

**Members of the  
Board of Governors  
present:**

Mr Mark Anderson,  
Independent Governor  
(Chair)  
Ms Rolande Anderson,  
Independent Governor  
Ms Fionnuala Duggan,  
Independent Governor  
Ms Renarta Guy,  
Independent Governor  
Ms Harini Iyengar,  
Independent Governor  
Mr Tony Millns,  
Independent Governor  
Ms Ann Minogue,  
Independent Governor  
Mr Michael Murphy,  
Independent Governor  
John Raftery, Vice  
Chancellor<sup>1</sup>  
Mr Alex Tarry, Staff  
Governor  
Mr Tunde Toki,  
Student Governor  
Ms Cécile Tshirhart<sup>2</sup>,  
Academic Governor  
Prof. Dianne Willcocks,  
Independent Governor  
Dr Shefaly Yogendra,  
Independent Governor

**Members of the Academic Board  
present:**

Dr Trushar Adatia, Head of School of  
Human Sciences  
Mr Mark Boansi, Sabbatical Officer  
Ms Suzanne Burley, Head of School  
of Social Professions  
Dr Elizabeth Charman, PVC  
Academic Outcomes  
Mr Steven Curtis, Head of Student  
Experience and Academic Outcomes  
(Social Sciences)  
Ms Sandra Heidecker, VLE Manager  
Ms Sheelagh Heugh, Head of  
Student Experience and Academic  
Outcomes (Human Sciences)  
Mr Nakole Iddirisu, Student Council  
Representative  
Prof. Lewis Jones, Research  
Degrees Coordinator, Sir John Cass  
School of Art, Architecture & Design  
Dr Simon Jones, Dean of Guildhall  
School of Business and Law  
Ms Hayriye Mehmet, Director  
Student Journey  
Ms Victoria Mummery, Head of  
Student Experience and Academic  
Outcomes (Social Professions)  
Ms Florence Onwumere, Sabbatical  
Officer  
Prof. Dominic Palmer-Brown, PVC  
Employment Outcomes  
Ms Jo Skinner, Head of School of  
Social Sciences  
Mr Andy Stone, Head of Cass  
School of Art, Architecture and  
Design  
Dr Stan Zakrzewski, Head of School  
of Computing and Digital Media

**Others in attendance:**

Ms Lynn Burke, OC IOC  
Programme Director  
Ms Nicola Cahill, Assistant  
University Secretary (minutes)  
Mr John Duffy, Chief  
Operating Officer  
Mr Peter Garrod, University  
Secretary and Registrar  
Ms Jane Hoar, Director of  
Academic Quality and  
Development  
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Ms Pamela Nelson, Chief  
Financial Officer

<sup>1</sup> Also Chair of the Academic Board

<sup>2</sup> Also member of the Academic Board

## Welcome, Apologies and Announcements

1. The Chair welcomed members of the Board of Governors, the Academic Board and staff attending the third joint meeting.
2. Apologies had been received from Incoming Governor Cathy McCabe and Governor Adrian Kamellard.

## Declarations of interest

3. There were no declarations of interest.

## Annual Provider Review

**BG-AB  
03/1.1**

4. The Board of Governors and Academic Board were reminded that the Annual Provider Review process, operated by HEFCE, was intended to provide assurances that a provider met baseline requirements for academic quality and standards.
5. The Board of Governors and Academic Board considered an annual report and action plan on the continuous improvement of the student academic experience, continuous improvement of student outcomes and maintenance of the standards of awards for 2016-17. The report had previously been considered by the Academic Board at its meeting on 8 November and by Governors at workshops on 15-16 November 2017, and had subsequently been revised to reflect comments at the Academic Board meeting and the workshops. Governors expressed their thanks to officers for the support which had been provided via the APR workshops, noting that the process had ensured they were well briefed and were satisfied that the requirements for academic quality and standards had been met.
6. In discussion, two minor amendments to the report were requested: Governors requested that the programme for the workshops should be added to the report as an appendix, and it was highlighted that Appendix C: List of PSRB Accreditations 2016/17 should be updated to include course validation information for postgraduate courses.

## Conclusion

7. The Board of Governors and Academic Board noted the University's annual monitoring and periodic review activities and the strategic initiatives being carried forward under the Programme for Improved Student Outcomes (PISO) that together formed the basis of the University's approach to delivering improvements to students' academic experiences and outcomes.
8. The joint meeting approved the three assurance statements on academic quality for submission to HEFCE, in connection with the Annual Provider Review. These statements formed part of the Annual Assurance Return, which was on the agenda for the following meeting of the Board of Governors:
  - a. *The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider's own periodic review processes, which fully involve students and include embedded external peer or professional review.*

- b. The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.*
- c. The standards of awards for which we are responsible have been appropriately set and maintained*

## **Programme for Improved Student Outcomes**

**BG AB  
03/2.1**

9. The Pro-Vice Chancellor - Academic Outcomes provided an update report on the Programme for Improved Student Outcomes (PISO). The report showed how the outcomes of the workstreams in 2016/17 fed into PISO activities in 2017/18, and how the PISO Integrated Action Plan for 2017/18 brought together the Teaching Excellence Framework (TEF) submission, the Degree Attainment Review, the National Student Survey (NSS) Strategic Action Plan, and the post-implementation review of the Review of Undergraduate Education (RUGE).
10. It was confirmed that each of the six workstreams in 2017/18 would continue to be co-led by a Head of School and a Head of Student Experience. Extending student partnership was a key theme of PISO in 2017/18. To this end, it had been agreed with the Students' Union that a Sabbatical Officer would be engaged with each workstream. Student participation had been sought in 2016/17 and the programme had received a considerable number of expressions of interest, however the level of student engagement had been mixed. The President of the Students' Union highlighted the role that the Students' Union could play in encouraging students' involvement with PISO.
11. It was highlighted that while a significant amount of work had been undertaken to enhance the student experience and improve academic outcomes, this had not yet been reflected in the University's position in published league tables. The methodologies used to produce university league tables were complex and included a number of inputs. It was confirmed that work was underway with a view to ensuring that the University's recent achievements were appropriately reflected in future league tables. The Board and Academic Board requested that simple guidance regarding the methodologies employed in developing university league tables should be circulated for information by email

## **Conclusions**

12. The Academic Board and Board of Governors noted the PISO update.

## **Subject Level TEF**

13. The PVC Academic Outcomes advised that the University's application to HEFCE to participate in the pilot of the subject-level Teaching Excellence Framework (TEF) had been successful.
14. The University had applied to participate in Model A (the 'by exception' model, that gave subjects the same rating as the provider where metrics were similar to the provider's, with fuller assessment by exception). This would provide the University with an excellent opportunity to contribute the development of the Subject-level TEF, which was intended to support student choice by extending

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the TEF to provide information at course level. Participation in the pilot would inform the development of the University's teaching and learning strategy.

15. The pilot would involve significant resource and effort. In recognition of this, the Head of the School of Social Professions had been appointed as Associate Pro Vice-Chancellor on a 12 month secondment to lead the pilot, which would be undertaken alongside existing PISO workstreams.

## **Conclusions**

16. The Board of Governors and Academic Board noted the update on the Subject Level TEF pilot.

## **Employment Outcomes**

**BG-AB  
03/2.3**

17. The Board of Governors and Academic Board considered a report from the Pro Vice Chancellor – Employment Outcomes which provided an update on Employment Outcomes related activity.

## Fast Forward Festival

18. The Fast Forward Festival had taken place in November 2017 at each of the University's campuses. The Board and Academic Board welcomed the news that approximately 3000 students had participated in some combination of more than 100 events. Participation in the Festival had been mandatory, however students had been able to select the events they believed to be most suited to their needs. The Students' Union President confirmed that feedback received from students had been positive.
19. Recognising the contribution they would be able to make, Governors welcomed the suggestion that Governors should be invited to become involved in the Fast Forward Festival in future years.

## Graduate Outcomes Survey

20. The Board and Academic Board noted that the final Destination of Leavers from Higher Education (DLHE) survey had commenced. The survey would be replaced from 2018/19 by the Graduate Outcomes Survey (GoS), with the first census point being in December 2018. It was noted that a number of key actions had been identified by the GoS Project Group which included: providing students with life-long email addresses, re-evaluation of the London Met Graduate Internship Scheme, flexible careers advice provision and an employability skills package for continuing professional development.

## Apprenticeships

21. Members of the Board of Governors and Academic Board were pleased to learn that recruitment processes were underway for both the Director of Apprenticeships and the Apprenticeship Operations Manager roles, both of which had been created to support the University in developing its apprenticeship activity.
22. The result of the University's bid in response to the tender for provision of apprenticeships to non-levy payers had been due in late November 2017, however owing to a large number of applications in response to the invitation, the announcement of award notifications by the Education and Skills Funding

Agency had been postponed.

### Accelerator Renovation

23. The facilities at the Accelerator would be renovated to create an open plan social business place for entrepreneurs, [REDACTED]

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[REDACTED] It would enable the Accelerator to invest in improving the student experience, whilst continuing to benefit from the engagement of start-ups in supporting work-related learning and student entrepreneurship.

### Launch of Collaborative Partnership with Triagon Akademie

24. Twenty-two degree courses from four Schools would be delivered by Triagon Akademie, based at three sites in Germany, in blended and online modes. The courses which were based in Business, Social Sciences, Human Sciences and Digital Media were forecast to recruit several hundred students over two years.

### **Conclusion**

25. The joint meeting noted the Employment Outcomes update.

### **London Met Global Online**

**BG-AB  
03/2.4**

26. The joint meeting considered an update report on the progress in launching London Met Global Online, following the Board's approval of investment in online learning and apprenticeships in June 2017.<sup>3</sup>

27. Expressions of interest had been received in response to a Prior Information Notice (PIN) published in the European Journal regarding the University's intention to procure a partner to deliver online learning. Meetings had taken place with potential suppliers which had responded to the PIN. [REDACTED]

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28. The University was working to develop its distance learning capacity. Proposals would be developed for consideration by the Senior Leadership Team for a revised structure around the University's existing learning technology capability and the support for staff engaged in distance learning.

29. It was noted that final interviews for the Director of London Met Global online were scheduled for December 2017. An interim consultant was in post to support the development of the partner procurement.

### **Conclusion:**

30. The joint meeting noted the update.

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<sup>3</sup> Governor Fionnuala Duggan declared her interest as an employee of Informa, which provided some distance learning courses in partnership with the University. She was permitted to remain in the meeting for the discussion.

## **Any other business**

31. The Chair of the Board thanked members of the joint meeting for their contributions. It was noted that the biannual joint meeting was an important occasion in bringing together the Board and the Academic Board, and in demonstrating the engagement of both committees around the University's academic strategy.

**CHAIRMAN** \_\_\_\_\_

## Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action
Annual Provider Review BG-AB 03/1.1	Para. 6 - the programme for the workshops should be added to the report as an appendix and Appendix C: List of PSRB Accreditations 2016/17 should be updated to include course validation information for postgraduate courses.	Director of Academic Quality and Development	Following the meeting	Complete
PISO BG-AB 03/2.1	Para. 11 –simple guidance regarding the methodologies employed in developing university league tables to be circulated for information by email.	COO	Following the meeting	Complete