

BOARD OF GOVERNORS MEETING

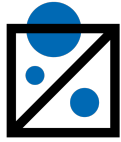
Minutes of the meeting of the Board of Governors on Wednesday 14 September 2022
from 4-7pm in the Board Room and by video link

<p>Present</p>
<p>Andrew Summers (Chair) Andy Cook (Vice Chancellor) Kion Ahadi (Independent member) (remote) Zaid Al-Zaidy (Independent member) Shoku Amirani (Independent member) (remote) Lizbeth Goodman (Independent member) (remote) Kate Gregory (Independent member) Helen Higson (Independent member) Chiz Nwaosu (Staff member) Paul O’Grady (Independent member) Noeline Sanders (Independent member) (remote) Zahra Shahsavari (Student Union President) Alberto Villanueva (Staff member) Lee Wilkinson (Independent member) (remote)</p>
<p>In attendance</p> <p>Christopher Costigan – University Secretary & Chief Compliance Officer Lawrence Lartey – Director of Innovation, Industry and Enterprise Phil MacDonald – Director of Finance Steph Power – Acting Director of HR and OD Andy Rees – Dean Simon Robertshaw – Deputy Vice Chancellor Emma Shailer - Director of Student Recruitment & Success Chris Goodchild – Head of Admissions (presentation) Laura Knowles – Head of Marketing Communications and Content (item 5)</p> <p>Maureen Skinner – Clerk to the Board of Governors (minutes) (remote)</p>
<p>Apologies</p>
<p>Richard Bee (Independent member) Stephen Woodford (Independent member)</p>

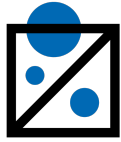
ACTIONS

[REDACTED]

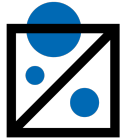
22/44	Before the meeting, a briefing was given to the governors by Chris Goodchild, Head of Admissions, on the University Admissions Process. The service has been greatly improved and professionalised over the last year with encouraging results and Chris was thanked by the governors for all the improvements which had been made.
22/45	The Chair welcomed members to the meeting. Apologies had been received from Richard Bee and Stephen Woodford. He welcomed Steph Power, Acting Director of HR & OD, and Laura Knowles who would speak to the brand strategy update.
22/46	The Chair expressed sadness on the death of Queen Elizabeth II and gave thanks for her inspirational life of service and for her support for higher education and the institutions which provide it. He welcomed the accession of King Charles III and was sure that he would continue to support and encourage young people from all backgrounds as he had shown throughout his life.
	DECLARATIONS OF INTEREST
22/47	There were no new declarations of interest.
	MINUTES OF THE LAST MEETING AND MATTERS ARISING
22/48	The minutes of the meeting held on 13 July 2022 were approved. One matter arising concerned the brand strategy and that was to be considered at this meeting under the VC's report. The other matter arising on the scheme of delegation was complete.
	CHAIR'S UPDATE
22/49	The Chair reported that they had still to make a new governor appointment, the new Chair of the OD and Remuneration Committee. One candidate had dropped out and they were still considering two others. He reported that the new Education Secretary was Kit Malthouse and the new HE Minister was Andrea Jenkyns.
	VICE CHANCELLOR'S UPDATE
22/50	<i>Brand strategy update</i> The Vice Chancellor wished to record his thanks to Margaret Bird, who had now left Ravensbourne. This had provided an opportunity to reset and rethink the role with the new post likely to be a Director of People and Culture.
22/51	The Vice Chancellor welcomed Laura Knowles, who has been working with him on the brand strategy, which had been subject to considerable consultation. A brand group was being set up and there would be a staged approach. Messages are being



<p>22/52</p> <p>22/53</p> <p>22/54</p>	<p>developed for each stakeholder and reflect the university's values. The importance of behaviours as well as messages was noted. The work is being prioritised and will work towards a December deadline for those priorities. The importance of staff involvement was crucial. Members asked how messaging was being made relevant to non-marketing staff. Some important stakeholders (eg Board of Governors, OfS, alumni) had not been listed. The VC advised that although he was leading on this work, several others were involved. The issues of growth, student experience and culture were very important aspects of this initiative. There was a need for implementation support, probably from a PR partner. The VC reported on the recent visit to Chicago where Ravensbourne students presented to the Nike creative director. The work was being supported by the Obama Foundation, which was providing PR support. This had resulted in a new partnership with Nike, which was a very exciting development.</p> <p><i>Vice Chancellor's report</i> It had been a very busy summer and it would probably be the last summer with a break in teaching with the advent of January and May starts. He thanked the DVC and the Dean for much of the recent work on new staff recruitment and the validation of an entire new set of courses under the common academic framework. Resits (retrievals) had been much improved and it was hoped that retention would thus be better than budget. Recruitment had been good this year.</p> <p><i>Recruitment update</i> FE is 23% up on applications and 21% up on acceptances. FE students are generally those who chose to do a diagnostic year. A high percentage of these students should convert to undergraduate next year. UG is 32% up on applications and 24% up on acceptances. Overall acceptances for FF22 is +13%. Clearing experienced a spike in applications in August. PG is 52% up on acceptances although FF22 is -9%. However, there had been a much higher level of international applications requiring CASs. Through Oxford International there had been 622 applications, with 65 payments received to date, and 43 CASs issued with 12 CASs pending.</p> <p>Members requested the exact numbers of students enrolled, and thus income. This was likely to be known at or around 14 October. This will then enable recommendations to be made on investment opportunities. This will be presented to the next Board meeting.</p> <p>Action: Student numbers for 2022 entry and income to next Board meeting</p> <p>RSU UPDATE</p>
<p>22/55</p>	<p>The President of the SU presented some slides on activities to date. There had been three weeks' worth of events for both new and returning students. Rather than titling these events Freshers' weeks they were called Welcome events. Work on the new SU space was underway. RSU had improved its visibility. Student activities and academic representatives (STAAR) work was ongoing, and the President thanked the university for its support.</p>
<p>LEARNING AND TEACHING STRATEGY</p>	



22/56	<p>The Dean introduced this item. He suggested it might more properly be titled the Education Strategy. He explained the need for a change of strategy. There had been evidence of low student satisfaction, high student retrieval rates and good performance was patchy. He had deduced that the causes were a limited staff culture, limited mechanisms for continued academic performance, and limited research and knowledge exchange. There was a lack of staff/student partnership activities within a broader learning community. Much of the culture had been lost through COVID. The objectives for 2026 are: learning experience, culture of learning, partnerships with students, creative collaborations, diversity and digital first culture.</p>
22/57	<p>The full strategy will be presented to the Board once it has been developed. Also, the Ravensbourne Academic Excellence Framework will be shared. Individual and collaborative staff development will be needed. A key element in the new strategy has been the use of the Board of Studies for identifying issues. There is a need for self and peer review processes, as well as partnership working. There will be a continuous academic review cycle as well as student feedback mechanisms. The Dean will share his slides with the Board.</p> <p>Action: Dean to share slides on Learning and Teaching strategy with the Board</p>
22/58	<p>In discussion, it was noted that the new strategy will link to the HR/people work as well as the branding work. The strategy is ambitious, and prioritisation will thus be necessary. Staff members reported that the development days had been very welcome. A question was raised about the amount of bureaucracy involved and whether this would impact on teaching time. A question was raised about whether all staff and students get opportunities in the 'Co-gen' groups. It was noted that there is time allocation for development activities.</p>
	<p>CAF IMPLEMENTATION UPDATE</p>
22/59	<p>The Dean presented the CAF implementation plan. A great number of new staff had been recruited. However, some areas were more challenging eg computer science. A wide-ranging consultation had taken place on contextual studies within discipline areas. The university was developing a new approach to staff induction. A new tool had been created – the Welcome Wheel – to guide students. The CAF work was connected to RSU activities. There had been a huge amount of validation work and the VC thanked the Dean and the University Secretary's team. Every course had been revalidated. The academic year had moved to semesters. Members asked when reviews of progress would take place. It was agreed that this would be built into the Board timetable.</p> <p>Action: review of CAF implementation to be built into the Board timetable</p>
	<p>BOARD AGENDA PLANNING</p>
22/60	<p>The revised Board timetable was presented by the University Secretary and the Chair. Members were asked to review and suggest any amendments. The joint meeting of Board of Governors and Academic Board, normally in November, will no longer take place. As the Board and Academic Board had been uncoupled it was important to ensure that there were still robust links between Academic Board and the Board of Governors. The University Secretary will send a</p>



	<p>commentary to the two Board members (Helen Higson and Lizbeth Goodman) who were also members of Academic Board.</p> <p>Action: University Secretary to send commentary to two Board members on Academic Board</p>
22/61	<p>Academic assurance would take place within the 'deep dive' at the March meeting. It was suggested that a future meeting of Governance and Nominations committee might explore the better management of academic governance and assurance.</p> <p>Action: Govs and Noms to explore better management of academic governance and assurance</p>
22/62	<p>Members considered when it would be best to review industrial and commercial links at Board. There was still an ongoing consultation and some time before a new post would happen. It was noted that placements were included in all courses now within the CAF. It was suggested that the September 2023 meeting would be a helpful review point. Members asked when KPI 9 Sustainability would be reviewed. It was noted that sustainability was a vertical pillar of CAF. But there were also the building and other environmental elements of sustainability. These will be considered as part of forward planning.</p> <p>Action: review of CAF September 2023 Board meeting</p>
	COMMITTEE SUMMARIES
22/63	<p><i>OD and Remuneration committee</i></p> <p>The approval of the pay award to senior staff was noted. Members asked whether lower paid staff would receive more than 3%. It was noted that those on less than £25k per annum got proportionately more.</p>
22/64	<p><i>Audit committee</i></p> <p>The Head of Internal Audit opinion for 2021-22 was noted.</p>
	ANY OTHER BUSINESS
22/65	<p>Members were asked to note the dates of the graduation ceremonies and the graduation dinner.</p>
	DATE OF NEXT MEETING
22/66	<p>The next meeting will take place on Wednesday 16 November 2022 at 4pm.</p>