

Monday 8 December 2014
Roscoe Room, Egerton Court

Present:

| | |
|---------------------------|--------------------------------|
| Professor H Al Nageim | Mr J McDowell |
| Professor A Al-Shamma'a | Ms J Murphy |
| Mr M Ashall | Professor M Riley |
| Professor P Byers | Professor A Scott |
| Mr D Cole | Ms L Sebastian-Francois |
| Ms S Davys | Ms P Uwamaliya |
| Mr R Dawson | Professor P Vickerman |
| Mr P Evans | Professor N Weatherill (Chair) |
| Dr E Harcourt | Professor R Webster |
| Mr P Killen | Professor P Wheeler |
| Professor R Leatherbarrow | Professor A Young |
| Ms J Martin | |

In Attendance:

| | |
|-----------------|--|
| Ms J Bertolini | Ms M Phillips (AB 14.54) |
| Ms J Gresham | Mr M Power |
| Ms J Hargreaves | Miss L Sutcliffe (Committee Secretary) |

Apologies:

| | |
|----------------------|---------------------|
| Dr V Canning | Dr R Murphy |
| Ms J Craddock | Professor H Sumnall |
| Professor S Davies | Dr J Yates |
| Professor S Gonzalez | |

SECRETARY'S NOTE

That Dr Victoria Canning, elected member from the Faculty of Arts, Professional and Social Studies, resigned from Academic Board on Friday 5 December 2014. Dr Canning resigned to take up a position with another institution.

AB 14.52 **MINUTES** (AB 14/71)

The minutes of the meeting held on 22 September 2014 were approved as a correct record.

AB 14.53 **MATTERS ARISING NOT SHOWN ELSEWHERE ON THE AGENDA**

The University's Estate (AB 14.42)

REPORTED That final costs of operating a commercialised print room as opposed to the previous in-house service would not be available

until the end of the first year but projected costs showed significant savings.

Vice Chancellor & Chief Executive's Report (AB 14.43)

REPORTED

That members had a responsibility to report to colleagues the activities of Academic Board and likewise to receive feedback. Academic Board members would provide the Vice Chancellor & Chief Executive with suggestions of how to interact with staff when appropriate.

AB 14.54

PRO-VICE-CHANCELLORS' BRIEFINGS

Pro-Vice-Chancellor (Education) (AB 14/72)

RECEIVED

The report of the Pro-Vice-Chancellor (Education).

PURPOSE

To update Academic Board on recent activity within the portfolio of the PVC (Education).

REPORTED

LJMU Teaching & Learning Academy

That the LJMU Teaching & Learning Academy had been established formally on 1 October 2014, however the announcement had been delayed to resolve a number of issues. The formal announcement has been delayed until January 2015 to ensure that it is appropriately named. In addition, the School of Art and Design had been commissioned to develop a recognisable logo to ensure that the Academy was instantly recognisable.

The Academy aimed to:

1. raise the profile of teaching and learning across LJMU
2. ensure the whole is greater than the sum of its parts
3. provide a single focal point for teaching and learning activity at LJMU.

The purpose of the Teaching & Learning Academy was to sweep together the good practice already taking place at the University. In addition, this would be supplemented by new activities such as the research in practice seminar series.

It was important to the success of the Academy to note that all members of staff at LJMU were members of the Teaching & Learning Academy.

COMMENTED

The Teaching & Learning Academy was a welcomed and significant development. It was vital that it was promoted widely to ensure that the aims of the Academy were broadly integrated.

REPORTED

Programme Leader Meetings

A series of Programme Leader meetings had been initiated, with two meetings per Faculty per year. Two of those meetings had already taken place and proven to be very useful. The purpose of the meetings was to promote two-way dialogue and communication and to provide a mechanism for briefing staff on institutional activities.

REPORTED

National Student Survey (NSS) Preparations

That preparations for NSS 2015 were underway and would consider the results and actions that emerged from NSS 2014.

REPORTED

Skills Advisory Board

To further promote, integrate and strategically develop the Study Skills provided, a Skills Advisory Board had been developed which was made up of both academic and professional services staff.

REPORTED

Academic Framework Project Board

That a series of five working groups had been established, and since the last meeting of Academic Board, a sixth group looking at Placement Credits had been developed. The purpose of the additional sixth group was to consider the award of credits based on placement learning. The working groups were making good progress and had received positive feedback.

REPORTED

Induction

That the new induction process for new students had worked well and was being evaluated. The focus going forward was to develop an induction process for continuing students.

Pro-Vice-Chancellor (External Engagement) (AB 14/73)

RECEIVED

The report of the Pro-Vice-Chancellor (External Engagement).

PURPOSE

To update Academic Board on recent activity within the portfolio of the PVC (External Engagement).

REPORTED

Engagement

That a new seminar series on academic-informed policy issues had been launched on 8 December 2014 with visiting professor Andy Reed OBE speaking on politics, sports science and health lifestyles. The purpose of the seminars was to enable engagement between colleagues and members of Academic Board would be invited to attend future events.

That the University sponsored the Homotopia Festival, with the PVC (External Engagement) speaking at the launch event on 28 October 2014.

That the University was monitoring engagement with LJMU and local community organisation partnerships. For example, the University was to embark on a programme to promote to both students and staff the partnership with TATE Liverpool. A new Student Opportunities Team was to be established to ensure that students were aware of the opportunities available. In addition, staff would be encouraged to lead the way by engaging with the cultural opportunities.

REPORTED

International Activity

International postgraduate taught applications had increased by a significant 237%. This was in part the result of stronger engagement, including in-country engagement and a stronger portfolio.

That final reports from the working groups on International Student Experience and Student Mobility & Study Abroad had been accepted by the International Policy Committee. The resource implications were now being considered and would be reported to the Strategic Management Team for consideration. Announcements in both areas would be reported to Academic Board early in 2015.

ACTION

That announcements from the International Student Experience Working Group and the Student Mobility & Study Abroad Working Group to be reported to Academic Board.

COMMENTED

That LiverpoolSU were conducting a pilot study of international students and would seek the support of international students to discuss opportunities with other students. In addition, a three year study would look at the experience of an international student from start to finish.

REPORTED

Review

The University undertook a comprehensive review of Teacher Education & Professional Learning (TEPL), with recommendations accepted by the Vice Chancellor which were subsequently communicated to the School. Stronger partnerships were to be developed in this area.

Pro-Vice-Chancellor (Scholarship, Research and Knowledge Transfer) (AB 14/74)

- RECEIVED** The report of the Pro-Vice-Chancellor (Scholarship, Research and Knowledge Transfer).
- PURPOSE** To provide the Academic Board with an update on recent activity within the area of the portfolio of the PVC (Scholarship, Research and Knowledge Transfer).
- REPORTED** **Sensor City University Enterprise Zone**
- That funding from the Department of Business, Innovation and Skills (BIS) had been finalised with the formation of a joint venture company between LJMU and the University of Liverpool. "Sensor City Liverpool Limited" was incorporated as a company limited by guarantee and would act as the official vehicle for the joint activity. Work would now be initiated by LJMU Estate Management and their opposite numbers from the University of Liverpool in order to establish the next stages of the project plan. A company engagement meeting had taken place with an overwhelming response.
- REPORTED** **Athena SWAN and Women in STEM**
- That a number of events had taken place with further events planned. The University's Women in STEM lecture series held its inaugural lecture, delivered by Andrew Miller MP, on 12 November 2014. The lecture was very well attended with a remarkably diverse audience.
- COMMENTED** That the University had sponsored a number of staff members to complete the Aurora programme, a leadership development programme for women. Further discussions would take place to discuss the role of women in research.
- REPORTED** **Visit to Liverpool Telescope at La Palma**
- The University, including the Chairman of the Board of Governors, visited the Liverpool Telescope on La Palma. The Liverpool Telescope was a technological advantage of the University and there was a proposal to develop a second telescope, "Liverpool Telescope Two". Funding from the Canary Islands Regional Government was being explored.
- REPORTED** **PhD Scholarships**
- A new PhD Scholarship had been launched to increase the number of PhD students. The Vice Chancellor was supporting the initiative by introducing funds that would use a range of scholarships from full-funding through to fees-only support. The

deadline for submission was 1 December 2014, with the new students being recruited by Easter 2015.

COMMENTED

That the Faculty of Arts, Professional and Social Studies had appointed ten PhD graduate assistants.

That the level of scholarship would be judged competitively based on the quality of the student.

REPORTED

New Associate Dean for Research in APSS

That the Faculty of Arts, Professional and Social Studies had appointed a new Associate Dean for Research, Scholarship and Knowledge Transfer.

REPORTED

KTP Conference

LJMU and the University of Liverpool co-hosted the 2014 Knowledge Transfer Partnership Managers conference in Liverpool. The conference was attended by over 150 delegates.

REPORTED

Preparation for REF2014 Results

Preparations were underway for the REF2014 results which would be released week commencing 15 December 2014. A communications policy was being prepared in conjunction with Research & Innovation Services.

AB 14.55

CURRENT TOPICAL BRIEFINGS

The University's Estate (AB 14/75)

RECEIVED

The report of the Chair of the Estate Committee.

PURPOSE

To provide the Academic Board with an update on the progress of the Estate Committee.

REPORTED

That the University's Master Plan would be reported to the Board of Governors in July 2015 for approval.

The University had agreed to commit £400,000 to the development of a concept design for the proposed Sensor City project, which would be matched by the University of Liverpool. To date, the project had secured a £5 million grant from the Department of Business, Innovation and Skills (BIS). In addition, the University was preparing a grant application for a further £7 million from the European Regional Development Fund (ERDF).

The University had committed a modest sum for the commissioning of a design team to develop a refurbishment

programme for a series of laboratory spaces on the Byrom Street site. This modest investment would enable the University to submit a grant application to the Higher Education Funding for England (HEFCE) for a £5 million STEM capital grant.

The University was committed to maintaining the I M Marsh Campus to ensure that the student experience was consistent across the University until such a time that the site could be vacated. The planned relocation from the I M Marsh Campus had been delayed by one year to the summer 2019.

That following feedback from students, the University had approved funding for the construction of a new social space at Byrom Street. Planning permission had been granted for a two-storey building that would be linked to the existing social space and would also provide catering facilities and open access IT provision.

That LiverpoolSU had re-located to the John Foster Building and the Byrom Street site to provide a visible presence to students.

COMMENTED

The investment in I M Marsh, although welcomed, meant a significant delay of five years which would impact on student and staff at other sites such as Tithebarn Street and the Henry Cotton Building. The purchase of the Henry Cotton Building would enable LJMU to refurbish the building so that it was fit for purpose.

The University was committed to investment in the entire estate for the purpose of realisation of a 'Connected University Village'. Colleagues were asked to ensure feedback was provided to staff that the Copperas Hill Project was not the only project in relation to the estate.

News of the University's success in applying to HEFCE for a STEM capital grant was imminent.

I.T.

RECEIVED

The report of the Registrar & Deputy Chief Executive.

PURPOSE

To provide Academic Board with information on the current portfolio of IT projects and to provide a progress update.

REPORTED

That the SMS text alert system had been delivered and was being used effectively. Due to the low level of mobile telephone numbers held, all students would be asked to provide their numbers in the New Year.

The University had decided to replace its existing CRM system and, with funding approved, the project had commenced.

In addition, as the current SAN hardware was now at 'end of life' it must be replaced to enable the continued delivery of key services to the University. The contract for the installation had been awarded and work would be carried out over the Christmas period to minimise disruption.

COMMENTED

That appropriate notifications would be required to support the successful migration of the SAN over the Christmas period.

That it would be efficient and effective to make professional requirement outcomes available on the Student Information System.

The University's Website

RECEIVED

The report of the Head of Corporate Business Change Initiatives.

PURPOSE

To provide the Academic Board with an update on the management of the University website.

REPORTED

The website project was progressing well with the designs and brand guidelines in use by the design team. In the first instance, the brand guidelines were digital only but with a view to applying them to the print guidelines. The build of the website started four days ahead of schedule with a go live date of early March 2015.

The creation and approval of content would be a joint effort between a team of copywriters in Marketing & Corporate Communications and website champions in the Faculties. The editorial rights of the external website would sit with Marketing & Corporate Communications. Photographers were on site to capture images of staff and students, video content had been commissioned and work on staff profiles was underway. The faculty, school and research institute templates were out to consultation with the Deans and feedback would determine the templates. The content project would also consider Part C of the Higher Education Review and the Quality Assurance Agency (QAA) element.

A search engine optimisation agency had been engaged to ensure that the content written would increase the University's rankings on search engines.

Governance meetings were planned that would consider how the website would be managed going forward and the intranet was also subject to discussion. Microsites that were currently offered

by third parties would be brought back in-house and the use of analytics would be considered.

ACTION A demonstration of the website would be delivered to the next meeting of Academic Board.

COMMENTED That the Content Strategy Board chaired by the Pro Vice Chancellor (External Engagement) would look at the governance of the website to ensure that local teams could update the website whilst maintaining consistency.

That the factfile content and course content was fit for purpose and would not be changed.

Work was underway to address the issues surrounding the level of content for public facing sites and the intranet and would be a high priority going forward.

AB 14.56 **VICE CHANCELLOR & CHIEF EXECUTIVE'S REPORT**

RECEIVED The oral report of the Vice Chancellor & Chief Executive.

REPORTED That the Chancellor, Sir Brian Leveson, had generously presented his extensive collection of All England Law Reports to LJMU. The presentation of the Reports took place in the Moot Room, Redmonds Building during Graduation. Sir Brian was emotionally attached to the Reports through extensive use during his distinguished career. Academic Board members wished to extend their thanks to Sir Brian for such a generous gift.

REPORTED That the Career Zones, established at Byrom Street and the Aldham Roberts Learning Resource Centre (LRC), were now operational and would provide visible student facing support facilities.

REPORTED That the Strategic Management Team (SMT) would confirm an investment in additional staff. The University proposed to appoint in excess of 20 new staff as part of the strategy to support students. The Deans had submitted proposals for approval.

REPORTED Government funding was to be made available for postgraduate taught students, which provided a significant opportunity given the University's work to increase the number of such students. The funding would provide 10,000 bursaries for 10,000 students. The announcement would be reviewed closely and would be mapped into University plans.

COMMENTED That students from the Faculty of Education, Health & Community were very impressed by the recent event which took place in Middle Temple and feedback received had been very positive. The students were tremendous ambassadors of the University, with such comments reflected by distinguished guests. Comments received found it almost unique to see so many students in attendance at such a distance. The event would be repeated with slight changes.

AB 14.57

ACADEMIC BOARD EFFECTIVENESS REVIEW

RECEIVED The oral report of the Vice Chancellor & Deputy Chief Executive.

REPORTED That it was good practice to conduct an effectiveness review on a five year cycle. The Board of Governors looked at this issue during their recent workshop and it was clear they wished to discuss this area further. As such, discussions would take place during the Governor Strategic Event in January 2015.

CUC's Governance Code of Practice stipulated that "the governing body shall keep its effectiveness under regular review. Not less than every five years it shall undertake a formal and rigorous evaluation of its own effectiveness, and that of its committees, and ensure that a parallel review is undertaken of the academic board and its committees".

The Academic Board reporting to the Board of Governors, had an advisory role to both the Vice Chancellor and the Board. Academic Board was the main Committee through which Governors received information about academic activities and some Governors felt that they would like more information in this area. Likewise, Academic Board members should be consulted about how the Academic Board terms of reference are discharged.

The Academic Board was responsible to the Board of Governors for the oversight of academic business of the University, and acted as guardian of the academic mission, quality and standards of the University.

AGREED That the Vice Chancellor would debate the information reported to Governors from Academic Board at the Strategic Event. In February 2015, Academic Board would discuss the outcomes from the debate with the Board of Governors.

ACTION That Academic Board would discuss the outcomes of the Governor Strategic Event debate on Board effectiveness.

COMMENTED That it was the role and responsibility of all Academic Board members to use every opportunity to disseminate messages and

it would be appropriate for chairs of meetings to place an item entitled 'Academic Board Update' onto agendas. A one page template of key actions could be used to provide a consistent approach, which would be discussed further during the next meeting of Academic Board.

The Vice Chancellor was keen to raise the profile of the Academic Board across the University and amongst Governors.

ACTION

That Academic Board would discuss the use of a one page template of key actions that could be used to provide a consistent approach when communicating Academic Board activities to staff.

AB 14.58

GRADUANDS' REPORT – October-November 2014

RECEIVED

The oral report of the Vice Chancellor & Chief Executive.

REPORTED

That the Vice-Chancellor & Chief Executive, in his capacity as the Chairman of the Academic Board, approved the Graduand Report for October-November 2014.

AB 14.59

2013/14 GRADUATE PROFILE (AB 14/77)

RECEIVED

The report of the Registrar & Deputy Chief Executive.

PURPOSE

To present information to Academic Board regarding the awards conferred by the University in 2013/14 and to highlight characteristics of the Graduate body.

BACKGROUND

That the report was an annual report of awards conferred by the Academic Board which outlined overall faculty and school specific and sector-wide commentary on the data returned in the HESA Student Record.

REPORTED

Of the 8,252 awards conferred, 5,087 were classified honours degrees. The rate of good honours degrees continued to rise and stood at 77%.

Female students continued to outperform male students, and of continuing concern was the performance of BME students.

COMMENTED

That the 2011/12 academic year saw a leap in the number of 'good honours' degrees. However, it was noted that the entry quality of students has increased significantly.

That the number of BME graduates receiving 'good honours' degrees was being reviewed by a group set up to look at this

particular area, which would also look at action being taken across the sector.

The LiverpoolSU had recently established a BME Academic Society that would look at the challenges faced by BME students, including attainment.

That there was a significant difference in the numbers between 2013/14 Graduate Profile report and the postgraduate degrees report, which would be reviewed and aligned.

ACTION That the figures relating to the postgraduate degrees were to be aligned with those in the postgraduate degrees report.

AB 14.60 **RETENTION REPORT** (AB 14/78)

RECEIVED The report of the Registrar & Deputy Chief Executive.

PURPOSE To provide Academic Board with the initial outcomes of the analysis of the HESA student record 2014.

REPORTED That retention was measured across four levels: course; school; faculty; and institutional. HEFCE recognised retention as a key performance indicator, however LJMU could not track students that were retained within the sector.

The findings were based on full-time students and more detailed data was available via the WebHUB, including data on part-time students.

The rate of retention of full-time students between 2012/13 and 2013/14 had fallen to 88.2% from 92.8% between 2011/12 and 2012/13.

The report was a key component of the Annual Monitoring Process with School Directors required to provide a response.

COMMENTED It would be interesting to reconcile the retention rates within some programmes which have a mix of abilities, in particular, in relation to BTEC competency. However, the University was obliged to accept BTEC qualifications or equivalent under the Fair Access Agreement.

AB 14.61 **RESEARCH DEGREES COMMITTEE ANNUAL REPORT** (AB 14.79)

RECEIVED The report of the Chair of the Research Degrees Committee.

PURPOSE To present to Academic Board the Annual Report of the Research Degrees Committee.

BACKGROUND The report provided information relating to the progression of postgraduate research students during 2013/14.

REPORTED That the number of new enrolments of postgraduate research students (PGRs) had increased by over a third in 2013/14, with 144 new enrolments. Whilst the majority resided in the Faculty of Science and the Faculty of Technology & Environment, there had been a large increase in the number of full-time students within the Faculty of Arts, Professional and Social Studies. By contrast to previous years, subsequent registration of these students showed a clear trend towards more students adopting the 'MPhil with transfer to PhD' route.

The number of research degree completions was reduced by 20% compared to the previous year, which could be attributed to it being a REF year. In any case, this performance should be replicated each year.

Of concern was the number of students who had submitted their theses but not yet completed during the academic year. In addition, the number of withdrawals and suspensions were of concern. It should be noted that appointment was the most crucial factor for completion and would be looked at in further detail by the Research Degrees Committee. A Research Skills Officer had been appointed which was a positive move.

The E-Thesis project had been operational for over 12 months and was working very well.

The University expected that overall an additional 50 PhD students were expected by the end of the academic year, with the majority of these in the Faculty of Science. PhD students within the Faculty of Science tended to bring external links by their very nature and 50% received match funding.

COMMENTED The training programme for PhD students was very well attended by early career staff and placed LJMU in a good position to attract external funding.

That the Research Degrees Committee was considering several 'PhD's by Published Works' but considered that it needed to do more to encourage staff to submit applications.

That it would be useful to include graduate destinations within future reports, however, such data was captured six months following graduation only.

AB 14.62

ANNUAL VALIDATION & REVIEW ACTIVITY 2013-2014
(AB 14/80)

RECEIVED

The report of the Academic Registrar.

PURPOSE

To inform Academic Board of the activity in relation to the validation and programme review processes that took place during 2013/14.

REPORTED

A very full review of validation and review was conducted last year with the aim of ensuring that processes were as good as they could be and also to bring them in line with the requirements of the Quality Code. Two main recommendations were made, which were as follows:

1. The University should ensure that greater consideration was given to student engagement in programme validation and review processes in line with Chapter B5 of the Quality Code on Student engagement
2. The University should ensure that all programme specifications were reviewed to ensure accuracy and fitness for purpose in line with Part A of the Quality Code on Setting and maintaining academic standards and Part C on Information about higher education provision.

It was important that the University cleansed its programmes and ensured that they were fit for purpose.

COMMENTED

Features of good practice were disseminated within Faculties but not across. However, good practice was reported to the Collaborative Quality and Standards Panel (CQSP) which was a cross Faculty Committee.

AB 14.63

COMMITTEE REPORTS

Education Committee (AB 14/81)

RECEIVED

Minutes of the meeting held on 15 October 2014.

NOTED

Academic Board noted the contents of the minutes of the last meeting of EDC.

REPORTED

That a communications plan would be delivered to highlight the new academic calendar.

The University was being more robust in relation to study support of academic skills and reports would be considered and circulated to Academic Directors. The University recognised that it needed to do more for postgraduate students.

I.T. Committee (AB 14/82)

- RECEIVED** Minutes of the meeting held on 2 October 2014.
- NOTED** Academic Board noted the contents of the minutes of the last meeting of the IT Committee.
- ACTION** That the Terms of Reference would be reviewed and reported to Academic Board.

Quality Assurance and Enhancement Committee (AB 14/83)

- RECEIVED** Minutes of the meeting held on 15 October 1014.
- NOTED** Academic Board noted the contents of the minutes of the last meeting of QAEC.
- REPORTED** That the mirror survey which was previously conducted in January each year would not be run in 2015. The University decided to run the UK Student Engagement Survey.

University Research & Scholarship Committee (AB 14/84 & AB 14/85)

- RECEIVED** Minutes of the meeting held on 3 September 2014 and 9 October 2014.
- NOTED** Academic Board noted the contents of the minutes of the last two meetings of URSC.
- REPORTED** The opening times of the Learning Resource Centres had been discussed and the enhanced opening times over the Christmas period were welcomed. The summer opening hours would need review.

Researcher access to buildings outside of the normal 9-5pm hours was considered and as no response was received from Estate Management this remained an issue. Processes were in place to allow out of hours access to researchers and staff within the Faculty of Science.

Social & Economic Engagement Committee (AB 14/86)

- RECEIVED** Minutes of the meeting held on 24 September 2014.
- NOTED** Academic Board noted the contents of the minutes of the last meeting of SEEC.
- ACTION** That recommendations to update the terms of reference would be brought to Academic Board for approval.

AB 14.64

ANY OTHER BUSINESS

No items were reported.

AB 14.65

DATE OF NEXT MEETING

Monday 2 February 2015, 9.30am

LIVERPOOL JOHN MOORES UNIVERSITY

ACADEMIC BOARD

Action Point Control Register – Status of Open Action Points as at 2 February 2015

| Minute | Action | By Whom | By When | Status |
|-----------------|---|--|------------------------|-------------------|
| AB 14.34 | <u>Student Retention (AB 14/45)</u> To include the additional student retention/withdrawal reports on the 2014/15 Academic Board Programme of Business. | Secretariat | Immediate | Discharged |
| AB 14.42 | <u>The University's Estate (AB 14/60)</u> Academic Board to receive the print costs of the previous in-house print service against the cost of printing via a new commercialised print room. | Director of Estate Management | 8 December 2014 | Discharged |
| AB 14.43 | <u>Vice Chancellor & Chief Executive's Report</u> Academic Board members to consider how they would like to interact more with staff across the University and provide any suggestions to the Chair as and when appropriate. | Academic Board members | Ongoing | Open |
| AB 14.54 | <u>Pro-Vice-Chancellor Briefing (AB 14/73)</u> Announcements from the International Student Experience Working Group and the Student Mobility & Study Abroad Working Group would be reported to Academic Board. | Pro-Vice-Chancellor (External Engagement) | 2 February 2015 | Active |
| AB 14.55 | <u>Current Topical Briefings (The University's Website)</u> Academic Board to receive a demonstration of the new University website. | Head of Corporate Business Change Initiatives | 2 February 2015 | Active |

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| AB 14.57 (i) | <u>Academic Board Effectiveness Review</u> Academic Board to discuss the outcomes of the Governor Strategic Event debate on Board effectiveness | Vice-Chancellor & Chief Executive | 2 February 2015 | Active |
| AB 14.57(ii) | <u>Academic Board Effectiveness Review</u> Academic Board to discuss the use of a one page template of key activities from Academic Board that could be used to provide a consistent approach when communicating Academic Board activities to staff. | Academic Board members | 2 February 2015 | Active |
| AB 14.59 | <u>2013/14 Graduate Profile (AB 14/77)</u> Postgraduate degree figures to be reviewed and aligned to those in the postgraduate degrees report. | Registrar & Deputy Chief Executive | 2 February 2015 | Active |
| AB 14.63 | <u>Committee Reports</u> That the terms of reference for the University's I.T. Committee would be reviewed and reported to Academic Board. | Registrar & Deputy Chief Executive | 2 February 2015 | Active |
| AB 14.63 | <u>Committee Reports</u> That the terms of reference for the University's Social & Economic Engagement Committee would be reviewed and reported to Academic Board. | Pro-Vice-Chancellor (External Engagement) | 2 February 2015 | Active |