MINUTES OF THE PROCEEDINGS

at the

Thirty-sixth Meeting of the

COUNCIL

of the

IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

The Thirty-sixth Meeting of the Council was held in the Council Room, 170, Queen’s Gate at 10:30 a.m. on 14th May 2004, when there were present:

Dr. E. Buttle, (Chairman), Mr. G. Able, Professor J.N.B. Bell, Professor Sir Leszek Borysiewicz, Professor M. Green, Professor D. Griffiths, Professor M.P. Hassell, Mr. D.P. Hearn, Professor Dame Julia Higgins, Professor S.P.F. Hughes, Dr. M.P. Knight, Professor F. Leppington, Mr. H.B. Lowe, Professor R.D. Rawlings, Eur. Ing. A.D. Roche, Dame Rosemary Spencer, Dr. C.L. Vaughan, Dr. D.J. Wilbraham, Sir Peter Williams, the Rector, the Deputy Rector and the President of the ICU, together with the Clerk to the Court and Council.

In attendance: The Academic Registrar, the Pro-Rector for Development & Corporate Affairs, the Director of Estates, the Director of Finance, the Director of Human Resources, the Director of Operations the Director of Strategy and Planning, the Imperial College Union Observer and the Assistant Clerk to the Court and Council.

Apologies: Sir Peter Gershon, Mr. B. Gidoomal, Professor A.B. Kay, Mr. R.J. Margetts, Sir Alastair Morton, Professor G.H.C. New, Dr. B.G. Smith, the Director of ICT and the Director of Project Management & Communications.

MINUTES

Council – 26th March 2004

1. The Minutes of the Thirty-fifth Meeting of the Council, held on 26th March 2004, were taken as read, confirmed and signed.

MATTERS ARISING

Chairman’s Business (Re. Minutes 3 – 7)

2. The President of the Imperial College Union, Mr. Arif, asked what would be the mechanism for reviewing the Council’s governance structure. The Chairman said that she was arranging to meet all Governors individually to obtain their views. Following these discussions, she would prepare proposals for formal consideration. She hoped that it would be possible to present a paper to the Council at its meeting in October.
CHAIRMAN’S BUSINESS

3. Dr. Buttle said that she had attended a meeting of the Committee of University Chairmen on 22-23 April in London at which a number of issues had been discussed. The main topics of interest to the College were Europe’s influence on the development of Higher Education and proposals for new charities legislation. In Europe, she said, there were increasing moves to standardise the structure of degree programmes and there was now an initiative to establish a Europe-wide quality assurance regime. Turning to charities, Dr. Buttle reminded the Governors that universities currently had exempt status under Charity Law. However, the Government wanted to remove this exemption and thereby require universities to comply with the same reporting arrangements as other charities. Rather than reporting direct to the Charity Commissioners, it was likely that universities would instead be regulated by the Higher Education Funding Council for England (HEFCE), which would act on behalf of the Charity Commissioners in this regard. Finally, Dr. Buttle reminded the Council that the Government had set up an independent adjudicator to consider complaints against universities. Although the Government was providing the initial funding for this office, it was likely that universities would be asked to contribute to its funding from 2006.

4. The Rector said that European Higher Education initiatives had been a concern for some time and it was unfortunate that the Government had signed up to the Bologna Declaration without fully understanding its implications. This Declaration set out a model structure for higher qualifications. First degrees should be three years in length, with a further two years’ study for a Masters degree and another two for a PhD. The College’s courses did not conform to this pattern as, for example, many of its engineering degrees were four years in length with graduates being awarded an MEng. There was therefore a theoretical risk that European universities might not recognise Imperial degrees, although, the College had obtained confirmation from most major European institutions that they would continue to recognise its qualifications. Imperial was, he said, in the forefront of the debate on the future of Higher Education within Europe.

5. The Rector said that, if HEFCE took on responsibility for ensuring that universities complied with Charity Law, he thought the removal of exempt status would not present the College with any undue difficulties. Dr. Eastwood agreed, but said that this was essentially a solution in search of a problem. Universities were already subject to Charity Law, the only difference being that, as exempt charities, currently they did not have to present annual reports to the Charity Commissioners. If the extra information required to comply with this change was reported to HEFCE along with the other annual reports already provided to them, he did not expect that this would be an extra burden for the College.

6. Professor Bell remarked that the College’s degrees were recognised as equivalent to longer degrees in Europe because of the greater intensity of study required at Imperial. This also meant they were attractive to European students as they could obtain a degree in a shorter period of time. Dame Rosemary Spencer asked if there was any support outside the UK for the College’s position on the length of degrees. In her experience, the European Commission was more likely to listen to cross-border groupings. The Rector said the specialist science and engineering institutions in Europe were in general agreement with the College’s views. However, they were greatly outnumbered by other, more generalist institutions, which agreed with the aims articulated in the Bologna Declaration. Professor Sir Leszek Borysiewicz said that, because of the length of study required, Medicine lay outside the Bologna
process. This was, however, being exploited by institutions in other countries where
degrees were being designated as ‘medical’ in order to remove them from the
Bologna structure.

7. Professor Rawlings said that the UK system of quality assurance was some way
ahead of that in the rest of Europe. Rather than set up a Europe-wide system, Britain
was trying to persuade Europe to recognise the outcomes of the reviews conducted
by the Quality Assurance Agency (QAA). Mr. Lowe asked how wide ranging was the
remit of the QAA. Professor Rawlings said that the QAA assured the quality of
undergraduate and postgraduate teaching through a process of subject-based
reviews. It also conducted institutional audits, which consisted of a more wide-
ranging review of the quality of an institution’s own quality assurance processes and
its supporting facilities. Indeed, he said, the QAA would be conducting an
institutional audit of the College in the coming year.

8. Concluding this discussion, the Chairman said that she had, that week, taken part in
the College’s Postgraduate Awards Ceremony. It had impressed upon her the
quality and depth of Imperial’s provision, involving as it did some 1,100 postgraduate
students. It had also been very clear how international Imperial was, with graduating
students coming from every corner of the globe. It had, she said, been an excellent
occasion and, on behalf of the Council, she congratulated all the staff who had been
involved in organising it.

RECTOR’S BUSINESS

Staff Matters (Paper A)

9. The Rector formally presented Paper A, which was received for information.

REPORT FROM THE SPORT AND LEISURE COMMITTEE (Paper B)

10. In the absence of the Chairman of the Sport and Leisure Committee, Mr. David
Elleray, who had sent his apologies, Professor Rawlings presented Paper B. He
reminded Governors that Committee had previously been the Athletics Committee,
but that its title had been changed to more accurately reflect its remit. It had
considered a number of issues in the previous year and he highlighted its proposals
for recognising sporting excellence. Two years ago the College had established
awards for outstanding achievement, which had been well received. However, the
Committee had felt that there was also scope to recognise excellent performances
that fell just short of the exacting standards for this award and it was therefore
proposing to introduce letters of commendation from the Committee.

11. Professor Rawlings then reminded members that the IDEA League had grown from
the College’s academic links with three other leading European technological
universities and now encompassed sporting links as well. Last year the annual
sporting event had been hosted by Imperial and had been a great success. Finally,
work on the new Sports Centre had now commenced. This was due for completion
by the start of the 2005-06 academic year and would provide students and staff with
much improved indoor sporting facilities on the South Kensington Campus.

12. The President of the Imperial College Union, Mr. Arif, suggested that the Committee,
in promoting a sports development policy, might be overstepping its remit as he
thought this was the preserve of the Union. Furthermore, he said, student sporting
activities were run by the Union and there was concern amongst Union staff that the College’s Sport and Leisure Department, which was responsible for running the facilities, was interfering in the Union’s management of these activities. The Chairman replied that the governance review she had recently instigated would also look at all of the Council’s Committees, including the Sport and Leisure Committee. Any discussion of the Committee’s remit should, she said, take place in that wider context. The Rector said that he was aware of the dispute between the Union and the Sport and Leisure Department and he had therefore asked the College Secretary to review the situation and report back to the Management Board. Dr. Knight, a former Chairman of the Athletics Committee, said that these were not new issues, but had been a matter of debate between the College and the Union for some time.

13. Mr. Roche said that he was disappointed that the Committee’s Report did not include a statement about health and safety issues. He was aware that each year there were a number of accidents associated with sporting activities and he suggested that the Committee should include some consideration of these in its annual report. Professor Rawlings assured the Council that the Committee considered health and safety to be of paramount importance and, indeed, a sub-committee had been established specifically to consider safety issues in sport at the College.

14. The Observer from the Imperial College Union, Mr. Moate, noted that expenditure on the IDEA League sports meeting had been significantly below its original budget. The Sport and Leisure Department had also received a grant of £10,000 from the Imperial College Trust to support this event and he asked whether this grant should now be returned to the Trust. The Rector said that ultimately this was a matter for the Trust, but that the grant had been made to support specific aspects of the event and had been properly used by the Department in accordance with its application to the Trust.

15. Mr. Hearn noted that separate teams from the College, the Medical School and Wye Campus had been entered into the British Universities Sports Association (BUSA) League. While he supported the idea that the College should enter many teams rather than concentrate solely on achieving as high a position in the League as possible, he asked if this was a deliberate policy. He drew a comparison here with American universities which used their positions in sporting competitions as a means of promoting themselves. Professor Rawlings said that the College tried to offer opportunities for staff and students to be involved in sport at all levels. However, the choice of which teams entered the BUSA competitions was a matter for the Union. Mr. Arif said that, in his opinion, the BUSA League was an imperfect measure of a university’s sporting position as the points system favoured certain sports. Furthermore, many of the College’s teams were more interested in the individual cup competitions in their sport rather than the College’s overall league position.
Introducing Paper C, the Director of Finance, Mr. Cannon, said that the College was now forecasting a surplus of £4M for the year. This was largely due to a further increase in student fee income. Although the College had forecast an increase of 12% on the previous year’s budget, overseas student numbers had been even greater than expected and this had resulted in the significant increase in income. The other main contributing factor was that the Deputy Rector’s Reserve was expected to be underspent. However, research income was also £2M lower than originally budgeted, with strikingly different levels of performance between the Faculties. The Engineering and Life Sciences Faculties were both about 18% below their research income forecasts, while the Medical and Physical Sciences Faculties had both achieved increases on budgeted research income. Because Medicine, in particular, attracted a much higher percentage of charity income, this meant that the overall overhead return would be reduced. Concluding his Report, Mr. Cannon said that over 12-month debt had increased again, but that this was due to a particular issue with payments from the Wellcome Trust, which was being resolved.

Dame Rosemary Spencer asked why the Deputy Rector’s Reserve was underspent. Professor Bearman said that the Reserve was used primarily to fund new College-wide initiatives. However, when they had been created, a large portion of the Reserve had been devolved to the Faculties. This meant that they were able to provide funding for most academic initiatives and fewer proposals were now coming forward for funding from the Deputy Rector’s Reserve. He suggested that the College might need to review the use of this fund in the future, but cautioned that there would always be a need to finance new initiatives and one-off, unbudgeted projects such as HM The Queen’s visit to open the Tanaka Business School.

Mr. Able asked if the shift in research volumes from Engineering and Life Sciences to Medicine was part of a wider trend and if this needed to be reflected in the College’s strategic plans. Professor Sir Leszek Borysiewicz said that Medicine now accounted for about 63% of the College’s research income, with much of this coming from the medical charities. Because they did not pay overhead costs, if this shift continued it would have serious implications for the College. However, he reminded Governors that the College received extra income from HEFCE, which was intended to meet overhead costs on charity-funded research and that the level and distribution of this extra support was currently the subject of much discussion with HEFCE and the Government.

Professor Dame Julia Higgins said that the Engineering and Physical Sciences Research Council (EPSRC) had not been able to increase its funding in real terms for some time. It was a matter of considerable concern for the EPSRC that funding for Engineering research was declining nationally and it was considering how to improve matters. Professor Sir Leszek Borysiewicz said that the decline in Engineering research was also a concern for Medicine, as bioengineering would be a major area of development in the coming years. Professor Hassell said that the reduction in research income in Life Sciences did not indicate a long term trend, but rather was due to an unfortunate set of circumstances this year with the ending of some major research grants and the departure from the College of a particular member of staff. He believed that income in this area would recover fairly quickly.

Sir Peter Williams noted that the largest variation against budget was in the College’s administrative functions and that expenditure in this area would be nearly £50M this year. He asked if this level of expenditure was comparable with other institutions. Mr. Cannon said that he believed Imperial’s ratio of expenditure on administration
was lower than that in most universities. Dr. Eastwood concurred, saying that Imperial’s spend was half the national average in terms of its ratio to income.

21. The President of the Imperial College Union, Mr. Arif, remarked that the Tanaka Business School’s variance from budget seemed to be larger than the other Faculties. Mr. Cannon said that, because the Business School was much smaller than the Faculties, even relatively small variances would appear larger in percentage terms.

REPORT FROM THE FINANCE COMMITTEE (PAPER D)

22. The Honorary Treasurer, Dr. Knight, introduced Paper D and reiterated the important point that the College would now be making a surplus this year. Although it had welcomed this result, the Finance Committee was, he said, concerned about the increase in unbilled research costs. The Research Administration Management Project (RAMP) was intended to improve the administration of research projects, including efficient billing processes and the Committee had therefore asked for a progress report on RAMP at its next meeting.

23. Moving on, Dr. Knight said that the establishment of the proposed Endowment Fund remained a key subject of discussion by the Committee and he thought it was appropriate that all options were considered very carefully. In relation to this, there had been an article in the Guardian newspaper that day which contrasted the performance of American universities in managing endowments with that of UK universities. The Pro-Rector for Development & Corporate Affairs, Dr. Maini, and he would be visiting Yale and Harvard shortly to see how they managed these activities.

24. Concluding his Report, Dr. Knight said that the Sports Centre had been identified as a concern in the Capital Projects Report because of some outstanding planning issues and he asked the Director of Estates if there had been any progress. Mr. Brooks Wilson said that two of the three issues had been resolved and the Project was no longer a cause for concern.

25. Mr. Lowe noted that Paper D included a reference to “prudent budgeting” and said that, if the budgeting process was too conservative, it then became relatively easy to exceed the budget. He asked if the College had a specific budgeting policy. Mr. Cannon said that there was not a strict policy, but that he tried to strike a realistic balance when determining the budget. Indeed, the College had budgeted for a generous 12% rise in student income, but even this had been exceeded. The Rector said that there were too many external variables involved for the College not to budget prudently. As an example he cited the recent exponential rise in Chinese students, both nationally and at the College, which would have been difficult to predict.

26. Professor Green asked if the College ensured that its departing students were encouraged to join its alumni organisations, as they could be a future source of funding. Dr. Maini said that the College was now investing in its Development Office and was working to cultivate its alumni. However, this was a long-term strategy. Today’s graduates would not be in a position to provide funding for the College for a great many years. Professor Sir Leszek Borysiewicz said that the current alumni associations for medical students were still aligned with, and loyal to, the original Medical Schools which had combined to form the Imperial College School of Medicine. However, medical students increasingly had a primary allegiance with Imperial rather than with the former constituent Medical Schools. Consequently an
Imperial Medical Alumnus Association was now being established to cater for these graduates.

27. Dame Rosemary Spencer asked if the College was able to provide facilities for alumni and students to network. Dr. Maini said that the Development Office wanted to use the world wide web to enable alumni to network and to share experiences and job opportunities. There were issues regarding privacy and data protection, which had to be taken into account, and these were being resolved. Imperial, he said, had a good record of keeping in touch with alumni and enabling them to remain in contact with their contemporaries. Until now though, it had not made much use of these networks for fundraising.

**SPIN-OUT COMPANIES (PAPER E)**

28. Introducing paper E, the Pro-Rector for Development & Corporate Affairs, Dr. Maini, gave the Council a presentation on the wider activities of the Development & Corporate Affairs Division, a copy of which is attached to these Minutes.

29. Sir Peter Williams congratulated Dr. Maini on his Division’s achievements in the last five years and asked whether Section 22 of the Finance Act was having an effect on the number of companies being spun out. At Oxford University, he said, only three new companies had been spun out since the Act had been passed as academics were wary of the additional tax liabilities introduced as a result of Section 22. The implications for spin-out companies were, he suggested, an unintended consequence of this legislation. The Treasury had been advised of the problems that had been created and was being urged to consider rescinding this clause. Dr. Maini acknowledged that this was a concern, but said that the College advised academics setting up companies to obtain independent tax advice on the implications for them of the new legislation.

30. Dr. Wilbraham stated that starting spin-out companies was relatively straightforward. It was the next period in a company’s development which was the most problematic as it was often difficult for them to make contact with potential investors. He asked how the College supported its companies through this secondary stage. Dr. Maini said that the College was working with a number of potential investors to create an ‘angels’ network that would enable the companies to contact investors. Dr. Knight said that the College’s relationship with Fleming Family & Partners was also of considerable benefit for companies seeking additional funding as they could also draw on their contacts.

31. Mr. Lowe said that the South-East Regional Development Agency (RDA) was interested in supporting start-up companies and particularly those making use of innovative technologies or inventions. Dr. Maini said that the London RDA was concentrating on London’s bid for the Olympics and was therefore devoting less energy to supporting new companies. He agreed that the College might be able to draw on support from the South-East RDA through contacts at the Wye Campus.

**APPOINTMENT BY THE COUNCIL OF A DISCIPLINARY TRIBUNAL (PAPER F)**

32. The Clerk introduced Paper F and reminded Governors that the College’s discipline, grievance and dismissal procedures, which were set out in the Appendix to the Statutes, required the Council to appoint a Tribunal to hear the charges made against a member of the academic staff and to determine whether they constituted good cause for dismissal. A case had now arisen in the College that required the appointment of a Tribunal.
Resolved (i) That a Tribunal be appointed to hear the charges concerning a member of the academic staff of the Faculty of Medicine and to determine whether the performance of the member of staff concerned constitutes good cause for dismissal or otherwise constitutes a serious complaint relating to the member's appointment or employment.

(ii) That the Chairman and the Rector be given delegated authority to make appropriate arrangements to appoint the Chairman and members of the Tribunal in accordance with the procedures agreed by the former Governing Body at its Meeting on 24 June 1993, and as subsequently amended by the Council in December 1999 and March 2000.

ANY OTHER BUSINESS

33. There was no other business.
Summary of Activities
Development & Corporate Affairs
36th Council meeting

Innovations Overview 2003/2004

• Investment of £10m secured for Biomedical Engineering Institute
• Helped Medical Faculty Secure second year aADI funding from GSK (£5.0m)
• Selected by Carbon Trust to operate Incubator Programme
• Inventors and College to receive Licence Revenue Share of £1.0m
• Major Licensing Agreement with Ark Therapeutics (£0.5m)
• Establishment of Appointee Directors Pool for Portfolio Companies
• Investment in second-round funding of CERES Power (£0.65m)
• Imperial BML Fund cornerstone investors in place
• Bidding to LDA for Incubator at Imperial
• Management of Third Stream activities for College
## Innovations Financial Overview 1999/00 to 2003/2004

<table>
<thead>
<tr>
<th>Account</th>
<th>£’m</th>
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<tbody>
<tr>
<td><strong>Current Account:</strong></td>
<td></td>
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<tr>
<td>Cumulative Five Year Outturn</td>
<td>(7.4)</td>
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<tr>
<td><strong>Capital Account:</strong></td>
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<tr>
<td>Realised gains (TG, FF&amp;P)</td>
<td>19.9</td>
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<tr>
<td>Unrealised Asset Value at 31.03.04</td>
<td>13.6</td>
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<tr>
<td></td>
<td>33.5</td>
</tr>
<tr>
<td><strong>Combined Current &amp; Capital Account</strong></td>
<td>26.1</td>
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<tr>
<td><strong>Additional Financial Outputs/Contributions:</strong></td>
<td></td>
</tr>
<tr>
<td>Revenue Share Payments to College &amp; Academic Staff</td>
<td>3.8</td>
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<tr>
<td>R&amp;D Income from Spin-outs</td>
<td>18.8</td>
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<tr>
<td>Strategic Partnerships (Esmee, GSK, CT)</td>
<td>20.0</td>
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<tr>
<td></td>
<td>42.6</td>
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## ICON overview 2003 -2004

- Despite economic climate, holding costs and payments to IC departments company profitability c £700k.
- Growth in IC Trust donations from waived fees and specific project profits, up from £288k in 2001/03 to £700k in 2003/04, plus HEFCE uplift benefits to IC.
- £5.2m to departments for services and access to facilities.
- Over £3m paid to academic consultants to assist IC in attracting, developing & retaining world class staff.
- Investing resources in research management and training diversification.
Office of Alumni & Development overview for 2003-2004

• Key fundraising priority projects identified and some funding secured
  – Institute for Mathematical Sciences
  – Tanaka Business School
  – Centre for Brain and Musculoskeletal Repair
  – Burlington Danes
  – China Initiative

• Three telethons completed, first direct mail campaign executed and donor recognition mechanisms in place

• Awareness raised amongst alumni base and philanthropic sources that the College is fundraising

• Funds raised (2003/04 year to date)

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount (£k)</th>
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<tbody>
<tr>
<td>Kennedy Trust – Charing Cross</td>
<td>5,000</td>
</tr>
<tr>
<td>Kwok Foundation (signed 2/04)</td>
<td>2,220</td>
</tr>
<tr>
<td>Potter – Maths Institute (signed 2/04)</td>
<td>1,250</td>
</tr>
<tr>
<td>Sundry restricted donations</td>
<td>127</td>
</tr>
<tr>
<td>Student Opportunities Fund</td>
<td>418</td>
</tr>
<tr>
<td>Total</td>
<td><strong>£9,015</strong></td>
</tr>
</tbody>
</table>

Business Development Services Overview 2003/2004

• Expenditure Budget (£410k) less HEFCE Grant (£150k): £260k

• Developing major bids and proposals in strategic areas:
  – NanoBio (£5m), LG Phillips (£200k), Fujitsu (£330k) DTI/US Bioscience (£200k)…

• Established central function – to catalyse and enhance University-Business engagement

• Business portal/enquiry system set-up

• Provided strategic input – Lambert Review, DTI Innovation, Science and Innovation Framework Report

• Developing formal and informal academic and business networks

• Established market intelligence function to shape Business engagement strategy
<table>
<thead>
<tr>
<th><strong>Recent highlights:</strong></th>
<th>Green Design Challenge/ Shell, Carbon Trust, UKERC, over 30 PhD/MSc contacts and business placements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy:</strong></td>
<td>To build and foster new relationships with UK and overseas government agencies and business to develop R&amp;D, consultancy and commercial opportunities.</td>
</tr>
<tr>
<td><strong>Development Manager:</strong></td>
<td>To focus initially on environment – water, waste, air and expand environment &amp; health</td>
</tr>
<tr>
<td><strong>Projects in progress:</strong></td>
<td>China, USA, EU, SE Asia, North Sea, DTI, RCUK, 8 multinational companies with a potential worth of over £15M</td>
</tr>
</tbody>
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PAPER A

STAFF MATTERS

A Note by the Rector

ELECTION OF DEAN (CLINICAL) FOR THE FACULTY OF MEDICINE

Professor Desmond JOHNSTON, Professor of Clinical Endocrinology in the Division of Medicine, has been elected as Dean (Clinical) for the Faculty of Medicine with effect from 1 September 2004 to 31 August 2007, in succession to Professor Howard C. Thomas.

HEAD OF THE DEPARTMENT OF COMPUTING

Professor Jeffrey MAGEE, Professor of Computing Sciences, has been appointed as Head of the Department of Computing with effect from 1 September 2004 for a period of five years, in succession to Professor Jeffrey Kramer.

HEAD OF THE DIVISION OF SURGERY, ANAESTHETICS AND INTENSIVE CARE

Professor Sir Ara DARZI, Professor of Surgery and Head of the Department of Surgical Oncology and Technology, has been appointed as Head of the Division of Surgery, Anaesthetics and Intensive Care from 1 April 2004 for a period of five years, in succession to Professor Sean Hughes.

HEAD OF THE DEPARTMENT OF CIVIL AND ENVIRONMENTAL ENGINEERING

Professor David NETHERCOT, Head of the Department of Civil and Environmental Engineering, has had his appointment extended for a further period of five years with effect from 1 September 2004.

PROFESSORS

Professor Robert MacCULLOCH, currently Research Associate at Princeton University, USA, has been appointed to the Chair in Economics in the Tanaka Business School with effect from 1 September 2004.

Dr Jaideep PRABHU, currently Senior Lecturer in Marketing at the University of Cambridge, has been appointed to the Chair in Marketing in the Tanaka Business School with effect from 1 September 2004.

READERS

Dr Gilles CHEMLA, currently Assistant Professor of Finance at the University of British Columbia, Canada, has been appointed as Reader in Finance in the Tanaka Business School with effect from 1 September 2004.
Dr Serafim KALLIADASIS, currently Reader in Fluid Mechanics at the University of Leeds, has been appointed as Reader in Fluid Mechanics in the Department of Chemical Engineering and Chemical Technology with effect from 1 July 2004.

VISITING PROFESSORS

Professor Richard HARRISON, currently Solar Physicist at the Space Science and Technology Department, Rutherford Appleton Laboratory, has been appointed as Visiting Professor in the Department of Physics with effect from 15 March 2004 until 30 September 2007.

Professor Akhlesh LAKHTAKIA, currently Professor of Engineering Science and Mechanics at the Pennsylvania State University, has been appointed as Visiting Professor in the Department of Physics with effect from 25 March 2004 until 30 September 2007.

Professor David MacDONALD, currently Senior Research Fellow in Wildlife Conservation at Lady Margaret Hall, Oxford University and AD White Professor at Cornell University, USA, has been appointed as Visiting Professor in the Department of Environmental Science and Technology with effect from 1 February 2004 until 31 January 2007.

Professor Andreas MANZ, following his resignation as Professor of Analytical Chemistry, has been appointed as Visiting Professor in the Department of Chemistry with effect from 1 December 2003 until 30 November 2006.

Professor John PERKINS, FREng, following his resignation as Principal, Faculty of Engineering and Professor of Chemical Engineering, has been appointed as Visiting Professor in the Department of Chemical Engineering and Chemical Technology with effect from 1 April 2004 until 31 March 2007.

Professor Paul SEIDEL, following his resignation as Professor of Pure Mathematics, has accepted appointment as Visiting Professor in the Department of Mathematics with effect from 1 May 2004 until 30 April 2007.

Professor Dominique SOLDATI-FAVRE, currently Associate Professor at the Department of Microbiology and Genetics at the University of Geneva, has been appointed as Visiting Professor in the Department of Biological Sciences with effect from 1 February 2004 until 31 January 2007.

Dr Michael Gordon THICK, Consultant Surgeon and Director of Medical and Surgical Liver Services and Renal Transplantation at the Freeman Hospital, Newcastle (currently seconded as National Clinical Director at the Modernisation Agency for the eBooking Programme), has accepted association with the College as Visiting Professor at the National Heart and Lung Institute with effect from 1 February 2004 until 31 January 2009.

RESIGNATION

Professor Gordon DOUGAN, has resigned from his appointment as Professor of Physiological Biochemistry in the Department of Biological Sciences with effect from 30 April 2004, to take up appointment as Wellcome Trust Principal Fellow at the Sanger Institute.
PAPER B

ANNUAL REPORT BY THE SPORT AND LEISURE COMMITTEE

A Note by the Chairman of the Sport and Leisure Committee

INTRODUCTION

1. The Committee last reported to the Council in May 2003. Since then it has met three times. In addition, the Central Sports and Leisure Advisory Group, which deals with the management of the College’s sports facilities, has met once each term and reported to the Committee after each of its meetings.

TERMS OF REFERENCE AND MEMBERSHIP

2. At its July meeting the Council approved the change of name from the Athletics Committee to the Sport and Leisure Committee, thereby more accurately reflecting its remit and work.

3. A vacancy for one governor exists on the Committee and a potential candidate has been identified. It is hoped that the new member will be appointed in time to attend the June meeting of the Committee.

CENTRAL SPORTS AND LEISURE ADVISORY GROUP

4. User Groups. The Central Sports and Leisure Advisory Group receives reports each term from the three constituent User Groups - Boathouse, Indoor and Outdoor, as well as from the Health and Safety in Sport Committee.

5. Wye Pavilion. The Chairman of the Central Sports and Leisure Advisory Group, Professor Rawlings, reported to the Committee that, after considering several options, the decision had been taken to rebuild the pavilion at Wye on the current site. A completion date of April 2004 was set for the construction and using the current site had the advantage that no ground preparation would be required.

6. BUSA. The College’s overall position in the British Universities Sports Association League for 2002-03 was 38th with 188 points in the BUSA overall championship points system. The Imperial Medics and Wye entries were 112th equal with 13 points. Had all been combined together the College’s position would have improved to 33rd overall.

7. Student Clubs.

   a. At each of its meetings the Central Sports and Leisure Advisory Group receives reports from the ICU Deputy President (Clubs & Societies), from the Chairman of the ICU Athletics Clubs’ Committee, and from the Medical Clubs’ Sports Officer.

   b. The College’s recreational clubs have organised various activities, allowing their members to spend, over the Christmas period, 42 days of gliding in Shropshire;
68 days canoeing on various Scottish rivers; 73 days of ice climbing in the Cairngorms, Glen Etive, the Kander Valley in Switzerland and the English Lake District; 98 days of diving in Cumbria and the Red Sea; and 153 days hill-walking, rock climbing, mountaineering, scrambling, skiing and mountain biking.

c. The ICU Dance Club are hosting the Southern Universities’ Dance Competition this year and nationally they are ranked 2nd just behind Oxford and ahead of Cambridge.

8. **Financial Position.** The Sport and Leisure Department’s accounts for the year 2002-03 showed a net expenditure of £1,492K with an income of £852K. This was £260K better than budget and was mainly due to significant savings on staff costs (£104K) and equipment (£90K).

**RECOGNITION OF SPORTING EXCELLENCE**

9. The Committee agreed outline criteria for the assessment of sporting performances, with letters of commendation being sent to those individuals or teams worthy of recognition. The members felt that the Chairman of the Committee and the Rector should sign the letters.

**SPORTS DEVELOPMENT STRATEGY**

10. The first Rowing Scholarship Board has met to discuss the initial batch of applicants, with three awards being made to current students. The response to date for the October 2004 entry has been excellent with some of Britain’s leading juniors already applying. Under the watchful eye of the Director of Rowing, the candidates are being encouraged to apply. The scheme is likely to incorporate the TASS (Talented Athlete Scholarship Scheme) initiative, which should further strengthen the College’s rowing development.

11. The Committee welcomed the collaboration between the College and ICU on developing a new strategy for the development of sport within the College but reminded them that the pace of any development must take account of the various teams representing the Faculties or old Constituent Colleges. The Committee also noted that the College had appointed a Sports Development Officer.

**IDEA LEAGUE**

12. As Governors will be aware, the College is a member of the IDEA League, a collaboration of Europe’s four leading technology-based universities (Imperial, Delft, ETH and Aachen). This is essentially an academic initiative but for the last two years has been extended to include sporting events. The College hosted the gathering for 2003 on 18-20 June 2003.

13. The event, which incorporated four different sporting events and a range of social functions, involved over 250 participants, together with 40 staff in support roles, for example, as coaches and managers. The first event was a 5km team run in Hyde Park, which was officially started by Sir Roger Bannister.

14. Expenditure on the event was £45,000, which was significantly below the initial budget of £60,000 agreed by the Executive Committee with the Organising Committee being able to achieve significant savings from the original budget.
15. The event was highly successful with all sporting events being held in a competitive yet friendly atmosphere. Overall, the event resulted in a tie between ETH Zurich and Imperial.

HARLINGTON TRUST

16. The Harlington Trust is a fund established in 1989 from the money received from gravel extraction at the Harlington playing fields. The Trustees of the Harlington Trust are the Chairman of the Sport and Leisure Committee, the President of the ICU and a former President of the Union. Each year the Trustees allocate up to £30,000 towards capital projects of benefit to students, with a particular emphasis on sports and athletic activities.

17. For the year 2002/03 the Trustees allocated £29,253 to 20 separate proposals. These covered a range of activities from mountaineering to windsurfing and lacrosse to rowing.

18. So far during the year 2003/04 the Trust has awarded £14,300 to 9 separate applications.

SPORTS CENTRE PROJECT

19. The Committee has been kept up to date with the plans for the development of the Sports Centre in Prince’s Gardens. The Sports Centre closed on 31 March 2004 with work on the Project being due to be completed by the start of the 2005/06 academic year.

D. R. Elleray
Chairman of the Sport and Leisure Committee
PAPER C

FINANCE MANAGEMENT REPORT
for the eight months ended 31 March 2004 (1)

A Note by the Director of Finance

FULL-YEAR FORECAST

1. The full year surplus from operating activities is now forecast at £4.0M, some £3.0M better than the last forecast and £7.9M better than the budgeted deficit of £3.9M. The improvement since the last Report is principally due to:

   a. A further increase of £0.9M in student fees. These are now forecast to total £50.9M, some £5.3M better than budget and 15% better than last year;

   b. A £1.0M reduction in the forecast utilisation of the Deputy Rector’s Reserve, some of which was brought forward from last year and was previously expected to be spent this year;

   c. A £1.3M reduction in the College spend in recognition of the lower than budget expenditure in both Faculties and Support Services.

2. The full year forecasts for all parts of the College are currently being reviewed as part of the planning round process and revised forecasts will be included in the next Report. The £4.0M surplus forecast reported this month anticipates some of these revisions.

YEAR TO DATE RESULTS

3. Research volume is £107.9M for the year to date, which is almost £2.0M down on budget. Whilst this is not very large in itself, the balance between the Faculties is changing. Down are Engineering - £3.2M and Life Sciences - £2.7M; these are partly offset by Medicine, up by £2.8M, Physical Sciences up by £0.8M and the Tanaka Business School up by £0.3M. Medicine is now accounting for over 56% of research volume, against 53% budgeted.

CENTRAL SUPPORT SERVICES

4. Costs for the year to date total £45.7M, some £1.6M below budget. The full year forecast remains unchanged at £71.8M until the forecasts are updated.

RESIDENCES, CATERING AND CONFERENCES

5. The full year surplus forecast has been reduced by £0.4M due to a considerably higher level of ‘planned maintenance’ than was expected.

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(1) The full version of the Finance Management Report is not included with these Minutes
OTHER COSTS MANAGED OUTSIDE FACULTIES

6. Year to date costs at £16.9M are £2.1M higher than budget and the full year forecast at £25.1M is £2.3M better than budget. The year to date figure includes a provision of £1.0M for retrospective pay costs which next month will be reflected in the appropriate departments, and also a £1.5M provision for Estates project work, yet to be charged to departments. The full year forecast includes two significant changes this month, as explained in the second and third items under Paragraph 1 above.

BALANCE SHEET

7. The cash position has now moved into net borrowings - £12.1M at 31st March. This is as expected, and is due to HEFCE providing the main grant over 10 months – none is paid in February or March.

8. Unbilled research costs have risen by £5.8M to £37.4M over the last two months but against this research payments received in advance have increased by exactly the same amount to £53.5M in the same period.

9. The over-12 month element of total debt has increased from £4.1M two months ago to £4.6M. This increase is mainly due to Wellcome debt, which is being addressed as a specific exercise.

CAPITAL EXPENDITURE

10. Capital expenditure in the first eight months totalled £48.9M and a further £28.0M is forecast to be spent in the remaining four months of this year, making around £76M in total. Projects with significant expenditure this year include:

<table>
<thead>
<tr>
<th>Project</th>
<th>Spent this year £M</th>
<th>Total to date £M</th>
<th>To complete £M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Externally Sponsored:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St Mary’s Medical School refurb.</td>
<td>7.1</td>
<td>22.2</td>
<td>2.3</td>
</tr>
<tr>
<td>Biochemistry rejuvenation</td>
<td>5.5</td>
<td>8.8</td>
<td>4.6</td>
</tr>
<tr>
<td>Physics Building refurbishment</td>
<td>2.7</td>
<td>6.2</td>
<td>0.9</td>
</tr>
<tr>
<td>Burlington Danes</td>
<td>2.9</td>
<td>5.7</td>
<td>49.4</td>
</tr>
<tr>
<td>College Sponsored:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Building</td>
<td>8.1</td>
<td>11.9</td>
<td>2.9</td>
</tr>
<tr>
<td>GeoSciences &amp; Engineering refurb.</td>
<td>2.8</td>
<td>6.2</td>
<td>2.3</td>
</tr>
<tr>
<td>Tanaka Business School</td>
<td>8.6</td>
<td>26.7</td>
<td>1.4</td>
</tr>
</tbody>
</table>
11. The borrowings projection does not include costs in respect of the new Southside building, except for the amount for fees recently sanctioned.

A.S.D.C.
FINANCE DIRECTOR'S REPORT

1. The Director of Finance presented a report for the eight months ended March 2004. The main issue was the revised full year forecast, which now indicates an operating surplus of £4M. The main factors behind this were identified as being: a significant increase in the amount received from student fees; a reduction in the anticipated utilisation of the Deputy Rector’s Reserve and lower than budget expenditure across the College. The Committee were pleased that the variance was positive, but concerned at the fact it amounted to £7.9M. The Director of Finance assured them that the prime cause was prudent budgeting, in particular in relation to overseas student fee income, so there was little risk of a negative variance of the same magnitude arising. The Committee noted a trend developing regarding an increase in the value of unbilled costs, and the Director of Finance confirmed that this was the subject of a specific project to isolate the causes behind the increase and ensure it does not create a future bad debt risk. It was noted that the ongoing Research Administration Management Project (RAMP) would also reduce the extent of unbilled costs, and the Committee requested an update on the progress and implications of this Project for the next meeting.

UPDATE ON THE 2004 PLANNING ROUND

2. The Director of Finance presented a paper setting out the procedural changes implemented for the 2004 Planning Round, together with a summary of the preliminary allocations that had been agreed upon. It was noted that the planning assumptions resulted in an operating deficit. The Committee noted that the size of the deficit matched the size of the sum identified for strategic investment.

ENDOWMENT FUND

3. The Committee received a further update on the processes and structures being developed to bring the proposed Endowment Fund to fruition. The Committee debated three key strands in relation to the Fund:

   a. The purpose and objectives of the Fund.

   b. The assets and liabilities to be included in the Fund.

   c. The next steps required to establish the Fund.

4. It was proposed that the fund should take on the term debt burden assumed by the College. The management of the fund would therefore be required to have specific regard
to the servicing costs of this debt. For the longer term the relationship between the quantum of the debt and the capital value of the fund would be explicit.

5. The Committee recognised that the nature of the assets which would initially form the fund portfolio would be such that it would take time to establish a suitable, balanced, portfolio to meet the underlying fund purposes.

6. The Committee considered that the fund should also take responsibility for the stakes held in companies spun-out of the College. To this extent, the fund would bear the responsibility for managing the portfolio, including decisions for investing in such companies or divesting stakes in such companies.

7. In terms of next actions the Committee agreed that there would be great value in learning from the experiences of US institutions who, over time, had managed to develop mature investment funds along the lines of the model proposed. The key aspect identified for further research was the operational and governance models used, together with a consideration of the specific technical lessons learnt, by Ivy League Colleges in establishing their own Funds. In terms of the College’s own particular requirements, it was noted that the Fund needed to support the core activities of the College, and therefore would require significant input from the Executive, but that there also needed to be a high level Board who were directly responsible for the delivery of the Fund’s core financial objectives. It was therefore agreed that the Treasurer and Pro Rector (Development & Corporate Affairs) should investigate the Yale and Harvard experiences in more detail and report back to the Committee on their findings.

CAPITAL PROJECTS REPORT

8. The Committee received an updated Capital Projects Report from the Director of Estates. The only project identified as giving cause for concern was the Sports Centre, where issues regarding planning and ground conditions were placing pressure on both the programme and budget. It was noted that these matters were receiving urgent attention. The Committee also noted that the Property Advisory Board were due to meet to deliberate on the Southside proposal. It was agreed that in the future the meetings of the Board should be coordinated to ensure they met before the Finance Committee so that the Committee could be kept abreast of the dealings of the Board.

INNOVATIONS REPORT

9. The Committee received a paper from the Pro Rector (Development and Corporate Affairs) which noted an increase in the value of the College’s overall portfolio valuation from £9.2M at the beginning of the Financial Year to a March 2004 value of £10.8M – the uplift related to two transactional matters, but also included an underlying increase in value of £1.3M. The Committee noted that increasingly the issues facing Innovations were based on the development of the holdings into a more mature portfolio which represented a positive step forward for the College.
DIRECT INVESTMENT IN A COLLEGE SPIN-OUT

10. The Committee received an investment proposal from the Pro Rector (Development & Corporate Affairs) which outlined an opportunity to increase the College’s holding in one of the companies spun-out through Innovations. It was noted that the funds required to make the investment would be from the College and therefore the final determination on whether to proceed would be made by the Management Board, but the Committee supported the view that, if the proposal had the support of Innovations, it would be appropriate for the College to make such an investment.

M.P.K.
BACKGROUND

1. Spinning-out activity is now an integral part of Imperial’s strategy for the commercialisation of promising technology. It is carried out on behalf of College by Imperial Innovations (its wholly-owned subsidiary) and complements other “business” activities carried out under the direction of Development & Corporate Affairs which are designed to promote an effective engagement with the wider industrial and business community. These include licensing of rights to inventions, consultancy engagements, commercial partnerships and strategic business development aimed at forging close alliances between business and Imperial. These activities collectively constitute Imperial’s response to the challenges set out in the recent Lambert Review of Business-University Collaboration: a key challenge being to enhance the applicability and therefore effectiveness of scientific and technical innovation in the UK.

2. Spinning-out is an established part of the core work of Imperial Innovations which also includes identifying and protecting intellectual property, assessing commercial potential, developing and licensing technology and establishing joint ventures and partnerships. Examples of the last category include Esmee, GSK, Fleming Family & Partners and Nikko Investments. Spinning-out itself is conducted both with the aim of attracting and retaining world-class staff to pioneer the development of promising technology and with the additional objective of generating significant capital returns to College over a five year timescale.

PORTFOLIO OF SPIN OUT COMPANIES

3. The College, either directly or indirectly via Innovations and the Imperial Limited Liability Partnership, now holds stakes in a portfolio of some 53 companies, addressing a very broad range of technologies and markets. The holdings in spin-out companies are structured for management and legal purposes into two separate portfolios as shown in the table below:

<table>
<thead>
<tr>
<th>Analysis of Spin-out Companies by College Portfolio</th>
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<tr>
<td>No</td>
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1. Includes College holding in Turbo Genset, which has been managed by Innovations from June 2003.
4. The reduction in spin-out companies held by the LLP arises from the trade sale and subsequent realisation of one investment and the liquidation or winding-up of four spin-out companies during the course of the year. The overall reduction from 55 to 53 companies therefore combines a reduction of five and an increase of three, the latter from the formation of new spin-outs during the year. For the future, it seems likely that the attrition of spin-outs will be more or less matched by the formation of new entities thus stabilising the aggregate number of spin-outs in the overall portfolio at around 50 companies. Estimates of the value of individual spin-outs in the portfolio are not provided in this report owing to the commercially sensitive nature of this information. However, in overall terms and using BVCA guidelines modified where appropriate, the value of the portfolio at 31 March 2004 amounted to some £13.6M.

ACTIVITIES OF THE LAST YEAR

5. The principal activities and events of the last year include:

a. **Portfolio Asset Management** In order to protect and enhance the value of the portfolio, Innovations has established an in-house portfolio management function with the specific remit to optimise the value of individual assets in the portfolio. A dedicated team of three will prioritise management of the portfolio by reference to the value to Imperial, the influence of our shareholding and wider considerations of College reputation.

b. **Appointee Director Pool** A pool of 12 Imperial nominee directors has been formed to provide directly relevant skills and business sector experience to spin-out companies. Appointee Directors also provide a strong channel of communication to Innovations, thereby ensuring that the position of spin-outs is constantly monitored and updated by the in-house team.

c. **Appointment of BioScience Managers Limited (BML)** BML has been appointed to raise an Imperial bioscience fund of £25M to £50M essentially for follow-on investments after seed rounds but not excluding seed finance for spin-outs. Discussions are well advanced with cornerstone investors and once these are in place other investors are expected to follow, enabling a first close of the Fund by the autumn.

d. **Proof of Concept and Seed Funds** The University Challenge Seed Fund (£4M) is now fully deployed and, in the absence of realisations, will not be able to make any further investments. Discussions with the Treasury and the DTI have sought additional funding but have not so far met with any success. A collaborative bid for proof of concept funding (£1.85M) involving Imperial and Oxford, Cambridge and UCL was recently submitted to HEIF and, if successful, will be available from

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2. Following a change in accounting policy, all loans to spin-outs have been reclassified as investments and the prior year number changed to reflect this definition
August 2004 for a period of two years. In addition, Innovations has been awarded a contract to identify and incubate low carbon technologies including the possibility of establishing a Seed Fund if Carbon Trust monies of £2M can be matched by external funds.

e. **Model Process for Spin-out Company Formation** Innovations has reviewed its company formation process in the light of evolving IP trends and in particular the implications of Schedule 22 of the 2003 Finance Act for academic founders. Our standard process seeks to protect College employees involved in spin-outs from being liable to income tax in respect of shares acquired by reason of their employment. However, Innovations’ advice to academic founders is always to take separate independent tax advice on this matter.

f. **Recommended Panel of Legal Advisers for Spin-outs** New legal advisers have been selected to join a panel recommended by Innovations for use by spin-outs. There are now five firms on this spin-out panel, three of which are new. All panel firms offer highly relevant services and are available on our standardised preferential terms including discounts and deferred payment.

g. **Decision Making Responsibility for Spin-out Formation** A review of the College’s decision making systems and operating model has been mirrored by the Innovations Board which has conducted a similar review of the company’s decision making processes. As a result of this review, a new decision making framework is now in place which makes the Board responsible for decisions on both the development of a spin-out project and for the subsequent formation of a spin-out (by reference to a Business Plan). As a consequence, it is likely that the role of the College Equity Committee will now be much reduced possibly leading to its eventual disbandment.

h. **Direct Investment in Spin-out Company** On the recommendation of the Innovations Board, the College supported a cash investment of £0.65M in a round of institutional investor funding for Ceres Power, one of the most promising spin-outs in the portfolio. The investment was made from the sales proceeds from a tranche of Turbo Genset shares which realised £1.8M in August 2003 when the share price of Turbo Genset reached target levels.

i. **Entrepreneurship Programme** The capability within the College for entrepreneurship continues to be developed. Activities include IP seminars for academics, inventor network events, directors’ workshops and programmes to develop entrepreneurial skills. The format of these events is evolving in the light of the new strategy being developed by the Business School. In addition, the Business School is focussing on technology cases and using Imperial spin-out experiences as material for case studies.

**PLAN FOR IMPERIAL INCUBATOR**

6. As the investment in College spin-outs continues to grow, an issue of increasing importance is providing them with appropriate facilities and business support - particularly in their early years. It is clear that the informal incubation provided within College to new start-ups has contributed to their success. A business plan has now been developed for the creation of an Imperial Incubator for early stage bioscience companies from refurbished space in the Bessemer Building of the Royal School of Mines. The plan is being developed jointly with the support of the London Development Agency (LDA) which is considering a grant of £3.0M towards the total cost of the incubator facility (£6.2M) with the balance to be
funded from College sources.

7. Spin-out companies occupying the incubator will be charged rent on the basis of the facilities (laboratories, offices, meeting rooms) used. Rental income will be set at a level not only to provide a surplus over occupancy and running costs but also by reference to market rates. The co-location of spin-outs in an incubator supported by a small active team responsible for managing the facility, backed by business development services and a broad spectrum of College resources is expected to provide a stimulating environment for the development of spin-outs.

Dr Tidu Maini
1. As Governors will be aware, the discipline, grievance and dismissal procedures relating to the College’s academic staff are contained in the Appendix to the Statutes. These require (at Paragraph 15) that, “where (after preliminary examination) the Rector has directed that a charge or charges be preferred (against a member of the academic staff), the Rector shall request the Council to appoint a Tribunal ……. to hear the charge or charges and to determine whether the conduct or performance of the member of the academic staff concerned constitutes good cause for dismissal or otherwise constitutes a serious complaint relating to the member’s appointment or employment.”

2. Paragraph 16 of the Appendix provides that in the case of members of academic staff, other than those who are Professors or Readers, the “Tribunal appointed by the Council shall comprise –

   (a) a Chairman; and

   (b) one member of the Council, not being a person employed by the College; and

   (c) one member of the academic staff.”

3. A case has now arisen in which it is charged that the performance of a non-clinical Senior Lecturer in the Faculty of Medicine may constitute good cause for dismissal or removal from office. In accordance with his responsibilities set out in the Appendix to the Statutes, the Rector has considered the complaint and decided that it discloses a sufficient reason for proceeding further. The charges must therefore be considered by a Tribunal appointed under Paragraph 16 of the Appendix to the Statutes.

4. The Council is therefore asked to consider, and if it sees fit, appoint a Tribunal to hear the charges and to determine whether the performance of the member of staff concerned constitutes good cause for dismissal or otherwise constitutes a serious complaint relating to the member’s appointment or employment. The Council is also asked to authorise the Chairman and the Rector to make appropriate arrangements to appoint the Chairman and members of the Tribunal in accordance with the procedures agreed by the former Governing Body at its Meeting on 24 June 1993, and as subsequently amended in December 1999 and March 2000.

K.A.M.