



## COUNCIL

Tuesday 15 May 2012

## MINUTES

### *PRESENT:*

Sir Stephen Wall (*Chair*)

Professor David Attwell  
Lord Clement-Jones  
Ms Philippa Foster Back  
Mr Rob Holden  
Mr Simon Melliss  
Dr Benet Salway  
Dr Stephanie Schorge  
Professor Nick Tyler  
Professor Maria Wyke

Ms Anne Bulford (*Treasurer*)  
Mr Luke Durigan  
Professor Malcolm Grant  
(*President and Provost*)  
Ms Vivienne Parry (*Vice-Chair*)  
Dr Gill Samuels  
Professor Chris Thompson  
Baroness Warwick

*In attendance:* Ms Amy Evans (Student Activities Officer, UCLU); Mr Rex Knight (Vice-Provost (Operations)); Ms Lori Manders (Director of Development and Alumni Relations); Ms Fiona McClement (Equalities and Diversity Adviser); Mr Nick McGhee (Assistant Secretary to Council); Mr Tim Perry (Secretary to Council); Mr Adrian Punaks (Deputy Director of Development and Alumni Relations); Professor Anthony Smith (Vice-Provost (Education)); Professor Stephen Smith (Dean, Faculty of Social and Historical Sciences); Professor Sir John Tooke (Vice-Provost (Health)); Mrs Alison Woodhams (Director of Finance and Business Affairs); Professor Michael Worton (Vice-Provost (International)).

Apologies for absence were received from: Dr Bob Barber, Mr Mark Knight, Mr Tim Rees Jones and Ms Katharine Roseveare.

*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 be recorded in these Minutes.*

*Key to abbreviations used in these Minutes:*

BME	black and minority ethnic
CARP	Carpenters Against Regeneration Plans
DARO	Development and Alumni Relations Office
HEI	higher education institution
HESA	Higher Education Statistics Agency
KPI	key performance indicator
LBN	London Borough of Newham
NIHR	National Institute for Health Research
OFFA	Office for Fair Access
SET	science, engineering and technology
SHA	Strategic Health Authority
SWAN	Scientific Women's Academic Network
UCAS	Universities and Colleges Admissions Service
UCLP	UCL Partners

<b>Preliminary Formal Business</b>
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66 **MINUTES**

*Approved*

- 66.1 The Minutes of the Council meeting of 4 April 2012 [*Council Minutes 50-65, 2011-12*] were confirmed by Council and signed by the Chair.

67 **MATTERS ARISING FROM THE MINUTES**

[see Minutes 73 and 76 below]

<b>Matters for discussion</b>
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68 **REPORT FROM THE VICE-PROVOST (EDUCATION)**

*Received*

- 68.1 APPENDIX C 5/58 (11-12) – a report by the Vice-Provost (Education).
- 68.2 An oral report from Professor Anthony Smith, Vice-Provost (Education).

*Reported*

- 68.3 Professor Smith drew attention to several key issues, including: the impact of the new fee regime on undergraduate application numbers; the challenging widening participation targets set out in UCL's Access Agreement; the development of education-related projects set out in the White Paper; and proposals for A-level reform.

*Discussion*

- 68.4 The removal of student number controls in respect of applicants achieving grades AAB+ or equivalent would tend to have a negative impact on widening participation across the sector. The recent unforeseen announcement by the Government of its intention to extend deregulation, with effect from the 2013 entry, to include students with ABB+ or equivalent would increase concerns on this front.
- 68.5 The target set out in UCL's Access Agreement to increase UCL student intake from state schools (65.3% in the latest figures available) by 10% over a period of five years was undoubtedly challenging, not least because the target had been set prior to the introduction of the AAB+ dispensation. UCL would seek to attract well-qualified applicants

wherever they could be found; Professor Smith drew Council's attention to the state sector:private sector ratio of 93:7 in A-level participation. UCL had invested significantly increased resources in trying to meet its targets in this respect, and was engaging in a wide range of outreach activities. Professor Smith noted a pilot, during the current year's admissions cycle, of a 'contextual data' system in which offers of a proportion of undergraduate places were made with reference to school performance and progression to higher education data.

68.6 Council members suggested that it would be useful to research the factors influencing the university choices made by potential applicants in the state sector. There was evidence to suggest that departments could have a positive impact on their application rates by reframing the terms in which they described their programmes of study.

68.7 The risks of a partial failure to meet the targets set out in the access agreement, in terms of the scale and timing of potential fines imposed by OFFA, were unknown. The complex and uncertain situation described seemed set to increase competition among HEIs to attract those state school applicants with AAB+.

## 69 EQUALITIES AND DIVERSITY STRATEGY

### *Received*

69.1 APPENDIX C 5/59 (11-12) – an update on the Equalities and Diversity Strategy, with, at Annexe 1, the Equalities and Diversity Report 2012.

69.2 An oral report from Professor Stephen Smith, Dean, Faculty of Social and Historical Sciences and Chair, Committee for Equal Opportunities.

### *Reported*

69.3 Professor Smith drew Council's attention to UCL's mixed record in making progress towards the 16 objectives set out in the Equalities and Diversity Strategy in July 2011.

### *Discussion*

69.4 Council commended the quality and clarity of the update report, and welcomed the progress made in certain areas, notably the establishment of a network of Equalities Champions and the significant improvement in UCL's position in the Stonewall Equality Index. Council congratulated all those concerned.

69.5 Council proceeded to discuss in turn those objectives against which relatively little improvement appeared to have been made. Council noted or commented as follows:

- *Understanding and engagement with equality and diversity issues across the institution.* If records were correct that only 25% of UCL

staff had completed online diversity training<sup>1</sup>, despite this being mandatory for new staff, this was an issue that needed to be addressed as a priority.

- *Providing a positive working environment for all staff.* It should be possible to make progress on the issue of arranging meetings within normal working hours.
- *Increasing proportion of women in leadership roles and in SET disciplines.* Council noted that the recent announcement by the Chief Medical Officer that the Athena SWAN silver award would become a requirement for NIHR funding had been helpful in stimulating dialogue in this area.
- *Recruitment of ethnically diverse staff.* There was considerable work to be done if the target of 31% BME staff by 2015 was to be achieved. Professor Smith noted a significant gap in the success rates of applicants from different ethnic backgrounds. Although some steps had been taken in this area it was proposed to introduce blind short-listing processes across the institution as soon as UCL's online recruitment software could be updated. Issues in progression of BME staff were also noted. Staff training in unconscious bias was ongoing.

- 69.6 Council expressed concern about the overall rate of UCL's progress towards achieving the objectives set out in the Equalities and Diversity Strategy. It was agreed to be crucial to UCL's global brand for the university to be seen to be making better progress in these areas. While senior management had a key role to play in driving progress, it was very important for accountability in this area to be drawn down through the staff hierarchy.
- 69.7 Council agreed that the adoption at institutional level of a small number of new KPIs would help to signal the seriousness with which UCL regarded the need to make improvements in this area. The importance of training events, succession planning, and the breaking down of goals into achievable steps were all noted. It was also suggested that the 16 objectives laid out in the Strategy might usefully be grouped together into themes.
- 69.8 Although Council recognised the importance of all the areas in which progress was limited to date, it would be necessary to prioritise these in the face of limited resources. It was agreed that urgent effort should in the immediate future be focused on gender issues, including the need to recruit women to senior management roles in UCL, and on ensuring that all staff undertook equalities and diversity training. Council was reminded of the useful research into gender equality issues which Professor Jan Atkinson had carried out shortly before her retirement from UCL.
- 69.9 The Provost thanked Council for a very useful discussion and indicated that the issues raised would be considered further by his Senior Management Team. It was agreed that a progress report should be brought to Council before the end of the calendar year.

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<sup>1</sup> It was subsequently confirmed that the figure of 25% was correct and referred to all staff, not only new staff.

70 **DEVELOPMENT AND ALUMNI RELATIONS REPORT**

***Received***

- 70.1 APPENDIX C 5/60 (11-12) – a report from the Director of Development and Alumni Relations.
- 70.2 An oral report from the Ms Lori Manders (Director of Development and Alumni Relations) and Mr Adrian Punaks (Deputy Director of Development and Alumni Relations).

***Reported***

- 70.3 The Campaign for UCL was expected to close shortly, two years ahead of schedule and already £16m above the ten-year target set in 2004. Preparations were now being made for a new campaign, due to launch in 2014 with a new campaign board. Consideration was already being given to the fund-raising opportunities presented by UCL's 200<sup>th</sup> anniversary in 2026. Ms Manders also drew attention to a new area of endeavour, fundraising in collaboration with partner institutions such as Great Ormond Street, the Royal Free and Moorfields Eye Hospitals.

***Discussion***

- 70.4 Council congratulated Ms Manders and her team on what was a remarkable result. The Chair noted also the Provost's sustained involvement in this area of activity, which had clearly been a crucial factor in the Campaign's success.
- 70.5 The possibility of developing a fundraising programme specifically designed to provide a stream of financial support for postgraduate taught study was discussed. Council also noted the importance of senior management and governing body giving in the culture of university fund-raising.

71 **GIFT ACCEPTANCE POLICY**

*[Council Minute 23, 2011-12]*

***Received***

- 71.1 APPENDIX C 5/61 (11-12) – UCL Guidelines for the Acceptance of Gifts and Donations.
- 71.2 An oral report from Ms Lori Manders.

***Reported***

- 71.3 An earlier iteration of the policy had been discussed and agreed, subject to some adjustments, by Council at its meeting on 23 November 2011. The changes incorporated in the revised policy now before Council included a statement regarding academic freedom and a mechanism for ensuring that smaller gifts were brought to the attention of the DARO.

**Discussion**

- 71.4 Council noted that the wording of the clause in the document regarding ‘anonymous donations’ needed to be clarified. It was also agreed that ‘signed’ in paragraph 9 would be amended to read ‘signed off’.

**RESOLVED**

- 71.5 **That Council approve the UCL Guidelines for the Acceptance of Gifts and Donations, subject to the amendments noted in the foregoing discussion.**

72 **VICE-PROVOST (HEALTH) UPDATE REPORT**

*[Council Minute 7, 2011-12]*

**Received**

- 72.1 APPENDIX C 5/63 (11-12) – a report from the Vice-Provost (Health).  
72.2 An oral report from Professor Sir John Tooke, Vice-Provost (Health).

**Reported**

- 72.3 Postgraduate medical education and training had to date been run by Deaneries hosted and led by Strategic Health Authorities (SHAs). The abolition of SHAs with effect from April 2013 meant that the NHS had sought to appoint new lead providers and UCL Partners had bid successfully to be the chief London provider of postgraduate medical and dental education training. It was hoped that the new arrangements would help to address the disconnect between academia and postgraduate training in the UK. The new system gave UCL the opportunity to play a leading role in improving the quality of training, and to act as a magnet for the strongest trainees in the country.

**Discussion**

- 72.4 With the accession of additional academic partners (Queen Mary University of London, City University, London South Bank University and the University of East London), UCLP now had access to a population base of 4-5 million, comparable with the best Academic Health Science Systems internationally. In response to questions, Sir John confirmed that it was intended that the proposed modular MSc programmes would be accessible to other groups wherever possible, and that junior doctors in the system would remain employees of one or other of the partner NHS Trusts, rather than transferring their employment to UCLP.

73 **NEW CAMPUS UPDATE**

**Received**

- 73.1 An oral report by Mr Andrew Grainger, Director of UCL Estates.

***Reported***

- 73.2 The exclusivity agreement between UCL and the London Borough of Newham (LBN) had today been extended to September 2012 in order to provide more time to develop initial proposals and accommodate both UCL and LBN governance requirements for approval to move to the next stage.
- 73.4 As part of an ongoing community engagement process, representatives of UCL had offered to meet with the members of the CARP campaign. An initial meeting with Revd David Richards, who had written to Council members on Newham residents' behalf, had taken place. Both Mr Grainger and, subsequently, the Provost would also be meeting with him in the near future. It was agreed that the Chair of Council would respond, on behalf of Council, to Revd Richards' latest email to Council members.

***Discussion***

- 73.5 Professor Tyler reported that the Academic Stakeholders' Group was exploring ways to ensure that UCL's engagement in the project reflected an awareness of the needs and concerns of the local community.

<p style="text-align: center;"><b>Matters for approval or information</b></p>
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74 **FINANCIAL UPDATE**

***Received***

- 74.1 APPENDIX C 5/65 (11-12) – a financial update as at March 2012.

75 **COMMITTEE FOR EQUAL OPPORTUNITIES ANNUAL REPORT 2010-11**

***Received***

- 75.1 APPENDIX C 5/66 (11-12) – the Committee for Equal Opportunities Annual Report 2010-11.

***RESOLVED***

- 75.2 **That the Committee for Equal Opportunities Annual Report 2010-11 be approved.**

76 **REGULATIONS FOR MANAGEMENT**

***Received***

- 76.1 APPENDIX C 5/67 (11-12) – a note introducing proposed amendments to the UCL Regulations for Management.

***RESOLVED***

- 76.2 **That the amendments to Regulation for Management as set out in the note at APPENDIX C 5/67 (11-12) be approved.**

77 **REPORTS OF COMMITTEES TO COUNCIL**

***Received***

- 77.1 APPENDIX C \*<sup>2</sup>5/68 (11-12) – a list of committee minutes received by Council officers since the last meeting of Council.

Tim Perry  
Secretary to Council (and Director of Registry and Academic Services)  
May 2012

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<sup>2</sup> An appendix or annexe reference preceded by an asterisk indicates that, for the sake of economy, the document was not issued with the Agenda but was available on request to the Council Secretary's office and is filed with these Minutes.