

Minutes of the Proceedings at the 2015 Meeting of The Court of the Imperial College of Science, Technology and Medicine

The 2015 meeting of the Court of Imperial College was held in the Solar Room, 170 Queen's Gate, South Kensington Campus at 5:00 p.m. on Thursday 4 June 2015.

Present:

Sir Philip Dillely (Chair), Dr. M. Al-Memar, Professor G. Anandalingam, Ms. A. Blake, Dr. A. Brown, Mr. P. Brown, Mr. H. Common, Professor D. Gann, Mr. P. Garwood, Mr. J. Holmes, Professor D. Humphris, Dr. C. Ince, Mr. C. Kaye, Mr. P. Loose, Mr. I. Lush, Mr. D. Miller, Sir Alan Munro, Professor R. Parker, Mrs S. Porter Waterbury, Cllr. R Robathan, Mr. M. Sanderson, Professor J. Stirling, Mr. B. Taylor, Professor R. Thompson, Professor R. Vinter, Professor T. Welton, Professor A.P. Gast, the President Of Imperial College London and Mr J. Neilson, the Clerk to the Court and Council.

In Attendance:

Mr. A Nuttall, and Mr J Hancock, the Assistant Clerk to the Court and Council.

Apologies:

Professor I. Adcock, Dr. E. Barry, Dr. T Batten, Ms. J. Bennett, Professor D. Bradley, Mr. C. Brinsmead, Dr. P. Burrows, Dame Ruth Carnall, Ms. L. Chothia, Dr. K. H. Chow, Mr. I. Conn, Dr. S. Cosgrove, Ms. D. Crassa, Mr. J. Cullen, Emeritus Professor A. Cummings, Professor M. Dallman, Dr. M. Dixon, Dr. J. Edel, Mr. A. Emecz, Mr. T. Fairhead, Sir Robert Finch, Dr. I.W. Foulkes, Professor N. Gooderham, Dr. L. Gordon, Mr. P. Hamilton, Professor Dame Julia Higgins, Professor H. Huppert, Ms. V. Jolliffe, Mr. C. Jones, Mr. D. Kingsbury, Dr. V. Lawrence, Mrs L. Lindsay, Dr. D. Lodge, Ms. R. Lomax, Professor A. Macdonald, Professor J. Magee, Ms. C. Matterson, Mr. T. Miller, Mr. J. Newsum, Mr. S. Newton, Dr. L. O'Toole, Professor J. Pearson, Mr. K. Porter, Mr. P. Read, Mr. R. Ree, Mr. R. Rhys Jones, Professor S. Richardson, Mr. M. Roth, Professor G. Sreaton, Mr. J. Szemalikowski, Mr. H. C. Tan, Dr. Paul Thompson, Dr. Peter Thompson, Ms. P. Travis, Mr. T. Wheeler and Mr. N. Williams.

WELCOME

1. The Chair welcomed new members of the Court to their first meeting. In his remarks the Chair noted that the terms of office of many of the current Court members were due to expire this year. This, together with the publication of the College's strategy, it an appropriate time to review the benefits of the Court to its members and to the College, and to consider how the Court can best support the implementation of the

College's strategic objectives. The Chair asked members to consider this in the discussion section of the Court meeting on the implementation of the Strategy.

MINUTES

2. The Minutes of the Meeting of the Court held on 9th May 2014 were taken as read, confirmed and signed.

PRESIDENT'S REPORT TO THE COURT

3. The President gave a presentation to the Court on the latest developments at the College. She highlighted in particular the recent establishment of the Dyson School of Design Engineering which will be located in the Post Office Building recently purchased from the Science Museum; the planned opening of a new student hall of residence, Woodward Hall, in Acton in September 2015; and the launch of free online video and interactive teaching resources for all 200,000 primary teachers in the UK. The President also detailed the growing entrepreneurship opportunities at the College such as the Althea Programme and Prize for women entrepreneurs, which was offered to Imperial students for the first time in 2014/15.
4. The President then introduced the Court to several new members of the College leadership team, including two present at the Court meeting: Mrs Sarah Porter Waterbury, the Vice-President (Advancement), and Professor Tom Welton, the Dean of the Faculty of Natural Sciences.
5. Finally, the President updated the Court on progress with the College's exciting plans for its White City Campus, before introducing the College's Strategy 2015-2020, which had recently been approved by Council and would be the basis for the discussion section of the Court meeting on the implementation of the strategy.
6. The President was asked if the College's being one of the academic founders of the Francis Crick Institute created a conflict with its plans for the White City Campus. The President said that the College was not in competition with the Institute, but was an active partner in, and collaborator with it. Developments such as the Research and Translation Hub at the White City Campus were synergistic with the activities at the Francis Crick Institute. Indeed, the College had several academics who were already working with the Francis Crick Institute, some of whom would be seconded to the Institute once it opened.

7. The President was asked about her first impressions of the UK Higher Education sector and how it differed to the US. She said that the main difference was in the relative uncertainty for the UK sector that came from a reliance on government funding. The competition for limited resources that resulted from this also made collaboration more difficult. However, she stressed that there was little difference between academics in the US and the UK and their commitment to excellence in their work. She was, she said, both proud and excited to be at Imperial College.

IMPLEMENTATION OF THE COLLEGE STRATEGY 2015-2020

8. For the discussion of the implementation of the College Strategy, the Court members were divided into groups and each was invited to respond to an element of the College's strategy. Three elements had been chosen for discussion: '*We will share the wonder and importance of what we do*'; '*We will strengthen collaboration with business, academia, and non-profit, healthcare and government institutions across the globe*'; and '*We will inform decision makers to influence policy*'.
9. **'We will share the wonder and importance of what we do'**
 - a. This group first considered the College's approach to engagement with the local area and indeed further afield. There was much that the College did already, but a number of additional opportunities were noted:
 - Public access to College facilities could be enhanced.
 - The Imperial College Orchestra and music provision could be better marketed to those in the local area, as could the facilities in the Union.
 - Elements of the Imperial Festival could go on tour to locations in the local area, and indeed further afield.
 - From the members of the tables' experience demarcation was required between types of school with regard to schools engagement. Primary school engagement should be focussed on 'sharing the wonder' and fostering enthusiasm for science. Secondary school engagement should focus on raising awareness and support for Imperial among school-age children and teachers.
 - Public lectures with engaging speakers and working with the museums were praised as effective means of engagement. In future it was hoped the College could better articulate the wider student experience at Imperial, particularly clubs and societies, as it was hoped this would attract prospective students.

- The table was also in favour of engaging celebrities and those visible in the media to promote Imperial and science.

10. **'We will inform decision makers to influence policy'**

- a. This group recommended that, in order to influence successfully, any government engagement had to be grounded in facts; specifically in times of constrained budgets. Strong examples of the impact of the College's research - on for example: quality of life; healthcare; and job creation and prosperity - could provide a clear articulation of the contribution made by the College. The group emphasised how universities had convening power and also industry connections which could be leveraged to create influence. Most important of all, they stressed that the College should strive for excellence at all times, as this gave its voice authority in public debates. The group also suggested that the College could brief Government on important current topics such as the cost of healthcare.
- b. With regard to the more effective use of the Court to exercise influence, the group suggested that, rather than meeting en masse, Court members could be assigned topics of interest and smaller sub sets of Court created to further these interest areas.

11. **'We will strengthen collaboration with business, academia, and non-profit, healthcare and government institutions across the globe'**

- a. This group agreed that transparency and clarity of objectives were important for the creation of successful collaborations, as was having a clear process for resolving disputes. Identifying senior champions for the relationship on both sides was also important, as well as having a clear and agreed end point for the various aspects of the relationship.
- b. The group also advised the College to protect its brand, and to have the courage to end unsuccessful collaborations quickly (or at the least those areas of a collaboration that weren't working).
- c. Turning to the role of Court in promoting collaboration, the group suggested that individual Court members could be assigned specific projects or tasks to support. It was also suggested that the Court could assist in reviewing progress against the Strategy periodically. Finally, the table suggested that the make-up of the Court could be reviewed to match membership more closely against the elements of the Strategy.

12. The Chair and President thanked members for their contributions to the discussion. They would use this input to shape their plans for implementing the Strategy, and would take forward the suggestion to review the membership of the Court. They would also consider opportunities to form smaller groups which Court members could join to further work on specific topics relevant to the Strategy.

ANY OTHER BUSINESS

13. There was none.