



**COUNCIL**

**24<sup>th</sup> January 2019**

**MINUTES**

*PRESENT:*

Dame DeAnne Julius (*Chair*)

- |   |  |
|---|--|
| Professor Michael Arthur ( <i>President and Provost</i> ) | Mr Dominic Blakemore                     |
| Professor Lucie Clapp                                     | Professor Annette Dolphin                |
| Dr Martin Fry   | Dr Andrew Gould                          |
| Ms Lindsay Nicholson                                      | Mr Turlogh O'Brien                       |
| Professor Hynek Pikhart                                   | Mr Mahmud Rahman                         |
| Lord Sharkey  | Mr Philip Sturrock ( <i>Treasurer</i> )  |
| Mr Justin Turner QC                                       | Baroness Valentine ( <i>Vice-Chair</i> ) |
| Ms Sarah Whitney  | Professor Andrew Wills                   |

*In attendance:* Ms Wendy Appleby (Secretary to Council); Ms Anne Marie O'Mullane (Assistant Secretary to Council); *For minutes 51 - 72:* Dr Nicola Brewer (VP (International)); Dr Celia Caulcott (VP (Enterprise & London)); Mr Phil Harding (Director of Finance & Business Affairs); *For minutes 51 – 52 and 65 – 66:* Professor David Lomas (VP (Health)); Professor David Price (VP (Research)); *For minute 65:* Professor Alan Thompson (Dean of the Faculty of Brain Sciences); Michael Schuitevoerder (Programme Director for the Institute of Neurology/Dementia Research Institute programme); Professor Mike Hanna (Director, Queen Square Institute of Neurology); *For minute 66:* Francesca Fryer (Director for Estates); *For minutes 53 and 65-66:* Mr Adrian Punaks (Executive Director of Development); Ms Collette Lux (Director for Communications & Marketing).

Apologies for absence were received from: Mr Farooq Dean; Professor Patrick Haggard; Ms Lori Houlihan; Professor Anthony Smith.

<i>Key to abbreviations used in these Minutes:</i>	
AB	Academic Board
BMG	Brexit Mitigation Group
CAM	Communications & Marketing
COO	Chief Operating Officer
EU	European Union
GEO	Global Engagement Office
ISD	Information Services Division
JEP	Joint Evaluation Panel
MG1	Marchgate 1
OfS	Office for Students
OVPA	Office of the Vice-Provost (Advancement)
PGR	Postgraduate Research Students
PSW	Pool Street West

QS	Quacquarelli Symonds
RfM	Regulations for Management
SSW	Student Support & Wellbeing
TEF	Teaching Excellence Framework
TOPS	Transforming Our Professional Services
UCLB	University College London Business
UG	Undergraduate
USS	University Superannuation Scheme
UUK	Universities UK
VP	Vice-Provost
VPR	Vice-Provost (Research)
VPESA	Vice-Provost (Education & Student Affairs)

#### 47. WELCOME AND ACKNOWLEDGEMENT

- 47.1 Ms Fiona Ryland was welcomed to her first meeting of Council as COO.
- 47.2 Mr Rex Knight was thanked for his contribution to UCL as VP (Operations) and Council wished him well in his retirement.

#### 48. DECLARATION OF INTERESTS

- 48.1 Dr Andrew Gould declared a new interest. Dr Gould had formed a new business partnership, AGP Group, headquartered in Singapore. In the UK the business was registered as AGP Sustainable Real Assets Ltd. Dr Gould was a Director of the UK business and a partner in the wider AGP Group.

#### 49. MINUTES OF THE PREVIOUS MEETING

- 49.1 **Approved:** The minutes of the meeting held on 16<sup>th</sup> November 2018 [*Council Minutes 23 - 46, 2018-19*] subject to a change being made to the minutes to remove the repeated phrase in Minute 30.5.

#### 50. MATTERS ARISING

- 50.1 It was confirmed that following Council's approval of the Code of Practice on Freedom of Speech, subject to a number of changes being made to the text of the Code of Practice and the Procedure for Managing Events that include an External Speaker [*Council Minute 31, 2018-19*], the changes had been made to the Code of Practice and Procedure and these were now published.

## Matters for Discussion

### 51. PROVOST'S BUSINESS

#### 51A Undergraduate Application Numbers

51A.1 A total of 53,800 undergraduate applications had been received, making a new record for UCL with increases across the board. UG Home applications had increased by 6.8% in comparison to a decrease of 1.7% across the sector. UG EU applications had increased 5% in comparison to an increase of .08% across the sector. UG overseas applications had increased by 13.9% in comparison to an increase of 7.1% across the sector.

#### 51B QS World University Rankings

51B.1 Four UK universities, including UCL, currently featured among the top ten in the QS World University rankings. Council congratulated staff for these excellent results on a widely-watched ranking.

#### 51C Brexit

51C.1 Dame Nicola Brewer, VP (International) provided an update on preparations for Brexit. BMG had now met 39 times; its purpose was to anticipate, plan for and mitigate the impact of Brexit on UCL as an institution. BMG was keeping a close eye on EU staff turnover, EU student application numbers and ensuring that EU and other international staff and students were supported effectively. For students, there was a particular focus on those studying programmes that involved a year abroad; letters had been sent to partner institutions with a view to establishing relationships for the future. The impact of a drop-off in EU student applications was modelled at different levels.

51C.2 The BMG and GEO had analysed all relevant technical notices. Data sharing and central stock planning were also key matters that were being addressed. The Cities Programme and a focus on policy input and strategy were also important elements of UCL's approach to addressing Brexit.

51C.3 A legal entity was being established in Ireland in order to maintain continuity for the 19 clinical trials which required a legal representative in the EU. This was a small-scale activity that would be set up speedily and with ease to provide the required presence in the EU.

**Resolved: -**

51C.4 **To note the establishment of a legal entity in Ireland to support clinical trials.**

## 51D **Augar Review**

51D.1 The Augar Review was expected to submit its report to the Prime Minister in late February 2019. The Provost informed Council that he had met with Philip Augar along with other Russell Group colleagues. There was speculation on the likely recommendations of the report, although it was expected that they would be fairly far reaching and include recommendations about the levels of tuition fees. This could then lead to some major changes for higher education. Council would be updated as further information became available.

## 51E **Pensions**

51E.1 The 2017 valuation, as at 31 March 2017, was due to be completed on 31 January 2019. USS Trustees had applied cost-sharing arrangements where contributions were due to increase in three steps, and in the ratio 65%/35% employer/member, in April 2019, October 2019 and April 2020.

51E.2 An out-of-cycle 2018 valuation, as at 31 March 2018, would now take place in order to take account of the JEP recommendations. Phase 2 of the JEP was about to begin. A consultation was underway between UUK and employers; the deadline for the response to the UUK consultation was 25<sup>th</sup> February 2019. A series of town hall meetings and a discussion with AB would take place in advance of Council's consideration of the matter. The 2018 valuation would need to be concluded by the end of June.

## 51F **UCL East**

51F.1 The land at Olympic Park had now been purchased with a lease of 299 years for PSW and a 15-year lease for MG1, the latter to be converted to a 299-year lease once completed. Should Phase 2 be completed to plan, the lease would be extended to 999 years.

## 51G **Student Centre**

51G.1 The Student Centre was now completed and handed over to UCL. It would open on 18<sup>th</sup> February 2019, a week ahead of schedule and £1m under budget. This was a great result as the Student Centre was a world-class facility and would contribute positively to the student experience.

## 52. 2019 UCL RESEARCH STRATEGY

*[Paper 3-41, 2018-19]*

52.1 **Received:** a presentation from Professor David Price, VP (Research) on the draft Research Strategy. UCL was currently 6<sup>th</sup> in the world in the average rankings of current league table positions. This represented a rise from 15<sup>th</sup> place five years ago. The draft strategy was people focussed and intended to

support the breadth and diversity of research activity at UCL. It sought to build on this position by fostering an attractive environment in which to undertake research with a view to UCL becoming the destination of choice for a diverse research community drawn from the widest possible talent pool. It also aimed to enable researchers to do the best research they could and develop their leadership skills so that they could become world recognised. The third element of the strategy was to deliver impact for public benefit by furthering academic disciplines and scholarship, engaging in public discourse and provide policy advice in order to maximise impact for the public benefit.

- 52.2 Council welcomed the strategy's aspirational message and objectives. There was recognition that hard choices would be needed to deliver the Research Strategy without increasing revenue from the teaching side; members queried the cost of its delivery of the strategy and how best to commercialise research outputs. The balance between teaching and research was discussed, and a view expressed that the Strategy might make a more explicit link between the two.
- 52.3 The VP (Research) acknowledged that the cost of research in UK was not fully funded and that it would be important to participate in influencing government policy on this matter. Not all research was suitable for commercialisation; some was curiosity-driven and yet to be applied. The Provost noted that Principal Theme 2 in UCL 2034 provided the link between research and teaching. Research was not a planned economy as it was dependent on academic staff winning grant awards; UCL had no intention of taking a position of managing down the volume of research. The annual budgeting cycle performed an important function in teasing out and exploring the costs associated with delivery of teaching and research.

***Resolved: - following discussion***

- 52.4 **That Council approve the 2019 UCL Research Strategy.**
- 52.5 **That Council note the ongoing development of the Implementation Plan.**

**53. ANNUAL REPORT ON ENABLER F, COMMUNICATING & ENGAGING**

*[Paper 3-46, 2018-19]*

*[Ms Collette Lux (Director of Communications & Marketing)]*

- 53.1 ***Received:*** An Annual Report on Enabler F, Communicating & Engaging, presented by Ms Collette Lux, Director of Communication & Marketing. The report covered a diverse range of activities, including engaging with the public through open access or events in UCL museums, promoting experts in the media, communicating with the UCL community and running student recruitment exhibitions and fairs. These activities were delivered through CAM/OVPA, UCL Culture and Library Services as well as faculties, departments and institutes across UCL.
- 53.2 CAM had undergone significant changes in the past year to ensure that it was equipped to meet its challenges in the future. Work on Digital Communications has been undertaken with the move to Drupal and building of UCL's brand recognition. A major challenge was that 70% of communications and marketing activity was delivered outside central channels through faculties and departments, although the development of

Communities of Practice (TOPS) and upskilling of staff would help to address this. Council noted that a brand awareness report for UCL had been commissioned from Kantar Millward Brown.

- 53.3 A campaign was underway to demonstrate the value of universities and their research. Council members discussed the media's current portrayal of universities and the role of CAM engaging in this sphere; it was noted that there was an inevitability that some newspapers would include negative stories in an attempt to balance the large number of positive stories.
- 53.4 In 2018, Media Relations secured 880 pieces of top-tier media coverage and handled 588 expert requests, 36 pieces of top-tier broadcast coverage. Internal Communications had also been a major focus and 'Communicating the Leadership' agenda was a core deliverable which included the introduction of termly Town Halls, as well as sending out the monthly Provost's View, emails to Academic Board and the first virtual Town Hall, which had 3,000 dial-ins.

#### **54. Annual Report on Enabler A, Giving Our Students the Best Support**

*[Paper 3-46, 2018-19]*

- 54.1 **Received:** An Annual Report on Enabler A, 'Giving Our Students the Best Support', presented by Ms Wendy Appleby, Registrar & Head of Student & Registry Services.
- 54.2 Key issues and challenges included the successful delivery of critical infrastructure projects, providing services to high volumes of students and ensuring these students felt known by UCL. A significant amount of work had taken place around systems, the mental health action plan, facilities for students and the Student Centre. The report included a detailed appendix addressing mental health and student support and wellbeing issues. It was confirmed that Ramsay Hall development had been put on hold and should not be identified as a highlight in the report.
- 54.3 Council members discussed the increase in student stress. It was noted that the Education Strategy identified a need to review the curriculum and assessment practice in order to ascertain whether the load and spacing was appropriate. In addition it was important to have a realistic curriculum. Many students worked part-time and experienced stress in trying to balance their study and work commitments. Student Support and Wellbeing ran a number of events to address stress such as Sleep Week – highlighting the importance of sleep to good mental health. The weekly Student Newsletter was an important conduit for promoting messages and routinely contained articles from SSW. Queries were raised about the contact of a safe person/named person in the event of concerns about a student. Next of kin data/emergency contact details were held for students, and a risk assessment was carried out when considering whether to contact next of kin. Regular case conferences took place for high-risk cases.
- 54.4 Delivery of Enabler A sits across several teams in Library, ISD, VPR, VP ESA and Estates and in Departments. That was why a Community of Practice and the Student Success Platform would be important to ensure these areas connected effectively. Student satisfaction varied from department to

department and subject-level TEF would help identify specific problems. School Reports would in future include an overview of PGR Student Satisfaction Scores. Council noted “Student Union” satisfaction scores as a metric to be monitored.

<b>Matters for approval or information</b>
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## **55. RESEARCH INTEGRITY ANNUAL STATEMENT**

*[Paper 3-48, 2018-19]*

55.1 **Approved:** The Research Integrity Annual Statement.

## **56. UCL STUDENTS UNION ARTICLES OF ASSOCIATION**

*[Paper 3-48, 2018-19]*

56.1 **Approved:** revisions to the UCL Students Union Memorandum and Articles of Association to reduce the voting quorum to a practical level and changes to the committee nomenclature to reflect the current delegations of power.

## **57. RE-APPOINTMENT OF THE DEAN OF THE FACULTY OF LIFE SCIENCES**

*[Paper 3-52, 2018-19]*

57.1 **Approved:** That Professor Geraint Rees be appointed Dean of the Faculty of Life Sciences from 1<sup>st</sup> September 2019 to 31<sup>st</sup> August 2024.

57.2 It was confirmed that the process set out in the RfM had been adhered to. It was confirmed that more information would be provided on adherence to the RfM procedure to support Council approval in future cases of appointment.

## **58. APPOINTMENT OF AN INTERIM DEAN OF THE FACULTY OF ARTS & HUMANITIES**

*[Paper 3-52, 2018-19]*

58.1 **Approved:** That Professor John Mullan be appointed Dean of the Faculty of Arts & Humanities from 23<sup>rd</sup> March 2019 until 30<sup>th</sup> September 2019.

## **59. CHAIR'S ACTION**

*[Paper 3-55, 2018-19]*

59.1 **Approved:** A paper informing Council of decisions taken by the Chair on behalf of Council since the last report. The decisions were as follows:

- The Chair took action to appoint Professor Becky Francis as a designated officer for the purpose of the disciplinary procedure under Statute 18, paragraph 7 (4).
- The Chair took action to approve the Provost taking action as trustee ex-officio of the UCL Cruciform Trust, pursuant to clause 11 of the Trust's declaration of trust dated 21<sup>st</sup> October 1996, to appoint Phil Harding (UCL's Director of Finance & Business Affairs) and Cengiz Tarhan (UCLB's Managing Director) as trustees with the Provost of the Trust.

## **60. UPDATE ON THE SELECTION OF THE NEXT CHAIR OF UCL COUNCIL**

*[Paper 3-56, 2018-19]*

60.1 **Received:** An update on the selection of the next Chair of UCL Council.

## **61. LIBRARY COMMITTEE ANNUAL REPORT**

*[Paper 3-57, 2018-19]*

61.1 **Received:** The Library Committee Annual Report 2017-18.

## **62. SELF-REVIEW OF COUNCIL MEETINGS**

*[Paper 3-58, 2018-19]*

62.1 **Received:** The details of the outcome of the self-reviews of Council committees.

## **63. DATE OF NEXT MEETING**

63.1 The date of the next meeting was Thursday 13<sup>th</sup> March 2019 at 2pm in the Council Room, Wilkins Building.

Wendy Appleby  
Secretary to Council  
January 2019