



## COUNCIL

Wednesday 15 May 2013

## MINUTES

### *PRESENT:*

Sir Stephen Wall (*Chair*)

Professor David Attwell	Mr Ven Balakrishnan
Dr Bob Barber	Lord Clement-Jones
Mr Edwin Clifford-Coupe	Ms Natasha Gorodnitski
Professor Malcolm Grant ( <i>President and Provost</i> )	
Mr Mark Knight	Mr Simon Melliss ( <i>Treasurer</i> )
Ms Vivienne Parry ( <i>Vice-Chair</i> )	Dr Gill Samuels
Dr Stephanie Schorge	Dr Sarah Snyder
Professor Chris Thompson	Professor Nick Tyler
Baroness Warwick	Professor Maria Wyke

*In attendance:* Professor Anthony Finkelstein (Dean, Faculty of Engineering Sciences) [for Minute 88]; Mr Andrew Grainger (Director of UCL Estates) [for Minute 89]; Mr Phil Harding (Director of Finance and Business Affairs); Mr Adam Harman (UCL Project Director – Stratford) [for Minute 89]; Rex Knight (Vice-Provost (Operations)); Mr Nick McGhee (Assistant Secretary to Council); Mr Tim Perry (Secretary to Council); Professor Michael Worton (Vice-Provost (International)) [for Minutes 82 and 88].

Apologies for absence were received from Ms Philippa Foster Back and Ms Katharine Roseveare.

### *Key to abbreviations used in these Minutes:*

HEFCE	Higher Education Funding Council for England
ISB	International Strategy Board
OfIA	Office for International Affairs
SMT	(Provost's) Senior Management Team

**Preliminary Formal Business**

79 **DECLARATION OF INTERESTS**

***Noted***

79.1 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.

79.2 Ms Parry noted that she was a Council member of the Medical Research Council.

80 **MINUTES**

***Approved***

80.1 The Minutes of the Council meeting held on 10 April 2013 [*Council Minutes 64-78, 2012-13*] were confirmed by Council and signed by the Chair.

81 **MATTERS ARISING FROM THE MINUTES**

81a **Undergraduate applicant conversion rates**

***Noted***

81a.1 In response to a question about the progress of work to improve UCL's conversion rates for 2013-14 [*Council Minute 68.4, 2012-13*], it was reported that the conversion rate currently appeared to be holding up well. A more detailed report on the current undergraduate admissions picture was to be submitted to a meeting of the Senior Management Team (SMT) on 22 May.

**Matters for discussion**

82 **VICE-PROVOST (INTERNATIONAL) AND INTERNATIONAL STRATEGY BOARD – ANNUAL REPORTS**

***Received***

82.1 APPENDIX C 6/67 (12-13) – a report from the Vice-Provost (International).

- 82.2 APPENDIX C 6/68 (12-13) – the annual report of the International Strategy Board.
- 82.3 Oral reports from Professor Michael Worton, Vice-Provost (International), and Simon Melliss, Chair of the International Strategy Board.

**Reported**

- 82.4 APPENDIX C 6/67 (12-13) included an extensive inventory of UCL's overseas activities, and gave an indication of the ways in which each activity related to the objectives of the International Strategy. Professor Worton drew the attention of Council members to: proposals to create Centres for India and the Arab World; proposals for increasing study abroad participation by UCL students; a plan for strategic engagement with Latin America; and scoping for opportunities to establish a physical presence in India and China. He noted also the evidence of the growing impact of UCL's approach to internationalisation, its contribution to the strengthening of UCL's interaction with the UK Government, and an increasing desire among institutions around the world to develop partnerships with UCL.
- 82.5 The International Strategy Board (ISB), established in the wake of Council's approval of the International Strategy [*Council Minute 78, 2011-12*], had met three times to date, as outlined at APPENDIX C 6/68 (12-13). The ISB had established a three-stage framework for assessing proposals for international activities, consisting of: (i) an evaluation against UCL's strategic objectives; (ii) a benefits analysis; and (iii) a risk analysis. The Board had also recommended the introduction of an annual review process for the most important partnerships. In order to aid ISB members in developing a sense of institutional priorities, and to help them to evaluate the success of individual projects, the Chair of ISB noted a desire for a clearer statement of UCL's goals over the medium term.

**Discussion**

- 82.6 The report of the Vice-Provost (International) was noted as a comprehensive and detailed catalogue of activity reflecting an impressive breadth of engagement across the institution. Council members would have wished to see additional information on priorities among the many activities described, distinguishing for example between those with a strategic importance to UCL as a whole and those of direct relevance only to a single department. Further detail was requested on the process of evaluation and review of projects, the metrics by which the success of a project could be measured, and the key issues encountered during the development of overseas relationships. Some members suggested that the report necessarily reflected the early stages of a learning process in a rapidly evolving international context. Professor Worton noted the importance of conveying that the bulk of such activity arose not through the Office for International Affairs (OfIA) but from departments and individual academics. The role of the OfIA was to manage rather than to drive such activity, to ensure that the relationships were sustainable and had appropriate quality review mechanisms, and to oversee an annual

- review process for the larger projects. It was suggested that it would be useful for future reports to include a 'traffic light' system indicating the status of the various relationships.
- 82.7 Noting the danger of overestimating the visibility of UCL overseas, Council discussed the purpose and meaning of the phrase 'London's Global University'. The tag-line was intended as a statement of self-confidence and consciousness-raising. Professor Worton made a distinction between 'international', which implied a series of bilateral relationships, and 'global', which reflected porosity of boundaries, fluidity of exchanges and a readiness to allow the world to influence every aspect of the institution's activity. UCL was the most diverse university in the world in terms of its staff and student composition; it placed an equal emphasis on internationalisation at home and overseas, as demonstrated, for example, by the Global Citizenship agenda and by the modern foreign language requirement for UK students. It was suggested that consideration should be given to developing a communications strategy in relation to the International Strategy, eg in order to look at ways of raising UCL's profile overseas.
- 82.8 In respect of the aim to increase participation in study abroad by UCL students, Professor Worton noted the importance of ensuring that the inherent value of cultural exchange did not overshadow the importance of maintaining a focus on the learning experience, for example through evaluating the suitability of the overseas provision to the student's UCL programme. The OfIA continued to develop Memoranda of Understanding with overseas institutions, and academic staff searching for opportunities to establish such relationships were encouraged to discuss their requirements with the OfIA.
- 82.9 In response to a query about secondment arrangements, it was confirmed that staff working at UCL's overseas campuses were appointed either to a fixed-term post established expressly for that purpose, in which case they had no right to return to a post in London, or were seconded from a permanent UCL position to which they were entitled to return. Appointments in this latter category were funded fully by the overseas activity, thereby enabling the department in London to employ staff to provide cover.
- 82.10 It was agreed that the ISB's Framework for Consideration of Proposals for International Activities should be circulated to Council members.
- 82.11 In conclusion, the Chair noted that the ISB was responsible for advising Council on international matters and acting as a filter for specific issues. Some of this communication could be carried out through the annual report but ISB had the responsibility of bringing individual matters forward to Council on an *ad hoc* basis as required. It was confirmed that formal responsibility for governance of international activities remained with Council, which would need to satisfy itself that the development of the International Strategy was consonant with the aims of UCL. Council would also wish to have an input into the development of any major strategic regional partnerships, for example in India or China, which were referred to in the report but not analysed or assessed.

<b>Matters for approval or information</b>
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**83 ETHICS COMMITTEE – UPDATE**

***Received***

- 83.1 APPENDIX C 6/71 (12-13) – an update by the Chair and Secretary of the Ethics Committee.

**84 HEFCE ASSESSMENT OF INSTITUTIONAL RISK**

***Received***

- 84.1 APPENDIX C 6/72 (12-13) – a letter of 3 April 2013 from the Chief Executive of HEFCE to the Provost, regarding HEFCE's risk assessment of UCL.

**85 CHAIR'S ACTION ON BEHALF OF COUNCIL**

***Received***

- 85.1 APPENDIX C 6/73 (12-13) – a note summarising action taken by the Chair since the last report to Council.

**86 REPORTS OF COMMITTEES TO COUNCIL**

***Received***

- 86.1 APPENDIX C \*6/74 (12-13)<sup>1</sup> – a list of committee minutes received since the last meeting of Council.

**87 DATE OF NEXT MEETING**

***Noted***

- 87.1 Tuesday 9 July 2013 at 4pm.

Tim Perry  
Secretary to Council  
June 2013

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<sup>1</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.