

the
GOVERNING BODY

**MINUTES of the meeting of the Governing Body held on Tuesday,
18 October 2022 in Room 009, Stephen Lawrence Building, Greenwich Campus, Park Row,
Greenwich SE10 9LS / by Microsoft Teams commencing at 5:00 pm**

Present:

Ms B Hill CBE (Chair)	Mr C McWilliam (via Teams)
Professor J Harrington (Vice-Chancellor)	Mrs A Mehta
Mr Y R Javed	Mr M Orr
Mrs T King	Mr S Saluja
Miss D Larnder	Mrs E Sideris
Professor A Maragiannis	

In attendance:

Mrs T Brighton (SEO Governing Body) (minutes)
Mr P Garrod (University Secretary)
Dr S Lewis (Director of Strategic Planning & Business Intelligence)(Items 22/07-8)
Professor J Roscoe (Deputy Vice-Chancellor)
Mr P Taylor (Chief Operating Officer)
Ms L Watson (Chief Financial Officer)
Professor A Westby (Deputy Vice-Chancellor (Research & Knowledge Exchange))

Apologies for Absence:

Mr R Hicks
Ms S Ragab
Mr A Sharma

GB 22/01 WELCOME

The Chair welcomed Yasinur Rashid Javed, Student Governor, to his first meeting.

GB 22/02 DECLARATIONS OF CONFLICT OF INTERESTS

There were no declarations of conflict of interests.

GB 22/03 MINUTES OF PREVIOUS MEETING AND ACTION LIST (GB 22/P01)

The minutes of the meeting held on 28 June 2022 were approved as a correct record. The actions list was received.

GB 22/04 GOVERNING BODY AND COMMITTEE APPOINTMENTS

The Chair of the Nominations, Staffing & Governance (NSG) Committee took the Chair and reported on the following Governor and committee appointments recommended by the NSG Committee) (referenced in GB 22/16). The Governors

concerned individually left the room/went off-line whilst their appointments and re-appointments were discussed.

The Governing Body **approved**:

- (i) The re-appointment of **Richard Hicks, Aruna Mehta** and **Sushil Saluja** as Independent Governor for a second term of office for the period 1 September 2023-31 August 2026;
- (ii) The re-appointment of **Craig McWilliam** as Independent Governor for a third term of office and as Vice-Chair of the Governing Body for the period 1 September 2023 to 31 August 2026;
- (iii) The appointment of **Yasinur Rashid Javed**, Student Governor, as a member of the Finance Committee with immediate effect.


The University Secretary took the Chair and reported that, following the recommendations of the governance review by Halpin Partnership, the former Nominations, Staffing & Remuneration Committee (NSR) had been split into two committees; the Nominations, Staffing & Governance (NSG) Committee and the Remuneration Committee. The membership of the NSG Committee was carried over from the NSR Committee when not dealing with remuneration business, but the new Remuneration Committee was configured slightly differently taking into account the confidential nature of its business. The Governing Body **approved** the appointment of **Richard Hicks, Tricia King, Aruna Mehta** and **Elizabeth Sideris** to membership of the new Remuneration Committee in advance of its first meeting on 25 October 2022, with **Elizabeth Sideris** to serve as chair. The other members of the Committee served ex officio.

The Chair of the Nominations, Staffing & Governance Committee took the chair again and reported that the NSG had recognised the value of each of the Governing Body committees to have a member appointed as vice-chair to deputise for the chair when necessary. The Governing Body **agreed** that the role of committee vice-chair should be created. Governors were invited to register their interest with the chair of the relevant committee and the Chair of the Governing Body. Recommendations on the appointment of vice-chairs would be considered at the NSG Committee meeting in January 2023.

The Chair of the Governing Body resumed the chair.

GB 22/05 VICE-CHANCELLOR'S REPORT (GB 22/P02)

The Governing Body received a report from the Vice-Chancellor on recent developments:

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- A package of support for students to help with the impact of cost-of-living increases had been put in place. This included doubling the hardship fund, the 'Open Pantry' scheme providing essential provisions, reducing prices in catering outlets and providing warm spaces. There had been a considerable uptake to date and demand would continue to be monitored;
- The Governing Body agreed that a letter of thanks should be sent to a paramedic student in halls who had recently provided medical and emotional support to a fellow student experiencing a severe and potentially life-threatening asthma attack;

- The University had entered into a five-year partnership with Bohdan Khmelnytskyi National University of Cherkasy, Ukraine, as part of the Twin for Hope scheme organised by UUK International and Cormack Consultancy Group. Collaboration around digital resources and academic research was being explored initially;
- The University had improved by five places to 84th in the Times 'Good University Guide' but, disappointingly, had fallen by four places to 98th in the Guardian league table. There were many factors underlying these results and real challenges for the University to address;
- The University's Learning and Simulation Centre team had won two awards at the Zenith Global Health Awards. The joint Greenwich Students' Union (GSU) and University of Greenwich Retention Project had been shortlisted for a Times Higher Education Award 2022 in the category of Outstanding Support for Students. Winners would be announced next month;
- Susan Lapworth had taken up the post of Chief Executive of the Office for Students (OfS) from 1 September 2022. New thresholds for student outcomes effective from 3 October 2022 had been announced. Any higher education provider performing below the thresholds could potentially face OfS investigation. The OfS had opened its submission process to the Teaching Excellence Framework (TEF) and a deadline for submissions of 24 January 2023 had been set.

GB 22/06 STUDENT GOVERNOR'S REPORT (GB 22/P03)

The Student Governor reported that the new Officer Team had received an extensive induction throughout the summer period. Responsibilities were spread evenly across the four elected Officers, with each taking the lead on a Faculty and on a campaign.

GSU had now determined its key areas of work for the year ahead under its 'Become Your Best' 2026 strategy. These included activities associated with student empowerment and student leadership opportunities, enhancing the partnership with the other Medway universities and working on its sustainability offer.

GSU had worked with the University to deliver a focussed programme of Welcome activities to new students. Engagement with students had been better than expected, with over 10,000 students attending the campus Welcome Fairs. Events to promote the Global Greenwich campaign to build a community for international students had been well supported. The Big Priority campaign had attracted 1,153 student votes, with the principal priorities selected for the GSU in the coming year being cost of living, employability and graduate prospects, international student support, closing the BAME Awarding Gap and tackling loneliness.

The Governing Body commended the GSU on its valuable work and expressed an interest in learning more about employability and graduate prospects once the activities had been developed. It looked forward to working with the newly appointed Chief Executive, Kate Dawson.

GB 22/07 NATIONAL STUDENT SURVEY (NSS) AND NSS TASK FORCE (GB 22/P04)

The Governing Body considered an overview of the 2022 National Student Survey results and the work of the NSS Task Force. A series of appendices provided examples of documentation for the Task Force, such as an information pack, action plan and presentation for sharing good practice.

The University had improved its overall satisfaction score In the 2022 NSS by four percentage points to 76%. This meant that Greenwich was now equal with the

sector average of 76%, having previously been three percentage points behind. There had also been improvements relative to the sector in the areas of 'Teaching on my course', 'Student Voice', 'Organisation and Management', 'Learning Opportunities' and 'Academic Support'. These results had implications for Greenwich's league table performance and the University had improved 26 places from 80th to 54th for overall satisfaction in the Guardian's League Table. This corresponded to a relative increase in rank of 26 places, which was the 17th largest increase in the sector.

The Deputy Vice-Chancellor reported that the University was moving in the right direction but remained slightly below its 2022 NSS milestone of 77%. The Task Force approach to address areas and issues of concern introduced the previous year was continuing. Of the 24 programmes previously in the NSS Task Force, 17 had improved and 11 had moved out of the Task Force. For this year, all programmes that scored below 76% in Overall Satisfaction were considered to be at risk and had drawn up action plans for monitoring by the Task Force. Those that had scores in the range 77%- 89% were being monitored by the relevant Faculty PVC. Those above 90% had had a celebratory event and awards ceremony and staff had attended the NSS Good Practice Sharing event.

The Governing Body congratulated the University on its current position. It recognised the significant work and focus that the Task Force approach necessitated, which was producing the required results. It was noted that there was often a commonality of themes in programmes' action plans around teaching quality and programme content, assessment and feedback processes, communications with students, developing a better sense of culture, community and pride and the student voice. The Vice-Chancellor reported that there had been some difficult conversations with poorer performing programmes. The underlying causes were variable and there was some challenging work ahead for some areas. In the case of programmes whose future viability was uncertain, a range of options, such as joint partnerships with other areas, would be considered. Programmes in difficulty had been given a year to turn around performance with tailored direction on what had to be achieved set out in action plans. The Vice-Chancellor noted that in order to bring about sustained improvement, it would be important to ensure consistency of practice across the board. There had been some positive stories of improvement which could inspire other areas to change.

The Chair thanked the executive for the report and looked forward to seeing the progress reflected in next year's NSS results. She recommended that Governors should be invited to attend the NSS Awards in order to recognise the achievements of all those involved.

GB 22/08 GRADUATE OUTCOMES SURVEY (GB 22/P05)

The Director of Strategic Planning & Business Intelligence presented the results of the Graduate Outcomes survey of 2019/20 leavers. The data had been gathered 15 months after graduates had left the University and the cohort in question had entered the employment market during the Covid-19 pandemic. Against this backdrop, the University's overall graduate employment had improved by two percentage points to 87% but the sector average had increased by a similar amount to 90%. The proportion of Greenwich's graduates in highly skilled employment or further study (KPI#3) had fallen by 0.8% to 70.2%, against an increase in the sector average of 2.2% to 72.8% (sector median).

The University was continuing to analyse the results. Initial work pointed to an increase in part-time employment, a higher unemployment rate than the sector average and a lower proportion of graduates continuing into further study.

The Deputy Vice-Chancellor outlined the work under way to bring about immediate improvements. A deeper review of the factors leading to the rise in part-time

employment was planned. Greater promotion of opportunities for further study and discussions around Master level apprenticeships were being progressed. A bigger conversation on actions related to what constituted graduate-level employment would be held. The University would push harder for external mentoring, increasing work placements and external business experience opportunities among its wider stakeholders and partners.

The Governing Body remarked upon the differences in results by subject. The Vice-Chancellor advised that it was important for courses to respond to industry needs. Unpicking the issues leading to poor graduate outcomes was part of a bigger portfolio review under way.

GB 22/09 DEGREE OUTCOMES STATEMENT 2020/21 (GB 22/P06)

The Deputy Vice-Chancellor introduced a revised draft Degrees Outcomes Statement for 2020/21. The statement had originally been approved by the Governing Body in June 2022. It had been amended in response to UUK's statement on degree classifications published in July 2022. This committed universities to returning to their pre-pandemic levels of 'good' honours degrees (firsts and 2:1s) by 2023.

UUK had asked universities to revise their degree outcomes statements and re-publish them by the end of 2022. The amendments to the University's statement confirmed that Greenwich had returned to its pre-pandemic levels of 'good' honours degrees. The Governing Body **approved** the revised Degree Outcomes Statement on the recommendation of the Academic Council for publication on the University's website.

GB 22/10 ANTISEMITISM (GB 22/P07)

The Vice-Chancellor recalled that a consultation with staff and students on whether the University should adopt the International Holocaust Remembrance Alliance's (IHRA) Working Definition of Antisemitism had been carried out in the last academic year. A University Working Group on Antisemitism had been set up to consider which definition of antisemitism should be adopted and advise on how staff and students could address antisemitism and recognise and celebrate Jewish identity.

The Group had proposed that the University should use the Equality Act 2010 as the overarching legal umbrella when investigating any allegations of antisemitism. In addition, Greenwich should adopt the IHRA Working Definition of Antisemitism and the Jerusalem Declaration of Antisemitism and use both when investigating allegations of antisemitism to help to understand each case and take the relevant context into account. Where further expertise was required, internal and external experts on antisemitism would be used for advice and support. Awareness raising of antisemitism and training of relevant staff should also be undertaken and the University should mark major Jewish events, in keeping with its overarching ethos of equality, diversity and inclusion.

The Governing Body welcomed the proposed approach and formally **approved** the proposed recommendation on antisemitism, which was recommended by the Academic Council.

GB 22/11 STRATEGIC RISKS (GB 22/P08)

The University Secretary introduced the report on strategic risks and the updated strategic risk dashboard (October 2022). The dashboard, which pulled out the key elements of the Strategic Risk Register (SRR), had been updated to reflect the

The Governing Body noted that a risk management consultant would be leading a facilitated discussion on risk appetite at the development session before the Governing Body's meeting in November 2022.

GB 22/12 STRATEGIC KPIS (GB 22/P09)

The Governing Body received the updated strategic KPI scorecard. The Director of Strategic Planning & Business Intelligence stated that the report focused on the 2022 results for the four KPIS concerned with Student Success. The current metrics indicated:

- Good progress with KPI1 (Continuation from first to second year of study) which had exceeded its annual milestone, and KPI1 (NSS Overall Satisfaction) which had improved by four percentage points;
- A reduced performance in KPI3 (Graduate Outcomes) which had fallen by 1 percentage point and in KPI4 (BAME Awarding Gap) which had increased by 1.1 percentage points.

The Governing Body noted that the worsening BAME awarding gap related in part to Greenwich's reduction in 'good honours' for 2021/22. Greenwich had met its two OfS Access and Participation Plan annual targets which related to the awarding gaps between Black and White students and Asian and White students. However, the University's performance contrasted to improvements of 1+% across the sector and its peer groups. The Faculty PVCs would be leading the response to these results locally, reporting to the Deputy Vice-Chancellor, and supported by a dedicated project workstream for closing the awarding gap.

Governors discussed the risk score for the strategic risk relating to EDI (SRR7) in the risk dashboard in light of the results for the BAME Awarding Gap. While there were multiple factors underpinning this risk, including the successful Stonewall accreditation and the improving gender pay gap as well as the BAME Awarding Gap, the Vice-Chancellor agreed that on reflection the risk score should be increased.

GB 22/13 REVIEW OF ARTICLES OF ASSOCIATION (GB 22/P10)

Introducing proposed amendments to the University's Articles of Association, the University Secretary explained that the changes addressed points raised in Halpin Partnership's governance review and improvements following a legal review. He drew Governors' attention to the following changes:

- A reduction in the size of the Governing Body, allowing the minimum number of Governors to reduce from 12 to 10, a change in the quoracy requirement from nine Governors to one third of the membership and limiting membership to a maximum of 17 members;
- A reduction in the number of Staff Governors from three to two and the removal of the need for one to be a member of the Academic Council;
- The introduction of a provision to allow a Governor who had served their maximum term to be appointed for an additional term of up to one year when that was in the best interests of the University;
- Greater flexibility around delegation of responsibilities to the Academic Council and other committees and the executive;
- Inclusion of provisions on the appointment and role of the Chancellor.

In discussion, it was noted that the Articles referred to the Governing Body making rules for investigating allegations against Governors and for the suspension and removal of Governors. The University Secretary explained that this procedure did not exist yet but that one would be created. It was suggested that a similar procedure might be required for the Chancellor; the University Secretary confirmed that the University was not required to appoint a Chancellor. It was noted that the process for managing any allegations against the Vice-Chancellor was set out in the Vice-Chancellor's contract of employment.

The Governing Body **approved in principle** the revised Articles of Association. In order to observe the formalities for amending the Articles, the formal approval of the Governing Body would be sought by circulation of a written resolution via DocuSign after the meeting.

GB 22/14 HONORARY DEGREES (GB 22/P11)

The University Secretary reported that, following discussion at the last meeting of the Honorary Degrees Panel, the process for awarding honorary degrees had been modernised and streamlined. Significant changes were being proposed to the names of awards, including positioning 'Honorary Doctor of the University (HonDUniv)' as the most senior award and limiting nominations to students, staff, Governors and Alumni. All nominations would need to be sponsored by either a Faculty PVC or by the Vice-Chancellor or Deputy Vice-Chancellor. The due diligence process was being strengthened through a two-step process which involved web-based checks and scrutiny by an internal panel prior to the Honorary Degree Panel (to be known hereafter as the Honorary Degrees Committee). The process also focused on the building of continued engagement with the Honorary Graduates once conferred.

The Governing Body welcomed the emphasis on the University benefiting from the honorary awards process and **approved** the proposed changes to the Honorary Awards process.

GB 22/15 ANY OTHER BUSINESS

15.1 Devonport House

The Governors thanked the executive for the tour of Devonport House which had been organised as part of their development session prior to the meeting. They had been interested in hearing the ambitions for the building. It was suggested that the University could seek external sponsorship. The Vice-Chancellor assured the Governing Body that all options would be explored within the constraints of a full assessment of affordability.

GB 22/16 GOVERNING BODY COMMITTEES: MATTERS REQUIRING APPROVAL (GB 22/P12)

The Governing Body received a summary of decisions by its committees requiring the Governing Body's approval. The following matters (all in the Information Pack) were approved:

- (i) From the Nominations, Staffing & Governance Committee held on 4 October 2022:
 - Governor re-appointments and Committee appointments and creation of the role of committee Vice-Chair (as set out in minute GB 22/04).
 - Revised Code of Conduct for Governors.

The Governing Body received the following documents which had been circulated separately as an information pack:

- 17.1 From the Nominations, Staffing and Governance Committee held on 4 October 2022
 - 17.1.1 Governing Body Effectiveness Review: Implementation Update (GB 22/P13)
 - 17.1.2 Revised Governor Code of Conduct effective immediately (GB 22/P14)
 - 17.1.3 Updated Governor Induction Framework (GB 22/P15)
 - 17.1.4 Amended Governing Body Appointment Framework (GB 22/P16)
 - 17.1.5 Governor Attendance Data for 2021/22 (GB 22/P17)
- 17.2 From the Academic Council held on 11 October 2022:
 - 17.2.1 Annual Statement on Research Integrity 2021-22 (GB 22/P18)
 - 17.2.2 Revised Academic Council Terms of Reference (GB 22/P19)
- 17.3 Governing Body Cycle of Business 2022/23 (GB 22/P20)
- 17.4 The minutes of the following Governing Body committees:
 - ARC Committee held on 13 June 2022 (GB 22/P21)
 - ARC Committee held on 26 July 2022 (GB 22/P22)
 - Finance Committee held on 22 July 2022 (GB 22/P23)
 - Finance Committee held on 19 August 2022 (GB 22/P24)
 - Academic Council held on 15 June 2022 (GB 22/P25)

The meeting ended at 18:45.

T.A.Brighton / Peter Garrod
10 November 2022