

CARDIFF METROPOLITAN UNIVERSITY

MEETING OF THE BOARD OF GOVERNORS: TUESDAY, 3 APRIL 2012

MINUTES

Present: Miss B. Wilding (Chair), Lord Boswell of Aynho (Vice-Chair), Professor.A.J.Chapman (Vice-Chancellor & Principal), Dr.P.Easy, Baroness Finlay of Llandaff, Ms. M.Hassan, Mrs.Z.Harcombe, Mrs.A.Hayes, Ms.N.James, Mr. S.Jones, Mr.S.Mathur, Rev. Canon R. Morrison, Mr.A.Piper, Dr.G.N.J.Port, Baroness Randerson, Dr.R.Smith, Mr.E.C.Thomas, Mr.J.F.Thomas, Dr.M.Waring, Mr.P.R.Williams

Attendance: Mrs.P.M.Ackroyd (Pro Vice-Chancellor, Operations), Ms. R Foster (Student President-Elect), Mrs.J.Hare (Deputy Vice-Chancellor), Dr.M.Loutfi (Dean of International Development – 1323 only), Mr.R.Moremon (Director of Marketing & Communications), Mr.D.C.Price (Director of Strategy Development), Mr.R.D.G.Walters (Clerk to the Governors), Mr.M.J.Warren (Director of Finance)

1321. Apologies for Absence

Apologies for absence were received from Dr.G.N.J. Port.

Members were advised that Mr Byron Davies, independent governor since August 2010, had resigned from the Board of Governors because of his continued commitments as an Commissioner appointed by the Welsh Government in 2011 to run the Isle of Anglesey County Council.

1322. Declarations of Interest

There were no declarations of interest save for a general, direct pecuniary declaration by Baroness Finlay as Professor of Palliative Medicine at Cardiff University.

1323. Presentation by the Dean of International Development

The Dean of International Development gave a presentation entitled 'Internationalisation in Practice.'

The presentation covered the University's definition of, reasons for and means of achieving 'internationalisation', the approved Internationalisation Strategy, the six key strategic objectives and the staged implementation approach that relies on aligning the University's strategy with the European Commission (EU) strategy to meet these six objectives. It summarised the University's lead on four EU-funded projects to promote internationalisation, and the integrated approach in developing Trans-National Education (TNE) partnerships and on-campus recruitment building on the projects network of partners.

Particular reference was made to: i) the i-grad results for 2012 in which Cardiff Metropolitan University had been assessed as the top in the UK for overall student satisfaction, for a third year in a row, and top worldwide for international student support

overall; and ii) amongst other developments, the recent signing of a trilateral memorandum with the Arab Academy for Science and Technology and Alexandria University, Egypt.

It was confirmed that the executive and, separately, the TNE Sub-Committee carried out risk assessments of all potential partners, including analyses of political and ethical risk, and that periodic reviews of existing partners assessed risk, continuing adherence to the University's quality and standards mechanisms.

The Dean was thanked for his presentation and his work on internationalisation generally.

Resolved that the presentation be received

1324. Minutes of the Board of Governors:

.1 Meeting of 13 December 2011

The minutes of the meeting of 13 December 2011 were confirmed as a correct record and signed. There were no matters arising from these minutes.

.2 Special Meeting of the Board of Governors: 7 February 2012

The minutes of the special meeting held on 7 February 2012 were confirmed as a correct record and signed. There were no matters arising from these minutes.

.3 Special Meeting of the Board of Governors: 19 March 2012

The draft minutes of the special meeting of 19 March 2012 were tabled for information. The unconfirmed minutes were to be presented to the Board of Governors in July 2012 for confirmation.

1325. Standing Items

.1 Report of the Chair of the Board of Governors

The Chair's written report presented details of events attended since the last meeting and planned for the Summer Term 2012. Particular reference was made to a meeting of the FE2HE Consortium held on 13 March 2012 which had been attended by representatives of other FE partners in South East Wales, the Welsh Government, the local authority and the National Academy for Skills and Financial Services; representatives of the University of Glamorgan (Glamorgan) and the University of Wales, Newport (Newport) had been invited but had not attended. The meeting had explored ways in which the HE and FE sectors might contribute proactively to the planned 'financial district' in Cardiff and to the development of the financial and professional services skills academy proposed as part of that project. It had been agreed that a further meeting of all parties would be held during the Summer Term 2012 and that the Chair would write to the Glamorgan Chair encouraging that University's participation in this initiative, Newport having expressed an intention to attend the next meeting.

The Chair reported the exercise of authority under Standing Orders to waive quorum to allow the meetings of the Nominations & Governance Committee on 20 March 2012 and of the Audit Committee on 27 March to proceed in the absence of the required three independent members and three members respectfully.

Mr. John Foster Thomas gave a brief oral report on the University's involvement in spin-off companies and stated that a later report would compare Cardiff Met's performance with other institutions and attempt to identify examples of good practice.

The meeting was referred to the business of the two meetings of the Strategic Planning Committee held during the Spring Term 2012. The confirmed minutes of the meeting of 17 January and the unconfirmed minutes of the meeting of 20 March were provided for information. In addition to items of business included on the agenda for this meeting, the Committee had considered the Welsh Language Scheme's Annual Monitoring Report for 2010/11, a report on Collaborative Provision Activities and a report on the work of the TNE Sub-Committee Meeting of 13 March 2012.

In addition to the written report the meeting received a summary of discussions at the Stakeholder Forum meeting held on 27 March 2012 and developments in work with the London School of Commerce (LSC), the University's Associate College.

The Stakeholder Forum had encouraged the maintenance of the Board's current position supported by a positive approach to the reconfiguration agenda and *inter alia* consideration of the strategic relationship with Newport, a better understanding of the Welsh Government's agenda for HE and the options for achieving it, and the desirability of more political lobbying.

With regard to work with the LSC, it was reported that a meeting had been held on 19 March 2012 at the LSC in London of officers of this University, the LSC and others with a representative of the UK Border Agency (UKBA) to discuss models for partnership working and specifically the proposal for the development of a London campus and the issue of Confirmations of Acceptance for Study. It was agreed that officers would develop these initiatives on the basis of the 'academic oversight' approach recognised by the UKBA and that authority to approve progress would be delegated to the TNE Sub-Committee in consultation with the Chair and subject to reporting to the Strategic Planning Committee.

Resolved that:

- .1 the report be received;
 - .2 Chair's Action be noted;
 - .3 authority to approve progress in work with the LSC be delegated to the TNE Sub-Committee in consultation with the Chair and reporting to the Strategic Planning Committee.
- .2 **Report of the Vice-Chancellor**

The Vice-Chancellor's report summarised progress made across the University since the meeting of 13 December 2011; activities were reported against the agreed strategic aims. Appendices to the report presented the confirmed minutes of the Academic Board meeting of 11 November, 2011 and the unconfirmed minutes of the meeting of 2 March, 2012.

Particular reference was made:

to the University's continued good performance in the annual i-grad survey (min.1323 above refers);

following an increase of 12.2% in 2011, to a 13% decline in the number of applications for 2012 entry from prospective full-time home/EU undergraduate students reflecting the uncertainty caused by proposed reconfiguration – however, the University maintained the healthiest contention rate of any 'new' university in Wales with an average of almost four applications for every available place;

as part of the agenda to increase the influence of the 'student voice', to the launch of the Cardiff Metropolitan University student-led Teaching Fellowship Scheme;

to the achievement of Environmental Management System Standard ISO14001.

With reference to Academic Board minutes (2 March 2012: 41.11/12 .1.2), it was agreed that progress in actions taken in response to issues raised in external examiner reports would be reported to the next meeting for information

action: VCB

Resolved that the report be received

.3 **Students' Union President**

The Student President's periodic written report presented details of:

the election for 2012/13 of Ms. Ruth Foster as Student President and *ex officio* student representative on the Board of Governors and Ms. Anna Hutchinson as Student Vice-President;

the results of a vote on the merger proposal with 89% of the 1101 votes cast being against merger and 11% in favour;

the first award of the student-led Teaching Fellowships at the LSC Awards Ceremony held in Cardiff in February;

the promotion during the Spring Term 2012 of the 'Go Green and Fairtrade' fortnight;

the commencement of the process to recruit new school representatives for the 2012/13 academic year - initiatives were being explored to encourage an internationalisation role for home students, closer liaison with international students at Cardiff Metropolitan University and the development of links with collaborative institutions.

Resolved that:

.1 the report be noted;

.2 the election of Ruth Foster as Student President and *ex officio* student representative on the Board of Governors for 2012/13 be noted.

.4 Summary Reports by Committee Chairs

The meeting received oral reports on the business of the Audit, Finance & Estates and Human Resources Committees during the Spring Term 2012.

i) Audit Committee: 27 March 2012

Internal Audit: work was on course to complete the current year's internal audit plan within-year - no major issues had been identified that could impact on the annual opinion. The Committee had welcomed the sustained improvement in performance by the Students' Union as evidenced by the findings of an internal audit review and, as recommended by the Internal Auditors in the annual review of corporate governance, the intention, to consider the limitation of the total terms of office of staff governors to the six year maximum term applicable to independent governors.

Drawing on the annual report *Governing Body Responsibilities in Relation to Risk Management*, the Committee Chair gave assurance that the governing body's responsibilities for risk management, as recorded in the Risk Management Policy, were being met. The Committee had no recommendations to make for changes to risk management processes and procedures but had agreed, following a referral from the Risk Management Committee, that its next meeting would review the adequacy of the coverage of 'risk appetite' in the Risk Management Policy.

.ii) Finance & Estates Committee: 13 March 2012

In a time of uncertainty the Committee continued to concentrate on matters of core business and sustainability. In addition to items on the Board's agenda, the Committee had received the periodic report on the current debt position, a paper reporting good progress towards the achievement of Environmental Management System Standard ISO14001, a summary of the Student Recruitment Activity Review 2010/11 and the annual reviews of Hall Fees, Tuition Fees, Treasury Management, the Transparency Return and compliance with the University's Financial Memorandum with HEFCW. The Committee had agreed to the dissolution of Cardiff Institute Residences Company Ltd at the end of 2011/12 and the transfer of its assets and liabilities to the University; it was confirmed that no accounting issues arose from dissolution, the CIRC Ltd accounts being fully consolidated with the University accounts.

3 Human Resources Committee: 21 February 2012

Business not referred to the Board of Governors included receipt of the termly Staff Monitoring report, the minutes of the last meeting of the Health & Safety Committee and a report providing details of developments in the Health and Well-Being element of the Human Resources Strategy (marking the achievement of the Welsh Government's Gold Level Corporate Health Standard). Particular reference was made to significant progress towards the achievement of an academic profile of 20:60:20 Lecturer:Senior Lecturer:Principal Lecturer and to significant and consistent improvement in sickness absence rates.

Resolved that the oral reports be received.

1326. Risk Register: Periodic Review

Following review by the Audit Committee, the meeting considered the most recent iteration of the Corporate Strategic Risk Register and noted the deletion of one risk, the amendment of the definition of two risks, the reduction in risk rating levels of five risks and the updating of the improvement action for one risk.

Resolved that the most recent iteration of the Corporate Strategic Risk Register and changes to risk definitions and ratings be noted.

1327. Strategic Intent

.1 Future Structure of Universities in Wales

A written report summarised the business of the special meeting of 19 March and provided details of the meeting of even date with the Minister for Education & Skills.

As reported to the Strategic Planning Committee on 20 March 2012 and subsequently to staff and students, the meeting noted the appointment of Professor Sir Steve Smith as Independent Advisor to the Minister on the reconfiguration agenda (and related terms of reference) and the three 'routes' for the creation of a single post-92 university in South East Wales identified by the Minister, viz:

a new university formed after the dissolution of the University of Glamorgan the University of Wales, Newport and Cardiff Metropolitan University;

identification of a 'lead' institution, the dissolution of the two other institutions (and the transfer of their assets and liabilities into the 'lead' institution);

the voluntary coming together of two institutions with further consideration of the options for the third institution.

Appendices to the report presented: a transcript of the Clerk's notes of the meeting with the Minister, a short biography of Professor Sir Steve Smith, the message sent to staff and students on the meeting with the Minister, an initial evaluation of the Minister's three routes to merger, a proposed approach to discussions with Professor Smith including a business case for Cardiff Met remaining autonomous, Cardiff Met's performance and an assessment of the University's structure.

Confirmation was given that arrangements were being made for the Chair and Vice-Chancellor to meet Professor Smith to negotiate an outcome that not only works for Wales but safeguards the interests of staff and students.

Copies of a letter dated 30 March 2012 from the Students' Union President to Mark Drakeford AM, on students' concerns regarding reconfiguration, were tabled.

It was agreed that discussions with Newport that had commenced since the special Board meeting of 20 March would continue to be held on strategic

matters of mutual interest and advantage relevant to and engaging with the objectives of the reconfiguration agenda. Work was to continue, involving both partner institutions where appropriate, to develop low cost and low risk alternatives to the proposed three-way merger.

Resolved that:

- .1 the report be noted;
 - .2 as detailed above, discussions be held with Professor Sir Steve Smith and continue with the University of Wales, Newport.
- .2 HEFCW Feedback on South East Wales Regional Strategy for 2011/12 - 2013/13

As presented to the Strategic Planning Committee on 20 March 2012, a letter dated 6 February 2012 from HEFCW's Head of Strategy, Learning and Funding to Cardiff University's Vice-Chancellor set out the Funding Council's feedback on the Regional Strategy. The Funding Council's concerns and the tenor of a response to be submitted by Cardiff University correcting certain misunderstandings were noted.

Resolved that correspondence on the Regional Strategy be noted.

1328. Corporate Strategic Plan

A written report provided information on the development of a new Corporate Strategic Plan from 1 August 2012 taking account of the outcomes of consultation and discussions with the Strategic Planning Committee.

The meeting endorsed the suggestions made by the Strategic Planning Committee for inclusion in the draft Plan to be submitted to the Board of Governors in July 2012 for approval.

Resolved that the report be noted and a draft Corporate Strategic Plan, incorporating changes suggested by the Strategic Planning Committee and resulting from consultation, be submitted to the July meeting for approval.

1329. Finance Reports

- .1 Outturn 2011/12: Second Review

A written report, which had been endorsed by the Finance & Estates Committee, advised on the forecast Outturn for 2011/12 and identified the major risks or potential variances to that forecast. The report presented a forecast historic costs surplus of £2,009K compared with the original budget figure of £508K. Appendices presented: i) the revised Income & Expenditure Account; ii) cashflow performance, iii) re-forecast cashflow reflecting an improved cash position directly related to the higher level of surplus; iv) the projected year-end balance sheet showing an improved position and compliance with all of the Financial Strategy KPIs for the year.

Resolved that the report be approved.

.2 Budget Preparation 2012/13

A written report, which also had been endorsed by the Finance & Estates Committee, sought i) support for the basis for the preparation of the Budget for 2012/13, ii) to provide a high level projection of the University's finances for the next five years and iii) to demonstrate the University's ability to fund the capital scheme to relocate Howard Gardens to Llandaff Campus (min. 1331.1 below refers). Appendices presented:

Headline Steers setting out the basis upon which HEFCW was to provide funds to the sector for 2012/13 – given the uncertain funding environment and the liability of allocations to change, it was proposed that the Budget for 2012/13 be structured on the basis of the assumptions in the report and on receipt of the allocation as announced to date but recognising the risk of change in March 2013;

a high level projection of the financial forecasts through to 2015/16, with a projection of a potential one-off deficit in 2012/13 but avoiding issues with the bank covenants or reputation for financial health;

a projection of the Financial Health KPIs based upon the financial forecasts and provision for £14M investment in relocation from Howard Gardens - although the production of a deficit in 2012/13 together with the investment in the Howard Gardens relocation would have a significant impact upon the KPIs, assurance was given that the University was able to cashflow the capital requirement.

At this juncture the meeting received a tabled report on and copies of HEFCW Circular W12/10HE: HEFCW's Funding Allocation 2012/13 (which had been issued on 30 March 2012) setting out a significantly better allocation than hitherto anticipated (subject to a variation in allocations when the final costs of fee grants were known). It was noted that Cardiff Metropolitan University had received the highest percentage increase in teaching funding of the new universities in Wales at 4.6% and in total had been awarded an increase of 4.5% against an average of 1.5% for the sector (thus reducing the likelihood of a deficit in 2012/13).

Resolved that the Budget Preparation report and the report on HEFCW's Funding Allocation 2012/13 be noted.

.3 HEFCW: Remit Letter 2012/13

The Minister's 2012/13 Remit Letter to HEFCW (dated 16 March 2012) was presented for information and discussion. Given the significance of the issues raised by the Remit Letter it was agreed to defer detailed consideration of it to the next meeting of the Strategic Planning Committee, scheduled for 15 May, and to invite all governors to attend that meeting.

Resolved that the Minister's 2012/13 Remit Letter be received and referred to the Strategic Planning Committee for detailed consideration.

1330. UWIC Foundation: Dissolution

On the recommendation of the Directors of the UWIC Foundation supported by the Executive, a written report proposed the dissolution of the UWIC Foundation company and charity from 30 June 2012 and the incorporation of their operation as a core activity of the University.

Resolved that:

- .1 the UWIC Foundation company and charity be dissolved with effect from 30 June 2012 and their operation subsumed as a core activity of the University;
- .2 authority be given to the Director of Finance and the Clerk to the Governors to take all actions necessary to effect the merger of the UWIC Foundation and Cardiff Metropolitan University charities.

1331. Howard Gardens Re-provision

A written report proposed the approval of a revised scheme endorsed by the Finance & Estates Committee for the re-provision of Howard Gardens at Llandaff at a larger budget of £14m (min. 1278 of 12 July 2011 approving the original £10m scheme refers). The report presented a cost comparator and gave assurance that the revised scheme was affordable.

Resolved that the re-provision of the Howard Gardens facilities at Llandaff at the revised budget of £14m (incl. enabling works, fees and VAT) be approved.

1332. Policies and Procedures

.1 Collaborative Provision Activities

A written report on collaborative provision activities, which had been presented to the Strategic Planning Committee, provided details of the number of students enrolled on the University's collaborative provision programmes in Wales, the UK and internationally. The report provided data on Wales-based collaborations and new TNE developments. In response to comments on the attainability of targets, assurance was given that a business plan was in place to support the achievement of target TNE collaborative provision enrolments (outside Wales) by the end of 2013 and to reduce undue reliance on a single partner.

Resolved that the report be noted.

.2 Disaster Recovery Plan

As endorsed by the Audit Committee, a revised, shorter version of the Disaster Recovery Plan was presented for approval.

Resolved that the revised Disaster Recovery Plan be approved.

.3 Strategic Equality Plan

As endorsed by the Human Resources Committee, a written report presented for approval and publication a new Strategic Equality Plan. It was confirmed that the revised Plan reflected the new Specific Equality Duties for Wales which had come into effect on 6 April 2011.

Resolved that the Strategic Equality Plan be approved and released for immediate publication.

.4 Human Resources Strategy: Proposed New Strategy 2011-2015)

A written report submitted for approval a revised version of the Human Resources Strategy as endorsed by the Human Resources Committee. Appendices to the report presented a revised Human Resources Strategic Framework, accompanying Notes and a revised Human Resources Operational Framework.

Resolved that the revised Human Resources Strategic and Operational Frameworks be approved.

.5 Communications Strategy

The meeting received a written report which provided details of progress under the Communications Strategy over the past year and outlined future key activity. The report had been presented to the Finance & Estates Committee on 19 March 2012.

Resolved that the report be noted.

.6 Student Charter

A draft Student Charter was presented for approval. It was noted that the proposed Charter had been drawn up in accordance with the recommendations of the Government's Student Charter Group and of HEFCW, developed in conjunction with the Student Union and after wide consultation and endorsed by the Learning and Teaching Board.

Members endorsed the Charter as presented subject to the insertion of additional statements to the effect that the University would maintain quality and standards in accordance with the QAA framework and would implement the Higher Education Achievement Record. It was agreed that a further version of the Charter would be submitted to the next meeting for approval.

Resolved that a revised draft of the Student Charter be submitted to the next meeting for approval.

1333. Governance: Report by the Clerk to the Governors

The meeting received the Clerk's periodic governance report.

It was noted that recommendations regarding Board and Committee membership from 1 August 2012 were to be submitted to the next meeting.

On the recommendation of the Nominations and Governance Committee and as an indication of the importance the University placed in student representation, it was agreed that it was appropriate to increase the number of student governors on the governing body from one to two from August 2012; a formal determination in accordance with paragraph 4 of the Instrument of Government increasing the number of members of the Board of Governors by one from 1 August 2012 was made accordingly. Discussions were to be held with the Students' Union on the process for nominating a second representative.

The meeting approved the recommendation of the Nominations and Governance Committee that Mr. Umar Hussain, accountant and Director of Finance, South Wales Police, be appointed as an external co-opted member of the Audit Committee for a period of three years from 1 August 2012 following the expiration of Ms. Jackie Royall's term of office as an external co-opted member on 31 July 2012.

Good progress was noted in fulfilling the outcomes of the most recent review of the Board's effectiveness. It was reported that work has been completed in seven areas and continued in respect of three areas, and that proposals for a programme of reviews of effectiveness of the Board and its Committees would be presented to the next meeting of the Nominations and Governance Committee.

Members were reminded that a Welsh Governor Development Day, presented by the Leadership Foundation with support from HEFCW, was to be held in Cardiff on 29 May 2012. In addition, arrangements were being made for a governors' briefing session during the Summer Term on equality and diversity and arrangements were to be made when appropriate for sessions on i) roles, responsibilities and effectiveness in time of crisis and ii) the implications of the Welsh Government's response to the McCormick review.

Notice was given of the dates of the next two meetings of the Stakeholder Forum, viz. 2 October 2012 and 19 March 2013. Given the need to appoint a new Independent Chair of the Membership Selection Panel it was agreed that authority would be given to the Chair in consultation with the Vice-Chancellor and members of the Nominations & Governance Committee to make an appoint as a matter of urgency. Members were invited to bring the names of suitable appointees to the Clerk's attention.

The resignation from the Stakeholder Forum of Mr John Walter-Jones, independent member and former Chair of S4C, was noted.

The meeting was reminded that the next HEFCW Institutional Visit had been scheduled for the morning of Friday, 6 July 2012, commencing at 9.00 a.m. and finishing with luncheon.

Details were provided of HEFCW Circulars issued since early December 2011.

Resolved that:

- .1 the report be noted;
- .2 the proposal to increase student representation on the Board of Governors to two students nominated by the University's students from 1 August 2012 be approved and a formal determination in accordance with paragraph 4 of the Instrument of Government increasing the number of members of the Board of Governors by one from 1 August 2012 be made accordingly.
- .3 Mr Umar Hussain be appointed as an external co-opted member of the Audit Committee for a three-year period commencing on 1 August 2012, and
- .4 authority be given to the Chair in consultation with the Vice-Chancellor and members of the Nominations & Governance Committee to appoint a new Independent Chair of the Membership Selection Panel.

1334. Any Other Business

.1 Robert Brown

It was reported that Professor Robert Brown's employment as part-time PVC (Research) would end on 30 April 2012 when he was to take up a similar, full-time appointment with the University of Wales. The meeting recorded its appreciation of Professor Brown's work since his initial appointment in 1992 and his achievements since his appointment as Pro-Vice-Chancellor in 2003, in particular regarding the successful application for research degree awarding powers and his leadership of the National Centre for Product Design and Development Research.

.2 Date of Next Meeting

It was confirmed that the next meeting of the Board of Governors had been re-scheduled for Monday, 9 July.

.3 Restricted Business

Resolved that the following items retain restricted status:

Risk Register
Future Structure
Outturn Second Review
Budget Preparation
Appointment of Temporary Full-Time PVC (Research and Enterprise)

1335. Restricted Business [independent and non-staff/student co-opted governors and the Vice-Chancellor only]:

.1 Appointment of Temporary Pro Vice-Chancellor (Research & Enterprise)

Under restricted business members received and approved the recommendations of the Appointments Committee set up by the Chair (following consultation with members – the Clerks email correspondence with governors of 1 March 2012 refers) for the appointment of two temporary, part-time Pro Vice-Chancellors to cover the full-time research and enterprise portfolio pending a permanent appointment when circumstances allowed. The restoration of a full-time senior position, reduced to 0.5fte from 1 August 2010 (Remuneration Committee min 221 of 5 October 2010 refers), was ratified.

The Appointment Committee's recommendations were approved whereby the portfolio was to be shared between two senior academics with the appointment of Professor Sheldon Hanton as Pro Vice-Chancellor 60% fte with responsibility for research and Professor David Brooksbank as Pro Vice-Chancellor 40% fte with responsibility for enterprise. The meeting accepted the Remuneration Committee's opinion that uncertainty regarding the University's mid to long term future rendered an immediate review of the Level 2 structure inappropriate but agreed that consideration would be given to any proposals for necessary minor, temporary restructuring to meet the University's current needs. The Vice-Chancellor was invited to present any such proposals to the next meeting of the Remuneration Committee in the first instance.

Resolved that:

- .1 the reversion to a designated senior position of full-time Pro Vice-Chancellor (Research and Enterprise) be ratified;
- .2 pending a permanent appointment and subject to the satisfactory conclusion of negotiations on terms and conditions, appointments be made of temporary, part-time Pro Vice-Chancellors as set above, such appointments to run to 31 July 2012 in the first instance at which time there would be a review of the arrangements with potential for re-appointment to a period up to 31 July 2013.

1336. For Information

The following documents were presented for information:

Rolling Calendar: Summer Term 2012 to Autumn Term 2013

Minutes of the Human Resources Committee: 21 February 2012

Minutes of the Finance & Estates Committee: 13 March 2012

Minutes of the Strategic Planning Committee: 20 March 2012

Minutes of the Audit Committee: 27 March 2012