 Previous green papers had been published in 2004 (reviewed in 2005, when the Regeneration Programme had been introduced) and 2007; the aims laid out in those documents had largely been achieved. In recent years UCL had developed a range of institutional strategies and could now be regarded as 'strategy rich'; this allowed the current Green Paper to focus rather on setting out the overall aims and ambitions of UCL.
- 35.7 The Government's future intentions in respect of student numbers would not be confirmed until the publication of its White Paper on Higher Education, now expected in the second half of June or July 2011. The current arrangements placed limits on HEIs' UK / EU student numbers. Two different possibilities for the future had recently received media coverage. The first suggestion, that universities might be permitted to take 'off-quota' additional students who were able to pay the full fee directly, had been roundly rejected and hurriedly withdrawn. The second suggestion was that the student numbers quota be lifted in respect of students with the equivalent of AAB at A-level and there was increasing expectation that this would find its way into the Government's forthcoming White Paper. If adopted, this policy would represent a lifting of the quota in respect of 70% of UCL students, and enable UCL to grow wherever there was sufficient demand and departments had the resources for increasing their student numbers. This would mean that new programmes such as the BAsc, to which a commitment had been made in the 2007 White Paper and which would be launched in 2012, could be introduced without reducing student numbers on other programmes. It would also offer departments the opportunity to recalibrate their intake of UK/EU and overseas students. The Provost noted that this change represented a threat as well as an opportunity for UCL, in that competitor institutions might have as much if not greater capacity for expansion.
- 35.8 The BAsc was part of a larger trend towards the creation of fewer, more generic entry points into university. This was one element of a wider question that needed to be addressed: namely, the extent to which a global university like UCL should move away from traditional British approaches in HE. In terms of degree classification, for example, the US model was internationally dominant and consequently more widely understood. Even within the UK, UCL was now one of only four Russell Group universities that had not adopted a semester system. The Provost was minded to investigate whether a parallel degree classification system could be established, with a grade point average generated automatically out of existing information regarding student performance. The move towards implementing the Higher Education Achievement Record (HEAR) was clearly relevant here.
- 35.9 Staff lay at the heart of the UCL Vision. The attraction and retention of staff as REF 2014 approached was vital. The Provost was developing, in collaboration with the new Director of Human Resources, a fresh approach to the HR role as enabler and source of professional advice on the basis of which Deans and Heads of Departments could take the necessary decisions. The withdrawal of

the compulsory retirement age presented a significant challenge which it would be important to manage with care.

- 35.10 The Provost noted that the introduction of the £9,000 undergraduate fee in 2012-13 would reduce the financial differentiation between UK/EU and overseas students fees. He outlined the reasoning behind UCL's decision to charge the maximum student fee and key features of the UCL Access Agreement which was now awaiting approval by the Office for Fair Access. UCL planned to hypothecate around one-third of the total additional fee income to support students from less advantaged backgrounds, through investment in outreach activities, scholarships and bursaries. This approach had been taken in preference to fee waivers because there was no up-front benefit to students from the latter; it was clearly more helpful to students to provide funds at the time of study by way of a bursary or scholarship.
- 35.11 The Provost noted that it was intended to review UCL's recruitment of graduate research students and the UCL Graduate School.
- 35.12 UCL had once had the habit of running a deficit budget every year. It would henceforth be essential to budget a surplus in order to be able to make the necessary capital investments. The Vice-Provost (Operations) was taking the lead on ensuring that UCL was operating at the highest levels of efficiency, reducing overheads and eliminating waste. The new development opportunities which would arise following the 2012 Olympics would not be overlooked.

Discussion

- 35.13 In response to a request from the Convenor of the elected non-professorial members group, the Provost confirmed that arrangements would be made for one of the scheduled town meetings mentioned in the presentation to be designated a meeting of Academic Board, thereby making available to AB members a formal mechanism through which to comment on the Green Paper after the document had been made public [*see also Minute 42 below*].
- 35.14 A student member of AB welcomed the references made in the Provost's presentation to celebrating diversity and countering poverty, but raised a management issue wherein, the student member suggested, UCL's actions ran counter to the aims embodied in the Green Paper. The Provost did not agree that there was a contradiction between the two but noted that AB was not in any case the appropriate forum in which to address the matter in question.
- 35.15 The Provost confirmed that Council would be responsible for overseeing the implementation of the Green Paper, and had already proposed at its meeting on 19 May 2011 that Key Performance Indicators be developed as part of that process.
- 35.16 AB confirmed that it was content with the approach outlined in the presentation.

36 **LEAD OFFICER REPORTS**

Noted

36.1 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 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 Academic Committee, AB and Council.

36.2 Lead Officer arrangements were accordingly put in place for the following areas:

- Careers and Employability;
- Recruitment and Admission of Students;
- Research Strategy;
- Student Accommodation;
- Student Welfare Co-ordination.

36.3 AB was to receive Lead Officer reports on the above areas (with the exception of Recruitment and Admission of Students – see Minute 36.4 below) prior to their submission to the Council meeting of 6 July 2011. The reports had been endorsed by Academic Committee at its meeting on 12 May 2011.

36.4 The arrangements in the area 'Recruitment and Admission of Students' had been designed on the assumption that Lead Officer responsibilities could be assigned to a single officer. That assumption was reasonable at the time but subsequent organisational change at UCL meant that responsibility for the areas in question was split between different parts of the Corporate Support Services (CSS). Although the arrangements had nevertheless been agreed by Council in November 2010, with the Academic Registrar as Lead Officer, no report on the operation of these arrangements had been produced prior to the Lead Officer's departure from UCL at the beginning of May 2011. Against this background, the Director of Registry and Academic Services was now in the process of reviewing the Lead Officer arrangements in this area, in consultation with the other CSS colleagues concerned. It was hoped to submit revised proposals to Council for approval at its meeting on 6 July 2011 and a report on this area to meetings of Academic Committee, AB and Council in the Autumn Term 2011.

Reported

36.5 The Provost drew the attention of AB to these important reports, and noted that any comments on them should be sent to the authors concerned and copied to Tim Perry, as Secretary to Council.

RECOMMENDED (to Council)

- 36.6 That APPENDICES AB 4/26 – 4/29 (10-11) – Lead Officers' reports on (i) Careers and Employability, (ii) Research Strategy, (iii) Student Accommodation, and (iv) Student Welfare Co-ordination respectively – be approved.

37 **DATES OF MEETINGS 2011-12**

Noted

- 37.1 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.

RESOLVED

- 37.2 That Academic Board meetings be held on the following dates in the academic year 2011-12:

- Wednesday 26 October 2011
- Wednesday 29 February 2012
- Wednesday 23 May 2012

38 **APPOINTMENTS**

Received

- 38.1 APPENDIX AB 4/30 (10-11) – a list of recent appointments (i) of Dean of Faculty, (ii) of Heads of Academic Departments and (iii) to established Chairs and Readerships tenable at UCL.

39 **ACTION TAKEN BY THE CHAIR ON BEHALF OF ACADEMIC BOARD**

Noted

- 39.1 The Chair had taken action on behalf of AB to approve:
- the conferring of the title of Professor of Surgery on Professor Ajay Kumar Kakkar (Lord Kakkar) in respect of his appointment at UCL;
 - the transfer of Professor Hans van Wees to the established Grote Chair of Ancient History;
 - the appointment of Professor John Marshall to the Frost Chair of Ophthalmology.

39A **Academic Board Working Groups on Established Chairs and Readerships tenable at UCL**

Noted

39A.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 4/31 (10-11)².

40 **TERM DATES 2013-2014**

Noted

40.1 The most recently agreed set of term dates confirmed by the Academic Registrar, for the academic session 2013-2014, was as follows:

- 23 September 2013 – 13 December 2013
- 13 January 2014 – 28 March 2014
- 28 April 2014 – 13 June 2014

41 **ACADEMIC BOARD SECRETARY**

Noted

41.1 With effect from 1 August 2011 Jason Clarke, as Director of Academic Support, would succeed Tim Perry as Secretary to AB. Mr Perry, as Director of Registry and Academic Services, was now a member of AB.

Reported

41.2 The Provost noted that Mr Perry had serviced AB for some 22 years. AB expressed its appreciation and thanks to Mr Perry for his work as Secretary. Mr Clarke was welcomed to his new role.

42 **DATE OF NEXT MEETING**

Noted

42.1 As noted above, an additional meeting to discuss the Provost's Green Paper would take place during June 2011³.

42.2 The first AB meeting of 2011-12 would be held on **Wednesday 26 October 2011 at 4pm.**

² 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 file with these Minutes.

³ The meeting date was subsequently confirmed as **Tuesday 14 June** at 1pm (in Cruciform Lecture Theatre 1).

TIM PERRY
Director of Registry and Academic Services
6 June 2011

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