



BOARD OF GOVERNORS

Minutes of the meeting held on 9th May 2016

The Chair welcomed Jade Haley (President of the Students' Union elect) and James Gunther (Vice President, Education elect) in observer capacity.

1. APOLOGIES AND ABSENCES

1.1 For a record of attendance and apologies, please see attached list.

2. DECLARATIONS OF INTEREST

2.1 Mr David Iddon declared an interest in relation to agenda item 5 as his is a trustee of the Clive and Sylvia Richards Charity.

2.2 Mr John Yellend also declared an interest in relation to agenda item 5 (the supplementary paper) as he has interests in Oldbury Road.

2.3 Both the Vice Chancellor and Chief Executive and Mr Carl Arntzen declared an interest in relation to agenda item 5 as they are members of the Local Enterprise Partnership Board.

3. MINUTES AND MATTERS ARISING

3.1 The Board received the minutes of the meeting held on the 22nd February 2016 and agreed they were a true record of the meeting, with two amendments to the attendance list: removal of Dr Chris O'Malley and to note that Mr John Bateman was in the chair and not Ms Aude Leonetti.

3.2 Under matters arising the Board received a short verbal report from the Pro Vice Chancellor Academic in response to a request at the previous meeting (minute 2.4) for details of the registration periods for postgraduate research (PGR) students. It was reported that full-time students are granted up to 48 months to complete their doctoral studies and part-time students have up to 72 months.

3.3 The Board agreed that all other matters were covered elsewhere on the agenda.

4. CHAIR'S BUSINESS

4.1 The Board received verbal report from the Chair and the Clerk.

4.2 The Chair has attended two sector events recently: one hosted by the Leadership Foundation for Higher Education (LFHE) on financing and financial sustainability, which included a very insightful presentation by Nolan Smith (Director of Finance, HEFCE); and a conference convened by the Committee of University Chairs (CUC) which covered the issue of developing diversity of boards. CUC is piloting an initiative involving five universities (of which UW has now been selected as one) whereby someone from an under-represented group is recruited by CUC and attends Board meetings as an observer. The Clerk will co-ordinate this work with the CUC. It is hoped that this initiative will provide opportunities to identify how to enhance governor recruitment activities and the management of board business to improve participation of under-represented groups. It was agreed that the slides from Nolan Smith's presentation would be circulated to the Board for information.

Action – Clerk to the Board (Secretary's note – sent via email on 12th May 2016)

4.3 The Clerk is progressing work on a number of corporate governance projects, some of which are included elsewhere on the agenda, namely: review of Board Effectiveness, review of the governing instruments in liaison with the Privy Council and the creation of a training and development programme for governors. A

governor portal is also being developed, which will provide a secure electronic archive of Board papers and electronic resources including a new feed for governors.

- 4.4 Both the Chair and the Clerk have met with out-going and in-coming student members as part of an informal induction that will complement a more formal induction session for new members that will take place in the autumn.
- 4.5 The Clerk is now a member of the LFHE Governor Development Advisory Group whose role is to contribute to the development of sector-wide training events and development materials.
- 4.6 The Chair recommended that Board members utilised on-line media to assist their work such as the University's twitter feed and the Guardian Higher Education newsletter facility.

5. VICE CHANCELLOR'S REPORT

5.1 The Board received for information a detail and wide-ranging report prepared by the Vice Chancellor, which included details of:

- **Graduate employability** – there has been a significant improvement in the percentage of UW graduates going on to either graduate employment or postgraduate study, rising from 92.1% last year to 95.8% this year. Comparative data for the sector is not available yet, but it is anticipated that such a significant increase in percentage terms will enhance UW's league table position for this success measure.
- **League table performance and other markers relating to the University's reputation**, including press reports covering the period since the last Board meeting (in an Annex). The University has been entered for the first year in the WhatUni guide and was ranked 25th out of 125 Universities.
- **National student survey (NSS)** – an additional 500 students completed the survey this year, representing a small uplift in percentage terms owing to the larger cohort of third year students this year compared to last. The Pro Vice Chancellor Students, the Student Services team and the Students' Union were commended for their successful collaborative campaign.
- A strategic overview of the **University's financial position** and ongoing work preparing the budget and HEFCE financial forecasts. It was noted that whilst the University continues to grow income and revenue streams, there are increasing staff cost pressures as a result of changes in employer costs for pensions (+2.3% from September 2015 for the Teachers' pensions scheme), national insurance (+3.4%) and the apprenticeships levy (+0.5%).
- **Student applications and demand for University accommodation** – numbers are comparable to last year for accommodation, when 500 students were placed in local private accommodation because demand for University residencies exceeded the number of rooms available. Application rates for courses are down a little compared to the same point in the admissions cycle last year. Changes in applicant behaviour make year on year comparisons more problematic than was the case the past. However, the continued demand for accommodation is a positive indication that the final intake numbers should be broadly comparable to those for 2015/16 entry.
- **Capital developments** (see below). Prior to the meeting the Board and University staff had attended an event where the master planners presented for consultation initial plans for University Court. The President of the Students' Union noted that students had been given opportunities to provide feedback and that this had been successfully addressed in the draft schemes.
- Update on **curriculum developments** and recent senior academic appointments.

5.2 It was noted that the University leadership is working with the communications team to identify ways to strengthen internal communications to share more effectively university news and key developments with both staff and governors.

5.3 The Vice Chancellor advised that Board that a White Paper on school education was published in March 2016 entitled: *Educational excellence everywhere*. A key proposal relating to the requirements that all schools should become academies by 2022, which attracted the most media coverage, was subsequently

withdrawn in the face of significant political opposition from within the Conservative Party. There are a number of other proposals within the White Paper that present both risks and opportunities for the University:

- Changes to Initial Teacher Training (ITT) – a concentration of places in the “best” Higher Education Institutions, more places given to School and a stronger focus within teacher training on professional practice and research on how pupils learn.
- Introduction of new accreditation scheme for new teachers – replacing the Qualified Teacher Status (QTS) awarded by Universities currently on successful completion of a PGCE. Accreditation will be granted by schools on successful completion of a probation period.
- A greater focus on continuing professional development, leadership development and research-informed and evidence-based practice.

The University’s senior leadership is working with the Institute of Education to prepare a strategy to ensure that UW is able to build on its good reputation and excellent working relationships with Schools and Academy Trusts to address the potential changes outlined in the White Paper.

5.4 It was reported that there have been changes in the local political landscape as a result of the May elections, whereby the Conservative Party lost its majority in the local City Council and it is likely that a coalition will be formed with the Labour Party. The University enjoys very positive working relationships with all political parties and, therefore, it is not envisaged that these changes will have a negative impact.

5.5 **[Commercial in Confidence]** The annual negotiations between the Universities and Colleges Employers’ Association (UCEA) and the trade unions are ongoing. It is likely that the inflationary uplift offered will be between 1% and 2%. The University and Colleges Union (UCU), the main sector trade union for academic and some academic-related staff, is seeking a 5% increase, and it is likely that they will be initiated shortly formal industrial action. Whilst arrangements are in place at UW to handle the disruption of such disputes it is likely, based on previous experience, that the impact for this University will be relatively benign.

5.6 The Vice Chancellor has recently undertaken two overseas business trips to:

- Japan to meet with senior officials concerning the Tokyo 2020 Olympic and Paralympic Games and discuss UW’s record in promoting inclusive supports and creating the state-of-the-art facility at the Arena. This visit attracted national media coverage in Japan in The Mainichi newspaper.
- The Going Global Conference convened by the British Council in Cape Town, where Professor Green presented on ethics and global citizenship. UW’s work on women in leadership and the Hive attracted significant interest. He has been invited to join an EU taskforce on refugees.

5.7 The Board discussed the forthcoming referendum on membership of the European Union and noted that a decision to leave will affect adversely the education and research work of the University. The University is not expressing a corporate view on EU membership in the national debate and discussions that are taking place. The Vice Chancellor will be engaging in a personal capacity, for example, he will be participating in a local debate and putting forward the case to remain. It was agreed that the Students’ Union should continue to encourage students to vote on 23rd June 2016.

5.8 **[Commercial in confidence]** Recruitment activity is taking place, supported by an executive search firm for the posts of Head of HR and University Counsel. Copies of the recruitment packs for each post will be sent to the Board.

Action – Clerk to the Board. (Secretary’s note – sent via email on 12th May 2016)

5.9 **[Commercial in confidence]** Work continues to progress with fundraising for the planned capital developments. In addition to negotiations with the Lord and Lady Tavenors and a forthcoming application to the Clive and Sylvia Richards Charity, discussion with both Sports England and the LEP are progressing well. Sports England is holding a joint symposium with UW in the coming weeks, which will include discussion on the success of the Arena in terms of inclusive sports, building on the House of Commons debate on the same subject (details of which have been circulated to the Board via email).

- 5.10 **[Commercial in confidence]** As was previously reported to the Board, discussions are taking place with The Learning Institute (TLI) which delivers part-time UW courses in the south west and which currently forms part of Callington College that is soon to join a Multi Academy Trust. It was reported that TLI may form part of a well-established social enterprise company (which formerly was part of the Arts Council in that region). The University has specialist external legal advice to support this work.
- 5.11 **[Commercial in confidence]** The Vice Chancellor reported on action he had taken following the collective staff grievance that had been heard by the Board in February 2016. He met personally with all staff concerned and corresponded with individual staff following that meeting. All staff, except two who for personal reasons chose not to pursue the matter further, have accepted the reissued settlement offer. Having reviewed this case a number of lessons have been learnt and are being addressed, namely:
- the need to ensure that the senior leaderships are briefed in a timely manner on the implications of, and actions being taken to address, all key sector changes (such as those introduced in 2004 concerning staff grading which was relevant to this case);
 - enhance internal communications;
 - review regularly appraisal promotion and reward schemes.
- 5.12 **[Commercial in confidence]** The Board discussed the cost pressures reported in relation to staffing. It was agreed that it would be important to break the cycle of one or two good years in terms of student admissions followed by a less successful year; as was the case in the past. This would mean that there would be fewer fluctuations in terms of staffing needs and costs, and the overall financial position of the University would benefit by having three good sized cohorts. A number of actions are being undertaken to address this challenge, such as:
- an integrated marketing and recruitment campaign;
 - clearing strategy from 2016 onwards focused on growing popular courses;
 - a redesign (in progress) of the portfolio of courses to introduce larger courses and retire courses with small numbers of students.
- It was agreed that whilst overall new appointments would need to be managed very carefully, new courses and curriculum areas would clearly need to be staffed appropriately. Financial sustainability will be underpinned by work throughout the organisation to improve efficiency and effectiveness within existing resources.
- 5.13 **[Commercial in confidence]** It was reported that a procurement process has been undertaken to appoint financial advisors to assist the University in designing and securing financing for the capital developments programme. All of the principal firms were involved and a boutique firm recommended to the University by HEFCE. Rothschild has been appointed and will be working with the University's senior leadership to prepare proposal that will be presented to the Board in the autumn.
- 5.14 **[Commercial in confidence]** Discussions have also been initiated with HEFCE concerning the process to apply for permission to take on additional borrowing. At the request of the senior leadership, HEFCE have offered for one or two of their senior staff (with expertise in this area) to lead a training and awareness-raising workshop with the Board prior to any formal proposal being received for approval.
- 5.15 **[Commercial in confidence]** The Board received and reviewed a supplementary paper to the Vice Chancellor's Report that had been sent in a later circulation owing to the timing of ongoing negotiations with Bloor Homes, which have been monitored to date by the Finance and Development Committee. The paper detailed proposals to purchase additional land adjacent to the University's current landholding in Oldbury Road to enhance the planned University Court development. It was proposed that 16 acres should be purchased from Bloor Homes for a purchase price of c£5.85M (subject to ongoing negotiations) and that as part of the deal Bloor Homes should be granted an option to purchase circa 1 acres of developable land and circa 10 acres of Green Infrastructure land on University Park for a minimum price of £5M. It was noted that Bloor Homes may also gift land to the northern boundary of the University Court development that has been designated for 'community sports provision', which when developed could provide a 3G pitch, grass pitches and a pavilion for use by the University and the wider community. It was noted that this land would be purchased using part of the outstanding Barclays loan that needs to be drawn down by July 2016, subject to

the usual approval arrangements with Barclays for land purchases. The **Board resolved to approve** the following;

- the purchase of additional land on Oldbury Road for a total purchase price of £5.85M
- delegation of authority to the Chair of the Board, the Chair of Finance and Development Committee and the Vice Chancellor and Chief Executive to approve a higher purchase price should one be agreed during the final stages of the negotiations.
- In principle the offering of circa 20 acres (exact acreage to be confirmed) of land at University Park for a minimum purchase price of £5M, subject to ongoing negotiations.

6. REPORT FROM THE STUDENTS' UNION

- 6.1 The Board received for information the report from the Students' Union and noted the considerable progress that had been made during the term of office of the sabbatical team. Successes included increasing student volunteering hours to exceed 31,000 and an increase to 500 of student choice awards, as well as drafting a new strategy and restructuring the administrative arrangements.
- 6.2 It was reported that there is some disruption and controversy amongst the National Union of Students owing to decisions taken nationally and the actions of the new president. As is the case in other local NUS branches the Students' Union at UW will be conducting a ballot (to take place between 20th and 25th May) concerning affiliation with the NUS. Lincoln had announced earlier that day that its Students' Union will withdraw its affiliation.
- 6.3 The Board thanked Mr Arnold and Mr Hudson for their contributions as Board members and wished them well in their future careers.

7. INTERNATIONAL WORK

- 7.1 The Board received a presentation by the Pro Vice Chancellor International on the implementation of the University's International Strategy. A briefing document had been circulated along with the Board papers.
- 7.2 The University's International Strategy puts students at its heart and is focused on developing a sense of global citizenship and enhanced employability skills through both the recruitment of international students to enrich the cultural mix of students studying at UW, and by creating opportunities for student exchanges and placements. The Strategy is also focused on the creation of high quality partnerships to promote research collaboration (where possible) and opportunities for cohorts of students to study at UW for part of their course.
- 7.3 Good progress has been made forming relationships with educational institutions in China (courses in Business and Computing), Nigeria (nursing courses) and a number of European countries. UW has 47 Erasmus partnerships in 20 countries and sent 53 students for a semester abroad this academic year. Whilst Europe remains a popular destination for student exchanges, they are increasingly looking further afield to countries such as China, Hong Kong and Japan. Most non-UK students studying at UW are recruited from Europe: currently 419 students are registered by the University from 26 European countries. A key objective is to develop relationships and increase student recruitment to undergraduate programmes from Norway and international schools in the Middle East. The current postgraduate course offering is being developed with a view to recruiting students from the USA, Canada, India and Turkey.
- 7.4 This arena is clearly very competitive and the University faces some challenges relating to its league table position, the relative obscurity of Worcester as a city to overseas audiences and visa restrictions placed on international students by the British government. At a time when many countries are relaxing visa requirements, the UK has tightened them, resulting in 50% fewer international students studying in the UK at a time when international student numbers have increased globally by 12%.
- 7.5 A number of key actions are being taken to deliver successfully the strategy:
- The use of good quality agents working in overseas countries to promote UW and its courses and to find suitable students. Most Universities engage agents, but UW has taken a very pro-active

approach which is more unusual. For example, last week the University hosted an agent conference at UW to provide the opportunity to show them the facilities we offer, meet key UW staff, learn more about the academic offering and to ensure that they are fully aware of relevant University administrative and quality processes.

- Promotion of University accommodation – the quality and accessibility of UW accommodation and the safety of the campus and the City is valued by overseas students and their parents.
- Inclusion of work placements in all courses and development of new courses to attract international students. A recent example is the introduction of Law.
- Review and enhancements to the application and admissions processes.
- Developing a smaller number of multi-dimensional partnerships.

7.6 The Board congratulated the Pro Vice Chancellor International on the significant progress she had made in developing this area of work since her appointment. The changes to the student scholarships and bursaries for international student were discussed and it was noted that as a result of recent changes the University is now able to compete with Universities such as Coventry and De Montford who have a strong and more established track record. It was also noted that the feedback received from international students when they study at UW is very positive and that they have expressed their satisfaction that their expectations have been met.

8. GOVERNOR DEVELOPMENT PROGRAMME

8.1 The Board received for discussion and approval a proposal for the establishment of a training and development programme for governors, which seeks to:

- ensure all new governors have a good understanding of HE governance and national developments in governance;
- develop a broad understanding of, and discussion about, work undertaken across the University.
- Provide opportunities to share good practice and promote self-reflection and personal development.

The paper detailed the key elements of the programme and proposed schedule for 2016/17.

8.2 The Board **resolved to approve** the establishment of a training and development programme.

9. REVIEW OF BOARD EFFECTIVENESS 2016

9.1 The Board received a paper for approval concerning the arrangements for the scheduled Review of Board Effectiveness in 2016. The proposal set out proposals to both conduct a survey of Board members using the LFHE toolkit and to ask the sub-committees at their meetings in June to review their own effectiveness and that of the Board. It was noted that members' appraisals will take place at the end of semester one in 2016/17 (as set out in the previous paper on the Governor Development Programme) and that individual board members were invited to meet with either the Chair of the Clerk if they wish to discuss their own contributions or provide any additional feedback concerning the Board's effectiveness. The review process, findings and recommendations (which will be presented to the Board in the autumn) will be reviewed independently by an expert consultant from the LFHE.

9.2 The Board was advised that the LFHE is currently reviewing its toolkit in the light of the new CUC HE Code of Governance and that the Clerk had agreed to provide the LFHE with feedback.

9.3 The Board **resolved to approve** the proposals concerning the Review of Board Effectiveness and agreed that the survey should be conducted online.

10. FORMAL APPROVAL ITEMS**10.1 Governor Appointment and Recruitment Campaign 2016**

10.1.1 The Board received proposals recommended by the Nominations Committee concerning governor appointments and the recruitment campaign in 2016. These were informed by a detailed review of individual members' skills and expertise and a consideration of future needs based on changes in the HE sector, the University's strategy and related key initiatives in the coming years.

10.1.2 The Nominations Committee had recommended that the following objectives be approved by the Board for the forthcoming governor appointment and recruitment round:

- To strengthen the diversity of the board (4.1 above);
- To attract more governors with experience of working within national and/or international fora and;
- To address the areas of skills shortage in relation to estates and HE, and consider the four areas for enhancement, namely: Law, IT Finance and Fundraising.

10.1.3 The specific recommendations were that:

- the two governors whose current term of office ends in July 2016 (Julie Swan and Douglas Dale) are exceptionally offered a further term of one year, thereby enabling the Board to retain their skills and experience whilst undertaking the recruitment campaign.
- up to two Co-Opted Governors should be appointed (to take up office possibly as early as 2016/17) and a further two Independent Members (to take up office in 2017/18, but with the option of possibly serving for one year as a Co-Opted Member during 2016/17). Should other suitable candidates be identified through the recruitment process, it is proposed that their names would be added to a waiting list and that those individuals should be offered, where possible, opportunities to engage with the University until such time as a vacancy on the Board arises.
- A national campaign should be undertaken, using a variety of media and communications channels, including some that are focused at particular under-represented groups.
- A role description and person specification would be drafted and that shortlisted candidates would be interviewed by an appointing committee drawn from the membership of Nominations Committee and the Clerk.

10.1.4 The Board **resolved to approve** the proposals and to delegate authority to the Chair of the Nominations Committee to approve the documentation, constitute the appointing committee and manage the process.

10.2 Appointment of PVC and Deputy Chief Executive

10.2.1 The Board **resolved to approve** the appointment of Professor Sarah Greer as the Pro Vice Chancellor and Deputy Chief Executive. It was noted that the post had been titled based on the existing governing instruments that are currently being re-written in consultation with the Privy Council. It was agreed that in line with sector practice a more meaningful title would be Deputy Vice Chancellor. The Board **resolved** that henceforth the post can be known informally as Deputy Vice Chancellor and that this title change will be agreed formally when the revised governing instruments are approved by the Privy Council.

10.3 Risk Management

10.3.1 The Board received the revised Institutional Risk Register and **approved** the following changes:

- Inclusion of a definition of risk and details of the risk rating mechanism
- Introduction of a risk assurance map
- Introduction of Risk titles, which are underpinned by a risk descriptor and include a reference to the relevant part of the University Strategy affected;
- Inclusion of the risk response in the Register;
- Replacement of the section entitled key control documents with details of evidence next to each Key Control to promote transparency and clarity;
- Removal of Risk H – Quality Assessments as this is not an immediate and significant threat and because reputational quality markers and review mechanisms have been included elsewhere in Risk C It was

noted that quality assessment continues to an area that is managed actively by management, and a number of the key controls are included in the Register.

- Amendment to the Gross and Net Risk rating for Risk E – Research and Knowledge Exchange (KE), which have both been lowered from Medium Likelihood/ High Impact (M/H) to Medium Likelihood/ Low Impact (M/L) because Research and KE is still a relatively small part of the University's activity and revenue currently. In the event of the risk(s) occurring the University would be able to continue to operate and deliver the majority of its Strategy; therefore, the potential impact at this time would be low.

10.4 Committee Membership and Committee Dates 2016/17

10.4.1 The Board received and approved proposals concerning membership of the sub-committees in 2016/17 and the diary of meeting dates for the next academic year.

11. REPORT ITEMS

11.1 Update Report on the Constitutional Review Project

11.1.1 The Board received for information a report on the work of the Constitutional Review Group established by the Board at its meeting in February 2016 to review the governing instruments.

11.2 HEFCE Annual Institutional Risk Assessment

11.2.1 The Board received for information the Annual Institutional Risk Assessment letter from HEFCE and noted that the University has received the rating of 'Not at Higher Risk'. The Board reviewed the benchmarking of financial indicators in 2014/15 annexed to the letter.

11.3 Chair's Action

11.3.1 The Board received for information the report of Chair's Action that had been taken since the last meeting in February and the final approved Code of Practice Freedom of Speech that had been discussed at the previous Board meeting.

11.4 Management Accounts (period 8)

11.4.1 The Board received for information the Management Accounts for period 8 and welcomed the new style report that had been commissioned by the Finance and Development Committee. It was noted that the report format will be adjusted in the light of new financial reporting standards (FRS102) that are being implemented.

12. BUSINESS OF THE SUB-COMMITTEES

12.1 Audit Committee

12.1.1 The Board received the minutes of the meetings of the Audit Committee that was held on 11th April 2016

12.2 Finance and Development Committee

12.2.1 The Board received the minutes of the meetings of the Finance and Development Committee that was held on 18th April 2016

12.3. Personnel Committee

12.3.1 The Board received the minutes of the meetings of the Personnel Committee that was held on 7th March 2016. It was noted that a significant amount of work has been made this year reviewing the HR policy and procedures and addressing a number of complex staffing issues, and that this has meant that progress on the HR Framework has been delayed. The latter will not be finalised until the new Director of HR is in post.

12.3.2 The Committee discussed whether the University complies with the living wage. It was noted that the University pays all staff above the **mandatory** living wage for staff aged over 25. In addition to the

mandatory living wage of £7.20/hr. there is a campaign for a voluntary higher rate of £8.25/hr. The University employs approximately 60 staff who are paid above the mandatory living wage but below the voluntary living wage. It was noted that this voluntary rate does not recognise the full value of employment benefits enjoyed by staff at Worcester which includes access to a generous pension scheme, enhanced sickness and maternity/paternity pay and above average holiday entitlement.

12.3.3 The Board **resolved to approve** a recommendation from the Personnel Committee that the Joint Consultative Committee should no longer be included with the corporate governance structure of committees as this is an executive function and therefore should sit within the executive committee structure.

12.3.4 The Board formally recorded its thanks to the Acting Director of HR and the Chair of the Personnel Committee for the work undertaken this academic year.

12.4 **Nominations Committee**

12.4.1 The Board received the minutes of the meetings of the Nominations Committee that was Minutes of meeting held on 21st March 2016

12.5 **Report from Academic Board**

12.5.1 The Board received the Report of the meeting of Academic Board held on 27th April 2016, which was introduced by the Governor Observer who is in attendance at Academic Board. It was noted that the two principal items of business were: a) reviewing and approving the University's Access Agreement for 2017/18, and; b) discussing HEFCE's revised operating arrangements for Quality Assessment. A briefing paper presented to Academic Board on the latter, was annexed to the Report for information. It was noted that further details concerning the new arrangements are being finalised in consultation with the sector and the Board will receive a briefing on the new arrangements and on the wider topic of academic governance once agreement has been reached nationally.

13. **RESERVED BUSINESS**

13.1 The Board receive and approved the minutes concerning the Reserve Agenda of the Board meeting held on 22nd February 2016.

14. **ANY OTHER BUSINESS**

14.1 There was no other business.

15. **DATE OF NEXT MEETING**

15.1 The date of the next meeting is 4th July 2016.

BOARD OF GOVERNORS ATTENDANCE – 9th May 2016

Key

= Absent with apologies.

INDEPENDENT MEMBERS APPOINTED BY THE BOARD OF GOVERNORS

John Bateman (in the chair) Chair of the Board of Governors

Carl Arntzen

Michelle Chamberlain

Douglas Dale Vice-Chair

Charmian Di Nunzio

Diana Gant

Anna Hooper

David Iddon

Aude Leonetti Vice-Chair

A Zadvinder Padda

Reverend Dr Alwyn Pettersen

Sarah Speck

Julie Swan

CO-OPTED MEMBERS APPOINTED BY THE BOARD OF GOVERNORS

John Yelland Nominated by the Board of Governors

Odette Fielding Nominated by non-academic staff

VICE CHANCELLOR AND CHIEF EXECUTIVE

Professor David Green Vice Chancellor and Chief Executive

MEMBERS OF UNIVERSITY STAFF NOMINATED BY THE ACADEMIC BOARD

Dr Derek McDougall

Dr Richard Woolley

STUDENT MEMBERS NOMINATED BY THE STUDENTS' UNION

Lewis Arnold Vice President: Education, Students' Union

Wesley Hudson President, Students' Union

CLERK TO THE BOARD OF GOVERNORS

Dr Simone Clarke Clerk to the Board of Governors

IN ATTENDANCE

Jane Britton Director of Communications and Participation

Rob Bonham Director of Finance & Resources

Dr Heather Forland Pro Vice Chancellor (International)

Professor Sarah Greer Pro Vice Chancellor (Academic)

James Gunther

Jade Haley

Helen Johnstone Acting University Secretary

Hemeka Pathirana Vice President Worcester Students' Union

Ross Renton Pro Vice Chancellor (Students)