

## **MINUTES OF THE PROCEEDINGS**

**at the Forty-fourth Meeting of the**

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

The Forty-fourth Meeting of the Council was held in Room LG19, Imperial College Business School, South Kensington Campus at 10:00 a.m. on Friday 20 November 2015, when there were present:

Sir Philip Dilley (Chair), Professor A. Anandalingam, Mr. C. Brinsmead, Mr. I. Conn Mr. J. Cullen, Professor A.P. Gast (President), Professor Dame Julia Higgins, Ms. J.R. Lomax, Professor J. Magee, Mr. J. Newsum, Mr. M. Sanderson, Ms. L. Sandon-Allum, Professor G. Screatton, Professor J. Stirling, Professor T. Welton and Mr. J. Neilson, the Clerk to the Court and Council.

#### **Apologies**

Professor N. Alford and Dame Ruth Carnall.

#### **In attendance**

Professor D. Gann (for Paper J only), and Mr. J.B. Hancock, the Assistant Clerk to the Court and Council.

#### **MINUTES**

##### **Council – 18 September 2015**

1. The Minutes of the forty-third meeting of the Council, held on Friday 18 September 2015, were taken as read, confirmed and signed.

#### **CHAIR'S REPORT**

2. The Chair reminded members that they had agreed a shortlist of six prospective candidates for appointment to the Council, and he updated them on progress with their recruitment. He was pleased to say that the Nominations Committee was now in a position to recommend the appointment of Ms. Sara Murray, an entrepreneur specialising in digital business. An Oxford graduate, she was the founder of Inspop.com Ltd, which owned the brand Confused.com. She now ran Buddi, which provided technology and services for the remote health and location monitoring of people. She had been appointed SME Advisor to the Government Procurement Service, and had recently served as a non-executive director

of the Technology Strategy Board (Innovate UK). She won the National Business Awards Entrepreneur of the Year in 2009, and was awarded an OBE in the Queen's Birthday Honours List of 2012, in recognition of her services to entrepreneurship and innovation.

**Resolved:**

**That the appointment of Ms. Sara Murray as a member of the Council with immediate effect, as recommended by the Nominations Committee, be approved.**

3. The Chair then reported on the recent HEFCE Assurance Visit to the College, the draft report of which was included in the papers for this meeting. He said that the report included specific recommendations, which had already been addressed by the College, but noted that it also raised some other issues for wider consideration, without making specific recommendations. When he had spoken to the HEFCE auditors, they had questioned him on the duties of charitable trustees. He suggested that it would be useful for the Council to have a presentation from the College's legal advisors on the obligations of charity trustees and their specific charitable responsibilities and liabilities at a future Council meeting, and he asked the Clerk to make arrangements for this.
4. He also noted that it was now five years since the Council had last reviewed its own effectiveness; it would therefore be timely for the Council to conduct an effectiveness review in the current academic year. He suggested that a review could be conducted by an independent external facilitator who would have individual one-to-one confidential discussions with each Council member, and would then provide anonymous feedback to the Chair and the President. This would then be summarised for discussion by the Council. He also welcomed suggestions from Council members who had experience with effectiveness reviews. Finally, he said that the Nominations Committee was acutely aware of the need to increase the diversity of the Council's membership, and would seek to address this as new members were recruited and appointed.
5. The Council endorsed the actions proposed by the Chair. Some members suggested that external facilitators for governance reviews could often be expensive, and did not always provide good value for money because their knowledge of the organisation being reviewed was necessarily limited. To reduce the cost of such reviews, it was suggested that one option for the initial evidence gathering might be through an on-line survey rather than one-to-one interviews; any external help could focus on analysis and follow up discussion. It was also suggested that a governance review should consider the breadth of Council members' skills and experience, and whether there were any gaps that should be filled through the recruitment of new members. The Chair asked members to forward any suggestions for external facilitators either to him or to the Clerk.

**PRESIDENT'S REPORT**

6. The President reported that, in recognition of the increasing importance of communications, public affairs and marketing to the College's global position, she had decided to make a new appointment of a Vice-President (Communications and Public Affairs), and a professional search process had now commenced. It would be important to find someone who would understand and be able to work within the Imperial College ethos. The President offered to share the job description for this new post with members on request. Council members agreed that this was a positive step with the aim of enhancing the College's visibility globally. Mr. Cullen offered to introduce the President to the Marketing and Communications operation at AON, to get their views on marketing and branding.
7. The President then reported on several recent high profile visits to the College. On 21 October President Xi of China visited the Hamlyn Centre and the Data Science Institute with the Duke of York and the Chancellor of the Exchequer, the Rt. Hon. George Osborne MP. The visit had been a great success and had attracted significant worldwide coverage in the media. Coinciding with the visit, China UCF Group donated £3M to the College, and collaborations with Zhejiang University, and with the China Scholarships Council, were also extended. On 9 November George Osborne returned to visit the White City Campus, where he gave a speech on the forthcoming Spending Review and his spending discussions with other Government Departments. Prior to that on 9 October the US Secretary of Defence, Dr. Ashton Carter, and the UK Secretary of State for Defence, the Rt. Hon. Michael Fallon MP, had visited the College to hear how Imperial research was helping to tackle the key defence challenges faced by both countries. The visit had been very well received by both the US and UK Defence Departments. Finally, the Shadow Chancellor, John McDonnell MP, was giving a speech in the Bioincubator Unit at the same time as the Council meeting. He would be setting out the Labour Party's priorities for the economy ahead of the Chancellor's Autumn Statement.
8. The President also reported on a meeting of the Home Secretary, the Rt. Hon. Theresa May MP, with the heads of the Russell Group universities to discuss immigration. She had indicated that the main target for the Home Office was bogus institutions (whose main purpose was to provide immigrants with student visas), rather than universities. However, it was clear that the crackdown on student visas was putting some students off coming to the UK, particularly in India. The President suggested that the College might be able to make more use of the entrepreneurship visa to attract Indian students, and she reminded members that she had written to The Times on the occasion of the Indian President's visit to the UK, to say that the UK must give a clearer welcome to India's best students.
9. The President then said that the College had launched a joint seed-fund with MIT to kick-start early-stage, risky and 'blue skies' research ideas that might not otherwise be pursued. Both institutions had invested an initial \$300,000 into the programme. The awards are expected to cover small-scale experiments, the development of prototypes and travel costs,

among other activities that often do not receive financial support at the earliest stages. If the fund is successful, both Imperial and MIT will increase their financial support for the programme.

10. Following on from the discussion about the Francis Crick Institute at the last Council Meeting, the President reported that she had met with Sir Paul Nurse on 16 October. Although there were still some differing views, agreement had been reached on the main points, and the universities had agreed to provide some additional transitional funding for the Crick. The President noted that the College had an excellent team working on arrangements with the Crick, and some excellent academics going into it.
11. Drawing her report to a close, the President reminded members that Council members had agreed to join groups to work on the strategy scenarios in advance of the Council's Away Day in February, and she tabled a note of the proposed membership of each of these groups. Some further background material would be produced for each of these groups in December, and they would discuss and refine the scenarios in January, with a view to preparing additional material for consideration at the Council Away Day.
12. It was suggested that a student representative could be invited to join each group, and the President and Miss Sandon-Allum agreed to make arrangements for this.
13. It was also suggested that, while scenario planning was useful, the College should not become too wedded to any of the individual scenarios as a vision of the future. While none of the scenarios were likely to come to pass, or at least not in the ways envisaged, there are things we can learn from considering hypothetical situations. It was also queried whether an external facilitator would be used at the Away Day. However, most felt that it would be better for the Council to manage the discussion itself.
14. Finally, the President reminded members that there would be a Council meeting on Thursday 11 February, before the Council Dinner. She also said that an Imperial academic would be invited to the Dinner to give a brief presentation on their research work, as this had been a welcome addition to recent Council dinners.

### **PROVOST'S REPORT**

15. The Provost, Professor James Stirling, noted the recent publication of two sets of proposals which, if enacted, would have the potential to alter significantly the higher education landscape in the UK. On 6 November the Government published its long awaited Green Paper "*Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice*", while the Review of Research Councils by Sir Paul Nurse had been published on 19 November. Although the Green Paper touched upon the entire HE landscape, it largely deferred to the Nurse Review of Research Councils on the subject of research, other than to

express a desire to simplify the research landscape and lower the burden of the REF, with an increased use of metrics.

16. The main proposal in the Green Paper was the introduction of a Teaching Excellence Framework (TEF) from 2017-18. In the first year, providers with a current, successful QA review would be able to raise their fees with inflation; from 2018-19 there would be a more sophisticated (and complicated) TEF with up to four levels, assessed on metrics and institutional evidence. Providers would be able to raise fees by differing levels depending on the level of teaching excellence they achieved in the TEF. An Office for Students (OfS) would also be established as a new regulator and student champion, replacing both HEFCE and OFFA, and assuming most of their functions alongside management of the TEF. The sector would be opened up further to new providers, and all providers would be expected to have contingency arrangements in place for students in the event that they exited the sector or closed courses or campuses. The REF would continue, but would likely be delayed by a year, until 2021, and there would be a focus on the more effective use of metrics, and on reducing cost and burden.
17. Responses to the Green Paper were due back in January. As well as preparing its own response, Professor Stirling said that the College would make contact with Oxford, Cambridge and UCL, as they were likely to have similar concerns to the College. For Imperial, a particular issue was that the importance of research-led teaching should be recognised by the Government, at a time of increasing divergence between HE Education and Research policy and governance.
18. Turning to the Nurse Review, Professor Stirling said that its recommendations were not entirely unexpected. Rather than proposing a full merger of the Research Councils, it was suggested that they should be brought closer together, remaining distinct under a single new organisation, Research UK, which would succeed RCUK. The Chief Executive of Research UK would be the accountable officer for all the Research Councils. The document expressed strong support for the dual support system, and recommended that the Chief Executive of Research UK should be a distinguished scientist. Although it would take time to digest fully the detailed proposals, and consider their effect on Imperial, it was clear these changes should be seen in the context of the Government's desire to drive efficiency in the HE sector, and that the College's stated strategic aim to "inform decision makers to influence policy" had never been more important.
19. Moving on, Professor Stirling reported on two important initiatives at the College. A Mental Health Steering Group had been convened with senior members of staff from across the College, representatives from the student community and an external expert. The Group had reviewed the existing provision at College in this area, and would now make recommendations for changes in relation to any gaps that had been identified. It had also been agreed by the Provost's Board that the scope of the College's relationship with Twig World Ltd should be expanded. The online CPD materials for science teachers produced by

Twig and the College had been a tremendous success, with the video material provided by Imperial academics now being used in more than 3,300 UK primary schools. The new agreement with Twig would provide for these videos to be used internationally, as well as in secondary schools.

20. Closing his report, Professor Stirling reported on the recent Pitch@Palace event, hosted by the Duke of York on 2 November. Pitch@Palace was a national competition for budding entrepreneurs which supported start-ups by connecting them with a range of potential investors and supporters. An initial Pitch@Palace bootcamp had been hosted by the Duke of York at the College in October. This saw 42 start-ups compete for 12 places at the final event at St James's Palace. Imperial students had done well at both the bootcamp and in the finals, with Imperial providing the 1<sup>st</sup> and 3<sup>rd</sup> place winners of the competition. The overall winners were Knyttan, a company which used industrial knitting machines as 3D printers to 'print' knitwear on-demand, and which had been founded by graduates of the Innovation Design Engineering Course, run jointly with the Royal College of Art. Third place had been awarded to Baby Life Box, a low cost baby incubator designed for developing countries. There would be an opportunity for the Council to hear the Baby Life Box pitch after the meeting.

#### **ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2015 (PAPER A)**

21. The Chief Financial Officer, Muir Sanderson, presented Paper A and advised the Council that it had been decided this year that the Annual Report and Financial Statements should concentrate on the College's financial reporting obligations only, and not include a more general report on the full range of the College's activities. A separate report will be published at a later date.
22. Members accepted the rationale for providing a financial report, but queried whether it should not still include a foreword from the President. Mr. Sanderson assured the Council that the external auditors had confirmed that the report as presented met the College's formal reporting requirements. He also said he believed that the addition of a foreword from the President at this stage would delay approval of the accounts, as the new foreword would then have to be checked by the external auditors before they could sign off the accounts. Members asked Mr. Sanderson to check this latter point with the auditors, so that, if possible, a foreword from the President could be added to the Annual Report and Financial Statements.

#### **Resolved:**

**Subject to the inclusion of an additional Foreword from the President, if feasible, that the Annual Report and Financial Statements for the year ended 31 July 2015, as set out in Paper A, be**

**approved.<sup>(1)</sup>**

### **EXTERNAL AUDITORS' REPRESENTATION LETTER (PAPER B)**

23. Mr. Sanderson, presented Paper B and confirmed that the representations set out in the letter had been reviewed by the Audit Committee, which had recommended it for approval.

**Resolved:**

**That the Management Representation Letter for the External Auditors, as set out in Paper B, be approved.**

### **'SINGLE CONVERSATION' ANNUAL ACCOUNTABILITY RETURNS 2014 - FINANCIAL RESULTS FOR 2013-14 AND FINANCIAL COMMENTARY (PAPER C)**

24. Mr. Sanderson presented Paper C and confirmed that, in accordance with HEFCE guidance, the figures presented in the financial tables attached to Paper C were those reported in the College's audited financial statements.

**Resolved:**

**That the Financial Commentary and Outturn figures, as set out in Paper C, be approved for submission to HEFCE.**

### **ANNUAL SUSTAINABILITY ASSURANCE (ASSUR) REPORT (PAPER D)**

25. Mr. Sanderson presented Paper D.

**Resolved:**

**That the Annual Sustainability Assurance Report, as set out in Paper D, be approved for submission to HEFCE.**

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1. **Secretary's Note:** After the meeting it was confirmed with the External Auditors that the subsequent inclusion of an additional foreword would require the Annual Report to be re-approved by the Council and then signed off by the auditors at a later date. It was therefore agreed with the Chair that the Annual Report and Financial Statements would be approved as presented in Paper A, but that when these were published on the College's website, they would be accompanied by a message directing readers to the President's foreword in the recently published Strategy.

**ANNUAL ASSURANCE RETURN (PAPER E)**

26. The Clerk, John Neilson, presented Paper E and drew members' attention to the range of returns to be submitted to HEFCE and their approval mechanisms. He confirmed that all of the returns, including those approved by the Council at this meeting, would be submitted to HEFCE before the deadline of 1 December.

**Resolved:**

**That the Annual Assurance Return, as set out in Paper E, be approved for submission to HEFCE.**

**AUDIT COMMITTEE ANNUAL REPORT TO THE COUNCIL (PAPER F)**

27. The Chair of the Audit Committee, John Cullen, presented Paper F and noted that the PWC external audit team was new this year and had done a very thorough job, working through the financial statements in great detail. Mr. Cullen also paid tribute to the College's Director of Financial Management, Tony Lawrence, and his team, who had done an outstanding job in preparing for the audit, so that all of the main issues had been resolved before the Audit Committee's meeting. This was also the first full year of operation for KPMG as the College's internal auditors, whose risk-based approach had been appreciated by the Audit Committee. Mr. Cullen also commended KPMG for engaging with the Provost's Board to broaden the discussion of the findings from its audits. He also welcomed the fact that the College had identified challenging areas for review by the auditors; this showed that the College was using the auditors proactively to identify problems and improve the College's systems and controls. Bringing his report to a close, Mr. Cullen advised the Council that the change to FRS102 accounting standards in 2015-16 would mean that next year's audit would also have to include a re-statement of this year's result under the new standards. It was also likely that the move to FRS102 would result in a greater degree of volatility in the College's annual results. Finally, he reminded members that there was currently a vacancy on the Audit Committee, which would need to be filled as and when new members of the Council were appointed.

**ANNUAL REPORT TO THE COUNCIL FROM THE RISK COMMITTEE (PAPER G)**

28. The Chair of the Risk Committee, Rachel Lomax, presented Paper G and noted that the Risk Committee also had a vacancy following the end of Stewart Newton's term on the Council. She reminded members that the report covered the Committee's meetings in the previous academic year, and said that risk was an area that continued to evolve. The Committee had agreed that for the College's Risk Register should be aligned with the new College Strategy, and this work was continuing. At its most recent meeting, it had also received a report on the College's mental health provisions and on the potential risks arising from the

forthcoming EU referendum. The Committee also received regular updates on animal research from the Provost.

29. The Chair proposed that, once the College's overall Risk Register had been revised, this should be presented to the Council for consideration.
30. It was noted that cyber security and data security were significant risks for all organisations, and that this would be particularly so for the College; it was important for the College to have robust systems for securing the sensitive data it held. Ms. Lomax said that the Risk Committee had received an initial report on cyber security in the previous year, and that an update would be provided for the Committee at its next meeting. It was suggested that the Chief Information Officer should be invited to make a presentation to the Council on cyber security, after his report to the Risk Committee.
31. In relation to animal research, Dame Julia Higgins suggested that it would be useful for a Council member to be appointed to the College's Animal Welfare and Ethical Review Body (AWERB). Members agreed that the Nominations Committee should consider a possible appointment to the AWERB.

#### **PROJECT AMP PHASES 3 AND 4 (PAPER H)**

32. The Dean of the Faculty of Engineering, Professor Jeff Magee, gave a presentation on the final phases of the Aeronautics and Mechanical Engineering Project (AMP). He reminded the Council that the ultimate aim of the project was to complete the refurbishment of the Mechanical Engineering Building (now the City & Guilds Building), and co-locate the Departments of Mechanical Engineering, Civil Engineering and Aeronautics in the South East corner of the South Kensington Campus. The first two phases had now been completed successfully, and approval was sought for phases 3 and 4, which would complete the project in 2017. In addition, a new 'flight arena' laboratory, to be known as the Brahmaj Vasudevan Aerial Robotics Laboratory, would be built along the west elevation of City and Guilds Building, in recognition of a donation of £1.25M from Mr Brahmaj Vasudevan.
33. Members welcomed the proposed completion of the AMP and noted that, in addition to providing world-class engineering facilities for these departments, the project would provide a considerably improved 'public face' for the College on Exhibition Road.

#### **Resolved:**

**That Phase 3 and 4 of the Aeronautics and Mechanical Engineering Project (AMP), and the new Aerial Robotics Laboratory, as set out in Paper H, be approved with a total project cost of £37.7M.**

**STRATEGIC PRIORITIES FOR THE BUSINESS SCHOOL (PAPER I)**

34. The Dean of the Imperial College Business School, Professor Anand Anandalingam, gave a presentation on the strategic priorities for the Business School. A unique feature of the School was its position as a fully-embedded part of a STEM university. This gave it a particular focus on areas such as innovation and entrepreneurship, intellectual property and healthcare management, in addition to the more traditional areas of management, finance, and economics. The School was also at the forefront of using new educational technologies to deliver its programmes, and it was contributing to the College's global challenges through its work on Climate Change, Energy and Environment; Healthcare Economics, Innovation & Management; and its research on the economic benefits of investment in Science and Innovation. Most significantly, the work of the Brevan Howard Centre on the causes of the last financial crash, and averting future crashes, was attracting global attention. The Brevan Howard Centre was also attracting world-class academics in Finance to the College. For the future, Professor Anandalingam said the School wanted eventually to develop an undergraduate programme to complement its current postgraduate offer. Its early priorities though were to continue to build the Business School's global reputation and standing, and also to expand its operations to the White City Campus.
35. Mr. Conn reminded members that he was also Chair of the Business School Advisory Board, and said he was very excited about the way in which the School had developed and expanded in the last few years. It had moved from being a science management school to one of the top Business Schools in Europe and was rapidly improving its global rankings. He expected it to be one of the top 25 Business Schools in the world in a few years. Professor Anandalingam had brought a real focus to the School's strategy, and the School could also now make a real contribution to the College's fundraising efforts, through the establishment of strong corporate relationships.

**PATHWAYS TO SOCIETAL IMPACT (PAPER J)**

36. The Vice President (Development and Innovation), Professor David Gann, presented Paper J. He said the College wanted to increase impact, diversify its sources of funding, create opportunities for entrepreneurship, and leave a lasting public benefit; this paper considered ways in which this could be encouraged and promoted. He noted that the College already engaged extensively with industry, and with the charitable and public sectors, but could do still more to increase the number and productivity of interactions with external bodies. He also suggested that the College needed to act more strategically in marketing itself, and also in communicating its ideas and achievements to various external constituencies.
37. The Council commended Professor Gann on his comprehensive report. It was noted that the paper included a large number of recommendations for implementation. Members queried whether there were sufficient resources in place to implement all of the recommendations.

Professor Gann said that he believed that the College had sufficient resources in place across the College with regard to impact and translation. The purpose of the report was not to call for additional resource, but rather to coordinate the College's existing resources in this area and direct them more strategically. However, he did feel that additional support might be required in communicating and marketing the College's activities.

38. It was suggested that one way to improve engagement with industry would be to work with them to identify the problems for which solutions were needed, rather than the other way round. It was also suggested that, although Imperial would always be a research-led university, it might in the future have to strike a better balance between pure research and a more commercial and entrepreneurial approach. While this was acknowledged, it was also noted that the College's top researchers were often also serial entrepreneurs, so there was no need for these two positions to be in opposition.
39. The Chair thanked Professor Gann for his report, and suggested that individual Council members could also assist in implementing some of its recommendations.

#### **THE FUTURE OF THE COURT (PAPER K)**

40. The Chair introduced Paper K and said he believed that reducing the size of the Court to about 30 members, and concentrating on a diverse range of alumni and representatives from local organisations, would result in a more engaged and useful Court. Although the Court would be losing the members appointed by other external bodies, it was felt that the College's relationship with these bodies would be handled more appropriately through individual relationships at departmental and senior level.
41. It was suggested that another group that might be considered for membership was a more general class of 'friends of Imperial'. However, it was felt that it would be better to engage with wider groupings such as that through public events and lectures. The Clerk advised members that these proposals would have to be reflected in revisions to Ordinance A7, which set out the Court's formal terms of reference and membership. If the current proposals were approved, a revised Ordinance A7 would be circulated to the Council for approval out of committee. The Council endorsed the proposals set out in Paper K.

#### **PROPOSALS FOR THE AWARD OF HONORARY DEGREES AND THE IMPERIAL COLLEGE MEDAL (PAPER L)**

42. The President presented Paper L. The recommendations for awards had been prepared by the College's Honours and Awards Committee, chaired by Professor Sir Anthony Newman Taylor. The Committee was also responsible for preparing College nominations for national honours, and had been successful in introducing a much more systematic approach to these

nominations and awards.

**Resolved:**

**That the nominations for the conferment of Honorary Degrees and for the award of the Imperial College Medal, as set out in Paper L, be approved.**

**PROPOSED AMENDMENTS TO COLLEGE ORDINANCES (PAPER M)**

43. Mr. Neilson presented Paper M noting that there had been full consultation with the unions on the proposed revisions to the staff ordinances.

**Resolved:**

**That the proposed amendments to Ordinances; D8, the Disciplinary Procedure; D9, the Grievance Procedure; and E3, Student Complaints, as set out in Paper M, be approved.**

**IMPERIAL COLLEGE UNION ANNUAL REPORT AND ACCOUNTS (PAPER N)**

44. The President of the Imperial College Union, Lucinda Sandon-Allum, presented Paper N and highlighted in particular the Union's success in achieving its strategic objectives, as set out in its Annual Report.
45. Mr. Cullen noted that the internal audit report on the Union received at the last Audit Committee meeting had been very positive, and the auditors had commented in the meeting how unusual it was for a students' union to provide such a high degree of assurance in an internal audit report. Mr. Sanderson agreed and said that the Union had been transformed in the last few years and was now an extremely professional and well-run organisation. This transformation was due in no small part to the Union General Manager, Mr. Joe Cooper, and Mr. Sanderson paid tribute to all he had achieved at the Union.

**IMPERIAL WHITE CITY SYNDICATE REPORT (PAPER O)**

46. The Chair of the Imperial White City Syndicate, Jeremy Newsum, presented Paper O.

**ADVANCEMENT REPORT (PAPER P)**

47. Paper P was received for information.

**HEFCE ASSURANCE REVIEW REPORT (PAPER Q)**

48. Paper Q was received for information.

**STAFF MATTERS (PAPER R)**

49. Paper R was received for information.

**MAJOR PROJECTS REPORT (PAPER S)**

50. Paper S was received for information.

**SENATE REPORT (PAPER T)**

51. Paper T was received for information.

**ANY OTHER BUSINESS**

52. **Valete**. The Chair reminded members that this would be Dame Julia Higgins' last meeting as a co-opted member of Council. She had also decided to stand down as Chair of the Imperial College Union Board of Trustees in January. He asked that the Minutes record the Council's thanks to Dame Julia for the contribution she had made to the Council, during her various terms of office as an elected member, a member of the senior staff, and latterly as a co-opted member, since the Council was created in 1998.

**NEXT MEETING**

53. The Chair reminded members that the next meeting would be held on Thursday 11 February 2016 at 6:00 p.m. This brief meeting would be followed by the Council Away Day on Friday 12 February 2016 at the College's Silwood Park Campus.