

**MINUTES  
BOARD OF GOVERNORS**

**MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD  
ON WEDNESDAY 14 MARCH 2007 AT THE TOWN HOUSE, PENRHYN ROAD CENTRE**

**11.0 Attendance**

Present

Jerry Cope	Chairman
Eugene Akwasi-Ayisi	
George Alexandrou	
Nick Badman	
Gren Collings	
Ann Corrigan	
Stephen Cox	
Sara Drake	
Michael Farthing	
Deirdre Ferrier	
Mark Kierstan	
Steve King	
Robert Lawson	
Phil Molyneux	
Tim Oliver	
David Reardon	
Peter Scott	
Christine Swabey	
David Taylor	
Colin Watts	
Clarissa Wilks	

Also present

Donald Beaton	University Secretary
Terry Butcher	Finance Director
Chris Ince	Head of Secretariat
Paul Lister	Pro Vice-Chancellor, Science & Enterprise
David Miles	Pro Vice-Chancellor, External Affairs & Business Development
Zosia Martin	Minuting Secretary
Penny Sparke	Pro Vice-Chancellor, Arts
Mary Stuart	Deputy Vice-Chancellor

Jerry Cope welcomed Chris Ince to his first meeting of the Board of Governors and introduced him to the Board members.

## **12.0 Apologies for absence**

Apologies for absence were received from Andrew Lomax, Thalia Marriott and Derek Osbourne.

## **13.0 To receive the Minutes of the Board of Governors Meeting held on 24 January 2007**

Received Minutes of the Meeting held on 24 January 2007

### 13.1 Approval

It was resolved

That the Minutes be approved.

### 13.2 Matters Arising

There were no matters arising.

## **14.0 To approve Barclay's Bank Mandate \***

Received Paper BG 21/07 – To approve Barclay's Bank Mandate

It was resolved

That the Board approve Barclay's Bank Mandate

## **15.0 To approve procedures for the review of the Board's Standing Committees' Effectiveness**

Received Paper BG 22/07 – Review of the Board's Standing Committees' effectiveness

15.1 Following a review of the Board's effectiveness and a more detailed review of the Audit Committee's effectiveness last year, it had been agreed that a systematic effectiveness review of all the Board's standing committees was required. Paper BG 22/07 summarised the Audit Committee review and put forward recommendations for a rolling programme of effectiveness review.

15.2 It was noted that there were significant differences between the committees, particularly with regard to the Audit Committee which conformed to a rigid structure. It was therefore agreed that each committee would set its own review parameters, based on a common framework, allowing each Chair to decide on specific processes.

15.3 It was noted that the service supplied by the external facilitator as part of the Audit Committee review had been a useful exercise.

15.4 It was agreed that the review of Standing Committee effectiveness should form an integral part of the Board review procedure. The proposed process would be reviewed at the next Board meeting on 23<sup>rd</sup> May and amendments made as necessary.

It was resolved

That the Board approve procedures for the review of the Board's Standing Committees' effectiveness and reassess the recommendations at its next meeting in May 2007.

**Action: Review proposed process at Board meeting on 20 May 2007 (Secretariat)**

## **16.0 To approve and ratify the sealing of a document \***

Received Paper BG 23/07 – Approval & ratification of a sealed document

It was resolved

That the Board approve and ratify the sealing of a document as detailed in paper BG 23/07.

## **17.0 To receive a report from the Vice-Chancellor**

Received Paper BG 24/07 – Report from the Vice-Chancellor

### 17.1 National Issues

#### 17.1.1 – HEFCE funding and Additional Student Numbers

The Vice-Chancellor reported that the HEFCE grant for next year had been increased by 6.4%, partly through inflation and partly to fund additional student numbers (ASNs). It was noted that there were 500 ASNs at the University in the coming year, but it was expected that there would be fewer the following year. There was an expectation that a significant level of future funding would be met through employer engagement.

#### 17.1.2 – Foundation Degrees in FE colleges

It was anticipated that FE colleges would be given the right to award foundation degrees. There was some debate regarding the criteria on which this development would be based. It was important that the standard of foundation degrees was not jeopardised.

#### 17.1.3 – UCAS Applications

It was reported that there had been an increase in applications of 6.4% by the official closing date of mid-January, which offset the decline in last year's applications. The pattern of applications was in line with underlying demographic trends. It was noted that there had been a significant decrease in applications by mature students. The most significant increase had been from within the European Union.

## 17.2 Kingston applications

17.2.1 It was reported that the University was performing well against national comparisons, although the latest figures had indicated a slight decline. It was noted that the University remained the most popular HE institution in the London area.

17.2.2 A table was included in the Report giving details of applications, faculty by faculty. Business & Law was showing a gradual increase in applications. Applications to Computing, Information Systems & Mathematics were declining, which was a national as well as a local problem. Art, Design & Architecture was doing well with a marked increase in applications. Engineering had a good record at the University and showed a gradual increase in applications, particularly in overseas partnership arrangements. Arts & Social Sciences had seen significant increases in applications following the development of an extended course portfolio, although this had levelled out this year and might need rejuvenation. Health & Social Care Sciences had seen a decline in applications, which was linked to a reduction of available jobs in nursing and midwifery. Science applications were doing well and were above the national average.

17.2.3 Whilst there appeared to be a variation across the faculties, it was important to remember that the figures shown represented a ‘snapshot’ in time.

17.2.4 It was reported that post-graduate applications had increased by almost four times the rate of undergraduate applications. This was good news for the University, particularly since post-graduate development was one of its strategic priorities for the future.

17.2.5 Whilst the University’s performance compared well against the sector, it was important to exercise some caution in the medium term, for a number of reasons:

- the gap between the University and national figures was reducing, having decreased from 20% last year to 4% this year;
- the pre-1992 universities appeared to be relying less on possible RAE resources and increasing their efforts in student recruitment;
- the University was increasingly moving to direct competition with pre-1992 HEIs;
- the full impact of increased fees was as yet an unknown factor;
- the current increase in applications reflected the initiatives which had been put in place over the past few years, and it was important to ensure the regeneration of academic initiatives for the future.

17.2.6 It was noted that the development of academic programmes was an ongoing process with funding available each year for new initiatives at every level. It was agreed that the development of initiatives and the corresponding investment planning should be considered as part of the University’s strategic direction.

### 17.3 Prospects for Future Growth

17.3.1 Whilst the University's funded growth was guaranteed for next year, thereafter it was anticipated that there could be a decline in the rate of growth and possibly less flexibility with regard to ASNs. It was likely that the University might have to concentrate more on employer engagement for future growth. Additionally, it was noted that HEFCE was keen to promote collaborative initiatives and it was anticipated that the University would develop further bids in the context of the SWan three-way alliance.

17.3.2 It was noted that the University would need to develop its academic strategy in line with its overall strategic plan, ensuring that its course portfolio was appropriately tailored to meet market demands.

17.3.3 The Board considered the optimum future size of the University. Current plans included growth up to 23,000. It was tentatively agreed that, whilst it was difficult to accurately assess maximum numbers, a maximum figure of 25,000 would be appropriate, particularly in terms of the impact on the local community.

### 17.4 SWan – South West London Academic Network

17.4.1 It was reported that two appointments had been made to SWan – Director of the Institute of Biomedical and Biological Sciences, and Project Manager.

17.4.2 It was noted that the SWan Steering Group had been reconstituted as a Management Board. The Project Manager was due to report to the St George's University of London Council in the coming week. It was agreed that a consistent and common report should be made to all three institutions.

17.4.3 It was agreed that governance issues would be best addressed by the inclusion of one lay member from each respective Board/Council, on the SWan Management Board. It was agreed that any interested member should contact the University Secretary.

### 17.5 Other matters to report

#### 17.5.1 HEFCE grant:

It was noted that the University's HEFCE grant for next year would be increased by 9.2%, totalling £62.2 million, which was broadly in line with expectations.

#### 17.5.2 Beacon for Public Engagement:

This was a recent HEFCE initiative. It had been hoped to put forward a three-way bid through the SWan alliance. However, Royal Holloway had put forward an individual bid from its History Department. The University was therefore putting forward a joint bid with St George's.

#### 17.5.3 National Student Survey:

It was reported that the response rate was now 49%. It was noted that there was good support from KUSU in encouraging responses from the student body. The importance of a good result in the NSS was noted.

#### 17.5.4 Cox Report:

It was reported that a joint bid with St George's had been made to HEFCE's Strategic Development Fund in response to the Cox Report relating to industry and business. The result of the bid would be available in June.

#### 17.5.5 Engineering Council:

It was reported that the University had developed a scheme of Master of Science courses by learning contract, allowing engineers to achieve Chartered Engineer status, through a work-based learning route. This matter had previously been reported under minute 5.4.8 of the Board meeting held on 24 January 2007.

#### 17.5.6 Employer Engagement:

A further Strategic Development Fund bid had been made in relation to a pilot study involving small and medium-sized companies. The result of this bid was expected within the next week.

17.5.7 The Vice-Chancellor thanked the Deputy Vice-Chancellor for her assistance during his recent absence through illness.

It was resolved

That the Board note the Vice-Chancellor's Report

### **18.0 To receive a report on the International Development Plan**

Received Paper BG 25/07 – Report on the International Development Plan

- 18.1 The Pro Vice-Chancellor for External Affairs and Business Development presented the report on the International Development Plan, the purpose of which was to update the Board on progress made towards the implementation of the Plan.
- 18.2 The Report detailed international recruitment in the current year, the anticipated recruitment in the coming year and gave details of initiatives being taken in support of international recruitment.
- 18.3 It was planned that the Finance Committee would include discussion of financial plans and risks relating to international recruitment, at its next meeting in April.
- 18.4 It was noted that the international market was volatile and rapidly changing. There had been significant improvement in the mid-year recruitment figures and the final figure was anticipated to be a growth of 100. However, it would be necessary to

revise arrangements such as student accommodation, in order to adapt accordingly to mid-year entry. It was noted that similar trends were being experienced at other HE institutions.

- 18.5 It was reported that the anticipated growth for 2007 entry was in line with the revised predictions.
- 18.6 Several actions were being taken to improve the international recruitment process, the results of which would be evident next year, including the provision of an online post-graduate application system from April 2007.
- 18.7 There had been substantial investment in the web-site, resulting in significant improvements on the international pages.
- 18.8 It was necessary to ensure that an efficient support system was in place for international students and work was underway to improve the student experience. This was particularly important bearing in mind the high percentage of overseas students reporting negatively on the UK experience.
- 18.9 Portfolio development and management was being undertaken in conjunction with the faculties and in line with the planning process. Consideration was being given to identifying specific market requirements. It was important to develop the post-graduate programme, for which there tended to be a greater demand from overseas.
- 18.10 An important issue was the development of partnerships and agency relationships. Appropriate action was being taken in this area, including the use of alumni contacts.
- 18.11 It would be useful for the University to identify and capitalise on its strong areas compared to other HEIs, such as placing greater emphasis on its London location.
- 18.12 In summary, it was noted that, although the University had not performed as well as expected, it had retained growth in an overall flat market nationally. It was important to continue with the development of initiatives to improve the international market and also to increase the University's international visibility.
- 18.13 It was agreed that a follow-up report with an update on actions emanating from this Report, would be presented to the Board at its meeting in September 2007.

It was resolved

That the Board note the Report on the International Development Plan

**Action: Follow-up report to the Board in September 2007 (Pro Vice-Chancellor, External Affairs & Business Development)**

## **19.0 To receive a progress report on the New University Project**

Received Paper BG 26/07 – Progress Report on the New University Project

- 19.1 The Pro Vice-Chancellor, Arts, in her role as Chair of the NUP Board noted that consideration was now being given to the development of the campus. It was reported that progress was being made with regard to the three main projects at

Penrhyn Road, Kingston Hill and Roehampton Vale, and that there were no significant issues to report.

- 19.2 The Estates Committee had discussed building progress in detail at its meeting on 28 February 2007. The draft minutes of this meeting were included on the agenda for information.
- 19.3 The Finance Director clarified that some of the cost increases of the main projects would be contained within the existing contingency fund. No significant overspend was anticipated.
- 19.4 There was an issue concerning the connection of utilities, specifically the water supply, at the Penrhyn Road site. It was noted that an alternative contingency plan was in place to resolve this issue, if necessary.
- 19.5 It was agreed that the simultaneous undertaking of three separate building schemes represented a major project and it was noted that all three areas of development were progressing well. It was agreed that Board Members would have the opportunity to view the developments prior to their opening.

It was resolved

That the Board note the Progress Report on the New University Project

## **20.0 To receive a Progress Report on the Campus Development Plan**

Received Paper BG 27/07 – Progress Report on the Campus Development Plan

- 20.1 The Pro Vice-Chancellor, Arts / Chair of the NUP Board presented the report on the Campus Development Plan, which gave a high-level summary of progress to date, key dates for further discussion and feedback, and an outline of options and recommendations, taking into account strategic priorities and available opportunities.
- 20.2 The report also outlined interim options at the four main sites, following recent discussions by the SMG, the Executive Board, the Academic Board and with the Faculties.
- 20.3 It was planned to take a more integrated campus approach, to include student accommodation, in line with the University's overall strategic plan.
- 20.4 Whilst the report did not include detailed information, it was intended that the types of headings included would generate further discussion and feedback. It was planned to present a detailed report to the Board of Governors at its meeting in July 2007, on the basis of feedback and analysis.
- 20.5 The Board discussed possible developments at the various sites and the level of improvements which might be made within current financial parameters. It was noted that refurbishment of Knight's Park would absorb much of the funding available.

- 20.6 It was reported that high visibility improvement works at St George's had resulted in an increase in applications. It was acknowledged that the student body, as well as staff, would benefit from improved buildings and support services.
- 20.7 It was agreed that the risk of reducing efficient management by taking on too many simultaneous projects should be avoided.
- 20.8 The Board supported the first outline of the Campus Development Plan and agreed that there was greater reassurance with regard to financing, particularly now that the fee position was established. It was important that the Board should express its further views on feasibility planning in due course.

It was resolved

That the Board note the Progress Report on the Campus Development Plan

**Action: Detailed campus development report to the Board in July 2007 (Chair, NUP Board)**

## **21.0 To receive a report on Extremism on Campus**

Received Paper BG 28/07 – Extremism on Campus

- 21.1 The Deputy Vice-Chancellor presented the report on Extremism on Campus, noting the importance of stressing that the University did not have a problem in this area.
- 21.2 It was reported that mechanisms were in place to safeguard against possible extremism, such as the review of web-sites and disciplinary procedures.
- 21.3 One of the key issues was the University's strong relationship with KUSU, the students' union, which was of vital importance. The University also had links with, and was aware of incidents at, other institutions.
- 21.4 It was noted that the University and KUSU had strong support from the Chaplaincy.
- 21.5 It was noted that the issue of extremism on campus was not limited to the student body and could also exist in staff areas.

It was resolved

That the Board note the Report on Extremism on Campus

*Stephen King left the meeting.*

## **22.0 To receive the Summary Finance Report for January 2007 \***

Received Paper BG 29/07 – Summary Finance Report for January 2007

It was resolved

That the Board note the Summary Finance Report for January 2007

**23.0 To note HEFCE's Assessment of Institutional Risk \***

Received Paper BG 30/07 – HEFCE's Assessment of Institutional Risk

It was resolved

That the Board note HEFCE's Assessment of Institutional Risk

**24.0 To receive the Minutes of the Audit Committee meeting held on 1 February 2007\***

Received Minutes of the Audit Committee meeting

It was resolved

That the Minutes of the Audit Committee meeting held on 1 February 2007 be noted.

**25.0 To receive the Minutes of the Employment Committee meeting held on 7 February 2007\***

Received Minutes of the Employment Committee meeting

It was resolved

That the Minutes of the Employment Committee meeting on 7 February 2007 be noted.

**26.0 To receive the Minutes of the Finance Committee meeting held on 15 February 2007\***

Received Minutes of the Finance Committee meeting

It was resolved

That the Minutes of the Finance Committee meeting on 15 February 2007 be noted.

**27.0 To receive the draft Minutes of the Estates Committee meeting on 28 February 2007\***

Received Draft Minutes of the Estates Committee meeting

It was resolved

That the draft Minutes of the Estates Committee meeting on 28 February 2007 be noted

**28.0 Any other business**

28.1 The Head of Secretariat noted that he had circulated an email regarding suggestions on the induction and training of governors, and requested that any feedback should

be received by the end of March. The feedback would be used in work on improvements to the current programme and further development.

- 28.2 The Vice-Chancellor noted this was Jerry Cope's final meeting as Chair, prior to his retirement from the Board at the end of March. The Vice-Chancellor, both personally and on behalf of the University, thanked Jerry Cope for his work and contribution over the years, noting that he had carried out the role of Chair in an excellent manner, with an ability to focus on the work of the Board, and with a high understanding of governance and of the University's values.
- 28.3 The Chair Designate, Gren Collings, gave a brief history of Jerry Cope's time at the University, noting the changes over the five years of his Chairmanship, in particular the significant growth of the organisation and its popular position in terms of UCAS applications. On behalf of the Board, Gren Collings thanked Jerry Cope for his contribution, for the part he played in significant issues over the years, including the restructuring of the University, noting that the Board would seek to continue on the foundations in place to improve the University's position, and wished him well for the future.
- 28.4 Jerry Cope stated that he had greatly enjoyed his time at the University and strongly supported the University's mission and ethos, to which he believed the University was committed. He thanked everyone he had worked with, noting the importance of the roles of Vice-Chancellor in the University's development, and Finance Director in the efficient financial management of the institution. Jerry Cope noted that the Board, and Gren Collings as Chair, had much work ahead, particularly since it was likely that the market would continue to change rapidly and further work was needed to improve the student and staff experiences. He suggested a possible review of the size of the Board as a means of potentially improving its contribution to governance. Jerry Cope thanked the Board for its support and wished Gren Collings well for his future role as Chair.
- 28.5 There was no other business.

## **29.0 Date of next meeting**

The next meeting of the Board of Governors was scheduled for Wednesday 23<sup>rd</sup> May 2007 in the Frank Lampl Building at the Kingston Hill centre.

There being no further business the meeting ended at 10.45am.