



## MEETING OF THE BOARD OF TRUSTEES

### UNRESERVED MINUTES

Monday 26 February 2024 from 12:30 to 3:30pm GMT, via Zoom

#### Trustees present:

Bill Durden, <i>Chair</i>	(BD)
Janet Ilieva, <i>Deputy Chair</i>	(JI)
Caroline DeLaney, <i>Trustee</i>	(CD)
Marguerite Dennis, <i>Trustee</i>	(MD)
Judith Eaton, <i>Trustee</i>	(JE)
Amarjeet Hans, <i>Trustee</i>	(AH)
Futao Huang, <i>Trustee</i>	(FH)
Ian Leroni, <i>Trustee</i>	(IL)
Michael Meissner, <i>Trustee</i>	(MM)
Qing Miao, <i>Trustee</i>	(MQ)

#### Also present:

Kelly Coate, <i>Deputy Vice Chancellor and Provost</i>	(KC)
Sabine Spangenberg, <i>Deputy Provost: Faculty</i>	(SS)
Ying Kay, <i>Deputy Vice Chancellor, Finance and Operations</i>	(YK)
Stephanie Parr, <i>Registrar &amp; Deputy Provost: Academic Operations</i>	(SP)
Sukhvinder Chonk, <i>Vice President of Marketing, Recruitment and Communications</i>	(SC)
Susan Pell, <i>Head of the Department of Communication</i>	(SP)
Michael Keating, <i>Head of the Department of Social Sciences and Psychology</i>	(MK)
Greg Gannon, <i>Head of the Business School</i>	(GG)
Jane Norris, <i>Head of the School of Liberal Arts</i>	(JN)
Agata Sikora, <i>Secretary to the President - minutes</i>	(AS)

#### Apologies:

Phil Deans, <i>President and Vice-Chancellor</i>	(PD)
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1. Welcome, apologies for absence and declarations of conflicts of interests

BD welcomed everyone to the meeting, there were no conflicts of interest, one apology

was sent from PD.

## 2. Minutes of the meeting on the 22 November 2022

The minutes of the meeting held on the 22 November 2022 were agreed as an accurate record.

## 3. Actions and matters arising

All actions were complete or in hand.

## 4. Academic Review

### 4.1. *Provost's Report*

Annual Programme Monitoring and Assessment (APMA) results were reviewed, highlighting departmental activities.

Positive feedback was received from MSCHE regarding reaccreditation efforts, and applications for indefinite degree-awarding powers have been submitted to OfS.

The Race Equality Charter application has commenced, with a staff survey and curriculum decolonisation as priorities.

A new curriculum model transitioning to 4-credit courses was approved, aimed at efficiency and improving student outcomes while enhancing liberal arts values.

### 4.2. *Annual Institutional Assessment*

Challenges include recruitment for certain programs, a decline in postgraduate student diversity, and internship uptake.

Accreditation processes continue successfully, including the revalidation of select programs and positive feedback from external examiners.

Institutional learning outcomes, especially critical thinking, have shown improvement.

### 4.3. *Heads of Department Brief Updates*

Liberal Arts: Focus on curriculum innovation, successful AI-themed conference.

Communication: Diverse programs with a focus on cultural and creative value; investment in film and photography education.

Social Sciences and Psychology: Curriculum decolonisation and sustainability are central, with noteworthy publications.

Business School: Strong enrollment but challenges in student engagement and demographic shifts.

5. Report from the Ownership and Control working Group

Financial challenges necessitate cost reduction and enrollment growth strategies. Scenarios for operational sustainability were reviewed, and preparations for a China visit were discussed.

6. Report from the Finance and Resources Committee

A focus on increasing student enrollment, improving student record systems, and reassessing agent engagement to enhance recruitment. Financial constraints remain a pressing concern.

7. Report from the Audit and Risk Committee.

Risk management processes have improved, but challenges like cyber security and TEF bronze status dissatisfaction persist. Governance, compliance, and immigration issues require ongoing attention.

8. Report from the Nominations and Governance Committee

Key discussions centered around international engagement, accreditation progress, and institutional financial strategies.

Summary:

Efforts are focused on financial stabilisation, strategic enrollment growth, and curriculum modernisation.

Enhanced communication and engagement with staff, students, and trustees are proposed through newsletters, websites, and feedback mechanisms.

Initiatives such as international student recruitment, foundation courses, and program diversification are under consideration to address financial and enrollment challenges.

9. Any other business

There being no further business to discuss the meeting was ended at 3:30pm.

**Date of next meeting:** 12pm, Friday 28 June 2024, on campus and via Teams