

COUNCIL  
Tuesday 28 October 2014

**CONFIRMED MINUTES**

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**Present:**

Sir Nicholas Montagu (Chairman)	Professor Paul Anderson	Kath Barrow
Dr Veronique Bouchet	Professor Simon Gaskell	Elizabeth Hall (Vice-Chair)
Professor Raymond Kuhn	Richard Learwood	Simon Linnett
Cheryl Mason	Bushra Nasir	Dola Osilaja
Professor Morag Shiach	David Willis	

**In attendance:**

Dean Curtis	David Fletcher	Sian Marshall
Professor Peter McOwan [Item 7]	Jonathan Morgan	Mike Shore-Nye
Hayley Simpson	Jane Tirard	

**Apologies:**

Professor Richard Ashcroft	Patricia Newton	Luke Savage
Professor Richard Trembath	John Yard	Professor Geraint Wiggins

**Part 1: Preliminary Items**

**Minutes: 08 July 2014 (Paper QM2014/01)**

2014.001 Council **confirmed** the confidential and non-confidential minutes of the meeting held on 08 July 2014.

**Matters Arising (Paper QM2014/02)**

2014.002 Council **noted** the following Matters Arising from the minutes of the meeting held on 08 July 2014.

**Governance Committee report and proposals for 2014/15 (Paper QM2013/84)**

*Minute 2013.115 [c]*

Owing to the amended Terms of Reference for Governance Committee, the Council Secretariat invited the elected academic staff members to nominate

themselves for the vacancy left by departing member Professor Mark Caulfield from 1 October.

Council noted the appointment of Professor Paul Anderson to Governance Committee, which had been agreed by circulation of members of Governance Committee and Council on 05 September 2014.

### **Chairman's Opening Remarks (Oral Report)**

2014.003 The Chairman welcomed Jonathan Morgan and Dola Osilaja, who were both attending Council for the first time since taking up new roles at QMUL; and David Fletcher, who had been appointed to undertake the Council effectiveness review and was observing the meeting. The Chairman also made the following opening remarks.

- [a] Sir Christopher France, Chairman of Council between 1995 and 2003, had died recently. Sir Christopher had been a wise and supportive Chairman, held in great esteem and affection at Queen Mary and commemorated in the naming of the Sir Christopher France building. The Chairman would represent QMUL at the funeral.
- [b] Jane Tirard, Director of Finance, had resigned from QMUL for practical reasons relating to her lengthy commute. Council members would have the opportunity to thank Jane for her contribution to QMUL at the next Council meeting.
- [c] The Council effectiveness review was underway and the majority of Council members had completed a survey as part of this. Council may wish to consider how it interacts with Senate following the review.
- [d] Geoff Dawson had been appointed as the new Chair of the Committee of University Chairs (CUC) and would begin his term after the revised CUC Higher Education Code of Governance is published.
- [e] Recent events, such as the difficult situation at Plymouth University, had led to an increased focus on higher education governance. Examples were an interest in the formal establishment of a "senior independent director role". In addition, the review of competition in higher education by the Competition and Markets Authority (CMA) was continuing, and it was important that the voice of existing universities should be heard, to balance the strong representations being made by alternative providers.

### **President and Principal's Report (Paper QM2014/03)**

2014.004 Council **received** the President and Principal's Report.

- [a] A third-year student had been tragically killed in a road traffic accident outside the university. Outstanding support to his family and friends had been given by Professor Jeremy Kilburn, who was Acting Principal when the incident occurred, and by Professional Services, as well as by the School of Economics and Finance, where he had been a student.

[b] *Minute 2014.004 [b] is confidential.*

[c] The student recruitment cycle for 2015 entry had begun and would have a continued focus on conversion activities to improve further QMUL's position. The Vice-Principal and Executive Dean (Humanities and Social Sciences) reported that the Centre for Commercial Law Studies (CCLS) was developing an international programme in order to remain competitive in an increasingly saturated market.

[d] *Minute 2014.004 [d] is confidential.*

[e] Work on the QMUL Strategy microsite was well under way. It was agreed that each of the sub-strategies should be circulated to Council members when they have been approved in order to provide more context for the Annual Stocktake exercise.

[f] *Minute 2014.004 [f] is confidential.*

[g] David Sadler, the Vice-Principal (International), had joined QMUL in September 2014 and was developing an international strategy which would be presented to Council at a future meeting. In response to a question about QMUL's partnerships in China, the President and Principal noted that the international strategy would explore opportunities in other regions, but that further developments in China were in line with QMUL's strategic aims.

[h] *Minute 2014.004 [h] is confidential.*

[i] In addition to the league table rankings listed in the report, the US News had published its Best Global Universities rankings on 28 October 2014, placing QMUL 17th in the UK and 159th globally.

*Actions:*

[e]: Council Secretariat

## **QMSU President's Report (Paper QM2014/04)**

2014.005 Council **received** the QMSU President's Report.

[a] The Union had launched its new Strategic Plan at the start of the academic year. The Chairman suggested that the Sabbatical Officers might lead a discussion at one of the large Council/QMSE dinners on progress in achieving the targets in the plan.

[b] The focus on using Griff Inn during moving-in weekend had led to a large number of students attending the venue. QMSU hoped to build on this increased profile throughout 2014–15.

[c] Key aims for QMSU in 2014–15 included: improving relations across the four campuses; reducing the environmental impact of QMSU; and strengthening engagement with postgraduate students and students living off campus.

[d] Space remained an issue, and the Vice-President for Barts and the London was planning to carry out an audit of room usage at the Barts and the London Students' Association. The Vice-President for Education was meeting with staff from the Library to discuss the provision of independent study space.

[e] QMSU had secured funding for a group of students on one of the joint programmes with the Beijing University of Posts and Telecommunications (BUPT) to visit QMUL in January.

[f] Society memberships were continuing to grow. One member of Council asked for information about the breakdown of students engaging with clubs and societies by gender and place of residence.

*Actions:*

[a]: Council Secretariat

[f]: QMSU President

## Part 2: Performance review

### Vice-Principal's Report (Paper QM2014/05)

2014.006 Council **considered** a report and presentation from the Vice-Principal (Public Engagement and Student Enterprise.) The following points were made:

[a] QMUL had an established ethos of public engagement and the purpose of the Centre for Public Engagement (CPE) was to build on this sustainably and to evaluate progress. Research Councils UK (RCUK) had commended the work of the CPE (Appendix 2) in embedding public engagement within QMUL as part of the Catalyst project and had encouraged QMUL to share its model with other Catalysts.

[b] Communication had improved, but there was still work to be done to ensure that academics were aware of the funding and support that is available for public engagement. An advisory group was being established for this purpose comprising representatives from QMSU, the faculties and the communications and alumni directorates. The team was also working with the Vice-Principal's (Research) impact group to help prepare for the next Research Excellence Framework exercise.

[c] On CPE's interactions with the Joint Research Grants Management Office (JRMO), there was concern that researchers risked minimising their opportunities for funding to address their overheads by not applying for public engagement money. Part of the responsibility for this was thought to lie with the research councils, which needed to be more transparent in their messages.

[d] The work outlined in the QMUL Student Enterprise report (Appendix 6) was extremely positive, and it would be helpful for Council to receive

more information to be provided about its impact and how it relates to the QMUL Strategy. The Vice-Principal explained that the Assistant Public Engagement Officer was working on a website which would provide an ideal location for this information.

### **QMUL Values Statement (Paper QM2014/06)**

2014.007 Council **approved** the statement of QMUL's values, subject to clarification of the second point in the paper. The Chairman praised the efforts of those who were involved in revising the previous version.

*Actions:*

President and Principal/Vice-Chairman of Council

### **Council effectiveness review (Paper QM2014/07)**

2014.008 Council members **noted** an update on progress with the Council effectiveness review. Members had been invited to respond to a survey and to participate in interviews with the external reviewer. Governance Committee would be receiving a draft report in January 2015 and Council would be invited to consider any key recommendations at its meeting in March 2015.

## **Part 3: Strategic Planning**

### **Life Sciences (Oral report)**

2014.009 *Minute 2014.009 is confidential.*

### **Strategic risk management: Bi-annual report (Paper QM2014/09)**

2014.010 Council **noted** the biannual report on the College's strategic risk management framework.

[a] Council members were pleased to note that a number of areas which were previously reported as high risk had been revised to moderate or low risk levels, which indicated a greater understanding and investment in addressing the risks.

[b] Members were reassured of the processes of monitoring and reporting at QMUL and agreed that the bi-annual report was no longer required, but that the Audit and Risk Committee should continue to report on risks in its executive summaries and Annual Report.

## **Part 4: Other Matters for Report**

### **Audit and Risk Committee report (Paper QM2014/10)**

2014.011 Council **noted** the Executive Summary of the meeting held on 10<sup>th</sup> September 2014.

### **Finance and Investment Committee report (Paper QM2014/11)**

2014-10-28 Council confirmed non-confidential minutes

2014.012 Council **noted** the Executive Summary of the meeting held on 22<sup>nd</sup> September 2014.

**Remuneration Committee report (Paper QM2014/12)**

2014.013 Council **noted** the Executive Summary of the meeting held on 22<sup>nd</sup> September 2014

**Use of the College Seal and Chairman's Action (Paper QM2014/13)**

2014.014 Council **noted** a paper detailing the use of the Common Seal of the College.

**Draft Agenda for next meeting**

2014.015 Council **noted** the draft agenda for the next meeting on 25<sup>th</sup> November 2014.

**Dates of meetings 2014-15:**

- Tuesday 25 November 2014, 1700 hours, Colette Bowe Room
- Tuesday 10 February 2015, 1700 hours, Colette Bowe Room
- Tuesday 31 March 2015, 1700 hours, tbc
- Tuesday 19 May 2015, 1700 hours, Colette Bowe Room
- Tuesday 30 June 2015, 1700 hours, Colette Bowe Room