



Council

Monday 14 June 2021 at 8:30am

Minutes

Present Members:

Mr Victor Chu CBE (Chair); Mr Ayman Benmati; Mr Mintoo Bhandari; Mr Dominic Blakemore; Dr Alun Coker; Professor Annette Dolphin; Dr Martin Fry; Dr Andrew Gould; Ms Lindsay Nicholson MBE; Mr Turlogh O'Brien CBE; Ms Carol Paige; Professor Helen Roberts; Professor Ralf Schoepfer; Lord Sharkey; Dr Michael Spence; Mr Philip Sturrock MBE; Baroness Valentine; Ms Sarah Whitney.

Attendees:

For Minutes 119-137: Ms Joyce Bill, Interim Chief Financial Officer

For Minutes 119-137: Professor Dame Hazel Genn, Vice-President (External Engagement) and Interim Vice-President (Advancement)

For Minutes 119-137: Professor Deborah Gill, Interim Vice-Provost (Education and Student Experience)

For Minutes 119-128: Dr Clare Goudy, Chief of Staff, President & Provost's Office

For Minutes 119-127: Professor David Lomas, Vice-Provost (Health)

For Minutes 119-130: Professor David Price, Vice-Provost (Research, Innovation and Global Engagement)

For Minutes 119-130: Ms Fiona Ryland, Vice-President (Operations)

For Minutes 119-137: Professor Anthony Smith, Vice-Provost (Faculties)

For Minutes 119-137: Ms Elizabeth Francis, Director of Financial Planning & Analysis

For Minutes 123-137: Ms Kate Pearce, Director Finance Business Partnering

For Minutes 123-125: Mr Matthew Swales, Director of Finance Services

For Minute 126: Dr Kamna Patel, Co-Chair, UCL Open Access Inquiries Response Group

For Minute 128

Professor Alan Thompson, Dean of the Faculty of Brain Sciences

Apologies:

Professor Lucie Clapp

Dr Justin Turner QC

Officers:

Ms Wendy Appleby, Secretary to Council

Ms Anne Marie O'Mullane, Assistant Secretary to Council

Ms Olivia Whiteley, Governance Officer

Part I: Preliminary Business

119. Operation of the Meeting

119.1. Owing to the lockdown imposed by the Government as a consequence of the Covid-19 pandemic, it was not possible to convene a meeting in person of Council. Therefore, members of Council were participating in a video

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126.3. Council approved the UCL Eugenics Response Group Report and signed off the report for implementation.

127. (10-07)

127.1. Dr Michael Spence, President and Provost, introduced the Provost's Report to Council.

127.2. The following key points were made during the discussion:

- a. Congratulations were extended to the UCL community for the UCL's performance in the Quacquarelli Symonds (QS).
- b. In response to a question about the allegations of sexism and racism at the Bartlett School of Architecture, the Provost provided an update on developments. Professor Sasha Roseneil, Pro-Provost (Equity and Inclusion), was leading work around this issue. While real progress had been made, there was more work to be done on culture and practices across UCL.
- c. In response to a question about progress with the Dean and Head of Department appointment processes as discussed by the Governance Working Group, the Secretary to Council provided an update and advised a paper would be brought to Council in July 2021 that provided a round up of actions against the Halpin and AB COI recommendations.
- d. In response to a question on whether it would be possible to re-join the Stonewall Diversity Champion Programme as there were reputation risks attached to not re-joining the programme, the Provost advised that it had been agreed not to participate in the programme in 2020 for cost-saving purposes and for resourcing reasons within the Equality, Diversity and Inclusion (EDI) team. The Provost advised that UCL participated in many Stonewall initiatives and valued these programmes, however, the capacity issues within the EDI team meant that it was not possible to re-join the programme at this time. In response to a question, the Provost confirmed that should a conflict arise between an external organisation's policies and UCL's own policies, UCL's policies would always take precedence; there had been no evidence this had occurred before.
- e. In response to questions around the approach to the vaccination of students, the Vice-President (Operations) advised that UCL would not seek proof of vaccination from students. A GP Centre had been working with UCL providing vaccines to UCL students. A booking system had been introduced as initially demand had outstripped supply.
- f. The Provost was requested to prepare an update on how the changes to the University Management Committee (UMC) structures addressed the recommendations of the Commission of Inquiry (COI). This would be provided for the July meeting of Council.
- g. In response to the question about why the Vice-President (Strategy) role would not be filled by an academic, the Provost advised that the role was designated a Vice-President as the role required skills in the strategy

process, strategy implementation and project management skills. As this function was not in place in time for the development of the next strategy, consultants had been engaged to support this activity. The strategy development process would be owned and led by UCL.

- h. Professor Geraint Rees had taken on the temporary role of Pro-Provost (Academic Planning) to support this activity.
- i. There was a question on how to best improve the diversity of shortlists for senior positions, particularly in the light of the success of achieving a very diverse shortlist for the upcoming council positions. Also, the choice of professional support advisers for the strategy development was questioned from a diversity perspective. In response, the Provost explained that Nous had much experience of working on gender equality issues in Australia.
- j. There was a student campaign for a 30% rebate for tuition fees. It was noted that only a small proportion of graduates who were higher earners paid back their tuition fee loans in full before they were written off.
- k. There was a discussion about the USS Pension and the governance of the scheme. In the light of current concerns, further engagement with the USS trustees was suggested.

127.3.

the central complaints procedure already and a number of initiatives and programmes had already been established to promote equality and inclusive cultures. The Faculty had appointed a Vice-Dean EDI. Staff who were Black, Minority and Ethnic had been convened to support race dialogues. The Bartlett was dealing with issues that it was aware of proactively however it was acknowledged that there was still progress to be made.

128.2 Council received the BEAMS Report to Council.

129. SLASH Report to Council (10-09)

129.1. Professor Stella Bruzzi introduced the School of Laws, Arts and Humanities (including School of Slavonic and East European Studies), and Social and Historical Sciences (SLASH) Report to Council. The following key points were made during the presentation:

- a. Financially, SLASH faculties made high contributions, between 37% and 47% (Forecast 1, 20/21). Advancement was a growing priority, with Vice-Deans (Advancement) appointed in both Arts and Humanities (A&H) and Social and Historical Sciences (SHS). Building on a £9m endowment to the humanities in 2019, this year has seen the School bring in a £10m philanthropic gift to support the Nahrein Network, fostering the sustainable development of antiquity, cultural heritage and the humanities in Iraq and its neighbours.
- b. The months of pandemic had put into relief the School's strengths around education and research. The School had entered a strong REF submission and there had been development of several new strategic research areas with particular emphases on disciplinary and interdisciplinary connections. A&H and SHS had been instrumental in building and shaping the School for Creative and Cultural Industries at UCL East.
- c. There had been notable successes in winning external research grant income; SHS had been the recipient of 9 ERC awards in the past 12 months.
- d. The pandemic had

being proactively addressed. There were internal challenges including the limitations of UCL's estate and the impact of the student 'bulge'.

129.2. During discussion the following key points were raised:

- a. In response to a question about the performance of the School of Slavonic and East European Studies (SSEES) in the National Student Survey, Professor Bruzzi, Dean of the Faculty of A&H advised that she wanted to recognise the pockets of excellence in the School.
- b. In response to a query about decolonising curriculum, the Dean of the Faculty of A&H advised that Vice-Deans for EDI in A&H and SHS were working with departments to undertake a health check and explore more creative change to the curriculum for example introducing new modules. The A&H appointments in Black British Cinema and Postcolonial Literature would be involved in introducing new modules and actively diversifying the curriculum.
- c. There was discussion about the impact of the cessation of the Erasmus programme and the steps that UCL had been taking to mitigate the impact by putting in place a series of bilateral agreements. Students would be guaranteed an experience with preferred partners but there would be more limited choice. There was discussion about how best to support and promote languages.

129.3. Council received the SLASH Report to Council.

130. IOE Report to Council (10-10)

130.1. Professor Sue Rogers, Interim Director of the Institute of Education (IOE), introduced the IOE Report to Council. The following key points were made during the presentation:

- a. IOE had been ranked first in the QS ranking for the eighth year in a row. The work of the IOE was highly multidisciplinary and it had a scale and depth that was distinctive and unique and made the IOE the centre for expertise. For example the IOE engaged in world class social research.
- b. While IOE remained a largely postgraduate provider, post-merger, the IOE had been growing its undergraduate offer. The new BA Media and BSc Sociology programmes had achieved a positive response in terms of applications.
- c. The IOE had a highly successfully year despite the challenges the pandemic posed. This was attributable to the strong centralised faculty structures as well as the UCL wide response.
- d. The IOE had performed well in research around Covid-19 and the impact on education as well as attracting enterprise funding through award of contracts. The IOE had two significant contracts with the Department for Education for the Early Career Framework and the National Professional Qualifications for school leaders.

- e. The IOE faced a number of challenges. Phase II of the IOE Masterplan had been paused and the poor quality of the estate was posing a reputation risk as well as impacting on the student and staff experience. An ongoing review of the ITE provision could significantly alter the structure of the ITE Market. The IOE would welcome a strong UCL narrative around the distinctive role higher education played in professional education.

130.2. During discussion the following key points were made:

- a. Professor Rogers was thanked for her extraordinary efforts as interim Director of the IOE and steering and advancing the IOE during the pandemic.
- b. There was a question as to why UCL did not submit a return for Sociology in the REF given the depth and quality of the expertise at the IOE and across UCL. The Interim Director of the IOE advised that there was huge potential in this area and the activity was dispersed across UCL so there were opportunities for integration to optimise potential.
- c. In response to a query about the Teach First contract, the Interim Director advised that UCL had decided not to go forward and bid and set out a number of reasons for this including financial reasons and the need to be equal partners in delivery.
- d. In response to a question on the IOE culture post-merge stage, the Interim Director reflected on the initial period post-merger including the technical and cultural challenges and considered that IOE was now in a really good place and culturally almost there. This had been helped by the leadership of Professor Becky Francis during her time as Director of the IOE. There needed to be a greater appreciation within UCL that IOE was truly multidisciplinary and not just focussed on education. This would involve greater communication with colleagues.
- e. In response to a question about the structures of governance and lack of formal departments within the IOE, the Interim Director advised that the structures had been agreed at merger, with centralised support and structures. This had not had an impact as demonstrated by performance and outputs.
- f. In response to a question on performance for the Black and Minority Ethnic Awarding gap, Professor Rogers set out the reasons why performance had dropped and the initiatives that were being taken to address the issue including the establishment of Attainment Gap Leads as well as the mentoring of students. Resourcing initiatives remained a challenge.
- g. A strong narrative would be welcome around the role of higher education in the area of professional education.

130.3. Council received the IOE Report to Council.

growing areas with different intellectual property and dynamics for scaling up. The question remained how we can amplify and deliver impact in this area.

- c. Professor Graham Hart was thanked for his contributions as Dean of the Faculty of Population Health Sciences during his terms of appointment as Dean.

131.3. Council received the SLMS Report to Council.

132. Reflections on School Reports

132.1. Professor Anthony Smith, Vice-Provost (Faculties) summarised with reflections following Council's consideration of the School Reports.

- a. The reports demonstrated areas where interdisciplinary research was taking place and opportunities for the future, including in global and public health, data science, artificial intelligence, robotics, advanced propulsion and sustainability.
- b. The work around size and shape and student numbers would have very significant impacts on the Schools.
- c. The reports had been more explicit than before about equality and inclusion, for example, around curriculum reform.

Part III: Other Business for Approval or Information

133. Confidential: Requests for use of the UCL Brand (10-12)

133.1. Exempt from publication, please see confidential minute.

134. To receive the following reports:

Office for Students Standing Report (10-13)

134.1. Council received the Office for Students (OfS) Standing Report.

Confidential: OfS statement of expectations for preventing and addressing harassment and sexual misconduct affecting students in higher education UCL Review (10-14)

134.2. Exempt from publication, please see co

- a. That the temporary arrangements for sealing set out in Appendix 1 of the Regulations which were approved by Council on 17 April 2020 are extended, as set out in the attached draft Regulations, until the November 2021 Council meeting when the need for the temporary arrangements will be reviewed again.
- b. Regulations 18.8, 18.9, 18.10 and 18.11 are permanently amended to:
 - i. Replace the references to the Director of Finance and Business Affairs with a reference to the Chief Financial Officer;
 - ii. Replace the references to the Director of UCL Estates with references to the Director of Estates Development and the Executive Director of Operations;
 - iii. Give the Vice-President (Operations) the same authority to authorise sealing, to sign and to authorise signing of documents requiring the UCL Seal, as the Chief Financial Officer, the Director of Estates Development, and the Executive Director of Operations have under the Regulations.
- c. Regulations 18.3, 18.6 18.8 and 18.10 are permanently amended to include a reference to the “Sealing List” which lists the names of UCL officers in whose presence the Seal can be affixed, as set out in the attached draft Regulations.

136. To receive the following confirmed minutes (10-19 – 10-20)

- 136.1. Council received the confirmed minutes of the Academic Board meeting held on 17 March 2021.
- 136.2. Council received the confirmed minutes of the Academic Board meeting held on 12 May 2021.

137. Date of Next Meeting

- 137.1. The next meeting of Council would take place on Thursday 8 July 2021 at 8:30am.

Wendy Appleby, Secretary to Council
June 2021