

**Cardiff Metropolitan University**

**Board of Governors: Monday 23 September 2019**

**5.30pm Hospitality Suite, Cardiff School of Management, Llandaff Campus**

**Confirmed Open Minutes**

**Governors Present:** Baroness Finlay of Llandaff (Chair), Professor Cara Aitchison (President and Vice Chancellor), Mr Nick Capaldi (Co-Vice Chair), Ms Amy-Louise Fox (Students' Union President), Mrs Sian Goodson (Co-Vice Chair), Mr Umar Hussain MBE, Dr Stephen Jackson, Dr Malcolm James (Academic Staff Governor), Professor Kelechi Nnoaham, Dr Katie Thirlaway (Academic Board Governor), Dr Chris Turner and Mr David Warrender

**In attendance:** Dr Jacqui Boddington (Pro-Vice Chancellor Student Engagement), Mr John Cavani (Director of Marketing and External Relations), Professor Sheldon Hanton (Pro-Vice Chancellor Research and Innovation), Mr David Llewellyn (Director of Finance), Dr Jenny Rees (Interim University Secretary and Clerk to the Board of Governors), Professor Leigh Robinson (Pro-Vice Chancellor and Executive Dean of Cardiff School of Sport and Health Sciences) and Mr Greg Lane (Assistant Secretary)(Minutes)

**1808. Apologies for Absence (agenda item 1)**

Apologies were received from Ms Nicola Amery, Mr Gareth Davies, Ms Keira Davies and Mr Scott Waddington.

The Chair welcomed Ms Amy-Louise Fox, Students' Union President, to their first Board of Governors meeting.

**1809. Declarations of Conflict of Interest (agenda item 2)**

There were no declarations of conflict of interest.

**1810. Minutes of Previous Meetings: Board of Governors: Thursday 4 July 2019 (Unconfirmed Open Minutes) (agenda item 3)**

The Vice Chancellor referred to paragraph 1785 and clarified that the BA Primary QTS course referred to is actually a new course that is attracting an excellent level of interest.

The Assistant Secretary confirmed that arrangements were being finalised to place Board minutes from 2018/19 on the University's website in both English and Welsh.

The Vice Chancellor tabled two short papers summarising the University's progress against Measures of Success and League Table Performance.

## Measures of Success

The Vice Chancellor referred the Board to the Measures of Success paper and advised that in terms of the Universities finances, income had increased from £99.871m in 2016/17 to £106.845m in 2018/19 and that good progress had been made against all finance measures. The improvement in cash generation from 11.1% to 13.1% over the same period was particularly noteworthy.

The Vice Chancellor highlighted that the voluntary severance scheme had helped reduce staff pay as a percentage of income from 65.7% in 2016/17 to 58% in 2018/19. The Vice Chancellor advised that the 64.6% figure quoted for 2018/19 included an additional £3m pension liability for the University as a result of a revaluation of the LGPS. The Vice Chancellor advised that the 64.6% figure would have been much higher had the University not taken the difficult decision to implement a voluntary severance scheme to achieve sound finances.

The Vice Chancellor highlighted that the decline in Transnational Education enrolment numbers from 9,497 students in 2016/17 to 9,300 students in 2018/19 was largely due to the University's move away from moderating diploma level work.

The Vice Chancellor highlighted that the National Students Survey (NSS) results had shown that student satisfaction with the University had increased from 84% in 2016/17 to 85% in 2018/19. The results were pleasing as the University had moved from being 1% below the UK average in 2017 to 1% above the UK average in 2019. The University is currently in line with the Welsh sector and outperforming the UK average as a whole.

The Vice Chancellor specified that good progress had also been made in recruiting both international students and international academic staff to the University.

The Vice Chancellor recognised that further work was required to improve Welsh Partnerships enrolment, average entry points required to study at the University and BAME staff as a percentage of staff as a whole.

The Vice Chancellor recognised that the staff satisfaction figures derived from the staff survey highlighted that further work was required. The previous survey had been held at a time when the University was implementing the voluntary severance scheme to achieve savings and this had undoubtedly impacted on the experience of staff working at the University and the staff survey results. The Vice Chancellor advised that it was anticipated that the new staff survey being undertaken would show an improvement in results.

## League Table Performance

The Vice Chancellor referred the Board to the summary of League Table Performance from the Times Good University Guide where it had been reported that the University had 'sprinted up the league table for student satisfaction'. The Vice Chancellor explained the methodology of the Times Good University Guide tended to be less favourable to post 92 universities with significant weighting being placed on Research and limited weighting being placed on student experience.

Board members queried whether there would be adverse publicity if the University increased the percentage of good degrees awarded. In response to this the Vice Chancellor confirmed that the University would continue to work towards having students achieve good degrees with good graduate prospects.

Board members queried whether unconditional offers piloted for some courses in the Cardiff School of Management had impacted on students' attainment prior to starting their studies at the University. The Director of Marketing and External Relations advised that unconditional offers had led to a slight decrease in students' attainment for those enrolled on those courses but that unconditional offers did help with the University's conversion rate in recruiting students. It was confirmed that the pilot would be evaluated in due course.

The Vice Chancellor advised that there was further work required to improve the University's relative position on some courses where it was ranked in the bottom 10% of providers. The Vice Chancellor advised that in a number of cases the University was competing against a wide pool of providers that included Russell Group universities.

The Vice Chancellor highlighted that there was also further work required to close the attainment gap of BAME students at the University. The Pro-Vice Chancellor Student Engagement would be undertaking further analysis of the data available to establish whether there was any clear, discernible patterns.

Board members queried whether the decline in full time undergraduate numbers at the University was part of a wider trend as it was recognised that this would impact adversely on University finances. The Vice Chancellor highlighted that there was a demographic dip that affected the number of students in the UK and that this was more acute in Wales. However the Vice Chancellor advised that this trend would be reversed over the next few years and that it was imperative that the University planned ahead.

The Board expressed its concerns about the Welsh Government supported Seren Network which encouraged and assisted some of Wales' most academically able sixth form students to gain entry to leading universities outside of Wales (e.g. Oxford and Cambridge Universities) or overseas without sufficiently highlighting the quality of Welsh universities.

**The Board Resolved:**

**To approve the unconfirmed open minutes of its meeting held on Thursday 4 July 2019 as a true and accurate record.**

**1811. Standing items (agenda item 4)**

**1. Report of the Chair (agenda item 4.1)**

The Chair introduced their report and informed the Board that the Universities Wales Committee and the Chairs of Universities Wales Committee had in conjunction with HEFCW approved proposals for the commissioning of an independent review of governance in Wales. The principal drivers for the Review was the new and more complex landscape for higher education following changes to fees and funding and the

resultant increase in pressures on governance which had in turn led to recent instances in Welsh universities where the governing body had failed to deal optimally with a particular issue. The Board was advised that the Independent Reviewer conducting the review was Mrs Gillian Camm, former Chair of the Board at the University of the West of England, supported by a retired University Secretary, Mr Leigh Bracegirdle. The Review Group overseeing the Review was comprised of representatives from each university, with Dr Chris Turner being the person on the Group from this University. The Independent Reviewer had met the President and Vice Chancellor, the Chair, and a group of Governors on Monday 19 August 2019 and then subsequently with the Interim University Secretary and Clerk to the Board of Governors. It was anticipated that the Independent Reviewer will produce a final report with recommendations for submission to HEFCW by the end of November 2019.

The Chair advised that she had through Chair's Action approved some small changes in the wording of the University's Harassment and Bullying Policy so that the policy was more transgender inclusive. The revised policy was appended to the Chair's report for information.

The Chair advised that a document had been prepared to clarify interpretation of the Articles of Government in respect of the responsibilities of the Board of Governors and the Vice Chancellor with particular reference to management, appraisal, capability and performance, and disciplinary procedures up to including dismissal for Level 2 staff. The document had been drafted by the Chair and reviewed by the Vice Chancellor and was included in the Governance Report at agenda item 9. The Chair suggested that the document be reviewed in 2 years to ensure that it remained relevant. It was recognised that the document had links to wider HR related policies that would be considered by the Board at its meeting on Thursday 28 November 2019. It was suggested by Board members that the document be attached to the Statement of Primary responsibilities as it was an interpretation of one part of this.

The Chair advised that they had received a letter from Mr David Blaney, Chief Executive of HEFCW on Tuesday 3 September confirming that the University's Fee and Access Plan for 2020/21 had been approved.

**The Board Resolved:**

**To note the report of the Chair.**

**2. Report of the President and Vice Chancellor (agenda item 4.2)**

The Vice Chancellor advised the Board that Chris Skidmore MP had been reappointed to the role as UK Minister of State for Universities, Science, Research and Innovation on Tuesday 10 September 2019 following the resignation of Jo Johnson MP. The Vice Chancellor advised that Mr Skidmore's appointment had been broadly well received by the HE sector.

The Vice Chancellor advised that a number of recommendations contained in the Augar Review of Post 18 Education Funding in England published at the end of May 2019 were unlikely to be implemented. It was now unlikely that undergraduate tuition fees in England would be reduced from £9,250 to £7,500 per annum.

The Vice Chancellor advised that the Annual Institutional Risk Review Letter 2019 had been received from HEFCW and they were in exchanges with Mr David Blaney, Chief Executive of HEFCW regarding the assessment outcome.

The Vice Chancellor advised the Board that the University was fully engaging with the Global Wales partnership between the British Council, Welsh Government and HEFCW which was designed to promote higher education in Wales to key international markets including Vietnam, the US and more recently India.

The Vice Chancellor informed the Board that the University continued to revitalise its taught programmes provision and that 19 new programmes would be offered in 2019/20 and 23 new programmes in 2020/21. The Vice Chancellor highlighted that a revitalised offer was seen as essential to increase student recruitment and thus ensure the long term financial sustainability of the University. The new programmes were also designed to meet student demand and employer need and to secure improvements against a range of the University's measures of success.

The Vice Chancellor advised that arrangements for the Quality Enhancement Review in May 2020 were progressing well and that material to support the University's QER Self Analysis Statement 2019 was being compiled. A briefing for Governors will be arranged at an appropriate juncture.

The Vice Chancellor informed the Board that the University had, for the first time been included in the Times Higher Education world Rankings. The University was ranked in the 801 to 1000 banding out of 1396 ranked institutions. The Top ranked Welsh University was Cardiff University at 198 and the only other post-92 Welsh University with a ranking was University of South Wales at 1000+ banding. The Vice Chancellor expressed their long term aim of moving the University into the 501 to 800 banding.

The Vice Chancellor updated that inquiries had been received from two highly respected games developers who were interested in using FOVO technology in new products. One developer was currently evaluating a demonstration version and the other developer would evaluate the technology at the end of September 2019. Both developers were seen as potential development partners and/or commercial investors.

The Vice Chancellor updated the Board that work on a Campus Redevelopment Plan had commenced following the Board's decision not to proceed with the proposed development of a city centre campus at Central Quay. The Vice Chancellor advised that work to revise the Estates Masterplan would be completed over ensuing months to reflect the change of circumstances. The Vice Chancellor highlighted that suitable governance arrangements would be devised to support the work to redevelop both Llandaff and Cyncoed campuses. The Vice Chancellor also highlighted the various planned works/improvement projects that had been initiated over the summer months.

The Vice Chancellor informed the Board that interim arrangements to cover the vacant Deputy Vice Chancellor's post would continue until a new Deputy Vice Chancellor had been recruited. It was reported that Minerva Consultants had been engaged to undertake the recruitment of the Deputy Vice Chancellor, University Secretary, Director of People Services posts and the recruitment of Independent/Co-opted Governors. The Vice Chancellor outlined proposals for changes to the University's senior management

structure, the details of which would be considered under restricted business at agenda item 13.

The Vice Chancellor advised the Board that the University had won the award for Best Student Community Halls 2019 from the National Housing Survey. The Vice Chancellor had collected the trophy at the Universities UK Conference in Birmingham University on Wednesday 11 September 2019. The Vice Chancellor explained the awards are highly prized being exclusively based on student feedback.

The Vice Chancellor informed the Board that the University had increased its preparations for a 'no deal' Brexit. The University employed 63 EU nationals and all staff had received a communication providing information and support relating to applying for settled status.

**The Board Resolved:**

**To note the report of the President and Vice Chancellor.**

**3. Report of the Students' Union President (agenda item 4.3)**

The Students' Union President introduced their report, the first in their elected term, and set out their manifesto commitments for the year. The Students' Union President advised that she was responsible for representing the student voice internally and externally and that her manifesto priorities included: improving transport links between different areas of the city and the campus; reducing student printing costs and increasing the number of plug-points in lecture theatres and around the campus. The Students' Union Vice President would be focussed on student engagement and feedback and their manifesto priorities included: widening the recognition of student achievement; increasing the number of 'switch off' spaces across both campuses; and continuing with the 'campus canine campaign' to support student wellbeing.

The Students' Union President informed the Board on the induction and training provided and recommended that future Students' Union Presidents and Vice Presidents attend the Advance HE student governor training event in future years.

The Students' Union President updated the Board on the arrangements undertaken over the summer term to recruit and train student representatives across the Schools. The Board was also advised on arrangements to change the structure of the Students' Union Sabbatical Officer team to increase role engagement and emphasise the importance of the roles within the University.

The Students' Union President updated that two major student induction events had been held over previous weeks, the Freshers Fayre at Cyncoed on Wednesday 18 September and MetFest at Llandaff on Friday 20 September 2019. Both events had been successful and had attracted a good number of students.

The Students' Union President informed the Board that the Students' Union had reorganised the administrative support for its clubs and societies as part of an internal review. The review was undertaken to standardise levels of support for clubs and societies and ensure that they were sustainable through not being based on just a few

individuals. The Students' Union President was pleased to advise that the level of engagement with the Students' Union had been high over the summer and that this was set to continue over the longer term.

**The Board Resolved:**

**To note the report of the Students' Union President.**

**1812. Student Survey Overview 2018/19 (agenda item 5)**

The Pro-Vice Chancellor Student Engagement introduced the report that summarised the outcomes and actions arising from the internal and external student feedback surveys undertaken during the 2018/19 academic year. It was reported that year on year positive outcomes had been achieved at Levels 4, 5, 6 and 7. The National Student Survey (NSS) results in particular represented a pleasing year on year improvement with overall satisfaction rising to 85% which brought the University in line with the Welsh sector and outperforming the UK average as a whole.

The Pro-Vice Chancellor Student Engagement advised that the University was using benchmarking data supplied by the Office for Students to identify question areas where the University underperforms in the NSS. The benchmarking exercise had identified two areas where the University performed significantly less than benchmark: Q3 the course is intellectually stimulating (81.0% of 82.8%) and Q8 the criteria used in marking have been clear in advance (69.3% of 74.2%). The Pro-Vice Chancellor advised that these had formed a constant theme of investigation at School level action planning meetings to improve matters at Levels 4 and 5. The Post Graduate Taught Experience Survey (PTES) results will be addressed through the annual round of Student Engagement Improvement Plans over the subsequent month.

The Pro-Vice Chancellor informed the Board that further work was being undertaken to look at the University's satisfaction scores from those students that have a disability to establish what more could be done to improve matters. More widely however the University had improved its score from those with protected characteristics. Whilst recognising that improvements had been achieved more work would be undertaken to improve things further.

The Pro-Vice Chancellor highlighted proposals to set up a Student Voice group following the introduction of Associate Deans for Student Engagement which will focus on all aspects of student surveys. This will include the promotion of surveys, developing a strategy to share changes made based on student feedback and ensure actions deriving from student feedback are acted upon. The group will be comprised of Associate Deans for Student Engagement, the Students' Union, Communications and Quality Enhancement Directorate.

The Pro-Vice Chancellor confirmed that those programmes that required most support to improve student satisfaction levels would be met on a monthly basis.

**The Board Resolved:**

**To note the report.**

### **1813. Outturn: 2018/19 Final Review (agenda item 6)**

The Director of Finance introduced the report and advised that the University's financial performance for the year had been very good. The University's financial results for the year showed a modest surplus of £178k. However cash generated through operations amounted to £13.1m which equated to 12.2% of turnover which placed the University in the upper quartile of the sector for this key performance indicator.

The Director of Finance explained that as a result of the cash generated through operations, cash on deposit at the year-end increased from £25.3m (2018) to £31.4m (2019) with £8.1m being deployed in-year on the capital programme. The Director of Finance reaffirmed his view that the proposed development of Llandaff and Cyncoed Campuses was in no way a 'second best option' in light of the Board's decision not to proceed with the development of a city centre campus at Central Quay.

The Director of Finance advised that staff expenditure on a cash basis amounted to 57% of turnover and staff expenditure including pension charges amounted to 64.6% of turnover. Turnover for the year increased from £103.7m (2018) to £106.8m (2019). The Director of Finance advised that there was a disconnection between accounting and operational performance caused by the increase in pension costs of £4.4m. The USS pension costs were £1.4m more than originally budgeted and the LGPS pension costs were £3m more than originally budgeted.

The Director of Finance elaborated that the additional costs to the LGPS scheme emanated from a court of Appeal case (the McCloud judgement) which had found against the Government on the grounds of age discrimination. The Director of Finance explained that the potential liability for the University arising from this judgement had been calculated by the actuary at £3m and was reflected in the results for the year as a past service cost. The Director of Finance highlighted that additional USS pension costs would adversely affect old universities the most as these tended to have higher levels of USS membership.

The Chair thanked the Director of Finance and his team for their work over the previous year in ensuring that the University finances were in good order.

#### **The Board Resolved:**

**To note the report.**

### **1814. Student Recruitment Update: 2019/20 Final Report (agenda item 7)**

The Director of Marketing and External Relations introduced the report that updated the Board on the recruitment position for the 2019/20 academic year. As the recruitment period had not yet ended the report also provided a 'best effort' forecast on the final recruitment position and associated financial implications.

The Director of Marketing and External Relations confirmed that overall the University would be close to meeting revised budget expectation levels primarily because the number of International students had grown considerably. It was reported that the



growth in International student numbers had offset the dip in Home/EU student numbers.

The Board was informed that for the first time ever the number of English domiciled students applying for a place at the University was greater than the number of Welsh domiciled students. However the conversion rate for Welsh domiciled students was better than that for English domiciled students.

The Board was advised that the University had deployed a range of methods to support students in both the regular applications process and the clearing process. The Director of Marketing and External Relations highlighted the importance of using digital media in these processes to generate and sustain potential applicants' interest. The Director advised that in the clearing process, the speed at which the University was able to offer places to students and provide them with certainty was integral to success.

Board members sought assurances that the University had prepared for the increase in the number of International students and highlighted that these students may have different expectations from Home/EU students regarding what the University experience should offer. The Vice Chancellor advised that much of the growth achieved was in specific areas, primarily the Cardiff School of Management and cited the work undertaken to establish meaningful and effective internship opportunities as part of its MBA programmes. The Pro-Vice Chancellor and Executive Dean of Cardiff School of Sport and Health Sciences confirmed that Global Engagement had anticipated the growth and on this basis had prepared a more lengthy and detailed induction programme to help International students. Extensive information was also provided to International students prior to their arrival.

Board members queried what offer of accommodation was available for students in general and International students in particular. The Board recognised that many of the newly built flats in Cardiff were on the high end of the rental market and unaffordable for students. The Board was advised by the Vice Chancellor that the University had approached Cardiff University with a view to potentially purchasing a block of underutilised flats that it owned near Cyncoed. The Pro-Vice Chancellor and Executive Dean of Cardiff School of Sport and Health Sciences confirmed that University was already in a position to offer all first year students accommodation if they requested it.

The Director of Marketing and External Relations confirmed that the University effectively used its staff to ensure that potential applicants were supported in cases where they had faced difficulties outside of their control (e.g. family bereavement) which may have adversely affected their ability to study.

The Chair requested that future student recruitment reports include graphs covering key comparative information over the preceding 5 year period.

**The Board Resolved:**

**To note the report on student recruitment for the 2019/20 academic year.**

**1815. Research Excellence Framework: REF 2021 Planning (agenda item 8)**

The Pro-Vice Chancellor Research and Innovation introduced the report that provided an update on the University's preparations for REF 2021. The Pro-Vice Chancellor explained that preparing for REF was a significant and complex undertaking involving wide-scale sector and internal consultation, external validation, the workload examination of 430+ academic staff and the peer review of research outputs in large volume. The Board was advised that final Guidance on Submissions had been published on 31<sup>st</sup> January 2019 which facilitated completion of planning for submission to REF2021.

The Pro-Vice Chancellor explained that REF2021 was different to REF2014 as the submission of research outputs for consideration and assessment was not purely a selective exercise. The University had to develop, document and apply a Code of Practice which then had to be approved by HEFCW with input from REF's Equality and Diversity Advisory Panel (EDAP). The Code of Practice outlined the University's processes for deciding which staff and outputs will be included in the submission. A critical component of the REF2021 Code of Practice is that universities which are not submitting all staff on REF 'Eligible' contracts, must describe straightforward, transparent and auditable criteria for determining whether a member of staff has a significant responsibility for research.

The Pro-Vice Chancellor advised that Output assessment will make up 60% of the overall REF2021 quality profile for the institution and detailed the major components of the process. The Pro-Vice Chancellor, in response to queries from Board members confirmed that outputs were assessed by the University prior to submission to REF2021. The aim was to ensure that the University's power score was maximised without reducing the University's quality score.

The Pro-Vice Chancellor advised that impact assessments will make up 25% of the overall REF2021 quality profile and that this was defined as 'an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia'. The Pro-Vice Chancellor advised that most of the work on impact had taken place within Schools which were supported by Research and Innovation staff. Formal, centrally organised events had also been undertaken including action learning sets, an internally arranged REF audit and five impact case study events.

The Pro-Vice Chancellor stated that assessment of research environment will make up 15% of the overall REF2021 quality profile for the institution. Examples of research environment indicators include staffing profile, grant capture, investment in estate, E&D awards and policies, support for researchers, research integrity and the number of research degree completions in the REF period. The Pro-Vice Chancellor highlighted that REF2021 introduced a pilot 'Institutional level Environment Statement' which is compulsory even though it will not be rated. The Pro-Vice Chancellor advised that the University intended to model the narratives of the statements at both Unit of Assessment and Institutional levels. First drafts of the statements will be produced during the Autumn term of 2019/20.

**The Board Resolved:**

To note that Planning for the Cardiff Met submission to REF2021 remains on track, specifically that:

- i. the Code of Practice has been produced, agreed and submitted within required timescales;
- ii. the likely balance of submitted staff FTE and the available impact case studies for a quality submission is expected to be achieved;
- iii. a modelling tool has been developed that will allow each of Cardiff Met's Unit of Assessment output submissions to be optimised for Grade Point Average and Research Power balance and modelling at a Unit of Assessment level has begun;
- iv. first drafts of the Institutional and Unit of Assessment environment statements are due to be completed by Christmas 2019.

**1816. Governance Report (agenda item 9)**

The Interim University Secretary and Clerk to the Board of Governors introduced the report and updated on progress made on the review of Board and Committee Practice to support the effective and efficient management of business across the University. As part of this work the Board was asked to note the Work Programme for 2019/20 that had been devised.

The Interim University Secretary and Clerk to the Board of Governors advised the Board that the process to fill the vacancy for Professional Services Staff Governor had opened that day with the deadline for receipt of nominations being Friday 4 October 2019 and the election taking place electronically from Monday 14 October to Friday 25 October 2019. It was anticipated that the person elected would join the Board at its meeting on Thursday 28 November 2019.

The Interim University Secretary and Clerk to the Board of Governors advised that Minerva Executive Recruitment had been engaged to support the recruitment to fill three current Independent/Co-opted Governor vacancies and a further vacancy that will arise in 2020. The Board was advised that Nominations and Governance Committee would oversee the shortlisting, interview and selection process.

The Interim University Secretary and Clerk to the Board of Governors highlighted that the Quality Assurance Agency was scheduled to meet Board members on Wednesday 20 May 2020 as part of the University's formal quality enhancement review. As part of these arrangements Board members will receive a briefing on the required process at the appropriate juncture.

The Board was informed that a suite of papers was being prepared to support a review of the University's Measures of Success and a progress review of the University's Enabling Strategies. The Vice Chancellor would prepare an initial paper for consideration by SPPC and Board in the November round of meetings.

The Board was advised by the Interim University Secretary and Clerk to the Board that HEFCW had published the 'Prevent Duty: Framework for monitoring higher education

in Wales 2019/20 onwards' paper that came in to immediate effect on Thursday 1 August 2019. The University was now required to meet HEFCW as the monitoring authority for Prevent Review Meetings as part of the Institutional Assurance Review.

The Interim University Secretary and Clerk to the Board of Governors informed the Board on progress being made to finalise the proposed structure of the Secretariat. The vacancy for the University's Risk and Compliance Analyst had been filled and the consultation exercise of the Secretariat would be undertaken over October and November 2019.

The Chair advised Board members that in future, committee chairs would be asked to provide an oral report on recent meetings that they had chaired within each round of meetings. Minutes from previous meetings would only be considered by Board after they had been formally approved by each respective committee.

The Chair also made a specific request for more summary sheets and graphics to be included in reports for Board to assist it in its strategic role.

Board members requested that further consideration be made as to how entrepreneurship could be included in work to support and monitor graduate outcomes.

Board members also requested clarification on how the University approached and addressed ethical dilemmas. The Pro-Vice Chancellor Research and Innovation explained that the University had quite a mature Ethics Committee and took independent external advice where necessary. The Pro-Vice Chancellor advised that much of the work of the Committee was project driven. The Vice Chancellor informed the Board that Academic Board and Management Board also had a role in considering ethical matters.

**The Board Resolved:**

**To note the report.**

**To note the Board of Governors work programme for 2019/20.**

**1817. Any Other Business (agenda item 10)**

Matters relating to the University Chancellor

The Chair advised that they had recently met with Mrs Barbara Rees-Wilding, the University Chancellor and former Chair of the Board who had confirmed that she was willing to continue as University Chancellor until 2021. The Board was in agreement that Mrs Rees-Wilding should be asked to continue until this time.

The Chair also advised that arrangements were being progressed to set up a Chancellor's Group to support role and function of the University Chancellor.

The Chair also advised that initial proposals to hold a University Chancellor's fundraising dinner were being scoped out for consideration.

**1818. Confidential and Restricted Business (agenda items 11 to 14)**

The Board considered the following confidential and restricted business in closed session:

- Minutes of Previous Meetings: Board of Governors: Thursday 4 July 2019 (Unconfirmed Confidential Minutes) (agenda item 11)
- Minutes of Previous Meetings: Board of Governors: Thursday 4 July 2019 (Unconfirmed Restricted Minutes) (agenda item 12)
- Proposals for Changes to Senior Leadership Structure and Responsibilities (Restricted) (agenda item 13)
- Matters Relating to FOI Enquiry (Restricted) (agenda item 14)

**Open Meeting Concluded at 8.00pm**

**Confidential/Restricted Meeting Concluded at 9.20pm**

CONFIRMED