

Minutes of the meeting of the Board of Governors held on th27 February 2017

- The Higher Education and Research Bill
- Competition in the Higher Education sector
- Changes in terms of teacher training, further education and the University technical college agenda
- Apprenticeships and the Apprenticeship Levy
- Pensions
- Changes in the health economy and the opportunity to create a Medical School
- Local economic and development plans
- Population demographics the fall and then the subsequent rise in the number of 21 year olds in the UK population.

5.4.2 The Board undertook detailed discussion in small groups and provided the following feedback:

- The strengths of the current Plan that should be retained:
 - Values
 - Clear and appropriate Mission as an Inclusive University
- Weakness of the current Plan that should be addressed when the new Plan is drafted:
 - too much background information and narrative
 - need for more clarity in terms of key actions and priorities
 - a lack of measureable key performance indicators
- Key priorities in the new Plan:
 - Retaining the strategic aims to be an outstanding University which to be a student and an outstanding University at which to be a member of staff
 - Retaining the commitment to make a positive contribution to the local and regional communities.
 - Setting a realistic and achievable objective concerning growth in student numbers, given the context that all Universities are seeking to grow and the number of people wishing to study at University is finite and affected at least in the short term by population demographics and alternative post-18 routes (such as Higher Apprenticeships and employment).
 - Promotion of inclusion without being overtly selective
 - Development of the Medical School
 - Achievement of gold award in TEF
 - Developing a clear plan in relation to alumni relations and fundraising
 - Promoting greater consistency across University Institutes
 - Promoting fewer but larger courses
 - Development of staff career paths to promote recruitment and retention
 - Setting clear organisational priorities against which staff objectives can be aligned.
- Principal audience(s) for the new Plan:
 - internal stakeholders
 - prospective staff
 - Potential investors or supporters.

6. REPORT FROM THE STUDENTS UNION

6.1 The Board received for information and discussion the report from the President of the Students' Union

6.2 Good progress is being made in relation to the current campaign including the production of the first edition of a new student magazine entitled Work Hard Play Hard. This is produced by students for students and two editions will be published annually.

6.3 The Board was pleased to note that membership of student societies has increased by over 20% in 2016/17 and five new societies have been formed.

6.4 The Students' Union election will take place in March and the results will be known on the 17th March 2017.

- The financial context. All Universities that engaged with TEF this year will be eligible to charge higher fees for entry in 2018/19 that is linked to inflation.
- 7.8 It was noted that only a relatively small number of Universities are likely to be awarded a grade of gold and that whilst the University's submissions included a number of 'gold' elements, it is more likely that it will receive a silver award.
- 7.9 The Board resolved that the University should have the aspiration to pursue a gold award in the future and that this should feature in the new Strategic Plan.
- 7.10 On behalf of the Board, the Chair thanked the Deputy Vice Chancellor, the Director of Quality and Educational Development, the Students' Union and all other colleagues involved with preparing the submission.
8. REVIEW OF BOARD EFFECTIVENESS
- 8.1 The Board received for approval the final report of the Review of Board Effectiveness and accompanying Action Plan.
- 8.2 The review process had comprised:
- A questionnaire completed by all Board members using an online survey tool, based on questions from the toolkit for Effectiveness Reviews developed by the Leadership Foundation for HE and the Committee of University Chairs (June/July 2016)
 - Group discussions by the principal sub-committees at their meetings in June 2016: Finance and Development Committee, RI Committee and Audit Committee
 - A workshop at the Board's Strategy Away Day (September 2016)
 - The annual review of the University's compliance with the CUC Code of Higher Education Governance undertaken by the Clerk to the Board (received by the Board in October 2017).
 - Opportunities provided for confidential discussions with either the Chair or the Clerk
 - External review by a consultant from the Leadership Foundation for Higher Education with expertise in Governance from within Higher Education and other sectors. The consultant provided informal advice

individual parts of the University and how the student experience is being continuously improved and

10.4 Meeting Dates for 2017/18

10.4.1 The Board received for information the meeting dates for the Board and its Committees in 2017/18. It was reported that an alternative date will need to be confirmed for the Remunerations Committee due to be held in May 2018.

Action: Clerk to the Board.

11. BUSINESS OF THE COMMITTEES

11.1 Audit Committee

11.1.1 The Board received the Minutes of the meetings held on 7th November 2016 and 9th January 2017. Owing to the timing of the meetings in November, a verbal report had been received at the next meeting of the Board related to the meeting of the Audit Committee held on 7th November 2016.

11.2 [Commercial in Confidence Item]

11.3 Nominations Committee

11.3.1 The Board received the Minutes of the meeting held on 12th December 2016. The Board approved formally the following recommendations made by the Nominations Committee:

- The appointment of Mr Douglas Dale as a Co-Opted Member of the Audit Committee for a term of two years following his retirement from the Board on 31st July 2017.
- The reappointment of Mr Carl Arntzen, Ms Michelle Chamberlain and Ms Sarah Speck for a term of four years as

