

**London Metropolitan University**  
Board of Governors Strategy Day  
TM3-03 Roding building, Holloway Campus  
Thursday 9 May 2019, 10:00 AM — 3:30 PM

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**Governors present:** Mr Mark Anderson (Chair), Ms Rolande Anderson, Ms Rosemary Benson, Ms Tricia Croasdell, Professor Lynn Dobbs (Vice Chancellor), Ms Margaret Farragher, Ms Renarta Guy, Ms Harini Iyengar, Mr Anders Krohn, Ms Cathy McCabe, Mr Michael Murphy, Mr Diini Muse, Dr Shefaly Yogendra

**Others present:** Ms Suzanne Burley, PVC Learning and Teaching,  
Ms Nicola Cahill, Assistant University Secretary (minutes)  
Dr Elizabeth Charman, PVC-Academic Development  
Mr Gary Davies, Pro Vice Chancellor Student Recruitment & Business Development  
Mr Robert Fisher, Director Human Resources  
Dr Chris Ince, University Secretary and Registrar  
Mr Eugene McCrossan, Interim Chief Finance Officer  
Professor Donald McRaid

**Apologies:** Mr Tim Cochrane, Ms Cécile Tschirhart

## **1 Welcome, apologies and announcements**

- 1.1 The Board received apologies from Academic Governor Cecile Tschirhart and Independent Governor Tim Cochrane.
- 1.2 The Board welcomed Prof. Donald MacRaid - Pro Vice Chancellor Research and Knowledge Exchange who was attending his first meeting.

## **2 Minutes, Matters Arising and formal business**

### **2.1 Declarations of Interest**

- 2.1.1 Independent Governor Mark Anderson declared an interest as a non- executive Director of Higher Education Partnerships and as a Fellow of Hughes Hall, University of Cambridge; Independent Governor Michael Murphy declared an interest as an adviser to Lodestone strategy and communications firm; and Independent Governor Anders Krohn declared an interest as co-founder and CEO of Aula Education, a communication platform for education.

### **2.2 Minutes - 101st Board of Governors meeting- 21 March 2019**

- 2.2.1 The Board approved the minutes of its 21 March 2019 meeting.

### **2.3 Minutes - Board of Governors' joint meeting with the Academic Board- 21 March 2019**

- 2.3.1 The Board approved the minutes of its joint meeting with the Academic Board held on 21 March 2019.

## **2.4 Board and Committee Appointments**

- 2.4.1 The Board considered a report which sought the confirmation of a number of reappointments for Independent Governors and coopted committee members on the recommendation of the Governance Committee.
- 2.4.2 The Board of Governors approved the following Board and Committee appointments:
- i) The reappointment of Mr Mark Anderson as an Independent Governor, Chair of the Board of Governors and Chair of the Governance Committee for a term of three years ending 31 July 2022.
  - ii) The reappointment of Ms Harini Iyengar as an Independent Governor and member of the Audit Committee for a term of three years ending 31 July 2022.
  - iii) The reappointment of Mr Baron Anyangwe as a coopted member of the Finance and Resources Committee for a term of three years ending 31 July 2022, and;
  - iv) The reappointment of Mr Avnish Savjani as a member of the Audit Committee for a term of three years ending 31 July 2022.

## **3 Access and Participation Plan - oral update**

- 3.1 The Pro Vice Chancellor for Learning and Teaching provided the Board with an oral update on the development of University's Access and Participation Plan. The plan would be presented to the Board for approval at their June 2019 meeting for submission to the Office for Students (OfS) in July. A draft of the plan would be circulated to the Board ahead of that time to enable their comments to be incorporated into the final draft.
- 3.2 The Board were advised that the OfS required universities to prepare access and participation plans to set out how they planned to improve equality of opportunity for underrepresented groups to access, succeed in and progress from higher education. As part of the development of the plan a team of people were working across the University to identify gaps; an initial meeting had taken place which had involved students.

### **Conclusions:**

- 3.3 The Board noted the oral update.

## **4 Introduction from the Vice Chancellor- Strategic plan**

- 4.1 The Vice Chancellor provided the Board of Governors with an introductory presentation to the Strategic Plan, which had been further developed since its consideration at the February Board of Governors Strategy Day following consultation with staff, students and alumni.
- 4.2 The Board were advised as to the successful consultation events which had taken place in early spring, where buy-in from staff and students had been positive.

### **Conclusions:**

- 4.3 The developments to the strategic plan were well received by the Board. Given the scale of the plan it would be accompanied by a phased work plan to facilitate its delivery in a staged approach, with a view to avoiding potential destabilising effects. The six-year strategy had been designed to be flexible to enable the University to remain agile in its responses to national and sectoral changes; to ensure its continued relevance it would be subject to a full refresh 3 years after its implementation.

## **5 Our vision and values- discussion session**

5.1 The Board of Governors considered the draft visions and values detailed in the draft strategy document in four groups.

### **Conclusions:**

5.2 The Board considered feedback from each of the groups which would be utilised to further develop the strategy.

## **6 Key strands for our strategy**

### **6.1 People**

6.1.1 The Board of Governors received a presentation from the Director of Human Resources regarding the strand of the draft Strategic Plan which focused on 'people', which sought to:

- Build capacity amongst staff
- Drive confidence and ambition across the institution, and;
- Promote wellbeing and inclusion

### **Conclusions:**

6.1.2 The Board welcomed the presentation and highlighted the importance of ensuring that the plans for the strand were aligned to the values outlined in the overarching strategic plan document. The Board requested that consideration should be given to including the new values within the University's performance management procedures.

### **7.2 Student Success**

7.2.1 The Board considered a presentation from the Pro Vice Chancellor Learning and Teaching regarding student success. The Student Success strand of the strategy had been broken down into three sections:

- Strengthen the infrastructure: which included an ambition to establish a new Learning and Teaching Centre and a review of the University's student-facing professional service departments. The Board were advised that plans included investment in academic mentoring and student support structures. The University would launch a pilot project at Level 3 & 4 in partnership with Studiosity to provide support to students around the clock.
- World class offer: the University would review its curricula, work with organisations aligned to the subjects taught and develop new professional pathways with partners.
- Students as partners: The University would strengthen the way that it involves its students in governance, decision-making and evaluation arrangements. A working-group was undertaking a review of the academic committee structure to facilitate greater student input.

7.2.2 The Board highlighted that the proposed changes presented an opportunity to formalise the Student Union's interaction with the University.

### 7.2.3 **Conclusions:**

The Board welcomed the proposals and were provided with assurances regarding their deliverability, given that much of the work was already underway. It was confirmed to the Board that the role of technology in improving student outcomes had been included in the development of the strategy with support from the Digital Learning Group.

## 7.3 **Research and impact**

7.3.1 The Board considered a presentation on the Research and Impact strand of the draft strategy. The newly appointed Pro Vice Chancellor Research and Knowledge Exchange advised that the University would seek to develop its research infrastructure by setting up a new Research Office, reviewing and strengthening the University's research centres, building partnerships and developing plans to tap into funding opportunities.

7.3.2 The University sought to significantly increase its volume of high quality research.

### **Conclusions:**

7.3.3 The Board noted the research and impact proposals.

## 8 **Giving back to our city**

8.1 The Vice Chancellor provided a summary presentation which outlined proposals for how the University plans would give back to our city.

### **Conclusions:**

8.2 The Board noted the presentation.

## 9 **Our course offer**

9.1 The Board of Governors received a presentation from the Pro Vice Chancellor Academic Development which provided details of the development of an academic portfolio which would support students in developing professional careers. The University's course offering had been redesigned around 14 professional career groupings intended to provide strong employment opportunities for graduates to serve the needs of London.

9.2 It was confirmed to the Board that the changes to the academic portfolio would be supported by a review of mode and patterns of delivery, to provide greater flexibility to students..

### **Conclusions:**

9.3 The Board noted the presentation.

## 10 **Recruitment and Business Development**

10.1 The Pro Vice Chancellor Student Recruitment & Business Development provided a presentation on recruitment and business. The University would focus on:

- Growing our business – recent focus had been around conversion.

- Making our offer more accessible –to enable students to plan to build lives around study by making studying as flexible as possible to their other commitments.
- Utilising market intelligence

## 11 Physical Infrastructure and Finance

- 11.1 The Chief Financial Officer presented proposals for the University's financial plan and work underway to identify future priorities to ensure that the University's facilities were to industry standard.

### Conclusions

- 11.2 The Board noted the emerging strategic plan's proposals for the University to align investment with its key performance indicators (KPIs) and targets for improvement, to move into surplus and to ensure stewardship for future generations. It was noted that detailed budget planning sessions had taken place with each of the University's Schools and Professional Service Departments.

## 12 Risk Register

- 12.1 The Board of Governors considered the latest iteration of the Corporate Risk Register (CRR), which would be further developed to reflect the emerging strategic plan.

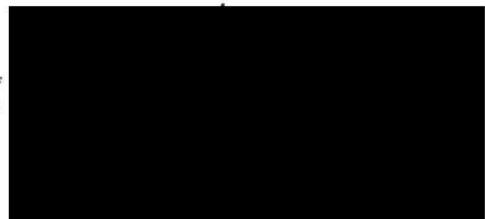
### Conclusions:

- 12.2 The Board noted the update on the review of the CRR. It was anticipated that a final version of the register would be presented for consideration at the October Audit Committee and the Board of Governors meetings.

## 13 Next steps

- 13.1 The Vice Chancellor provided the Board of Governors with a timetable of next steps. There would be further consultation around particular strands of the strategy with staff and students; with a final plan to be approved by the Board of Governors in October 2019.

*Chair's Signature :*



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