

---

**Board of Governors**

---

**Minutes of the forty ninth meeting of the Board of Governors (additional during the Strategy Day) held on Thursday 19 May 2011**

---

**Present:**

Clive Jones – Chair  
Yeashir Ahmed  
Dr Kathy Castle  
Emir Feisal  
Prof Malcolm Gillies  
Rob Hull (10am until 11am)  
Maureen Laurie  
Tony Millns  
Ann Minogue  
Dr Daleep Mukarji  
Mark Robson  
Prof Dianne Willcocks

**In attendance:**

Dr Brian Bointon, Dean Faculty Life Sciences  
Paul Bowler, Deputy Chief Executive  
Sean Connolly, Director of the Programme Office  
Prof John Gabriel, Dean Faculty of Applied Social Sciences (FASS) and Acting Dean Humanities, Arts, Languages and Education (HALE)  
Lyn Link, Director of Human Resources  
Prof Paul Lister, Deputy Vice-Chancellor (Research and Development)  
Prof Peter McCaffery, Deputy Vice-Chancellor  
Bob Morgan, Dean London Metropolitan Business School (LMBS)  
Prof Robert Mull, Conjoint Dean Faculty of Architecture and Spatial Design (FASD) and Sir John Cass School of Art, Media and Design (JCSAMD)  
Pam Nelson, Director of Finance

Prof Dominic Palmer-Brown, Dean Faculty of Computing  
(FC)  
Rachel Thomas, Assistant Secretary  
Jill Sheppard, Associate Dean, Faculty of Law Governance  
and International Relations (LGIR)  
Jonathan Woodhead, Executive Officer

**Clerk to the Board:** Sally Neocosmos, Interim Clerk to the Board

**Apologies:** Laura Carstensen  
Kay Dudman  
Katherine Farr

### **673. Declaration of interests**

None were reported.

### **674. Announcements**

The Chair welcomed the Deans and Associate Dean to the meeting.

### **675. Minutes of the meeting held on 16 March 2011** (Agenda item BG 49/1.1)

The minutes were confirmed as a correct record subject to the amendment of Minute 663 to incorporate the Elected Staff Governor's comments concerning consideration of redeployment before redundancy.

### **676. Minutes of a group of Governors acting under delegated authority held on 14 April 2011 and finalised on 18 April 2011-05-18**

The minutes were confirmed as a correct record.

**Noted** the associated memorandum dated 18 April from the Vice-Chancellor which set out the agreement of the Board on 16 March 2011 to the general principles for determining tuition fees and requested a further report to the Board on options for the future of the HALE Faculty (to be submitted to June meeting).

**Noted** the contents of a note from the Elected Staff Governor (tabled).

**Noted** the contents of an open letter to Governors from UCU (tabled).

**Noted** additional representations from a range of interested parties (in the blue papers (pp 112-141) and tabled).

**Noted** the following data (tabled):

- i. TRAC income and expenditure statements 2009-10: Faculty Comparisons
- ii. Proposed awards to be discontinued at UG level 2011
- iii. Proposed framework for 2012/13 UG offering (31.3.11)
- iv. FASS UG Course Cluster Costs (11.4.11)
- v. HALE UG Course Cluster Costs – Revised (11.4.11)
- vi. HALE UG Course cluster Costs – Revised + £500 (11.4.11)

- vii. Module Costing Template – Revised (11.4.11)
- viii. HALE Review of Undergraduate Awards – proposed courses to be discontinued – from 2011-12 (26.4.11)
- ix. (HALE) Student recruitment on single and joint programmes (FTE) 2006-07 – 2010-11

**Agreed** to receive oral reports as part of a debate (additional to the published agenda) on the review and decision making process which had been followed from:

- i. The Vice-Chancellor – context and detailed update
- ii. The Dean of Life Sciences (in his role as Acting Deputy Vice-Chancellor (Academic) ) - outline of the Faculty review and consultation process and Academic Board's reporting and decision making process
- iii. Deputy Vice-Chancellor – description of the process
- iv. Chair of the Sub-Group - account of the sub-group's process
- v. Dean of FASS/Acting Dean of HALE - context and process followed in FASS and update on HALE
- vi. Academic Board nominee to the Board - views on the process
- vii. SU President – student perspective

This was in order for Governors to understand and respond to the issues which had arisen following approval of the portfolio of undergraduate courses and tuition fees for 2012-13.

Following the debate the Board concluded as follows:

1. On 16 March 2011 the Board of Governors delegated to an approved sub group the final approval of 2012-13 courses and associated tuition fees. This was in the context of new government policy on tuition fees and a University wide review of the undergraduate curriculum and in order to meet the deadline for submission of these materials to the Office for Fair Access (OFFA) by 19 April.
2. The Board re-endorsed the decisions of the sub-group which had acted under delegated authority, and the associated course changes for 2011-12 and 2012-13.
3. The Board reaffirmed its commitment to the University's offering affordable course of high quality to the whole community.
4. The Board recognised that these course and fee-setting exercises were well carried out under very tight time restrictions. In one Faculty – Humanities, Arts, Languages and Education (HALE) – planning ran late, and in some key areas a desirable level of consultation did not occur. Some proposals from HALE did not meet the sustainability requirements placed upon Faculties by the full Board on 16 March, and so were not recommended by the Academic Board, and hence not approved by the Board of Governors.
5. The Vice-Chancellor and management correctly implemented the Board's financial sustainability requirements. The continuing viability of the Faculty of HALE is under review and the Board will be advised by the Acting Dean of Faculty, Professor John Gabriel and the Deputy Vice-Chancellor in reports to be submitted to the Board's next meeting on 22 June 2011. The advice of the Academic Board will also be sought.

**(Action: John Gabriel, Conjoint Dean of FASS/HALE/Peter McCaffery, Deputy Vice-Chancellor)**

Before the end of the meeting the Board **agreed** a statement to be sent by email to all staff and students.

**Agreed** that a separate response would be made to the UCU open letter to address the points therein, noting that the Executive Group was acting on the instructions of the Board.

**(Action: Interim Clerk to the Board)**

**677. Strategic Planning Matters**

(Agenda items BG 49/3.1 – 3.5)

**3.1 Response to the Current Higher Education Changes:  
London Met's Response No. 2 – Vice-Chancellor's address  
24 May 2011**

**Noted** London Met's Response No 1 (November 2010) as an aide memoire and the update on changes and progress since November 2010.

**Noted** and endorsed proposed headlines and commentary for London Met's Response No 2 as a basis for the Vice-Chancellor's address on 24 May 2011.

**3.2 PSD (Professional Service Department) Restructure and  
Associated Savings**

**Received** the report and **noted** the risks and comments from the Deputy Chief Executive. **Noted** that a ballot for industrial action had taken place. **Noted** that the Section 188 consultation period would be 60 days and the extension from 30 days was welcomed.

**Received** an additional report from the Deputy Chief Executive in response to the Finance and Resources Committee's request for clarification of how the proposed savings for Student Services could be accommodated without deterioration in the student experience; **requested** a further, more detailed report.

**Noted** that there were currently no plans for staff restructuring in the Estates Department. At this stage the department needed to focus on completing and implementing the Estates Strategy which would yield considerable savings in due course.

**Noted** that the establishment of an Office of Institutional Evaluation (OIE) reflected the positive impact of the reviews and restructuring plan and the intention to focus on performance and improvement.

**Noted** that there would be redeployment opportunities for displaced staff and that these would be fully explored.

**Agreed** to provide Governors with a composite report on the total number of redundancies under consultation, including unfilled vacancies, and a report on staffing levels, vacancies, turnover rates etc.

**(Action: Paul Bowler, Deputy Chief Executive and Lyn Link, Director of HR)**

**Noted** Governors' concern that there should be sufficient flexibility within the plan to make discretionary judgements.

**Noted** that the University's Vacancy Approval Panel was holding a tight line.

**Approved** the proposed PSD restructure on the recommendation of FRC.

### **3.3 Undergraduate Portfolio and Pricing of Courses, 2012-13**

**Noted** the report and the development of the undergraduate portfolio and pricing of courses under the new funding arrangements for 2012-13.

### **3.4 Development of a Resource Allocation Model**

**Noted** the report which had been considered by FRC.

**Noted** that FRC had requested further clarification of the mechanisms and variables within the model and that a further report would be submitted to the Board at its June meeting.

**Noted** that while the University's finance systems were robust insofar as they recorded events accurately *post hoc*, there were plans to develop an integrated planning and budgeting tool to support decision-making.

**Noted** the vital importance of a reliable (real time) student data system and that systems issues were being addressed through the major development project funded from the HEFCE Strategic Development Fund.

**Noted** that a shadow RAM would be in place for 2011-12 with the full model in operation for 2012-13. The Board **stressed** the value of speeding up this development if possible.

**(Action: Pam Nelson, Director of Finance)**

### **3.5 Estates Moves – potential savings**

**Received** and noted the report.

**Noted** that no closures were planned at present for the University's Special Collections and that these would be reviewed as part of the Estates Strategy.

**Noted** the current position with the Jewry Street building.

**Noted** that staff based at Ladbroke House had been consulted about the proposed move and accepted the position.

The Board **approved** the following proposals on the recommendation of the FRC:

- The transfer of FASS from Ladbroke House to the Tower Complex.
- The transfer of the associated Library from Ladbroke House to the Holloway Road Learning Centre. Also for Ladbroke House to be either 'mothballed' until the expiry of the lease, sublet or the lease broken after appropriate negotiations with the freeholder.
- The University to exit Salisbury House upon expiry of the lease in June 2012.

## **AGENDA PART TWO**

### **678. The Board noted for information**

(Agenda items BG 49/4.1 - 49/4.8)

- 4.1 HEFCE Recurrent Gant Letter 2011-12
- 4.2 The vice-Chancellor's Quarterly Report to HEFCE
- 4.3 Updated HEFCE Financial Forecasts
- 4.4 Management Information March 2011
- 4.5 Review of Undergraduate Education (final report)
- 4.6 Representations and other Material Relating to Strategic Changes in the University
- 4.7 Directors' Duties and Responsibilities
- 4.8 The SU Verve Radio Station

### **691. The Board noted for information the unconfirmed Minutes of:**

(Agenda items BG 48/5.1 – 5.4)

- 5.1 The Health and Safety council – 16 March 2011
- 5.2 The Audit Committee – 13 April 2011
- 5.3 The Academic Board – 14 April 2011
- 5.4 The Finance and Resources Committee – 11 May 2011

### **692. Date of Next Meeting**

Wednesday 22 June 2011, 8th Floor Boardroom, Technology Tower, 166-220 Holloway Road (North Campus) at 5pm.