

## **MINUTES OF THE PROCEEDINGS**

**at the thirty-eighth Meeting of the**

### **COUNCIL OF THE IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE**

The Thirty-eighth Meeting of the Council was held in the Council Room, 170 Queen's Gate, South Kensington Campus, Imperial College London, at 10:00 a.m. on Wednesday, 1 October 2014, when there were present:

The Baroness Manningham-Buller (Chair), Professor A. Anandalingam, Mr. C. Brinsmead, Mr. I. Conn, Professor M.J. Dallman, Sir Philip Dilley, Professor N. Gooderham, Professor Dame Julia Higgins, Professor D.P.A. Kelleher, Professor J. Magee, Mr. J. Newsum, Mr. S. Newton, Mr. M. Sanderson, Professor J. Stirling, Mr. T. Wheeler, the President and the Clerk to the Court and Council.

#### **Apologies**

Dame Ruth Carnall, Ms. J.R. Lomax.

#### **In attendance**

The Assistant Clerk to the Court and Council.

#### **WELCOME**

1. The Chair welcomed the new President, Professor Alice Gast, to her first Meeting of the Council. The Chair also welcomed the new President of the Imperial College Union, Mr. Tom Wheeler, to his first Meeting of the Council.

#### **MINUTES**

##### **Council – 11 July 2014**

2. It was noted that, although the Council had congratulated Sir Philip Dilley on the award of his knighthood, he was referred to incorrectly as 'Mr. Dilley' rather than 'Sir Philip' in the Minutes. In addition to this, the following amendment to Minute 11 was proposed:

"The Council noted that the Core University continued to generate a sound level of underlying cash but not at a level that supported the aspired capital investment

programme. It was agreed that the Council should consider the strategic issues arising from the variable capital contributions by individual faculties, and the shift from dependency on government funding to private sector funding at a future meeting. *Council also requested long-term financial plans for Imperial West and the College as a whole to illuminate long-term strategic priorities and their funding requirements.* The Council also asked to be provided with financial information for GradPad and the other related ventures, although it was recognized that this information might be rudimentary to start with.”

3. Subject to the incorporation of these amendments, the Minutes of the thirty-seventh Meeting of the Council, held on Friday 11 July 2014, were taken as read, confirmed and signed.

### **Matters Arising and Future Business**

4. The Chair reminded members that the Council had asked for a discussion of the College’s communications strategy to be scheduled for a future meeting. She suggested that, with Professor Gast’s arrival, this could now be brought forward. She also reminded members that it had asked for regular reports on the College’s relationship with the Francis Crick Institute. The Provost reported that the College was in discussion with the Crick Institute about its funding shortfall. In return for a contribution towards the shortfall, it had been suggested that College could use space at the Crick to house some its own research activities.

### **CHAIR’ S REPORT**

5. The Chair congratulated the College on its success in recently published University league tables. In the QS World University rankings, Imperial had been ranked joint 2<sup>nd</sup> in the World, alongside Cambridge University. The College’s position had also improved to 9<sup>th</sup> in the World in the THE World University Rankings. Finally, the College was now ranked 4<sup>th</sup> overall in the Sunday Times Good University Guide for 2015.
6. The Chair then advised members that the Nominations Committee had met that morning to consider the search for new Council members and nominations to Council Committees. The Committee had agreed that a potential candidate should be approached to ascertain whether he would be willing to join the Council, and she sought members’ endorsement for this approach, which was given. Interviews would be held shortly for a new Chair of the Audit Committee, who would join the Council once appointed. The Nominations Committee also recognised the need for greater international diversity on the Council and she asked members to suggest further potential candidates to reflect the international and diverse constitution of the Imperial community. Finally, the Committee had recommended that Dame Ruth Carnall be appointed to the Nominations Committee in succession to Ms.

Kate Owen, whose term of office on the Council had now expired.

**Resolved:**

**That the appointment of Dame Ruth Carnall as a member of the Nominations Committee with immediate effect be approved.**

**PRESIDENT'S REPORT**

7. The President said she was very happy to have joined Imperial College and was inspired and excited by the tremendous opportunities open to the College. Imperial was in a very strong position; it was excellent in research and had strong student demand, it had space and land to develop as well as eager collaborators and partnerships to forge, and its donors were increasingly steadily each year. This meant that the College would be developing its strategy for 2015-2020 from a position of strength. Imperial was also fortunate in having a strong Council. She said it and its members should be used as a strategic asset for the College, offering guidance and advice on long term issues, focusing on both risks and opportunities. Council members had a breadth of experience to draw on, and it was her goal to frame questions to Council in a way that would allow the College to benefit from their expertise.
8. The President observed that colleges and universities could be characterised as loosely coupled systems, in which individual academics had considerable autonomy relative to the larger structures of departments, faculties and college. They could propose their own research, choose their own collaborators and sell their ideas to funding agencies, and they had freedom over their teaching methods, provided they meet criteria set by departmental and institutional requirements. This flexibility allowed great ideas to flourish and intellectual freedom and curiosity to drive discovery and innovation. The possibility for experimentation and risk taking made universities a wonderful place for a career. However, it also made it uncomfortable for managers (deans, provosts, presidents, council members) who worried about inconsistency and inequity. While it was not neat and tidy, she suggested that managers had to learn to live and work with this level of uncertainty.
9. She said it was incumbent on academic leaders to acknowledge the advantages of this system, while looking for opportunities to move the organisation towards more integrated and collective goals. To do this, the leadership team had to develop strategic themes, build a planning infrastructure and work at supporting emerging ideas and leaders. Just as research and teaching were changing due to interdisciplinary opportunities, new technologies and new approaches to teaching and learning were emerging; organisational and leadership models were also changing.
10. In developing the College's strategy, the President said that she wanted to take an inclusive

and transparent approach within the College, seeking Council's help to guide and steer decision-making. However, she said the Strategy should be ambitious and challenging; if at the end of the five year period the College had achieved all of its aims, the strategy would have failed to be sufficiently challenging. The strategy should also drive the investments to be made in the coming years. It was also important that the Council was fully engaged in the strategy discussions, and was not just presented with *a fait accompli* at the end of the process. To this end, she suggested that the Council meeting in February should be reconstituted as an "Away Day", in order to provide space for deeper discussions around the emerging strategy. In advance of that meeting, the College's senior management would aim to frame questions to get the most from members' experiences and knowledge. She also suggested that the discussions in February should focus on the long-term, but should be informed by the emerging themes and opportunities. The discussions should also seek to address challenging issues, including:

- Change management in a complex organisation;
- Timing and phasing of investments, growth, new endeavours;
- Communication of strategy and decisions to internal and external stakeholders;
- Mission focus vs. revenue optimisation;
- Talent recruitment strategies and equity/disparity in salaries;
- Large scale partnerships and collaborations;
- Supporting core strengths vs. "new" things;
- Changes in teaching and student engagement.

11. Closing her report, the President said that she and the Chair had also been discussing how to increase the Council's engagement with, and understanding of, the exciting activities at the College. She suggested that future meetings of the Council could be held in different venues at the College and that, after the formal meeting, there might be opportunities to meet with staff and students from individual departments. Finally, she advised the Council that the College's offer for the Post Office site had been accepted by the Science Museum and that discussions on agreed heads of terms were progressing.
12. Members welcomed the approach set out by the President in her report, which it was felt chimed with a need to shift the College from a short-term reactive culture to a more long-term proactive one. It was suggested that the funding challenges ahead meant that the College would not be able to meet its ambitions through short-term opportunism alone.

### **PROVOST'S REPORT**

13. The Provost, Professor James Stirling, reported that he had developed a positive working

relationship with the Home Office and with its Animals in Science Regulation Unit in his new role as Establishment Licence Holder. However, it had been agreed with the Home Office that the College should in due course move to holding an Institutional Licence with a named person responsible for compliance, and that the new Director of Bioservices was expected to fulfil this role once they had taken up the post. Professor Stirling also reported that the long-delayed Home Office report into the allegations made by the British Union for the Abolition of Vivisection (BUAV) would shortly be published in redacted form, with all mention of Imperial College and BUAV removed, although it would be readily apparent to knowledgeable readers that it referred to the College and BUAV. The report would confirm that the vast bulk of BUAV's allegations had not been substantiated.

14. The results of this year's National Student Survey (NSS) had now been announced. Imperial response rate of 84% was very good, although overall satisfaction had stayed at 87%, which ranked the College 61<sup>st</sup> in the country. There was still considerable variation in the performance of individual departments, but the Faculty of Medicine had done particularly well with a 7% rise in overall satisfaction to 90%. Imperial now had the highest ranking for overall satisfaction of the London-based Russell Group Institutions. Departments and Faculties were reviewing progress against their NSS action plans from last year and were developing revised plans for the coming year, which would then be reviewed by the Provost's Board. The President of the Imperial College Union, Mr. Wheeler, said that a Union working group was also preparing an NSS response, which would be ready in November.
15. Professor Stirling then reported on EPSRC proposals to establish an Alan Turing Institute with £42M of capital funding from Government. The Alan Turing Institute was intended to be a national centre to promote advanced research and translational work in the application of data science and the associated computational algorithms. The Institute would be run by a consortium of universities with Imperial well placed to play a leading role. However, institutions would be required to commit £5M themselves as a stakeholder investment, and the EPSRC also wanted to identify a suitable location for the Institute. The College was planning to submit an expression of interest, and considering carefully whether it should offer to host the Institute. Professor Stirling undertook to provide the Council with an update at its next meeting in November.
16. Professor Stirling then said that the College had completed the purchase of the Heston sports facility from British Airways on 5 September 2014 for £2.58M. Heston was adjacent to the College's other sports ground at Harlington and would provide an outstanding new facility for students with space for 5 football pitches, 2 rugby pitches and 2 cricket squares, as well as three indoor bars and a large theatre space. Mr. Wheeler agreed that Heston would provide superb sports facilities for Imperial students, although he said it was not easy to reach by public transport. The Union was exploring other transport options so that more students could make use of the facility.

17. Finally, Professor Stirling was pleased to announce that Professor Tom Welton, currently Head of the Department of Chemistry, had been appointed as Dean of the Faculty of Natural Sciences. He would take up his new appointment at the end of the year, when the current Dean, Professor Maggie Dallman would take up her appointment as Associate Provost (Academic Partnerships).

### **COLLEGE STRATEGY PROGRESS REPORT (PAPER B)**

18. Professor Stirling introduced Paper B and reminded members that discussions on the new Strategy had begun with an Away Day for heads of department in March and that since then a Strategy Project Group had been developing the strategy. It was expected that the first draft of the strategy would be completed in December 2014 and that there would then be an extensive consultation process within the College. The Strategy would be presented for formal approval by the Council in July 2015 and published in August 2015. Before that, and as suggested by the President in her Report, the Council would have an in-depth discussion of the emerging Strategy in February 2015.
19. Members agreed that the Council meeting in February should be configured so as to provide as much time as possible for a discussion of the Strategy. It was also suggested that the various strategy workstream teams should be encouraged to contact individual Council members for advice where this would be helpful.
20. It was noted that the nominal timeframe for the Strategy was the period 2015 – 2020. It was suggested that the Strategy should also include the College's longer term aspirations and vision for what the College might look like in 25 years' time. There was a fundamental difference between a Strategy and a five-year plan, and the inclusion of this longer-term vision would make this a more strategic document. It was further suggested that the College should consider what the most pressing global challenges were likely to be in the next 25 years (e.g. energy, climate change, changing demographics) and how it could prepare itself to meet those challenges.

### **REPORT ON DEVELOPMENT ACTIVITY AND THE ADVANCEMENT SEARCH (PAPER C)**

21. Presenting Paper C the President said that she hoped that future reports on Development would be presented by the new Vice-President (Advancement) once he or she had been recruited. In the meantime, she acknowledged that the College had increased the numbers of alumni and others giving to the College in the last few years. However, further investment was required in the Development team to make the most of this increase in donors and generate a consistent level of donations. Although large gifts would always be sporadic, smaller donations were more predictable, and the College should be increasing this steady stream of donations each year. She also said that universities were entering a

period when competition for donations would be fierce and philanthropists would have multiple options for giving. Rather than asking for donations, the College should be providing them with an opportunity to be a part of exciting and world-changing scientific discoveries and developments. Development required considerable investment in time and people for it to be successful. At present Imperial College was only investing 8p per pound raised. This was too low (average investment in the US was around 20 cents per dollar). Successful Development also required a significant commitment from the President, which was why Imperial had chosen wisely to adopt the President/Provost governance model.

22. Members welcomed the President's suggested approach and recognised that the College had to invest in and improve its fundraising operations. However, in doing so, it should encourage debate about philanthropy in the UK context. It was noted that the level of charitable giving in the UK was higher than in the US, but that this mainly consisted of regular donations by people on middle and lower incomes. There was not an established culture of larger philanthropic gifts as there was in the US. The importance of establishing long-term relationships with donors and potential donors was also recognised. To this end, it was suggested that the College could do more to encourage and maintain its relationships with graduates as they left the College, for example, by allowing them to retain their College email addresses.

#### **IMPERIAL WEST SYNDICATE REPORT (PAPER D)**

23. The Chair of the Imperial West Syndicate, Mr. Newsum, presented paper D and noted that the search for the Imperial West Programme Director was progressing well.

#### **PROPOSED REVISIONS TO THE CHARTER AND STATUTES (PAPER E)**

24. The Clerk, John Neilson, presented Paper E. In addition to the revisions previously presented to the Council, some further amendments to the Appendix to the Statutes were proposed to make provision for academic staff performance issues to be dealt with by way of a capability procedure.

#### **Resolved:**

**That this Council, in pursuance of Articles 20 and 23 of the Royal Charter, hereby makes by Special Resolution the amendments to the Charter and Statutes of the College, as set out in Paper E, subject to such changes as may hereafter be required by the Privy Council and which are agreed by the University.**

**SENATE REPORT (PAPER F)**

25. Mr. Neilson presented Paper F, which included some further proposed revisions to the College's Regulations for Students.

**Resolved:**

**That the revisions to the Regulations for Students, as set out in Paper F, be approved with effect from the beginning of the academic session 2014-15.**

**ENDOWMENT REPORT (PAPER G)**

26. The Chair of the Endowment Board, Mr. Newton, presented Paper G. As part of its regular review of its assets, the Board had discussed central London property. Although there had been a sharp increase in the value of these properties with London real estate now amongst the most expensive in the World, it was felt that there would be a correction at some point. It was an opportune time to review the property portfolio to see if some of this value could be realised for reinvestment into White City property. The Board would report back to Council, but in the meantime the Director of Financial Strategy had been given authority to invest up to £5M in property in White City.
27. The Council also noted that three of the sites at the Silwood Campus (the Drive Field Lab, the Tractor Sheds and the Nursery Buildings) were no longer required for operational activities at Silwood and had therefore been reclassified as non-core assets and transferred to the Endowment.

**STAFF MATTERS (PAPER H)**

28. Paper H was received for information.

**MAJOR PROJECTS REPORT (PAPER I)**

29. Paper I was received for information.

**ANY OTHER BUSINESS**

30. There was none.



**NEXT MEETING**

31. The Chair reminded members that the date of the next meeting was Friday, 21 November 2014, and that this would be preceded by a Council dinner on 20 November 2014.