

# Academic Board

19 October 2022



## Actions

Ref	Action	Lead	Due Date
22/145	Seek clarification from the Director of Estates about the room temperature across campus buildings	KB	December AB
22/163	Circulate timeline of education projects in pillars 1 and 2	JK, TB and MH	December AB
22/175	Circulate organigram of new School roles and structure	TB	December AB
22/193	Add Foundation Year Degree to a future agenda of Academic Board	CM/JHE	End of 22-23 academic yr
22/63	Review the 2022-23 Board dates in the context of the committee cycle to identify if the June Academic Board meeting can be held later	JHE and CM	Summer 2022 Complete
22/115	Confirm Academic Board support for the nominations for Honorary Degrees as listed in paper AB/22/39	CM	ASAP Complete
22/122	Confirm with the Academic Quality and Policy Office that all reports expected from External Examiners for the DCLinPsy had been received before the Quality and Standards Report is remitted to Council's Student Experience and Research Committee	MH and CM	Summer 2022 Complete
22/126	Update paper AB/22/44 Academic Units to read School of Engineering, Mathematical and Physical Sciences before remitting paper to Council	CM	ASAP Complete
22/54	Provide update on review of Schools restructuring to an autumn term AB meeting	TB and JHE	Autumn 2022
21/136	Clarify position re the consultation on the proposal to apply for use of University title	JHE/CM	January 2022
21/142	Provide an update at the March Academic Board meeting on changes to the Personal Tutor system	JHE	March 2022
21/162	Circulate summary of Academic Board views on the proposed merger with St Georges	JHE/CM	January 2022
21/166	Refer issue of completion of resources information on cover sheets for consideration at AB Exec	JHE	Feb 2022

21/168	Develop and present a timeline on the implementation of forthcoming College education initiatives	JK and TB	Spring 2022
21/200	Update Academic Board on the Enquiry Management System	JHE	Spring/ summer 2022
21/163	Amend Minute no. 21/43 in the minutes of meeting held on Wednesday 29 June to read "He noted that this was a consultation with the Board and they would <b>not</b> be asked to vote on the proposal."	CM	ASAP
21/103	Circulate information re-consultation on changes to the RHBNC Act 1985.	JHE/CM	November 2021
21/218	Contact Development Manager to update nominee statement before nominations are circulated to Council.	PJL/CM	ASAP
21/221	Correct name of School in paper AB/21/48 to read "School of Engineering, Physical and Mathematical Sciences" before paper is circulated to Council.	CM	ASAP
21/226	Amend Minute no. 21/46 in Academic Board Executive Minutes of meeting held on 8 November to reflect that the paper number received was ABE/21/06 and not AB/21/06.	CM	ASAP
21/93 and 21/94	Circulate the reports from the Academic Societies Review and Joint Honours Insight with the October 2021 meeting papers	JHE/CM	October 2021
21/112	Ensure Extensions Policy is approved by Chair's action over the summer and circulate the agreed policy with the October 2021 meeting papers	JHE/CM	October 2021
21/121	Circulate meeting invitations for additional Academic Board meeting on 29 June	CM	June 2021
21/130	Add agenda item on progress with implementation plan from Process Fix review of non-academic misconduct and complaints	JHE/CM	October 2021

#### Action from current meeting

# Academic Board

19 October 2022

2pm

Moore Auditorium and MS Teams



Min. 22/133 – 22/194

## Minutes

Present:	Prof J Sanders (Chair), Prof K Badcock, Prof T Bhamra, Prof G Pieri, Prof G Shaddick, Prof JP Rud (rep Exec Dean of L & SS), Prof C Tsinopoulos; Prof K Dodds (on MS Teams), Prof R Mock, Dr C Kremmydas, Dr R Hemus, Prof R Livesey, Dr D Beer (on MS Teams), Dr E Cox (on MS Teams), Dr M Berry, Prof B Langford, Prof R Jago (on MS Teams), Prof L Sjoberg (on MS Teams),	Dr J Nuri, Prof M Lycett, Prof N Panteli (on MS Teams); Prof S Wagner, Prof S Hosany, Prof G Symon, Prof J McEvoy, Prof D Schreve (on MS Teams), Dr K Clemitshaw (on MS Teams), Dr S Alty (on MS Teams), Prof J McKee, Prof S Gibson, Prof C Matos, Dr T Berry, Dr P Bremner, Prof V Boisvert, Dr C Dendrinios, Dr V Desai, Prof S Murphy (on MS Teams), Prof S Shah (on MS Teams), Dr D Brown, Ms M Jarvis, Mr S Shrey, Ms H Hockin
Secretary:	Dr J Howden-Evans	
In attendance:	Prof M Humphreys, Prof G Knight, Mrs A Wallis (on MS Teams)	Miss C Munton (Assistant Secretary)
Apologies	Prof D Anderberg, Prof R Fitzgerald, Mr Z Iqbal, Prof J Knowles, Mr S Kendrick, Prof C Mitchell, Prof A Palombi, Dr E Xhetani, Prof H Zagefka	
Observers:	Mr A Always (on MS Teams)	

### 1. Welcome and Apologies

The Chair, Prof J Sanders, welcomed all to the meeting, noting that this was her first meeting as the new Principal of the College. It was further noted that as this was the first meeting of the academic year there were several new members following changes in Heads of Department, Students' Union Sabbatical Officers and elected members. 22/134

Apologies were noted; these are recorded in the above list. 22/135

2. **Terms of Reference and Standing Orders**

2.1 Paper AB/22/50 Terms of Reference and Standing Orders was APPROVED. 22/136

2.2 Paper AB/22/51 Academic Board Membership 2022-23 was RECEIVED. It was noted there is one vacancy in the category of elected member, which was expected to be filled in time for the December meeting. 22/137

3. **Minutes of the previous meeting**

The Minutes of the meeting held on Wednesday 1 June 2022 (M22/62-M22/133) were APPROVED. 22/138

4. **Matters arising**

The following actions have been completed since the last meeting: 22/139

Ref	Action	Lead
22/63	Review the 2022-23 Board dates in the context of the committee cycle to identify if the June Academic Board meeting can be held later	JHE and CM
22/115	Confirm Academic Board support for the nominations for Honorary Degrees as listed in paper AB/22/39	CM
22/112	Confirm with the Academic Quality and Policy Office that all reports expected from External Examiners for the DClInPsy had been received before the Quality and Standards Report is remitted to Council's Student Experience and Research Committee	MH and CM
22/126	Update paper AB/22/44 Academic Units to read School of Engineering, Mathematical and Physical Sciences before remitting paper to Council	CM

The following action from the meeting on 16 March will be discussed under agenda item 16: 22/140

Ref	Action	Lead
Min 22/54	Provide update on review of Schools restructuring to an autumn term AB meeting	TB and JHE

5. **Actions taken by the Chair**

None 22/141

6. **Unstarring of items**

Requests had been received to unstar the following: 22/142

Paper AB/22/62 Extenuating Circumstances Improvement Plan and Policy 2022-23

Paper AB/22/64 Academic Board Executive Terms of Reference

Paper AB/22/67 Quality Assurance and Standards Committee Minutes May and July 2022

## Formal Reports

### 7. **Principal's Report**

Paper AB/22/52 Report from the Interim Principal was RECEIVED. The Principal thanked Prof Badcock for his leadership of the College over the summer and early autumn. 22/143

The Senior Vice-Principal (Academic Strategy and Research) discussed the student recruitment section of the report. The Student Recruitment cycle for 22-23 had been difficult. Undergraduate recruitment went well, exceeding projections but the student recruitment position still underpins a budget deficit. Growth in overseas student recruitment is crucial to the College's prospects over the next few years and as part of this development, the College has engaged Study Group to run the agent network. Study Group will process College student applications referred from agents, an arrangement expected to bring substantial benefits, most notably providing a two-day turnaround for most applications. This offers a significant reduction from the current 40-day average processing time. There would be no change to entry requirements as Study Group will check applications against the existing entry requirements. 22/144

An elected member of the Board asked what information was being recorded by the newly installed room utilisation sensors and if this raised any privacy concerns. Prof Badcock confirmed these are infrared sensors which record room occupancy only; they do not capture any information about who was in the room. He noted it was important for planning and environmental purposes that the senior management team have accurate information about the utilisation of the estate. Members of the Board also queried how Estates would be able to reset room temperatures in buildings to 18 degrees, noting that some buildings do not appear to have thermostats and are considerably hotter/cooler than 18 degrees. Prof Badcock advised he would seek clarification from the Director of Estates, also noting that the utilities bill has increased by £1.5m since May. The Principal advised that the Board would have an opportunity to discuss this further later in the year as part of broader discussions on sustainability. 22/145

### 8. **Reports from the Senior Management Team**

There was nothing to report not covered elsewhere on the agenda. 22/146

### 9. **Report from Students' Union President**

Paper AB/22/53 Report from the Students' Union President was RECEIVED. The President noted there had been excellent engagement with SU activities during welcome and it was great to welcome students back to campus after the last two-and-a-half years of pandemic related disruption. The Principal echoed these sentiments and thanked the President and her team for their efforts this term so far. 22/147

### 10. **Report from the Council**

Paper AB/22/54 and AB/22/55, Minutes of the Council meetings held on 5 May 2022 and 7 July 2022 were RECEIVED. 22/148

The Head of the Department of Strategy, International Business and Entrepreneurship noted the Environmental Strategy had been approved by Council and asked if there was an update on implementing the Key Performance Indicators. The Principal confirmed that work was put on hold with the planned departure of the Deputy Principal (Operations), however, she was keen to take this forward. A 'refresh' meeting would be scheduled with the original strategy 22/149

group and the KPIs will be built from there. Prof Sanders reported that it was likely the College would employ a Head of Sustainability to lead on delivering the promises in the strategy but she wanted to discuss and agree this with the group first. The College had also recently signed London Higher Sustainability pledge.

11. **Report from the Students, Education and Research Committee**

Paper AB/22/56 Report from the Students, Education and Research Committee (SER) meeting on 8 June was RECEIVED. 22/150

12. **Reports from Schools**

The Executive Dean from the School of Performing and Digital Arts PROVIDED a presentation, circulated with the papers as AB/22/57. 22/151

Highlights included:

- PDA is the smallest of the six academic schools, comprising the Departments of Drama, Theatre and Dance, Media Arts and Music. Student numbers have grown in the last two years, with the majority of the increase seen in Media Arts; 22/152
- The School is proud of an excellent performance from all three departments in a number of recently published league tables, benefitting from an excellent performance in REF2021;
- There have been several changes to the curriculum, including validating a new BA Drama with Acting which was expected to recruit very well. Video Game Art and Design had been identified as priority growth area. A new integrated foundation year in Music was expected to recruit well. Work had started around developing new modules to embed professional and generic skills into the curriculum;
- Big scoping exercise to ensure that assessments are authentic and testing the course learning outcomes;
- A review of the terms of reference of the School industry advisory board;
- Building partnerships and internationalisation;
- Participating in the Students' Union pilot on academic representation;
- Strong record of PhD completions across the School;
- Glowing outcome from the College's Periodic Departmental Review of PGR provision in the School;
- Renewing, enhancing and developing the on-campus learning community, an important priority post pandemic, for example creating a commuter student hub and rolling out mandatory carbon literacy to all students and staff;
- Noting the number of national prizes won by academic staff in the School;
- Focus on the work of the four research centres, noting that the Centre for History of Television Culture and Production hosted the 100 years of Channel 4 celebration event.
- A number of research grants have been received, including the prestigious British Academy/Wolfson Research Professorship awarded to Professor Julian Johnson;
- StoryFutures, which has produced the first full sector report on skills for immersive experience production and vital to shaping UK policy in the creative industries;
- Story Trails, a nationwide project stemming from StoryFutures;
- Estates Development including new composition studios and a funding application for a Noh Theatre;
- School priorities around Equality, Diversity and Inclusion, including an Inclusive Education Awarding Gap project;

The Head of the Department of English noted that the expiry of current TECHNE funding has significant consequences for the Schools of Humanities and Performing and Digital Arts. Prof Livesey and Prof Mock hoped that there would be College level support to make a strong bid for new funding, with significant input from the two Schools. 22/153

The Students' Union President thanked Prof Mock for her inspiring presentation, noting her support for the expansion of carbon literacy training. 22/154

13. **Strategy Discussion**  
**College Strategy**

The Senior Vice Principal (Student and Staff Experience) PROVIDED an update on Pillars 1 and 2. 22/155

Several new postgraduate taught courses have been validated following last year's review of existing PGT provision with the aim of growing PGT student numbers. The main project this year is the future vision of the London Graduate School. Prof Bhamra emphasised that it is important for colleagues to understand that although the London Graduate School is in Central London, it is still very much part of Royal Holloway, University of London. She reported that there are things that need to be done differently to create a better student experience for students studying there and thanked the Students' Union for their involvement in this work. International Partnerships are a further key area of work for Pillar 2. The College was close to confirming its Indian partners, after which the focus will move towards which other countries to consider targeting for strategic partnerships to help student recruitment and provide study abroad opportunities for Royal Holloway students. 22/156

Current work in Pillar 1 is focussed on prioritising the education projects emerging out of this Pillar. Two key projects already identified are Assessment Futures, aimed at ensuring the type of assessment is adding value and reducing the assessment load to improve student and staff experience, and investment in a Curriculum Management system. The Senior Vice Principal (Education) is also considering inclusive education across the board, for example how the College could better support commuting students. 22/157

The Senior Vice Principal (Academic Strategy and Research) PROVIDED an update on Pillar 3, building on the validated research strengths. There were four key activities underway; 22/158

Further development of the research catalysts to show tangible outcomes. Examples included in the digital technologies' catalyst, academics interested in drones coming together through this catalyst to establish a centre with hardware for autonomous vehicles and a network of companies to work with to develop and grow this network. The Living Sustainably catalyst has developed a high-quality policy network with multiple public bodies and governments with the aim of broadening these partnerships to include industries as well. 22/159

Doctoral School initiatives including greater development of the research training programme for research degree students and employability pilots such as alumni mentoring and promoting placements in recognition that over half of students completing a PhD will pursue a career outside of academia. 22/160

Consolidation of plans around partnership working, particularly relating to the research catalysts, noting there are six clusters of partnerships being actively developed with different communities in the College. 22/161

Research Impact, the current focus of which is obtaining a clear idea about the areas and themes of impact that have the most potential for Royal Holloway. 22/162

The Head of the Department of English advised that, as noted last year, it would be helpful to receive a unified timeline showing when education initiatives are happening, and the key academic roles expected to be involved in each of these. She reported the lack of clarity around the timings of large projects and personnel is making it difficult for Heads of Department to plan. The Chair noted that a similar point had been made by members of Council at the recent meeting of the Students, Research and Education Committee. The Senior Vice Principal (Student and Staff Experience) and the Vice Principal (Quality and Standards) confirmed that there is a timeline for Pillar 1, which needed to be adjusted to include the key projects from Pillar 2. Once this has been completed, it will be possible to share with the Board. 22/163

## Major Business

### 14. Regulatory Addendum

Paper AB/22/58 Regulatory Addendum 2022-23 was RECEIVED and APPROVED. 22/164

The Vice Principal (Quality and Standards) REPORTED that the standard regulations on the quoracy of examination boards will apply in 2022-23 after having been relaxed over the last three academic years. The responsibilities of the two examination boards would remain as listed in the Regulatory Addendum in 22-23, however it was anticipated that the boards would revert to their original roles as outlined in the regulations from 2023-24. 22/165

### 15. Academic Representation

The Board RECEIVED a presentation from the Students' Union Vice President Education. The slides were circulated as paper AB/22/59. The President REPORTED that Board would receive an update on work started last year with key stakeholders to review academic representation at Royal Holloway. She thanked colleagues for their involvement and engagement in this project. 22/166

The Students' Union Vice President Education REPORTED on the current structure of academic representation at Royal Holloway, noting this is divided into four levels. Course and Department representatives attend the Staff: Student Committee meetings, held three times a year as outlined in the academic representation partnership. This committee reports into the School Education Committees. He highlighted several successful initiatives arising from discussions at SSCs including study guides to support first year Classics students and the creation of student led Moodle pages in Law and Criminology. However, there are also a number of challenges with the current format of SSCs including patchy circulation of minutes to all students, ensuring representation is in place in time for the first autumn term meeting and mixed levels of engagement. A review of academic representation across the sector indicates that most institutions operate a similar model to Royal Holloway. The Universities of Salford and Coventry take a different approach, and the SURHUL is implementing a pilot from 22-23 which sees the Department Reps replaced by a Senior Course Rep. The Schools of Business and Management, Performing and Digital Arts and Law and Social Sciences are participating in a further pilot in which the SSCs are replaced by more frequent meetings of Department Action Meetings and formal meeting minutes are replaced by Department Action Logs. It was hoped this will promote engagement, enable faster resolution of issues raised and reduce administrative burden. The pilot will be reviewed at various points during the year with an outcome to be determined in May between Students' Union representatives and core stakeholders. A final recommendation will be presented to Academic Board in June 2023. It 22/167



was noted that whilst the School of Humanities are not participating in the pilot, thanks were given to Dr Ruth Cruickshank who has provided a wealth of insight into the project.

An elected member asked if consideration had been given to administrative workload in scheduling more frequent meetings of the Department Action Meetings. The Students Union President responded that she hoped a major benefit of the pilot would be a reduction in admin load as there will not be formal meeting minutes and the action log would be created during the meeting itself. She had discussed the pilot with the Director of Student and Academic Services and the Director of Student Administration and believed that the School Managers were supportive. 22/168

The Head of the Department of Classics asked for more information on how the Department Action Meetings will promote engagement. The Vice President advised it might seem counter initiative to hold more meetings to promote attendance, but it was hoped that the meetings would be shorter and more productive, therefore creating a forum that student reps want to be part of. It was also hoped that the Department Action Logs will be shared more widely across the cohort than SSC minutes and be a better forum for communicating positive changes to reinforce to students that their feedback is valued. 22/169

#### 16. **Schools Review**

The Senior Vice Principal (Student and Staff Experience) REPORTED that the focus of the review has been on improving the operation of Schools moving forwards. School leadership and academic administration were identified as the two main areas requiring improvement. There are a large number of leadership roles operating at School and departmental level which creates challenges, particularly for the smaller Schools, to fill these roles. Vice Dean roles have been created for Education and Student Experience, Research and Innovation and Equality, Diversity and Inclusion. The Vice Deans will join with Heads of Department and Executive Deans to form the School leadership team. This was expected to offer more flexibility to Schools to determine the other key roles required to support the School leadership team. A committees review was underway and it was hoped that the introduction of the Vice Dean role supports the simplification of committees. There would be a phased introduction of Vice Deans with the hope of having roles filled by early 2023. 22/170

The Director of Student and Academic Services REPORTED that PriceWaterhouseCoopers had been engaged to collate a better understanding of the activities carried out by the directorate to support the delivery of education, research and student experience. The survey had been designated to look at all activities that the directorate undertake in supporting academic Schools, including workload constraints, how the directorate engages with other professional service departments and to provide an opportunity for staff to comment on where processes could be streamlined and/or improved. The survey results would be available on 24 October and would provide the leadership team with feedback from staff and a heat map of understanding which activities are causing the greatest challenges. The volume and complexity of enquiries had already been identified as a concern prior to launching the survey and an Enquiry Management Service was being developed. The results would be discussed with each team in the directorate as part of a solution focussed approach and then with Schools administration. 22/171

An elected member raised concerns that the introduction of the Vice Dean roles would create an additional layer of management within the School, potentially undermining the contribution of staff in departmental roles. Prof Bhamra advised that the intention is to reduce bureaucracy and duplication in roles at School and Department level. She hoped it would improve the flow of information from a College level committee through a School and then Department, noting that the Vice Dean roles would replace the current School Director roles 22/172

in education, student experience, research and EDI, providing a joined up approach. This should also reduce duplication and improve co-ordination whilst providing opportunities for staff who want to take on a leadership role. The Head of the Department of English was concerned about the timing of the introduction of the Vice Dean roles noting that workload modelling had already been completed for 22-23 and this timescale could cause additional midyear planning. Prof Bhamra confirmed there is some flexibility, and she will work with the Executive Deans to establish where roles can be introduced in January and where it would be prudent to wait until the summer.

An elected member considered it would have been helpful to have circulated a paper, including an organigram of the new structure, as it was unclear to the Board what consultation was undertaken prior to the creation of the Vice Dean roles. They also reported concerns that the restructuring has had a negative impact on student experience in their department and whilst they welcomed the survey, asked for clarification as to whether academic staff would be surveyed and what sort of issues had been identified. Prof Bhamra advised there had been a six-month consultation at Executive Board, which included the Executive Deans. Dr Howden-Evans confirmed that members of the directorate had been surveyed on the activities they undertake to support the education and research portfolios in the Schools. However, as the data was not yet available, he was unable to comment on the outcomes or submit a paper. 22/173

An elected member was concerned that the move to Schools predates those now reviewing it, and members expected there to be a fundamental review of the pros and cons after twelve months. They recognised that part of the delay had been caused by the pandemic but considered not all of it was and that it was poor governance to have proposals without paperwork. There was further concern that the starting point had been from a position of assuming it is working and how to fine tune it rather than asking a broader question about whether it works. 22/174

The Chair noted the concerns. She confirmed that documentation had been considered at Executive Board and she would liaise with the Senior Vice Principal (Student and Staff Experience) to ensure the Board receive an organigram. 22/175

The Executive Dean of the School of Humanities sought to reassure members of the Board that there had been extensive consultation with Executive Deans and they had discussed the proposals with their leadership teams. 22/176

17. **REF**

The Senior Vice Principal REPORTED the research advisory group had reviewed the outcomes of the REF. School Directors of Research have completed their reflections on the results applicable to their units of assessment and presented these to a workshop of Executive Board. The slides from those presentations were PROVIDED in paper AB/22/60. Prof Badcock was confident that the School Directors had conducted an appropriate reflection and devised realistic action plans reflecting where they need to focus moving forwards. School strategies will be updated to represent this work. 22/177

Paper AB/22/60 contained a series of questions for College wide consideration, grouped around changes what needs to be done differently to improve impact, mitigating the impact of size in the sciences, whether portfolio and research plans are adequate to address the impact of the changing size and shape of the College, the key elements that need to be established for a strong College research environment. Members were asked to contact Prof Badcock with any thoughts on the questions posed in those slides. He considered it was 22/178

important to identify the areas of impact that Royal Holloway can excel in and use these to drive the discussion and make progress on impact.

An elected member was impressed with the structures in the Schools of Humanities and Performing and Digital Arts for supporting staff to further their academic careers. However, they were also concerned with any review of workload split across teaching and research and the consequences on existing terms and conditions of employment. The Senior Vice Principal (Academic Strategy and Research) concurred it was a difficult topic but also important to discuss if the College is ambitious about operating at the highest level in education and research. The Chair advised that the wording used on the slides was quite blunt and suggested revisiting this at a future meeting after there have been further discussions on the thematic questions for College presented in the slides. 22/179

18. **Annual Report of Academic Board**

Paper AB/22/61 Annual Report of Academic Board 2021-22 was RECEIVED and APPROVED. 22/180

**Items for formal approval**

19. **\*Extensions and Extenuating Circumstances Policy 2022-23**

Paper AB/22/62 Extenuating Circumstances Improvement Plan and approve the Extensions and Extenuating Circumstances Policy 2022-23 was RECEIVED. 22/181

Requests to unstar the paper were received from the Head of the Department of English and an elected member. 22/182

The Head of English considered that current management of Extenuating Circumstances is the largest reputational risk currently facing the College in terms of student experience and the impact on NSS scores. She noted that any opportunity for academic staff to work with students on the submission of the form would be welcome. The Vice Principal advised that this was an interim solution and there would be consideration of the interim measures as part of the work on the curriculum development and assessment futures project. 22/183

An elected member reported that in principle that the proposals are good, and they particularly welcomed the two new welfare roles. However, they remained concerned whether there was enough administrative resource. 22/184

20. **\*Course Closure Policy**

Paper AB/22/62a Course Closure and Suspension Policy was RECEIVED and APPROVED. 22/185

21. **\*Nominations to committees**

Paper AB/22/63 nominations to Statute 9 and Student Discipline Committees was RECEIVED and APPROVED. 22/186

22. **\*Academic Board Executive Terms of Reference**

Paper AB/22/64 Academic Board Executive Terms of Reference 2022-23 were RECEIVED and APPROVED. 22/187

An elected member asked for this item to be unstarred, reflecting that there had been previous discussion about amending the terms of reference to permit the elected staff members to select the two members that sit on Academic Board Executive rather than these members being appointed by the Principal. The Chair advised this would be considered as part of a committee effectiveness review, also noting committees must be mindful of diversity and inclusion at all times. The Head of the Department of Politics, International Relations and Philosophy considered that a clear policy is needed on when Equality Impact Assessments are required more generally. 22/188

### Items for report

23. **\*Academic Board Executive**

Paper AB/22/65 Minutes of the meeting of the Academic Board Executive held on 26 September 2022 was RECEIVED. 22/189

24. **\*Education Strategy Committee**

Paper AB/22/66 Minutes of the meeting of the Education Strategy Committee held on 31 May 2022 were RECEIVED. 22/190

25. **\*Quality Assurance and Standards Committee**

Paper AB/22/67 Minutes of the meetings of the Quality Assurance and Standards Committee held on 11 and 13 May 2022 and 20 July 2022 were RECEIVED. 22/191

An elected member asked for this item to be unstarred, noting that it is interesting for the Board to read the minutes from its sub committees and to flag a concern about the workload in professional services. The cover sheet advises there are no resource concerns, however the member considered this was overlooking the current pressures facing specific areas of professional services. 22/192

### Other Matters

26. **Any other business**

An elected member noted that the Integrated Foundation Year had recruited exceptionally well during the last recruitment cycle and understood that the initiative was contributing to good progression outcomes for students having taken a foundation year. They considered it would be interesting for the Board to receive a presentation from the course lead. The Principal agreed that this should be an agenda item at a future meeting. 22/193

27. **Date of the next meeting**

Wednesday 7 December 2022 at 3pm in Moore Auditorium/MS Teams. The Chair REPORTED she would reflect with the Secretary and Assistant Secretary on the hybrid meeting format. 22/194