



## COUNCIL

Thursday 5 June 2018

### MINUTES

*PRESENT:*

Dame DeAnne Julius (*Chair*)

Ms Sarah Al-Aride  
 Mr Dominic Blakemore  
 Professor Annette Dolphin  
 Dr Andrew Gould  
 Mr Hamza Jamshaid  
 Mr Turlogh O'Brien  
 Lord Sharkey  
 Mr Justin Turner QC  
 Professor Andrew Wills

Professor Michael Arthur (*President and Provost*)  
 Professor Lucie Clapp  
 Dr Martin Fry  
 Professor Patrick Haggard  
 Ms Lindsay Nicholson  
 Dr Hynek Pikhart  
 Mr Philip Sturrock (*Treasurer*)  
 Ms Sarah Whitney  
 Baroness Valentine (*Vice-Chair*)

*In attendance:* Ms Wendy Appleby (Secretary to Council); Ms Anne Marie O'Mullane (Assistant Secretary to Council); *For minutes 88 - 101:* Dr Dame Nicola Brewer (Vice-Provost (International)); Dr Celia Caulcott (Vice-Provost (Enterprise and London)); Ms Lori Houlihan (Vice-Provost (Development)); Professor David Lomas (Vice-Provost (Health)); Professor David Price (Vice-Provost (Research)); Professor Anthony Smith (Vice-Provost (Education & Student Affairs)); *For minute 94:* Professor Ivan Parkin; Professor Nigel Titchener-Hooker (BEAMS DEANS); *For minute 99:* Mr Andrew Grainger (Director of UCL Estates); Mr Mark Hopley (Director of Finance, UCL East); Professor Paola Lettieri (Academic Director, UCL EAST).

Apologies for absence were received from Ms Nahid Majid; Mr Philip Harding (Director of Finance & Business Affairs); and Mr Rex Knight (Vice-Provost (Operations)).

*Key to abbreviations used in these Minutes:*

AB	Academic Board
AMRC	Association of Medical Research Charities
ASER	Annual Student Experience Review
BAME	Black, Asian and minority ethnic
BEAMS	School of the Built Environment, Engineering and Mathematical and Physical Sciences
EPSRC	Engineering and Physical Sciences Research Council
ERC	European Research Council
IoE	Institute of Education
IoN	Institute of Neurology
IPR	Intellectual Property Rights
MRC	Medical Research Council
NSS	National Student Survey

OfS	Office for Students
PSW	Pool Street West
PTES	Postgraduate Taught Experience Survey
QS	Quadrelli Symonds
SLMS	School of Life and Medical Sciences
UKDRI	UK Dementia Research Institute
UCLB	UCL Business
UKVI	UK Visas & Immigration
UUK	Universities UK

### Preliminary Formal Business

#### 85. REGISTER OF INTERESTS

- 85.1 Lord Sharkey declared an interest as Chair of the AMRC in relation to Item 10, *Intellectual Property Rights Policy*.

#### 86. MINUTES OF THE PREVIOUS MEETING

- 86.1 **Approved:** - The minutes of the meeting held on 27 April 2018 [*Council Minutes 77-84, 2017-18*] were confirmed by Council.

### Matters for Discussion

#### 87. PROVOST'S BUSINESS

##### 87A UCL EAST

- 87A.1 UCL had secured £100 million from the Government towards the capital cost of building its new campus at UCL East. This had been announced at the Mayor of London's launch event for the East Bank. Council congratulated everyone involved for this success.

##### 87B Royal Society

- 87B.1 Six scientists from the UCL community had been elected as Fellows of the Royal Society. Council agreed to extend their congratulations to these individuals.

##### 87C Routine Audit of Visa Compliance

- 87C.1 A UKVI audit of Tier 2, 4 and 5 visas had taken place. UCL was aware that the review of HR records had been completed with nothing

significant being identified. The audit of Tier 4 student records was yet to be completed. UCL was currently awaiting the formal outcome of the audit.

**87D Special Meeting of Academic Board**

87D.1 There was a special meeting of AB on the 14 May 2018. Over 200 AB members attended the meeting where there was a vote on a motion to establish a Commission of Inquiry on UCL's governance, decision-making and strategic direction. The motion was carried by 149 votes, with 44 votes against the motion and seven abstentions.

87D.2 Discussion was constructive with speakers on both sides of the motion. The main concern was how to achieve greater academic impact into decision-making. While many AB members spoke in support of the motion, some members spoke against the motion.

**87E Review of Post-18 Education and Funding**

87E.1 A review of Post-18 Education and Funding was being undertaken by an independent panel, chaired by Philip Augar. The Review was expected to report to the Prime Minister in the autumn. It was unclear whether the report would be publicly available.

**88. SPECIAL RESOLUTION**

*[Paper 6-59, 2017-18]*

88.1 **RESOLVED:** - Subject to the passing of the University of London Bill 2017 and it receiving Royal Assent, the UCL Council, being duly constituted, and being convened and held not less than one month and not more than four months after the date of the first resolution on 27 April 2018, **resolves to pass** a Special Resolution and to petition Her Majesty The Queen for the grant of a Supplemental Charter to reflect the changes to the Charter and Amended Statutes.

88.2 This resolution has been passed by a majority consisting of not less than two thirds of those present and voting and which is an absolute majority of all the members of the Council.

**89. REGULATIONS FOR MANAGEMENT**

*[Paper 6-60, 2017-18]*

89.1 **RESOLVED:** - to approve the proposed changes and conditional proposed changes to the Regulations For Management subject to a clarification of the language in section 6.1 (vi); that it is only full professors who will be ex officio members of AB.

**90. ANNUAL REVIEW OF UCL 2034 PRINCIPAL THEME 1 – ACADEMIC LEADERSHIP**

*[Paper 6-61, 2017-18]*

- 90.1 The Provost updated Council on progress with delivering UCL 2034, Principal Theme 1, *Academic Leadership*. While there was overall satisfaction with UCL's strong academic performance, there was a diverse discussion on a range of matters that related to the delivery of Principal Theme 1. This included the practices to encourage BAME diversity in recruitment, the use of housing loans to encourage academic recruitment, the use of the ASER intensive process to support weaker performing departments with improving their NSS and PTES scores, the role of academic teaching qualifications in the promotion and delivery of high-quality teaching, the need to engage with the external environment to promote the value of HE, the need to evaluate the operation of the new academic career framework, and the steps being taken to address incidents of harassment and bullying.

**91. SCHOOL REPORT – SCHOOL OF LIFE AND MEDICAL SCIENCES REPORT**

*[Paper 6-62, 2017-18]*

- 91.1 Professor Lomas presented the SLMS report and gave an overview of key achievements since the last report to Council. In the QS rankings, UCL 'Life Sciences and Medicine' ranked 8<sup>th</sup> in the world (up from 11<sup>th</sup> in 2017) and 3<sup>rd</sup> in the UK. Applications for research grants in SLMS had reached an all-time high of just over £1 billion per annum in the 2017 financial year. The Institute of Women's Health had been awarded an Athena SWAN gold accreditation. This made UCL one of only 3 universities to have 2 Departmental Athena SWAN Gold Awards.
- 91.2 Professor Lomas discussed with Council the challenges the School faced. The strength and growth in research activity had impacted on the ability of the School to achieve the percentage contribution margin achieved by the other UCL Faculties. This was a feature of other medical schools; however, the SLMS finances were being managed closely and the contribution increasing slowly as a consequence, although the rate of increase needed to be accelerated. In particular, the School found overhead recovery for UK Charity funded research challenging, despite the receipt of Charity QR. Lord Sharkey declared an interest in relation to this matter due to his role as Chair of the Association of Medical Research Charities. The School also had improvements to make with NSS scores for assessment and feedback. To address this, work was underway to embed a high-quality teaching culture.

**92. INTELLECTUAL PROPERTY RIGHTS POLICY**

*[Paper 6-64, 2017-18]*

- 92.1 Dr Celia Caulcott, Vice-Provost (Enterprise and London), presented a paper on the reconstituted IPR Policy and associated FAQ document. It was clarified that the document did not address the process and practice of identifying commercially valuable IPR, nor the Revenue Sharing Policy, which remained unchanged.

- 92.2 Council noted that the Academic Board had considered the policy and was content with it. Council asked for the production of a review of the policy after a year and asked that this be combined with the production of a further piece of work on ensuring that UCL was maximising its opportunities for exploiting its intellectual capital as it was a matter not covered by the IPR Policy. The VP Enterprise was asked to convene a workshop for interested Council members on this aspect and return to Council with the additional document within the next academic year.

**RESOLVED: -**

- 92.3 **To approve the re-constituted IPR Policy.**

### 93. CHAIR SELECTION PROCESS

*[Paper 6-65, 2017-18]*

- 93.1 The Vice Chair of Council presented the paper outlining the proposed process and timeframe for the appointment of a new Chair of Council to succeed Dame DeAnne Julius on or before 1 October 2019 when her term expires. Members agreed that that the Selection Committee should include a student member of Council.
- 93.2 There was discussion on the question of the Provost's membership of the Selection Committee as some members expressed concern that it might present a conflict of interest. An alternative approach would be for the Provost to have a more informal role where he would meet with candidates and provide feedback to the Selection Committee. After a debate about the pros and cons of the potential arrangements it was agreed to put the question to a vote. The Provost declared a conflict of interest and did not participate in the vote.

**RESOLVED: - on the recommendation of Nominations Committee, following a majority vote:**

- 93.3 **That the Nominations Committee would lead the search and selection process (with the addition of a student member of Council to join the search committee) and the outline approach/timetable would be followed. The Selection Committee would include the Provost.**

### 94. SCHOOL REPORT – BEAMS

*[Paper 6-66, 2017-18]*

*[Professor Ivan Parkin and Professor Nigel Titchener-Hooker, BEAMS Deans, attended for this item]*

- 94.1 The School had delivered in 2017-18 a contribution of £121.6m (36% of UCL academic total; 7.2% surplus against UCL's target of 5.5%) and considered it to have reached the limit of contribution. The Times QS 2017 ranking places the Bartlett as second best in the world, Computer Science at 18th, Physical Sciences as 23rd and Engineering at 36th. UCL's EPSRC portfolio had now reached more than £338M and the School had currently 29 ERC grants in physical sciences and engineering

- 94.2 Within BEAMS, undergraduate teaching received on average 83% overall satisfaction in the 2017 NSS. Several departments were performing well, however, there were areas where improvement was needed. Rollout of the common undergraduate Integrated Engineering Programme and other Faculty-wide initiatives were designed to enhance the student experience.
- 94.3 Looking to the future, the development of UCL East was considered to be one of the greatest opportunities for the Bartlett and Engineering. The School envisaged that, with the correct institutional prioritisation, the estate would be a major enabler for it to meet its financial targets. The challenges with securing effective support to enable the School to work on research contracts with industry partners were also explored.

<b>Matters for approval or information</b>
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**95. Amendment to the name of UCL Institute of Neurology**

*[Paper 6-67, 2017-18]*

- 95.1 **Approved:** - the proposal to change the name of the 'UCL Institute of Neurology' (ION) to the 'UCL Queen Square Institute of Neurology', with effect from the start of the academic year 2018-19.

**96. TERMS OF REFERENCE: COUNCIL COMMITTEES**

*[Paper 6-51, 2017-18]*

- 96.1 **Approved:** - the proposed updates to the terms of reference of the Finance Committee and the proposed updates to the composition of Audit Committee and Remuneration and Human Resources Strategy Committee.
- 96.2 Council noted the terms of reference for Nominations Committee and Honorary Degrees and Fellowship Committee, which remained unchanged.
- 96.3 Following discussion regarding the proposed amendments to the terms of reference of Investments Committee, it was agreed that the Investments Committee would report to Finance Committee but produce an annual report for Council and Academic Board.

**97. UCL Prevent Annual Report 2016-17 Outcome Letter for Management**

*[Paper 6-70, 2017-18]*

- 97.1 **Received:** - the outcome letter and the details of the actions being taken to address the concerns of the OfS regarding UCL's implementation of the Prevent Duty.

**98. DATE OF THE NEXT MEETING**

- 98.1 The next meeting was scheduled for **Tuesday 17th July 2018 at 3pm** in the **Haldane Room, Wilkins Building**.

Wendy Appleby  
Secretary to Council  
June 2018