

BOARD OF TRUSTEES

Wednesday, 17 May 2023, at 4.00 pm
in the Court Room, Senate House

MINUTES

PRESENT	Jane Andrewartha Colin Bailey Richard Dearlove (Chair) Patrick Dunne – via MS Teams Andrew Halper Paul Layzell Kieran Murphy Kavita Reddi Wendy Thomson
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Deputy Vice-Chancellor

6155 The Vice-Chancellor reported that, as the term of office of the current Deputy Vice-Chancellor, Paul Layzell, concluded at the end of July 2023, she had invited expressions of interest in the role from the Heads of the Federation Members.

6156 Having given due consideration to expressions of interest received, the Vice-Chancellor was recommending that David Latchman be appointed as Deputy Vice-Chancellor with effect from 1 August 2023 for a period of two years. The Vice-Chancellor highlighted David Latchman's support for the University over many years and the attributes and experience that he would bring to the role. His extensive knowledge of the higher education sector, of Lifelong Learning and of micro-credentials would all be invaluable and his interest in rare book collection would align well with the work to be progressed under the Library Transformation Programme (LTP).

6157 The Vice-Chancellor reported that Collegiate Council had been made aware of the proposal at its recent meeting.

6158 The Board was informed that the proposed appointment would align with the provisions of Ordinance 13 *The Vice-Chancellor*, which stated that the Deputy Vice-Chancellor 'shall normally be a current or recent Head of Member Institution'. It was reported that David Latchman was due to retire as Vice-Chancellor of Birkbeck at the end of the calendar year.

6159 AGREED

In accordance with the provisions of Ordinance 13 *The Vice-Chancellor*, the Board approved the appointment of David Latchman as Deputy Vice-Chancellor of the Unc (as)4 (r)6.9 (e)10.dT / (ntt)12.1 1 (i)617 (m)7 (of)a2 (he)9.9 (t)2oc

- 6162 Kavita Reddi expressed interest in being kept apprised of the forthcoming meetings and associated activity and the Pro Vice-Chancellor (International, Learning and Teaching) indicated that she would liaise with Kavita Reddi to keep her up-to-date on developments.

London Research and Policy Partnership (LRaPP)

- 6163 The Board welcomed news that the LRaPP had been shortlisted for UK Research and Innovation (UKRI) funding to set up a 'Local Policy Innovation Partnership'. Each shortlisted partnership was receiving £50k funding to build networks, trial joint working and develop a bid for second round funding of between £4M-5M, for submission in September.

- 6164 The Vice-Chancellor also reported on recent discussions she had held with the Mayor of London including on the role of the London Anchor Institutions Network, LRaPP, and the role of London's universities in promoting social mobility.

Nominations Committee: Report to the Board of Trustees

- 6165 The Board received a report from the Nominations Committee (BT1779, Confidential), appended to which were a Curriculum Vitae for Pawan Dhir (Appendix BT1779A, Confidential) and a student member role descriptor (Appendix BT1779B).

- 6166 The Board noted that, following interviews on 18 April 2023 for the role of an independent member of the Board and the subsequent recommendation of the interview panel, the Nominations Committee had proposed to the Board that Pawan Dhir be invited to take up membership as an independent Trustee.

- 6167 The Chair of the Board, who also chaired the Nominations Committee, highlighted Pawan Dhir's extensive experience in a range of executive and non-executive roles.

Strategy Day on 27 March 2023

6170 The Board received a report on the University Strategy Day held on 27 March 2023 (BT1780), including:

- (i) A report of the discussions at the University of London Strategy Day, 27 March 2023 (Appendix BT1780A)
- (ii) Vice-Chancellor's note from the Strategy Day to Collegiate Council (Appendix BT1780B, Confidential)

6171 The Vice-Chancellor drew attention to the key actions arising from the Strategy Day discussions as detailed in the note to Collegiate Council (Appendix BT1780B, Confidential). The Vice-Chancellor reported on positive feedback received about the day, highlighting the benefits of joint Board of Trustees/Collegiate Council events of this kind and the intention to hold a Strategy Day once a year. Other opportunities for enhancing the engagement between the Collegiate Council and the Board of Trustees would be proposed later in the meeting in a new annual cycle of business for Collegiate Council (BTMM 6190-93 below refer).

6172 The Board welcomed the update on the actions arising from the day, commenting on the importance of Strategy Days having tangible outcomes. It was agreed that the Board should be kept informed of progress in their implementation.

Board of Trustees Minutes 6145 to 6227 (excluding confidential information at BTMM 6153, 6180, 6186, 6187-88, 6189, 6202-03, 6205, 6206-08, 6213 and 6216-22)

Board of Trustees Minutes 6145 to 6227
(excluding confidential information at BTMM 6153, 6180, 6186, 6187)

6186 During the course of the discussion, the following points were noted:

- (i) That, the Office for Students' (OfS) assessment of the B3 Condition, would include not only performance against a numerical threshold, but also consideration of the context in which outcomes were achieved.
- (ii) That the OfS B3 Condition and related benchmarks were based on standard campus-based models of provision and were more relevant to the University's postgraduate taught and research students in the School of Advanced Study; on most measures the benchmarks for these students were exceeded.
- (iii) That the students in scope for the B3 metric were undergraduate and postgraduate students studying in the UK. For the University, the undergraduate UK-based students were all undertaking distance learning programmes and represented a small proportion of the University's overall distance-learning student population.
- (iv) That, on the University's distance-learning model, students engaged as independent learners, with a more flexible mode of study.

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BTMM 6187-88 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Academic Board Meeting 11 May 2023

Information at BTM 6189 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

6189 The Vice-Chancellor, as Chair of the Academic Board, updated members on the Academic Board meeting held on 11 May 2023, explaining that, as this had taken place very recently, an oral update was being provided on this occasion. A written report on the key matters discussed would be received by the Board at its meeting on 6 July 2023. The Vice-Chancellor highlighted the following matters that had been discussed by the Academic Board:

- (i) *Standard Academic Model:* The Academic Board had provided feedback on a proposed specification for a new Undergraduate Delivery Model for new undergraduate UoLW programmes. The model aimed to reduce operational complexity in order to simplify student support arrangements, which should, in turn, help to improve student outcomes. Further discussion on the model would take place at the Academic Board's next meeting on 13 July 2023.
- (ii) *Teaching Centres Annual Monitoring:* The Academic Board had endorsed the recommendations arising from the Teaching Centres Annual Monitoring Executive Group's annual review of performance at Recognised Teaching Centres (RTCs).[] The process of annual review helped ensure quality of provision.

Board of Trustees Minutes

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6211 AGREED

The Board approved the proposed inflationary uplift of 3% for Federal subscriptions, the Senate House Library charges and Diplomas, Transcripts and Examinations charges.

2023-24 Budget and Business Plan Assumptions and Principles

6212 The Board received and discussed a report (BT1789 and Appendix BT1789A, both Confidential) on the high-level assumptions and principles relating to the 2023-24 Budget and ten-year Business Plan. Members noted that these had been reviewed by the Finance Committee on 3 May 2023.

BTM 6213 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

6214 It was reported that officers were mindful of the need to set specific targets for income generation, for example, for UoLW and for estates and events, to ensure a successful financial outcome for 2023-24. The Board was informed that the forthcoming financial year should see the University's transformation plans move to the stages of delivery and conclusion. The importance of technology for longer-term efficiencies and effective service delivery was also noted. Members were informed of investment in the Senate House events and

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Remuneration Committee Annual Report

6225 The Board received and noted the Remuneration Committee Annual Report 2021-22 (BT1794, Confidential and Appendix BT1794A, the Committee's Terms of Reference).

Dates of Future Meetings

6226 The Board noted the dates of future meetings as follows (all meetings to commence at 4.00pm):

2022-23

Thursday, 6 July 2023

2023-24

Wednesday, 11 October 2023

Wednesday, 22 November 2023

Wednesday, 24 January 2024

Wednesday, 20 March 2024

Wednesday, 15 May 2024

Wednesday, 17 July 2024

Any Other Business

Jo Pinson, Director of Strategic Communications and Marketing

6227 It was reported that this would be Jo Pinson's final meeting before she left the University at the end of June 2023 to take up a role at Royal Holloway, University of London. The Board thanked Jo for her contribution to the work of the University and wished her well for the future.