

COURT OF GOVERNORS **Minutes**

Minutes of the meeting held on Monday 26 September 2016 at 4.15pm in the Large Boardroom, 272 High Holborn, London WC1V 7EY

- Present:**
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|---------------------------------|---------------------|
| Sir John Sorrell CBE (Chairman) | Anastazja Oppenheim |
| Lorraine Baldry OBE | Professor Susan Orr |
| Aisha Cahn | Diana Osagie |
| Nigel Carrington | Andrea Rose CMG OBE |
| Terry Finnigan | Sim Scavazza |
| Harry Gaskell | Jane Slinn |
| Kyran Joughin | Ben Terrett |
| David Lindsell | Alison Woodhams |
| Peter Logan | |
- In attendance:**
- Natalie Brett (Pro Vice-Chancellor LCC)
 - Professor Frances Corner OBE (Pro Vice-Chancellor LCF)
 - Martin James (Director of Finance)
 - Stephen Marshall (University Secretary and Registrar, and Clerk to the Court of Governors)
 - Naina Patel (Director of HR)
 - Danielle Salvadori (Director of Academic Enterprise)
 - Gary Sprules (Director of Planning)
 - Professor Jeremy Till (Pro Vice-Chancellor CSM)
 - Jessica Vine (Governance Manager)
 - Professor David Crow (Pro Vice-Chancellor CCW)
- Apologies:**
- | | |
|----------------------|-----------------|
| Jamie Bill | Anne Morrison |
| Ben Evans | John Parmiter |
| Sir David Green KCMG | Sir Eric Thomas |

1. ANNOUNCEMENTS, NOTIFICATION OF URGENT BUSINESS AND DECLARATIONS OF INTEREST

- 1.1 Apologies from governors were received as set out above. New governors Terry Finnigan, Professor Susan Orr and Anastazja Oppenheim were welcomed to the meeting, alongside the new Pro Vice-Chancellor, CCW, Professor David Crow. There were no declarations of interest.

NOTED

2. MEMBERSHIP, CONSTITUTIONAL AND COMPLIANCE MATTERS

2.1 Appointment of Chairman and Deputy Chairman [*This item was taken as the first agenda item*]

- 2.1.1 The University Secretary and Registrar invited nominations for Chairman for 2016-17. Sir John Sorrell CBE was duly nominated and seconded. There were no other nominations. Sir John's appointment was unanimously endorsed. David Lindsell was nominated and seconded for appointment as Deputy Chairman. There were no other nominations and David Lindsell's appointment was unanimously endorsed.

AGREED: (i) That Sir John Sorrell CBE be reappointed as Chairman for 2016-17.
(ii) That David Lindsell be reappointed as Deputy Chairman for 2016-17.

2.2 Report by the University Secretary and Registrar

- 2.2.1 The University Secretary and Registrar introduced a short report which asked the Court of Governors to endorse committee membership for 2016-17; to endorse amendments to the linked governor scheme; and to agree the calendar of meetings for 2016-17. It was explained that Anne Morrison and Susan Orr were being appointed to the Nominations Committee. There was one vacancy on the Audit Committee.

AGREED: (i) That the membership of committees as set out in **Minute Annex A** be endorsed.
(ii) That the revised membership of the linked governor initiative as set out in **Minute Annex B** be endorsed.
(iii) That the calendar of meetings for 2017 (as set out within the report) be approved.

3. MINUTES OF MEETING – 4 JULY 2016

AGREED: That the minutes of the meeting of the Court of Governors held on 4 July 2016 be approved as a true and correct record.

4. VICE-CHANCELLOR'S REPORT [*Part Redacted*]

- 4.1 The Vice-Chancellor presented his report focusing on certain areas as set out below.

Political Developments

- 4.2 The Vice-Chancellor explained that the vote to leave the European Union and the subsequent appointment of a new Prime Minister and ministerial team had meant that the political context within which the higher education sector operated was now much more uncertain. Whilst Jo Johnson remained the Minister of State for Universities, higher education was now within the remit of the Department for Education.
- 4.3 The greatest level of uncertainty related to the recruitment of EU students and whether their fee status would be affected from next year. Universities were lobbying for EU students enrolling in 2017 to be treated as Home fee-payers for the duration of their studies, but it was not clear whether this would happen. This uncertainty meant that recruitment for the 2017 intake was likely to be affected. It was hoped that clarification would be received within the next one or two months.
- 4.4 A second, significant, concern was that the government was considering a reduction in the number of international students studying in the UK prior to 'Brexit' taking effect, in order to reduce immigration numbers. It was possible that these proposals were not designed to impact on the types of courses run at UAL, though there was a lack of clarity over the extent to which proposals would affect different institutions.
- 4.5 The Vice-Chancellor stressed that, whilst Universities were lobbying against greater restrictions on international recruitment, if these restrictions were introduced and, at the same time, EU freedom of movement agreements were ended, then this would impact on the recruitment context within which universities operated.

- 4.6 The Vice-Chancellor highlighted other current issues, including the progression of the Higher Education and Research Bill and the introduction of the Teaching Excellence Framework. In addition, the Stern Review had recently made recommendations on the future of the Research Excellence Framework (REF). The possible implications of this were outlined.
- 4.7 It was reported that, since publication of the Court meeting papers, HEFCE had now decided not to withdraw their premium funding for Home/EU postgraduate students in 2017. This meant that postgraduate fees would not need to be raised by the equivalent amount for that year. Arrangements for 2018 were to be determined.
- 4.8 The Court of Governors was reminded that the changes to the political context, as outlined, would have an impact across the HE sector. Therefore, universities were co-ordinating efforts, via UUK, in order to highlight their concerns to government and members of parliament.

Recruitment

- 4.9 The Vice-Chancellor reported on the number of applications to study at the University. It was noted that there had been a decline in the number of students studying art and design at A-level and GCSE and a shift in demand for fine art and graphic design courses across the UK.
- 4.10 Governors discussed the decline in the number of art and design secondary school students, which was thought to be related to the introduction of the English Baccalaureate (EBacc) performance measurement system. Creative subjects did not contribute to league table points which meant that schools were less likely to promote them. Governors also discussed the possibility that young people were discouraged from studying creative subjects by family members and careers advisers, who did not understand the variety of career options that were available or the importance of the creative industries to the economy. The Chairman highlighted the need for the University to be proactive in promoting careers in the creative sector.
- 4.11 The Vice-Chancellor informed the Court that the University's awarding body, and other enterprise projects, played an important role in encouraging engagement with creative subjects and in promoting the name of UAL. In addition to this the University currently carried out direct outreach work with a large number of colleges and schools.
- 4.12 In discussing the international context, it was noted that in some countries such as China, there was now a greater enthusiasm for art and design subjects. However, this also meant that new higher education art and design institutions were being established, which would become UAL's future competitors.

National Student Survey

- 4.13 The Vice-Chancellor advised that this matter would be discussed under item 8.

Estates Projects

- 4.14 The Vice-Chancellor updated the Court on progress with estates projects for Camberwell, LCC and LCF. The work at Camberwell was on course for completion in 2017. The larger projects at Elephant and Castle and at Stratford had progressed less quickly, in light of recent political uncertainties. However, the Estates and Finance Committees had recently met to consider the final (external) design for the Stratford project, and it was expected that both projects would be progressing during 2016-17. In relation to the lease bid which was discussed at the previous meeting, the University had unfortunately not been successful in its bid; however, this option would still be monitored, as there were some unresolved matters relating to the preferred bidder.

AGREED: To note the contents of the Vice-Chancellor's report.

5. MINUTES OF COMMITTEES

- AGREED:** (i) That the minutes of the Audit Committee meeting held on 9 June 2016 be received.
- (ii) That the minutes of the Chairman's Committee held on 13 June 2016 be received.

6. HOME/EU POSTGRADUATE TUITION FEES

This item was withdrawn from the agenda (paragraph 4.7 above refers).

7. PRESENTATION ON UNIVERSITY ACADEMIC ENTERPRISE [Part Redacted]

- 7.1 The Director of Academic Enterprise provided the Court of Governors with a presentation on University Academic Enterprise. She explained that she had been in her current post at UAL for 18 months and that she was now in a better position to evaluate the nature of enterprise operations at UAL.
- 7.2 The Director explained how the Academic Enterprise mission was linked to the overall UAL Strategy: the mission was 'to generate surplus through commercial and non-commercial activities while being firmly rooted in the academic heart of the University.' She explained how Academic Enterprise currently covered a range of activities across the University, from innovation at college-level, to London Artscom Limited, the Language Centre and the Awarding Body. The majority of Academic Enterprise income came from Artscom sales; with other activities contributing a smaller proportion. A significant sum was also received from HEFCE's Higher Education Innovation Funding (HEIF). The Director explained how each activity contributed to the surplus.
- 7.3 The Director reported that the relationship with the University's central finance team had been strengthened so that processes were aligned and reporting was consistent. She described other operational changes during 2015/16, which included the development of online short courses. The central marketing and communications team had also been strengthened.
- 7.4 The governance oversight in place for academic enterprise activities was explained; this included the governors' FE Sub-Committee, the Artscom Board and the Executive Board Enterprise Committee.
- 7.5 The Director described how a large number of staff members had volunteered to assist in the development of the new Enterprise Strategy (2016-2020). Six strategic areas had been identified. From this the Enterprise Plan had also been created: the plan entailed the development of new business, new approaches and business extensions. Proposed areas of expansion were outlined. The Director explained the impetus for expanding in these areas, how each business area might evolve, what the estimated timescales were and what challenges were anticipated. As well as providing additional income for the University, these growth areas would benefit staff and students, for example, by providing broader employment opportunities or by providing a possible new pathway to studying at UAL.
- 7.6 In response to a question about existing competition, the Director explained that certain aspects of the enterprise work were particularly specialised: for example, the awarding body work. In response to a question about further expansion, it was explained that it was important to engage academic staff in the development of new projects; therefore any expansion would need to be at a measured rate.
- 7.7 The Court of Governors very much welcomed the presentation and were interested to note the academic enterprise proposals as outlined.

- AGREED:** To note the presentation and to thank the Director of Academic Enterprise for updating the Court of Governors on this strategic issue.

8. UPDATE ON NSS RESULTS *[Part Redacted]*

- 8.1 The Director of Planning delivered a presentation on the 2016 National Student Survey (NSS) results, explaining that this was the tenth year of the survey. The Director provided details of how UAL's results had gradually risen during this period, but how there had been more fluctuation in recent years. In 2016 the University had fallen in its 'overall satisfaction' results which was disappointing. However, it was noted that the introduction of the Teaching Excellence Framework (TEF) could move the focus away from the 'overall satisfaction' question to look at a greater range of factors. (It was explained that currently the 'overall satisfaction' score was not an average score which took into account all questions included in the survey. Instead it was a final question included in the survey which did not always correlate with other answers.)
- 8.2 The Director provided an overview of the University's 2016 results for each question. The University performed best in comparison to the sector in the 'Assessment and Feedback' question, with satisfaction 2% above sector average. In terms of the metrics which would be used for TEF, overall the University had made improvement in these areas.
- 8.3 The Director explained how each College had scored in overall satisfaction. Results were also shown for each UAL course and the level of variation was noted, for example, 17 courses had received more than 90% satisfaction score in the survey.
- 8.4 To provide context, there had been a drop in scores elsewhere in the sector, with 75 institutions receiving a less favourable score in 2016 than in 2015. This was thought to be related to the fact that the majority of this cohort of students would have paid the higher rate of tuition fee throughout their studies. Being located in London and being an Art and Design specialist was also thought to affect UAL's overall score.
- 8.5 The Court discussed the impact of the NSS results table. Detailed data was available to students on the 'Unistats' website and the NSS results were published in the press. However, the demand for places at the University was reasonably consistent: there was no firm evidence to show that across the sector universities' popularity was affected by the NSS league tables. Subject reputation still appeared to be the biggest factor in influencing a student's choice of university.
- 8.6 A staff governor suggested that UK academics were facing a difficult challenge, in light of requirements to improve both teaching and research scores at the same time.
- 8.7 The Court discussed different factors which might affect NSS results at different colleges and for different courses. A Pro Vice-Chancellor explained that, in terms of learning environments, Colleges responded to feedback from current students and ensured that improvements were made as far as possible. It was expected that a complex range of factors affected student satisfaction results.
- 8.9 In 2015-16 a number of courses had participated in the 'Making a Difference' project at UAL, designed to address low student satisfaction. The majority of these courses had seen improved results. In the past some courses which had been part of this project had seen initial increases in satisfaction level, but then a subsequent fall again the next year. For this reason, the project would now work with a course team on a two-year basis, in order to ensure that satisfaction levels remained high.
- 8.10 The Court welcomed the fact that Professor David Crow, the Pro Vice-Chancellor for CCW, had been appointed to lead on improving student experience. Other recent measures included survey research with second-year students, in order to obtain a broader picture of satisfaction for the whole student body. This data was examined by Academic Board and by each college to address areas of concern. However, some possible factors, such as the University's location across fourteen different sites, were not easy to remedy in the short-term.

8.11 A governor suggested that it would be useful to invite Court members to events across the University which focused on the student experience, as this would provide them with a better understanding of the issues and how they were being addressed. In recognising the difficulties inherent in being located in London and not being a campus university, it was suggested that it would be useful for UAL to talk to London institutions who had gained higher satisfaction scores, in order to understand how this was achieved.

AGREED: (i) That the update on the NSS results (2016) be noted.
(ii) That governors would be invited to events across the University which focused on the student experience, in order to gain a better understanding of satisfaction issues and how they were being addressed.

9. ANY OTHER BUSINESS

9.1 The student governor asked a question relating to 2017-18 fees; this would be discussed with the Students Union and the Executive team at a separate meeting.

10. NEXT COURT OF GOVERNORS MEETING

NOTED: That the next meeting of the Court of Governors would take place as follows:

- Monday 21 November 2016 at 4.15pm in Large Boardroom, 9th floor, High Holborn, WC1V 7EY (*followed by the Governors' dinner*)

The meeting concluded at 5.55pm.

Signed as a true and correct record

CHAIRMAN

Date