

CONFIRMED

UNIVERSITY OF EAST LONDON HIGHER EDUCATION CORPORATION

BOARD OF GOVERNORS

Minutes of the Board of Governors held on Tuesday 24 May 2022 in Room KD.1.31, Knowledge Dock, Docklands Campus

Present: Anulika Ajufo (Chair), Ismail Amla, Steven Armstrong, Amanda Broderick (Vice-Chancellor & President), Jackie Craisatti, Trevor Critchlow, Adam Doyle, Les Ebdon, John Garwood, Regina Everitt, Bindi Karia, Mottie Kessler, Irfana Kottikulam-Aboobacker, Tommy MacDonnell, Doris Olulode, Lavanya Rajendran and Janette Withey

In attendance: Hassan Abdalla (Provost), Bugewa Apampa (Dean of the Office for Institutional Equity), Jim Benson (University Secretary), Dean Curtis (DVC & Chief Finance Officer), Dalia Dasgupta (HR Director), Paul Marshall (PVC Careers and Enterprise), Ian Pickup (Chief Operating Officer) Vanessa Varvas (Chief Marketing Officer) and Scott Williams (Deputy Chief Marketing Officer)

Officer: Jane Thomas (Governance Manager)

Apologies: Gary Stewart

21/68 DECLARATIONS OF INTEREST

68/01 NOTED: there were no declarations of interest.

21/69 PRESENTATION – SCHOOL OF EDUCATION AND COMMUNITIES

69/01 RECEIVED: a presentation from the Dean of the School of Education and Communities.

21/70 MINUTES OF MEETING HELD ON 25 MARCH 2022

70/01 RECEIVED and CONFIRMED: the minutes of the meetings of the Board held on 25 March 2022.

21/71 MATTERS ARISING

71/01 NOTED that:

- a) the Stratford Redevelopment had been discussed at the recent meeting of the Transformation Projects Committee and a report would be presented to the July meeting of the Board with a view to discussing and selecting a partner.

- b) the appointment of the Chair was included on the agenda for this meeting.
- c) a meeting was due to take place at the end of June in relation to the Royal Docks Centre for Sustainability which would confirm the allocation of funding.
- d) the issue of risk management would be discussed by UEB as it was necessary to review the risks contained within the risk register. It was noted that a review would be undertaken in relation to risk maturity and a meeting to include the Chair of the Board, the Chair of the Audit and Risk Committee, the Vice-Chancellor & President and University Secretary would be arranged to discuss the issue of risk. This meeting was opened up to any Chairs of committees or any other members who were available to join the meeting.

21/72 REPORT OF BUSINESS DISCUSSED AT STANDING COMMITTEES

72/01 RECEIVED: a report from the Governance Manager on the business discussed at standing committees.

72/02 NOTED: a number of interviews had been scheduled for both the staff members and independent members of the Board. It was confirmed that there was diversity within the candidates.

21/73 REPORT OF BUSINESS DISCUSSED AT THE ETHICS ADVISORY COMMITTEE

73/01 RECEIVED: an oral report from the University Secretary on the business discussed at standing committees.

73/02 NOTED: that UEB was currently reviewing the list of Honorary Graduands before making a recommendation to Academic Board about the award made to Dylan Mills. It was confirmed that the procedure for rescinding honorary awards had been revised and that the power to confer or withdraw such awards rested solely with Academic Board.

21/74 REPORT OF BUSINESS DISCUSSED AT THE TRANSFORMATION PROJECTS COMMITTEE

74/01 RECEIVED and NOTED: a report from the Governance Manager on the business discussed at the Transformation Projects Committee.

74/02 AGREED: to approve the amended Terms of Reference

21/75 UPDATE BY THE VICE-CHANCELLOR & PRESIDENT

75/01 NOTED that:

- a) the VCP explained how the colour coding system for assessing Schools and Departments had evolved in the IIP process with green areas

highlighting improvement, black areas where matters had remained stable and red where there had been some deterioration. It was noted that the green areas tended to be schools that had received investment.

- b) in relation to survey responses, it was explained that the more negative responses in areas such as EDCOMM were driven by long serving members of staff using this as an opportunity to raise issues of grievance. The positive response from ACI had emerged from having a newly appointed Dean making an impact with new initiatives. The interim DHR stated that the issues in HR had been impacted by a high turnover of staff and having to deal with the challenges of the restructure. It was noted that local and institutional level action points were being developed which would be taken forward jointly by the interim DHR, who would be at the University until the end of July 2022, and the newly appointed DHR. The Board agreed that a cultural change across the University had showed signs of improving the University as a place to work but there were more challenges to address. It was agreed that the Total Reward proposal was one such action aimed at achieving this improvement.
- c) the VCP explained the process of moving towards a reputation management strategy using the Brand Equity Index. The outcome of the recent brand tracker sample was shown to highlight the improvement achieved by the University regarding the unprompted brand awareness responses and customer satisfaction in the two years that this had been operational. The VCP confirmed that the Net Promoter Score, detailed in the presentation, was one of the Board level KPIs and was widely used to estimate customer experience.

21/76 MEDICAL SCIENCE UPDATE

76/01 RECEIVED: a report and presentation by Neil Johnson, Medical Education Project Lead

76/02 NOTED that:

- a) the proposal for establishing medical education at the University of East London had been considered by the University Executive Board, who had given their approval to the continuation of developing the plans for a medical school. It had also been reviewed by the Transformation Projects Committee.
- b) the two main reasons for developing medical education related to widening participation given that it was a high priority for the government and the NHS. It was also recognised that there was strong pressure within the government to address health inequality and it was felt that UEL could offer something above and beyond what was currently being offered by other medical schools.

- c) an integrated approach would be used to offer a medical course that provided an apprentice route, or a more flexible route which allowed a “step on step off” approach, allowing more experienced entrants to access the course with an aim of producing graduate doctors who were caring and passionate about and have the skills for addressing health inequalities.
- d) it was important to ensure that we offered something different, whilst holding on to our values and ensuring that graduate doctors would have an impact on the local community which could be sustained.
- e) there were a number of issues raised including whether this is the right time to embark on this venture and what the real benefits would be to the University given the significant investment required. Funding options for the school would need to be well thought through given the availability of traditional pools of funding for medical schools would be unlikely. The possibility to partner with a current medical school in order to offer medical education will be considered. The Board have asked for revision of assumptions around the business case and key questions that need to be answered to get clarity on a decision to proceed. This will be presented at the next meeting of the Board of Governors due to be held in July.
- f) there were a number of positive benefits to opening a medical school, including the impact on our international reputation, but also an increase in biomedical students.
- g) a full and detailed business case which provided clarity on costs was not currently available and this would need to be seen before knowing whether the possibility of a medical school could be supported.

21/77 REF 2021 RESULTS AND ANNUAL REPORT ON IMPACT AND INNOVATION

77/01 AGREED: to defer this item to the July meeting of the Board

21/78 PROGRESS REPORT – OFFICE OF INSTITUTIONAL EQUITY

78/01 RECEIVED and NOTED: a presentation from the Dean of the Office of Institutional Equity.

21/79 FINANCIAL POSITION

79/01 RECEIVED and NOTED: a report from the Deputy Vice-Chancellor & Chief Finance Officer on the current financial position.

21/80 APPOINTMENT OF THE CHAIR OF THE BOARD

80/01 RECEIVED: a report from the University Secretary on a proposal for the Chair of the Board

80/02 NOTED: that it was proposed to appoint the Deputy Chair of the Board on an interim basis for a period of a year up to 31 July 2023. The process for a permanent Chair would need to be agreed and another member of the Board would lead the process. It was acknowledged that there were lessons to be learned from the process which had just been undertaken and consideration should be given to what could be done differently in future.

80/03 AGREED: to appoint the current Deputy Chair of the Board to Chair of the Board with effect from 1 August 2022 – 31 July 2023.

21/81 INSTRUMENTS AND ARTICLES OF GOVERNMENT

81/01 RECEIVED and NOTED: a report from the University Secretary on the revised Instruments and Articles of Government.

81/02 AGREED: to approve the revised Instruments and Articles of Government.

21/82 SCHEDULE OF MEETINGS FOR FORTHCOMING ACADEMIC YEAR

82/01 RECEIVED and NOTED: the proposed schedule of meetings for 2022/23.

21/83 CHAIR'S BUSINESS AND REPORTABLE EVENTS

83/01 RECEIVED: a report from the University Secretary in relation to two reportable events to the OfS.

83/02 NOTED: that there were two reportable events which had occurred which required reporting to the OfS. The first was in relation to an amendment to a HESA return. The other was in relation to the termination of the partnership with the British College of Applied Studies.

83/03 AGREED: the Board confirmed the reportable events.

21/84 REPORT OF BUSINESS DISCUSSED AT ACADEMIC BOARD

84/01 RECEIVED and NOTED: a report from the Quality Assurance Officer on the business discussed at Academic Board.

21/85 ANNUAL CYCLE OF BUSINESS

85/01 RECEIVED and NOTED: the annual cycle of business.

21/86 USE OF THE CORPORATION'S SEAL

86/01 NOTED: that the Corporation's Seal had not been used since the last meeting of the Board held on 23 November 2021.

21/87 DATES OF MEETINGS

87/01 NOTED: that the dates of meetings for 2021/22 were as follows:

7 July 2022

SIGNED:
Chair of the Board

DATED: