

## **Cardiff Metropolitan University**

### **Special Meeting of the Board of Governors**

**5.00pm, Wednesday 6 May 2020**

### **Meeting Held Remotely via Microsoft Teams**

#### **Confirmed Open Minutes**

**Present:** Baroness Finlay of Llandaff (Chair and Independent Governor), Professor Cara Aitchison (President and Vice Chancellor), Nick Capaldi (Co-Vice Chair and Independent Governor), Gareth Davies (Co-opted Governor), Keira Davies (Student Governor), Mike Fishwick (Independent Governor), Amy-Louise Fox (Student Governor), Sian Goodson (Co-Vice Chair and Independent Governor), Umar Hussain MBE (Independent Governor), Dr Malcolm James (Academic Staff Governor), Dr Stephen Jackson (Co-opted Governor), Ruth Marks MBE (Independent Governor), Paul Matthews (Independent Governor), Menai Owen-Jones (Independent Governor), Dr Katie Thirlaway (Academic Board Governor), Dr Chris Turner (Independent Governor), Scott Waddington (Independent Governor), David Warrender (Independent Governor) and Denn Yearwood (Professional Services Staff Governor).

**In attendance:** Dr Jacqui Boddington (Pro-Vice Chancellor Student Engagement), John Cavani (Director of Marketing and External Relations), Ashley Flaherty (Director of People Services), Christine Fraser (University Secretary and Clerk to the Board of Governors), Professor Sheldon Hanton (Pro-Vice Chancellor Research and Innovation), David Llewellyn (Chief Officer Resources), Professor Leigh Robinson (Pro-Vice Chancellor Partnerships and External Engagement) and Greg Lane (Assistant University Secretary)(minutes).

#### **1865. Welcome, Introductions and Apologies for Absence (agenda item 1)**

The Chair welcomed Mike Fishwick, Menai Owen-Jones, Ruth Marks and Paul Matthews to their first meeting of the Board as newly appointed Independent Governors. The Chair asked each of the new governors to introduce themselves in turn.

The Chair advised that Sheila Hendrickson-Brown had also been appointed as an Independent Governor but was unable to join the Board meeting that day.

The Chair also welcomed Ashley Flaherty who had recently joined the University as Director of People Services.

The Chair reminded all participants of the protocol for virtual meetings which was shown on the Board agenda.

The Chair advised that apologies for absence had been received from Nicola Amery (Co-opted Governor), Sheila Hendrickson-Brown (Independent Governor) and Professor Kelechi Nnoaham (Independent Governor).

**1866. Declarations of Conflict of Interest (agenda item 2)**

There were no declarations of conflict of interest.

**1867. Open Minutes of the Previous Meeting: Wednesday 8 April 2020 (agenda item 3)**

Accuracy

The Board Resolved:

To approve the open minutes of its meeting held on Wednesday 8 April 2020 as a correct record.

Matters Arising

There were no matters arising.

**1868. Covid-19 - Financial Impact, Scenarios and Strategic Planning (agenda item 4)**

**1. Strategic Plan – Revisions in Response to Covid-19 (agenda item 4.1)**

The Vice Chancellor introduced their report which set out proposals to develop a new University Strategic Plan to take account of the significant impact of Covid-19 on higher education, research and innovation. The Vice Chancellor highlighted that there was an increasingly competitive environment for the UK and EU student recruitment, a growing importance of the civic mission of universities in Wales, a challenging economic situation in Wales and the UK, and a wider global environment of international student recruitment and international mobility. The Vice Chancellor advised that whilst a review and recalibration of the University's measures of success had been partially completed it was now evident that this review was not far reaching enough to take account of the University's change of circumstances as a result of Covid-19.

The Vice Chancellor explained that the proposed new Strategic Plan would continue to reflect the broad values, behaviours, priorities and pillars of the current Plan. However, the current Plan, which focussed on improvement, diversification and growth, would be modified to focus on improvement, diversification and consolidation to reflect the challenges of delivering growth in student numbers and fee income over the next few years. The Vice Chancellor highlighted that the new Plan would not preclude a drive for growth but would seek to establish a strong and sustainable platform from which to resume the growth trajectory that the University had begun prior to Covid-19.

The Vice Chancellor explained that the current Strategic Plan was set to cover the period 2016/17 to 2022/23 and that the new Plan proposed would cover the period 2020 to 2025. Whilst the rationale for the current Plan remained, the trajectory over which the ambitions set out in the Plan would be achieved over a longer period in a less even way. The Vice Chancellor advised that it was possible that up to 50% of international students and 20% of home students would opt to defer their 2020 entry to university or not take up places at all. The Vice Chancellor added that the University would lose an estimated £4m net financial income for 2019/20 and up to £12m for 2020/21 and that these lower levels of income in at least two consecutive years would have a major impact on the University's finances and the ability to support further growth, diversification and improvement in the short term.

The Vice Chancellor confirmed that the 7 priorities and 4 pillars contained in the current Plan would be included in the new Plan. The Vice Chancellor emphasised that the pillars would have added importance and relevance with their 'place based' focus and referred to the likelihood that the place based development of civic society and the economy was likely to gain further traction post-Covid-19 as were three foci of the Global Academies that had been developed as a result of the current Strategic Plan.

The Vice Chancellor advised of the arrangements for the completion of the new Plan with a view to bringing a draft to Board for comments on 8 June 2020 and a final version to Board for proposed approval on 13 July 2020. The Vice Chancellor advised that staff had been extensively consulted on the current Plan previously and that given that the values, behaviours, priorities and pillars remained the same in the new Plan, a more limited and light touch consultation was proposed this time around.

One Board member queried whether aspects of transnational education (TNE) would be continued with over the next three years as this had been included in the current Plan. The Vice Chancellor confirmed that the University would continue with TNE for the foreseeable future but acknowledged that this area of provision was not without levels of risk.

Another Board member queried whether the current Strategic Plan and new Plan would run concurrently and whether this would in itself present added

confusion and risk. The Vice Chancellor clarified that there would be a two year period in which the plans overlapped and it was proposed to lay the revisions over each other to prevent confusion. The Vice Chancellor added that ordinarily, the development of a new Plan would have commenced by next year in any case.

One Board member queried what impact Covid-19 had on the University's capital development programme which supported many of the aims and objectives of the current Plan. The Vice Chancellor advised that the Chief Officer Resources would set matters out in detail but that it was proposed to suspend capital works for one year after the planned summer works had been completed. This would allow the University to fully assess matters before embarking on any new large scale financial commitments on capital development.

Another Board member queried whether the University intended to extend its provision of on-line programmes and whether there were any plans to deliver some programmes (old and new) exclusively on line. The Vice Chancellor advised that the University was considering its current on-line provision as it kept its portfolio of programmes under constant review. The Vice Chancellor advised that she would welcome future discussion on this matter.

One Board member asked the Vice Chancellor to clarify the proposed consultation arrangements for the new Plan. The Vice Chancellor advised that in responding to the challenges of Covid-19 it had been clear that there had been good collegiality between staff in working effectively together in moving programmes on-line. The Vice Chancellor confirmed that an on-line staff portal would be used to share and receive feedback on the new Plan. The portal would also be used to take account of the recent experiences of staff that would also feed in to the Plan. The Chair requested that Student Governors and wider student representatives be included in the consultation process.

The Board Resolved:

- 1) To note the report of the Vice Chancellor detailing proposals to revise the Strategic Plan for 2016/17 to 2022/23 due to the significant impact of Covid-19.
- 2) To approve the development of a revised Strategic Plan for 2020 to 2025.

## **2. Assessment of the Financial Impact of Covid-19 on Financial Year 2019-20 and Financial Year 2020-21 (agenda item 4.2)**

The Chief Officer Resources introduced their report that covered the latest assessment of the financial impact of Covid-19 on the University. The Chief Officer Resources advised that the initial assessment provided to Board on 8

April cited a potential net financial loss of income of around £4m for the current financial year. It was reconfirmed that this figure remained realistic. The Chief Officer Resources advised that further work had been undertaken to inform HEFCW and Welsh Government discussions on 20 April to assess the anticipated detrimental financial impact faced by Welsh universities for the next financial year. The assessment process had highlighted a potential net financial loss of income for the University of between £4m and £12m based on best and worst case scenarios. The Chief Officer Resources informed the Board that the position remained fluid but it was anticipated that the actual net financial loss of income was likely to be around £10m for 2020-21 financial year as the impact of Covid-19 became more clearly known and understood.

The Chief Officer Resources advised that there had not by that time been any announcement by either the UK or Welsh governments on any additional Covid-19 related funding for the higher education sector. Whilst additional funding was anticipated, the quantum, method of deployment, and conditions attached to any such funding had not been determined. This made financial planning for the future even more complex.

The Chief Officer Resources advised that without financial assistance a number of universities in the UK could become financially insolvent. This included some universities within Wales. However, the Chief Officer Resources provided the Board with a reassurance that the University was well placed to meet the challenges posed by Covid-19 with strong finances in place. The Chief Officer Resources advised that HEFCW had made a realistic assessment that Covid-19 would cost the Welsh higher education sector around £300m.

The Chief Officer Resources advised that there were a number of uncertainties regarding future student recruitment and made particular reference to firstly, the enhanced clearing process that could potentially divert students to Russell Group Universities, and secondly the uncertainty around the level of international student recruitment that could realistically be achieved whilst the global pandemic was ongoing.

The Chief Officer Resources advised that there was broad consensus that the majority of courses would initially be delivered on-line at the start of the autumn term rather than on campus. Discussions were still ongoing regarding the precise start date for the autumn term.

The Chief Officer Resources emphasised that he did not want to forego the proposals contained within the University's capital programme. The Board was however advised that it would be prudent to suspend works for one year after current planned summer works had been completed. The Chief Officer Resources advised that the planned summer works were already delayed due to social distancing restrictions and problems relating to sourcing building materials. Moreover, the proposed suspension would afford the University to

reassess the situation once the long term financial impact of Covid-19 on the University became clearer. This would include a review of the need, affordability and ability to borrow for capital development. The Chief Officer Resources highlighted that the University had originally planned to fund much of the capital development over the next two years from its own budgets rather than borrowing for this purpose.

The Chief Officer Resources also advised of measures to control staff recruitment costs and advised that recruitment to over 115 FTE posts had been suspended. The Chief Officer Resources advised that the new Director of People Services had developed a proposed approach and methodology to support future staff recruitment and workforce planning that focussed on addressing the University's business critical staffing needs. These proposals were covered in a separate report.

The Board Resolved:

- 1) To note the report of the Chief Officer Resources on the Financial Impact of Covid-19 on Financial Years 2019-20 and 2020-21.

### **3. Staff Recruitment under Covid-19 (agenda item 4.3)**

The Director of People Services introduced their report that set out the University's proposed approach and methodology for recruitment in response to the challenges posed by Covid-19. The Director advised that due to the financial uncertainty caused by Covid-19 there would need to be an increased focus on staff recruitment controls. However, this mitigating action should not be at the expense of the University continuing to address resourcing risks and workforce groups that were key to the organisation's performance. It was therefore critical that the University developed an approach to managing both resourcing and financial risk.

The Director advised that it was important to look carefully at the positions/roles that would have the biggest impact on organisational performance and/or where recruitment was problematic. The Director advised that in setting out the proposed process the intention was to provide the required level of transparency and clarity whilst taking account of the financial sustainability of the University.

The Director firstly explained that the proposed approach would firstly require the University to agree its high priority needs and identify the critical skill set or workforce groups i.e. those areas that would pose a significant risk to the University if they were not in place. The priority needs and workforce direction would be set by VCEG. The Director added that secondly, the process would identify the criticality of each post/role in each business area, aligned to the University's high priority needs and workforce direction. The Director outlined

the five criteria that were proposed to be used to categorise posts (i) urgent; (ii) critical; (iii) important; (iv) core; and (v) declining. The Director further added that thirdly, the final stage of the proposed process was for a RAG rating methodology to be applied in order to identify which posts should be considered for priority recruitment decisions by VCEG.

The Director informed the Board that the level of planned recruitment had been significantly reduced since the start of the crisis with a number of recruitment campaigns being cancelled. It was anticipated that only around 20 posts would be recruited to over the next few months. The Director emphasised that the University would need to have a clear grasp of the skill sets of its staff and look to internal rather than external resourcing solutions in meeting the organisation's needs and priorities. This would involve more extensive succession planning by management and greater planning around the use of redeployment to key areas.

Board members queried whether the proposed approach described would involve recourse to compulsory redundancies as a way of reducing costs. The Chief Officer Resources responded by confirming that compulsory redundancies would not be required as part of the proposed approach and emphasised that through controlling recruitment and related costs the need for compulsory redundancies could be avoided.

Board members queried whether the University would look to conduct a full organisational review of its staff and related costs. The Chief Officer Resources replied by advising that the University had within the previous few years completed an extensive organisational review of its staff and related costs through running a voluntary redundancy scheme and that a further review would not be beneficial. The Chief Officer Resources advised that the University could not deliver what it aimed to deliver with an 8 or 10 per cent reduction in its workforce. The Chief Officer Resources advised that the University would not seek to fill more than 20 or so posts over the next few months and that much of the required changes would be made through reorganising and redeploying within and across schools and service directorates.

Board members highlighted that any potential recruitment would need to be handled sensitively. It was pointed out that recruiting around 20 or so posts would add approximately another £1m to the payroll and that other competitor institutions had implemented a full recruitment freeze. Board members advised that this could potentially cause the University some presentational issues particularly with bids for grant funding or funding to mitigate financial losses caused by Covid-19. In response the Chief Officer Resources clarified that much of the staff recruitment was for clear growth areas relating to new programmes being run by the Cardiff School of Management and the Cardiff School of Technologies following a 'bumper' student recruitment campaign. The Chief Officer Resources confirmed that most of the staff recruitment would be for specialist academic staff.

The Vice Chancellor advised the Board that approximately 40 new programmes had been introduced over the current and previous academic years which directly aligned with the University's Strategic Plan priorities of diversification and growth. The Vice Chancellor advised that a staff recruitment freeze in what were growth areas would potentially lead to an increase in staff health and wellbeing concerns due to workload pressures. This in turn could lead to reputational issues for the University as an education provider and employer. The Vice Chancellor also reflected on previous efforts to improve financial control through reducing staff costs and advised that the voluntary redundancy scheme run a few years previously had taken a significant amount of staffing resource out of the organisation. The Vice Chancellor advised that this previous review had been extensive and that the University would not find a review of similar scale and scope to be particularly beneficial at this time as the potential savings had already been achieved.

The Board Resolved:

- 1) To note the report of the Director of People Services on Staff Recruitment under Covid-19.
- 2) To agree the University's methodology for future staff recruitment as detailed in the report.

#### **4. Student Recruitment Update (agenda item 4.4)**

The Director of Marketing and External Relations provided an oral update on student recruitment for 2020-21 academic year. The Director reported that the deadline date for firm acceptances had been moved back from 15 January to 16 June 2020 because of the impact of Covid-19. The Director highlighted that this caused problems in accurately forecasting the number of students that would be recruited. The Board were advised that there over 2000 students still to reply to offers of places for 2020-21 academic year. By way of comparison there were only 320 students at the same point last year.

The Director informed the Board that prior to Covid-19 the University was tracking an increase of recruitment of between 10 to 15 per cent on the previous year. It was now tracking around 4 per cent down. This was in common with a wider trend across the sector. It was evident that some students had decided to defer studies for a whole year whilst others were making decisions and firm commitments relatively late on.

The Director advised that the Clearing Plus process would pose a challenge with the need for the University to be more resilient to poaching activity from its competitors. The Director elaborated that a communications plan was already in place that used tailored emails for applicants to each programme area that invited candidates to speak to the recruitment team. Blogs and Vlogs were also contained within the plan. The Director confirmed that reassurances regarding



the narrative surrounding the University's financial resistance and wider positive messaging would also be included on the University's website.

The Director advised that the following six weeks would be critical as the University stepped up its student recruitment efforts. As part of this a virtual open day was planned for 6<sup>th</sup> June 2020 and focus groups would be held with colleges. The Director concluded by stating that post graduate and PGCE recruitment market was holding up very well.

The Board Resolved:

- 1) To note the oral update from the Director of Marketing and External Relations on student recruitment for 2020-21 academic year.

## **5. Board Member Comments and Discussion on Agenda Items 4.1 to 4.4.**

The Chair invited further comments from Board members on agenda items 4.1 to 4.4.

One Board member commented that they wanted to see the University be more confident in its approach to future revenue generation and protection to facilitate overall growth and its estate development strategy. Much of what had been conveyed showed a high degree of focus on cost control and containment.

Another Board member commented that any recruitment freeze that was implemented by the University would need to have a strong communication plan across the organisation so that the approach and rationale for future recruitment was clear and well understood.

One Board member advised that the Office for Students was focussed on supporting English universities but that it had no obligation to consider the needs of Welsh universities in the decisions that it made.

Another Board member queried whether the moratorium on the use of unconditional offers by Welsh universities had been lifted by the Welsh Government. It was confirmed that the moratorium had been lifted in accordance with the 6 May 2020 deadline.

Board members requested an update on the University's plans for the delivery of programmes in the autumn term. The Pro Vice Chancellor for Student Engagement outlined arrangements that aimed to support students and staff in their respective roles whilst being particularly mindful of their health, safety and wellbeing. The Pro Vice Chancellor advised that a start date in early October 2020 was planned with programmes being delivered in block modules. Theoretical modules would be delivered first, primarily on-line with practical

modules being delivered afterwards in the New Year at the earliest. The University was currently working through the requirements of social distancing to firm up timetabling and the likely demands on campus facilities at any one time. The Pro Vice Chancellor advised that the University was also clarifying its expectations regarding on-line assessment with staff. The Pro-Vice Chancellor concluded by emphasising that the approach that was being taken forward for the delivery of programmes on-line would not just replicate lecture tactics.

Board members requested an update on the how the University was working to secure the recruitment of international students in the wake of Covid-19. The Pro Vice Chancellor for Partnerships and External Engagement confirmed that the University had been quick to make unconditional offers to potential international students at the start of the crisis and explained that the University continued to be allowed to make unconditional offers with the proviso that these were made via an intermediary mechanism. The Pro Vice Chancellor highlighted that international students were still very keen to come to the UK to study and briefly explained how the University's recruitment agents operated in key countries. The Pro-Vice Chancellor explained that the Global Engagement Directorate, since its establishment, had worked effectively with recruitment agents to increase international recruitment significantly. The University also had clear arrangements in place to support potential international students with their English language and literacy skills in preparation for studying at the University. It was explained that these students would have to pass an assessment prior to the commencement of their studies to ensure they had the required competency in English.

Board members sought clarification on the University's cash deposit levels. The Chief Officer Resources explained that the University would need to keep £20m on deposit to meet working capital requirements and that some flexibility of between £20m and £25m would help avoid financial pinch points. The proposed suspension of the capital programme works for one year would help reduce capital expenditure by £6m in 2020-21 and that this would help protect the University's liquidity levels during a period of financial uncertainty.

Board members queried how Covid-19 had affected the University's research and innovation activities. The Pro Vice Chancellor for Research and Innovation advised that Covid-19 had an adverse impact on the scale and scope of research activities that could be undertaken at the University. Work that did not require the use of laboratories was being prioritised but this was a small part of the overall research and innovation work undertaken at the University.

**1869. Changes to Board Governance for the Academic Year 2019-20 (agenda item 5)**

The University Secretary and Clerk to the Board of Governors introduced their report that set out proposed revisions to Board and Committee governance processes as the University responded to the challenges of Covid-19. During this time the Board would be required to support and critically judge the work of the Executive team, and seek reassurances over the plans for safeguarding the solvency of the University and maintain its educational character and mission.

The University Secretary emphasised that it was not possible at the time to seek to maintain business as usual and advised that HEFCW had itself recognised this by changing its reporting and regulatory requirements in response to the impact of Covid-19. The University Secretary advised that the Board was being asked to consider how best to discharge its responsibilities in these circumstances whilst remaining in line with the University's Articles of Government.

The University Secretary detailed the proposals to suspend the University's Standing Orders so that the Board and its committee meetings could be managed in a new way to enable the Executive to be agile in its decision making and provide the Board and its committees with the information they needed to make good decisions. The University Secretary highlighted the proposed changes which involved the Board meeting on a monthly (as opposed to termly) basis with agendas be used to brief governors about progress, update on issues and concerns, and seek decisions on key strategic issues. The University Secretary explained that routine decisions that did not require decision in the current academic year would be deferred or agreed through Chair's action. The University Secretary also advised that greater levels of authority to take decisions would be delegated from the Board to its committees to support agile decision making. Decisions taken by chairs and committees would be reported back to Board as appropriate.

Whilst Board members advised that they appreciated that the University's decision making arrangements needed to operate properly and swiftly there was a need to ensure that Board members were afforded sufficient time to read papers and prepare for meetings thoroughly. In response to this the University Secretary confirmed that papers for future Board meetings would be circulated a minimum of 3 to 4 days in advance of each meeting (usually after the Combined Academic Board meeting) and that papers for Board committees would be circulated a minimum of 7 days in advance of each meeting.

The Board Resolved:

- 1) To note the report of the University Secretary and Clerk to the Board of Governors detailing proposed changes to Board governance for the remainder of the academic year 2019-20.
- 2) To agree to the suspension of Standing Orders for the remainder of the academic year 2019-20.

- 3) To agree to meet on a monthly basis for the remainder of the academic year 2019-20, with an agenda focussed on strategic issues.
- 4) To agree to the delegation of decision making as allowed by the Articles of Government to the committees, for the remainder of the academic year 2019-20.
- 5) To request that the University Secretary ensure that papers for full Board meetings are circulated a minimum of 3 to 4 days in advance of each meeting and that papers for Board committees are circulated a minimum of 7 days in advance of each meeting.

**1870. Membership of the Nominations and Governance Committee (agenda item 6)**

The University Secretary and Clerk to the Board introduced their report and advised that the Nominations and Governance Committee had two vacancies. The Committee's terms of reference required four members of the Committee to be present for any meeting to be quorate and that three of these members needed to be Independent Governors. In appointing Nick Capaldi to the Committee the Board would help ensure that the Committee could be quorate for future meetings to consider required business.

The University Secretary advised that the Committee would have a key role in developing recommendations for proposed committee membership across all Governor-level committees and developing proposals for the Review of Board and Committee Effectiveness that would need to be undertaken.

The Board Resolved:

- 1) To agree that Nick Capaldi be appointed to the Nominations and Governance Committee for the remainder of the academic year 2019-20.

**1871. Risk Update (agenda item 7)**

The University Secretary and Clerk to the Board of Governors introduced their report that provided an overview of risks faced by the University from Covid-19. The Board was advised that the report set out some of the assumptions that the Executive had used in planning, particularly when looking at preparations for the next academic year. The information on how long the crisis was likely to last would be kept under review as both the Welsh and UK governments updated their own models. The Board was informed that the risk barometer had been compiled with feedback from Schools and Professional Services Directorates. The risks would be updated to reflect the government response to requested mitigation funding for higher education as this would impact on

student finances in particular. The University Secretary advised that these would be the most difficult risks to mitigate.

The Chair advised that she found the PowerPoint slides appended to the report particularly helpful and informative and asked that her thanks be conveyed to Steve Davies, the University's Risk and Compliance Analyst for compiling them.

The Board Resolved:

- 1) To note the report of the University Secretary and Clerk to the Board of Governors that provided an update on the risks to the University as a result of Covid-19.

### **1872. Terms of Reference for Combined Academic Board (agenda item 8)**

The Vice Chancellor introduced the report on the revised terms of reference for the Combined Academic Board. The Combined Academic Board had endorsed the proposed terms for approval at its meeting earlier that day and the Vice Chancellor advised that this was the reason for the late circulation of the report.

The University Secretary and Clerk to the Board of Governors advised that as part of the work on Changes to Board Governance for the remainder of the academic year the timings of Combined Academic Board and Board of Governors meetings would be looked at with a view to identifying and minimising the number of potential late papers.

The Board Resolved:

- 1) To agree the revised terms of reference for Combined Academic Board that had been endorsed by that body at its meeting earlier that day.

### **1873. Any Other Business**

New Governors thanked the University Secretary and her team for the whole range of briefings and advice provided to support their induction.

Board members asked the Vice Chancellor and the senior management team about their personal welfare during what was acknowledged to be difficult and potentially stressful time.

The Student Governors provided an update on the work of the Student Union in assisting students during the crisis. The Board was advised that many of its services and wider activities had moved on-line and that there was good interaction between student union representatives and students.

The Chair, on behalf of the Board thanked the Vice Chancellor, VCEG and staff for their efforts in managing the University's effective response to the challenges posed by Covid-19. The Chair highlighted that the University had been two or three weeks ahead of many universities in preparing and its response. The Chair also thanked the Student Governors and the Student Union for their work in supporting students.

**1874. Restricted Business (agenda items 9 and 10)**

The Board Resolved to consider the following restricted business in closed session:

- Restricted Minutes of the Previous Meeting: Wednesday 8 April 2020 (agenda item 9)
- Changes to Vice Chancellor's Executive Group (agenda item 10)

(Open meeting concluded: 6.20pm)

(Restricted meeting concluded: 6.35pm)