Kingston University London

MINUTES
BOARD OF GOVERNORS

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON WEDNESDAY 26 NOVEMBER 2008 IN THE TOWN HOUSE, PENRHYN ROAD CENTRE

Present:

Gren Collings (Chair), George Alexandrou, Nicholas Badman, Tony Beadle, Olrick Coker, Ann Corrigan, Stephen Cox, Sara Drake, Deirdre Ferrier, Robert Green, Roderic Lyne, Phil Molyneux, Tim Oliver, Derek Osbourne, Lawrence Parnell, David Reardon, Peter Scott, David Taylor, Colin Watts and Clarissa Wilks

In attendance:

Deputy Vice-Chancellor, Pro Vice-Chancellor (Employer Engagement), Pro Vice-Chancellor (External Affairs), Pro Vice-Chancellor (Research & Enterprise), Finance Director, Head of Planning, Minuting Clerk

82.0 Election of the Chair and Vice-Chair
(Paper BG 119/08)

82.1 The Deputy Vice-Chancellor took the Chair in the absence of the University Secretary and explained that the University's Articles of Government required the election of a Chair and Vice-Chair at its first meeting each year following the 20th of November.

82.2 The Deputy Vice-Chancellor asked for nominations for the position of Chair. Gren Collings was proposed for re-election as Chair by David Taylor and seconded by Colin Watts. There were no other nominations for the position of Chair. The proposal was put to the vote. All members of the Board present voted in favour. Gren Collings was therefore elected as Chair, and duly accepted the position.

It was <u>resolved</u>

THAT Gren Collings be re-elected as Chair.

Gren Collings took the Chair for the remainder of the meeting.

82.3 The Chair asked for nominations for the position of Vice-Chair. Christine Swabey was proposed by Sara Drake and seconded by Deirdre Ferrier. There were no other nominations for the position of Vice-Chair. The proposal was put to the vote and all members voted in favour of the proposal. The Chair noted that Christine Swabey had indicated her

willingness to accept the position, if re-elected, and she was duly re-elected as Vice-Chair.

It was resolved

THAT Christine Swabey be re-elected as Vice-Chair.

The Chair welcomed the two new governors, Tony Beadle and Lawrence Parnell to their first Board meeting.

83.0 Apologies for absence

Apologies for absence were received from Stephen King, Peter Kopelman, Christine Swabey, the University Secretary and the Head of Secretariat.

84.0 Minutes of the Board of Governors Meeting held on 24 September 2008

84.1 The Minutes were approved.

85.0 Matters Arising

85.1 Minute 66.1 – Report on the University's position in the league tables:

The Pro Vice-Chancellor, External Affairs noted that two reports had been produced on this matter, one dealing with the methodology and the other with the impact of various elements on the University position in the league tables and how this could be improved. Once finalised, these reports would be presented to the Board of Governors.

85.2 Minute 73.0 – Kingston International Study Centre

The Pro Vice-Chancellor, External Affairs reported that progress was being made on negotiations with Study Group, and that proposed contacts would be scrutinised by the Academic Directorate Advisory Group (a sub-committee of the Academic Directorate). It was anticipated that validation of the foundation year and the pre-masters programme would be completed by early spring 2009. A further report would be made to the Board in due course on these matters.

85.3 There were no other matters arising.

86.0 Approval of the Financial Statements for the year ended 31 July 2008 on the recommendation of the Finance Committee
(Paper BG 120/08)

86.1 The Finance Director noted that this paper consisted of two parts – the Financial Statements for the year 2007-08 and a brief commentary and

report on the actual result against the forecast outturn. It was noted that the operating and financial review had been included in the Financial Statements in accordance with a recently introduced requirement under SORP (Statement of Recommended Practice).

86.2 The Chair of the Finance Committee confirmed that the Finance Committee had considered the report in detail at its meeting on 30 October. The Committee had agreed that the report was comprehensive and accurate, and that it should be recommended for Board approval.

It was resolved that

The Board approve the Financial Statements for the year ending 31 July 2008 on the recommendation of the Finance Committee

87.0 Approval of the Financial Forecast
(Paper BG 121/08)

87.1 The Finance Director noted that the Board had considered the first draft of the Financial Forecast at its July meeting, at which time it was noted that its main purpose was for the approval of the budget for 2008/09, pending the development of the University's new Strategic Plan and Financial Strategy. The Forecast presented today had been amended to take account of the final outturn for 2007/08 and revised assumptions, including an increase of the pay award from 3.5% to 5% and revised figures for capital expenditure. It was noted that the paper had been considered in detail by the Finance Committee at its meeting on 30 October 2008.

87.2 The Board queried assumptions in the Forecast relating to additional student numbers (ASNs). The Finance Director reported that the anticipated ASN reduction would apply from 2009/10 and did not affect the current year's forecast.

87.3 It was confirmed that the projected increase of 15% in staff costs included a rise in staff numbers over the following three years. It was agreed that the detail relating to this issue would be included with the minutes of today's meeting.
(*see attachment*)

87.4 The Board queried a figure of (162k) relating to taxation in Annex 1. The Finance Director explained that this amount signified a tax liability accrual relating to Hadleigh Products Ltd., which had been set up for VAT planning purposes and would progress to voluntary liquidation upon finalisation of arrangements with the relevant bank, at which time the liability would no longer be relevant.

87.5 The Chair noted that the figures in the Forecast reflected a strong financial performance and represented a good result for the University.

It was resolved that

The Board approve the Financial Forecast on the recommendation of the Finance Committee.

Action: *Details relating to projected increase in staff costs to be provided by Finance Director and included with circulation of the Minutes of today's meeting [Finance Director / Secretariat]*

88.0 Approval of the External Auditors' Audit Report and Management Letter for the year 2007/08 on the recommendation of the Audit Committee
(Paper BG 122/08)

88.1 The External Auditors' Audit Report and Management Letter had been considered in detail by the Audit Committee at its meeting on 23 October. This was the first such report to be produced by the new external auditors, and it was noted that the report was of a high standard.

88.2 It was reported that no significant issues had been identified by the external auditors in their management letter. The external auditors had carried out a review of the issue regarding HEFCE funding on non-completions and had concluded that no further disclosure was required. A file note would be drawn up to the Chairs of the Board and the Finance Committee to confirm this matter.

88.3 David Taylor, Chair of the Audit Committee, referred to the point raised in the external auditors' management letter relating to IT systems security and access, which the external auditors found did not conform to industry standards. It was confirmed that, following an assessment of possible risk, the existing position had been accepted and would be kept under review. The Audit Committee was satisfied that this was a decision on the part of University management, rather than the external auditors.

88.4 David Taylor referred to a materiality issue identified in the external auditors' report, relating to accruals on the joint Faculty of Health and Social Care Sciences account. It was confirmed that this matter would be addressed and resolved.

88.5 The Board noted that the external auditors' report listed only two low grade recommendations, which was a commendable result for the University. It was agreed that the Board approve the External Auditors' Report and Management Letter on the recommendation of the Audit Committee.

It was resolved that

The Board approve the External Auditors' Report and Management Letter on the recommendation of the Audit Committee.

***Action**:* *File note to be drawn up for Chairs of the Board and Finance Committee to confirm the opinion of the external auditors that no further disclosure was required regarding non-completions [Secretariat]*

89.0 Annual Report from the Audit Committee
(Paper BG 93/08*)*

89.1 David Taylor presented the Annual Report from the Audit Committee noting that the first part was a note from him as Chair of the Committee, to the Board, and the second part was the formal document which outlined audit work for the past year and was required to be submitted to HEFCE.

89.2 The Board was being asked to formally endorse the Opinion of the Audit Committee, outlined in paragraph 37 of the Report. It was noted that the Board was also formally required to re-appoint the Chair of the Audit Committee on an annual basis, in accordance with the Audit Committee's Terms of Reference. The Board agreed that David Taylor should be re-appointed as Chair of the Audit Committee.

89.3 David Taylor reported on the Audit Committee's priorities for the year ahead. The main areas of priority were as follows:

- Management Responses: to have a greater focus on the timeliness of management responses and work on incorporating a realistic timeframe into the Internal Audit protocol

- Risk Management: to continue to review Risk Management guided by key business risks; as part of the planning process, the list of risks to be re-considered and re-defined by the Executive in line with the developing Strategic Plan and subsequently endorsed by the Board

- Value for Money: to carry out further work on Value for Money, in particular ensuring that VfM processes were appropriate and robust

- Key Performance Indicators: it was suggested that the Board carry out a review of KPIs in line with the developing Strategic Plan; this area would be discussed in greater detail as part of agenda item 14 – 'Review of Progress'

- Succession Planning: it was suggested that consideration be given by University management to developing a formal process and appropriate structure for succession planning of senior non-academic staff

- New international financial reporting standards: to monitor the impact of the impending new reporting standards on the University's financial and internal audit processes

89.4 The Board noted the report from the Audit Committee for the year 2007/08.

90.0 Internal Audit Operational Plan for the year ending 31 July 2009 including the updated Internal Audit Strategic Plan to 2009
(Paper BG 125/08)

90.1 David Taylor reported that the Audit Committee, at its meeting on 23 October 2008, had approved the Internal Audit Operational Plan for 2008/09, including the updated Internal Audit Strategic Plan which was now in its third and final year.

90.2 The Operational Plan allowed a total of 540 days for the delivery of the Internal Audit programme for the year and included a breakdown of days per activity. The number of audit days had been gradually reduced over the past few years, which, it was noted, was a deliberate policy. The number of recommendations made had reduced over the corresponding timeframe, and management responses had improved. The Audit Committee's view was that the proposed reduction in days reflected the improvement in the overall internal audit process, and did not constitute a risk.

90.3 It was noted that the Plan reflected the University's changed priorities, in particular the additional days allocated to the review of data quality.

91.0 Annual Operating Statement and Annual Monitoring Statement
(Paper BG 124/08)

91.1 The Head of Planning reported on the Annual Operating Statement and Annual Monitoring Statement noting that these documents were part of the 'Single Conversation' annual submission to HEFCE, and had been considered in detail by the Executive Board and the SMG.

91.2 The Operating Statement provided an update on developments in the current Strategic Plan, which was now in its final year and included progress in the year 2007/08 and key actions identified for 2008/09. The Monitoring Statement reported on special funding initiatives.

91.3 It was reported that good progress had been made against the objectives outlined in the Strategic Plan. The main themes were considered in detail in the Operating Statement, and summarised as follows:

- Continued growth in under-graduate recruitment; targets achieved for international students with an increase in applications in the current year; increase in full-time post-graduate enrolment, although part-time post graduate enrolment showed a decline. The importance of managing student numbers in the context of more limited future growth was noted.

- Widening participation continued to show an overall improvement

- Appointment of Pro Vice-Chancellor with responsibility for Employer Engagement

- Higher number of staff in RAE submission than in previous round and some improvement in research grant income

- Programme of improvements in area of student support

- Continued development of the SWan initiative

- Campus Development Plan moving to the next stage with projects at Kingston Hill and Knights Park

91.4 The Annual Monitoring Statement reported on activities funded under Special Funding Initiatives and advised HEFCE of any differences in spending patterns over the past year. It was reported that current activities were mostly on track and there were no specific issues to report to HEFCE. The one area where underspends were identified last year was the C-Scaipe initiative, and action had been taken to embed this area within the University.

91.5 The Board queried the key action relating to Information Services and whether this included development of an Information Technology Strategy to support the Information Strategy, an issue which had been discussed by the Audit Committee this year. The Deputy Vice-Chancellor confirmed that the technology strategy was covered by the overall Information Strategy.

91.6 The Chair, on behalf of the Board, thanked the Head of Planning for an informative and comprehensive report. It was suggested that it might be helpful to develop a concise list of approximately six key measures which could be reviewed by the Board more frequently than was presently possible.

92.0 University Companies
(Paper BG 126/08)

92.1 The Finance Director reported that the paper on University Companies consisted of two parts, firstly changes to the Memorandum and Articles of Association of KUEL (Kingston University Enterprise Ltd) and secondly, changes to the share capital of the recently established KUP (Kingston University Press).

92.2 The rationale for the proposed changes to the Memorandum and Articles of Association of KUEL was to ensure that these were specifically appropriate to KUEL's purposes, rather than general commercial

purposes. This was particularly important as it was planned to increase the level of business handled by KUEL.

92.3 KUP had been established following a recommendation to the Board, last year, by the Vice-Chancellor. It was proposed that the share capital of KUP be increased from £100 to £140,000 in order to ensure that there was sufficient capital for the company to operate effectively.

92.4 Approval of the Chair of KUP would be postponed until this matter had been finalised.

It was resolved that

The Board approve the changes to the Memorandum and Articles of Association of KUEL to better define the aims and objectives of the company;

The Board approve the issuing of £140,000 in shares as working capital for KUP

93.0 Approval of new bank account with Barclay's Bank for KUSCO Ltd.
(Paper BG 127/08)

93.1 The Finance Director reported that a new bank account was required in order to administer the KUSCO Ltd Life Assurance Scheme established in April 2008.

It was resolved that

The Board approve the opening of a new bank account with Barclays Bank and the list of signatories detailed in paper BG 127/08

94.0 Approval, in principle, of additional borrowing facility and process for approval
(Paper BG 128/08)

94.1 The Finance Director reported on the offer of a LOBO (Lenders Option Borrowers Option) borrowing facility from Barclays Bank, which had been discussed in detail by the Finance Committee at its meeting on 30 October.

94.2 It was noted that the University had planned to borrow additional funds in 2010/11 and 2011/12 for the next stages of the Campus Development Plan (CDP), so taking up this opportunity would, in effect, bring forward this planned borrowing.

94.3 The Finance Director explained the background to the borrowing facility for funding the NUP (New University Project), subsequently superseded by the CDP. The agreement with Barclays originally consisted of a

£70m loan over two stages of £35m each, the second stage being originally intended for the County Hall development, now allocated towards CDP next stage. However, the costings for the next stages of the CDP amounted to £49m, giving an excess of £14m over the existing borrowing facility. The LOBO facility under consideration would be used to service the £14m excess, and would not be required until 2010/11.

94.4 The Project Management and Design team had been briefed on further CDP work. Development at Seething Wells would be restricted to work on the listed buildings only since it was not considered to be good value to develop student housing at this site, and it was likely that other opportunities could arise where developments originally identified for housing or commerce could become available for student accommodation use.

94.5 Having considered the proposal in detail, the Finance Committee had recommended that the facility should be approved in principle, and agreed that the appropriate mechanism be put in place to enable rapid approval of the facility should a suitable opportunity arise, based on future needs and appropriate conditions. The Board was therefore being asked to delegate authority to the Chair to approve and sign the contract for the facility, on the advice of the Chair of the Finance Committee, the Vice-Chancellor and the Finance Director.

It was resolved

That the Board approve the delegation of authority to the Chair to sign the contract for the LOBO facility on the advice of the Chair of the Finance Committee, the Vice-Chancellor and the Finance Director

95.0 Vice-Chancellor's Report
(Paper BG 129/08)

95.1 National Policy Developments:

95.1.1 The Vice-Chancellor reported on the 'Higher Education Debate' launched by the Secretary of State for DIUS (Department of Innovation, Universities and Skills), the outcomes of which were published recently and formed Annex 1 to his Report. It was felt that the debate was partly intended to draw attention away from the issue of higher fees.

95.1.2 It was reported that the Government issued a statement recently giving notice of planned restrictions to be imposed on ASNs (additional student numbers) and funding in 2009/10. The Vice-Chancellor noted the potential impact of such restrictions on the University. At present, there was no indication of penalties being proposed for exceeding the limit. It was noted that on the few times such regimes were imposed in the past, these were not long-lasting. The University had recently submitted bids for ASNs and through SWan, both of which had been put on hold for the present.

95.2 Strategic Plan

95.2.1 The Strategic Plan would be discussed in detail at the Governors' and Executive Away Day on 17 December. In the meantime, the Vice-Chancellor reported on developments of the emerging Strategy, which had been discussed by the SMG and Executive Board.

95.2.2 A more dynamic model had been proposed, using three main themes – Comprehensive University; Academic Framework; and Fitness-for-Purpose, which would be interlinked with the more traditional categories.

95.2.3 There were several underlying principles to the premise of being a 'comprehensive' university, which would be explored in greater detail at the Away Day. It was important to be more specific with regard to the mutual benefits of a comprehensive university.

95.2.4 Consideration would be given to the potential advantages of establishing a broad academic framework, rather than a rigid plan or the 'bottom-up' approach of recent years, within which academic priorities could be determined, but which would not exclude other academic initiatives.

95.2.5 Fitness-for-purpose involved ensuring that resources were maximised and waste minimised within the University's core academic services, and that the quality of the student experience was improved. It was important to ensure that the academic structure was not overly complex, and that there was no unnecessary duplication of academic and administrative processes.

95.3 HEFCE Audit of student numbers

95.3.1 The Board had previously been informed of the HEFCE audit which had uncovered some problems with the University's reporting of student non-completions. It was noted that there had been further developments since the circulation of the Vice-Chancellor's Report. Advice had been offered by the HEFCE auditor, and the Vice-Chancellor had prepared a response.

95.3.2 Whilst it was clear that HEFCE needed to ensure that it was not funding non-existent students, it was felt that the current rules disadvantaged students to an extent, for example, those who continued to progress but were unable to complete due to mitigating circumstances. It was proposed that a suggestion be made that second attempts and mitigating circumstances could be included in completion figures.

95.3.3 In summary, it was believed that the problem could be resolved, and whilst some allowance would have to be made for claw-back of

funding, it was anticipated that the University would be able to mostly recover this amount.

95.4 Quality Assurance Agency cause for concern report

95.4.1 It was reported at the last meeting that following a complaint from a whistle-blower about an allegation relating to an external examiner changing a report, HEFCE had commissioned an independent investigation by the QAA (Quality Assurance Agency) which had now reported on the matter. It was felt that QAA's first draft report was flawed to a degree, and following representations by the University, some minor changes were made to the final report. The QAA had determined that the matter did not need to proceed to the next more formal stage. HEFCE had accepted the QAA's recommendations accordingly, that a complaint had been received and investigated. Whilst there was a general feeling that the report was inadequate in some ways, the Executive Board had agreed that the matter should not be pursued further.

95.4.2 However, it was agreed that contact with the external examiner in this instance had not been handled entirely appropriately, and the University procedures relating to external examiners were now being reviewed. It was noted that there was a lack of consistency regarding the role of external examiners across the sector, and that it would be very useful to clarify external examiners' parameters of responsibility.

95.4.3 The Vice-Chancellor was due to have a meeting with the HEFCE Director, John Selby, to discuss how the University intended to handle any potentially damaging publicity regarding the matter, and would report back to the Board in due course.

95.5 Rose Theatre

95.5.1 A supplementary paper outlining the status of the University's financial arrangements with the Rose Theatre was tabled. The Vice-Chancellor explained that the Theatre was experiencing some financial difficulties and had approached the Royal Borough of Kingston (RBK) and the University for further support. The matter had been fully discussed by the Executive Board and the SMG.

95.5.2 It was understood that RBK was proposing to invest a sum of £600,000 per annum, subject to a number of conditions. The University was provisionally proposing to pay £300,000 in exchange for services from the Theatre. The intention was to divert existing activities to the Theatre, including most graduation ceremonies, conferences and away days. Based on analysis made, it was estimated that in a full year the University would be able to purchase services amounting to approximately £300,000. However, this would not be possible in the interim period of the first year, since commitments had already been made at other venues, so the first year's payment would need to include an element of donation.

95.5.3 It was reported that the Faculty of Science graduation ceremony had recently been held at the Theatre, and had been very successful. The event was significant in terms of public relations, as the University made a strong visual impact in the town centre, and it was estimated that the local economy was boosted by an estimated £50k on the day. It was anticipated that future graduation ceremonies would be held over the summer, which would be a preferable timeframe for graduating students and would also fit in better with the Theatre's timetables.

95.5.4 Derek Osbourne noted that RBK's offer was subject to a number of conditions including changes to the Theatre Trust's Board membership and a satisfactory opinion of the Theatre Trust's business plan, which had been examined and was thought to be workable and realistic. RBK had developed a comprehensive package of services to be supplied by the Theatre Trust, including more extensive links with education and community, in addition to existing RBK events. The final decision would be agreed by the Council in mid-December.

95.5.5 In summary, it was agreed to support the University's proposed approach to pay a sum of £300,000 per annum to the Theatre Trust in exchange for services from the Theatre, subject to RBK's proposed commitment of £600,000 per annum being approved, and on the basis of assurances received having had sight of the Theatre's financial plan. The Board noted that, whilst there were inevitably some risks involved in the project, it was felt that the Theatre was an important community asset which would also provide educational benefits, and should therefore be supported.

95.6 SGUL and RHUL

95.6.1 The Vice-Chancellor reported on recent developments regarding the proposed merger between St George's University of London and Royal Holloway, in particular on a SGUL council meeting and reception held the previous evening. It was important to discuss the University's relationship with both institutions, in particular with regard to bringing together all elements into a single package - the joint Faculty of Health and Social Care Sciences, bi-lateral arrangements such as the Pharmacy degree course and the SWan collaboration.

95.6.2 It was also noted that, whilst the joint Faculty had been created mainly as a vehicle for delivery of the NHS contract, it now covered a much wider range of activities. It would therefore be more efficient and preferable from a financial and audit perspective for the administration of the joint Faculty to be managed by a single institution. It was agreed that this matter needed to be addressed.

95.6.3 It was reported that the original funding from HEFCE towards the SWan initiative had comprised one third grant and two-thirds loan, possibly translated into a grant at a later stage. The University's portion of this funding was £3.8 million. HEFCE had advised that the possible

transfer of funds from loan to grant would be reviewed by the HEIF (Higher Education Innovation Fund) panel. HEFCE had also advised that outstanding funds might not be committed until the SGUL / RHUL merger was completed.

95.6.4 The Vice-Chancellor stated that all the above issues would be raised with David Eastwood of HEFCE, and that he would subsequently report back to the Board.

<u>Actions:</u> *Minute 95.2 – Strategic Plan: The draft Strategic Plan to be considered by the Board at the Away Day meeting in December (Vice-Chancellor)*

Minute 95.4 – QAA Cause for Concern Report: Discussion with HEFCE re handling of potentially damaging publicity to be reported to Board in due course (Vice-Chancellor)

Minute 95.6 – SGUL / RHUL: Discussion with HEFCE re issues relating to joint Faculty and SWan to be reported to Board in due course (Vice-Chancellor)

Tim Oliver left the meeting

96.0 Review of Progress, incorporating Key Performance Indicators
(Paper BG 130/08)

96.1 The Head of Planning reported on the University's progress for 2008, noting that this was a detailed paper which covered a range of information, particularly relating to student data, and which gave a comparison of the University's position within its sector peer group.

96.2 The Executive Summary in the report provided a review of the nine Key Performance Indicators, which had been agreed by the Board in 2006, listed below:

1. Student Numbers: recruitment of student numbers was fairly strong in all areas, subject to the issue of non-completion rates. Under-graduate growth was slightly below target but this was compensated for by post-graduate growth. It was reported that the high level of UCAS applications over recent years was now levelling off.

2. Widening Participation: this measurement was based on the HEFCE published performance indicator. It was noted that the margin above the benchmark had diminished slightly.

3. Progression to Degree Award: it was reported that this indicator had been below the benchmark over the past three years. The University was establishing a progress and completion group to review this area, which would include consideration of non-completion figures.

4. Employment: it was noted that this area had been above the benchmark for some time, and that the margins were increasing.

5. National Student Survey: there were several methods of analysing NSS figures; the method used by Kingston involved calculating an average result across six categories. The University was now above the benchmark in the NSS and the figures showed an improvement of 3%, which compared favourably with the 1% across the sector.

6. Research Grant and Contract Income: improvement was noted in this area in the approach to the RAE results, with an increase of £500k in funding.

7. Student:Staff Ratio: this area had shown adverse movement from 18.3 in the previous year to 19.8 in the current year.

8. & 9.These were financial indicators, which had both shown improvement.

96.3 Whilst the Executive Summary gave an overall picture, the tables included in the report provided a comprehensive range of detailed information on measurements. The Chair noted that overall there had been a significant level of improvement.

96.4 It was proposed that the list of KPIs be reviewed this year in line with the new Strategic Plan, once this had been approved by the Board of Governors. It was suggested that, as with the preparation of the current set of KPIs, a sub-group of the Board be established to undertake this review. It was agreed that this matter would be addressed.

<u>Action:</u> *KPIs to be reviewed in early 2009 by Board of Governors' sub-group following approval of, and in line with, the new Strategic Plan (Secretariat)*

Stephen Cox left the meeting

The Head of the Student Affairs Office joined the meeting for the next item

97.0 Report on Student Complaints and Discipline 2007/08
(Paper BG 131/08*)*

97.1 The Deputy Vice-Chancellor presented the Report on Student Complaints and Discipline 2007/08, noting the importance of considering the report in the broader context of the activities undertaken by the student body and the significant contribution of students to the University and to the wider community. It was agreed that future reports would reflect this broader perspective.

97.2 In summary, it was reported that there were a total of four complaints at Stage 2 level resulting in Student Complaints Resolution Committees, involving members of the Board, and a total of seven Student

Disciplinary Committee hearings. There were twelve cases of academic appeals submitted to the Office of the Independent Adjudicator (OIA), a number of which were likely to be about borderline 2.1 / 1st class degree passes, which was a common issue in the HE sector. It was noted that plagiarism cases were not recorded centrally as the first stage of the process was handled at faculty level. However, it was agreed that detailed statistics on this matter would be provided to the Board in the future.

97.3 The Board queried why there had been an increase in the number of academic appeals being referred to the OIA. The Head of the Student Affairs Office said that this was as a result of students now being issued with 'completion of procedures' letters once they had exhausted the internal procedure for academic appeals.

Action: *More detailed statistics on plagiarism cases to be provided to the Board in future reports (Secretariat)*

The Head of the Student Affairs Office left the meeting

98.0 Occupational Health and Safety Annual Report 2007/08
(Paper BG 132/08)

98.1 It was agreed that consideration of the Occupational Health and Safety Annual Report 2007/08 would be postponed until the next Board of Governors meeting in January 2009.

99.0 Campus Development Plan Progress Report
(Verbal report)

99.1 The Pro Vice-Chancellor, Research & Enterprise, reported on progress with the Campus Development Plan. It was reported that there were some costing issues over the work at Kingston Hill, which were in the process of being resolved. It was also reported that there were some planning challenges relating to the Kingston Hill development, which had been discussed by the Estates Committee and with the RBK Planning Department. The design brief for the Knights Park campus was currently being refined and good progress had been made in this area. A further progress report would be made to the next meeting of the Board in January 2009.

Action: *Further progress report at next Board meeting in January 2009 [University Secretary]*

100.0 KUSU's draft Financial Statements for the year ended 31 July 2008
(Paper BG 133/08)

100.1 The Board noted KUSU's Financial Statements for the year 2007/08.

101.0 Summary Finance Report for September 2008
(Paper BG 134/08)

101.1 The Board noted the Summary Finance Report for September 2008.

102.0 Academic Board Minutes of the meeting held on 1 October 2008

102.1 The Board noted the Academic Board Minutes.

103.0 Minutes of the Estates Committee meeting held on 28 August 2008

103.1 The Board noted the Minutes of the Estates Committee meeting.

104.0 Minutes of the Audit Committee meeting held on 23 October 2008

104.1 The Board noted the Minutes of the Audit Committee meeting.

105.0 Minutes of the Finance Committee meeting held on 30 October 2008

105.1 The Board noted the Minutes of the Finance Committee meeting

106.0 Minutes of the Employment & Diversity Committee meeting held on 5 November 2008

106.1 The Board noted the Minutes of the Employment & Diversity Committee meeting.

107.0 Any Other Business

107.1 The Board discussed its processes in terms of agenda planning. Historically, items for Board approval preceded items for discussion and information. However, it was suggested that it would be helpful if the Vice-Chancellor's Report was listed as an early item in future agenda planning. It was agreed that this change would be put in place with immediate effect.

107.2 The Board noted the high volume of paperwork circulated for today's Board meeting, and suggested that consideration might be given to streamlining the level of documentation physically distributed, with some items possibly being made available electronically only. It was agreed that this matter would be reviewed.

107.3 Olrick Coker requested that arrangements were made to approve the KUSU Constitution. It was agreed that this would be handled by the University Secretary upon his return.

107.4 There was no other business.

Actions: *Changes to agenda planning and distribution of paperwork as detailed above [Secretariat]*

Approval of KUSU Constitution [University Secretary / KUSU]

108.0 Dates of forthcoming meetings

The Governors and Executive Away Day would be held on Wednesday 17 December 2008 at the Lensbury Conference Centre.

The next meeting of the Board of Governors was scheduled for Wednesday 21 January 2009 in the Frank Lampl Building at Kingston Hill.

There being no further business, the meeting ended at 11.00am.

Ref: Governors\Minutes\BoG261108