

Minutes of the meeting held on 25 October 2017

Present: J Mennell (Chair), T Barry, E Bates, S Booth, C Coghill, D Cox, A Fletcher, K Fox, N Harris, S Henderson, R Hunter, A Lane, T Livsey, M Leek, J Robinson, C Rouncefield, N Rourke, F Sapsford, I Sinker, R Talbot, K Watson

In attendance: J Whitfield (Committee Secretary)

17:01 Apologies for absence: T Bampouras, A Hampson, R Harrison-Palmer, L Kenward, E Lees, L Mansfield, A Marshall, L Nelson, K Stuart Verbal

The Vice Chancellor clarified that any members of Academic Board unable to attend a meeting should send a proxy on their behalf to represent and report back to their department or area.

17:02 Minutes of the meeting held on 21 June 2017: AB16/74
Subject to minor amendment, the minutes of the previous meeting were approved as an accurate record.

It was confirmed that the Student Representation Report would proceed to the Student Success & Quality Assurance Committee prior to reporting to Academic Board.

Matters arising:**Institutes of Technology**

An update on the national agenda and University's role in the regional bid to establish an Institute of Technology for Cumbria was provided by the Pro Vice Chancellor.

Actions from the meeting:

A review of actions arising from the last meeting was conducted, and it was agreed to monitor and close down any outstanding actions via the Academic Leadership Group.

17:03 Terms of Reference and Membership 2017-18: AB17/01
An update of the full review of deliberative committees undertaken during 2016-17 was provided by the University Secretary.

In addition to the usual annual review of the committee structure and memberships, and in anticipation of the new Strategic Plan, a root and branch review had been conducted to ensure a streamlined committee structure, and appropriate alignment of roles and responsibilities following the change programme.

Work had been undertaken with the Chairs and Secretaries of Committees to finalise and formalise the revised set of Terms of Reference and the final Committee structures.

The importance of awareness and understanding of the new Terms of Reference to inform and guide forward committee working was stressed, and it was confirmed that ongoing work was taking place to further develop the business schedules of the senior deliberative committees to ensure the appropriate scoping, development and scheduling of key priorities and business items across the academic year.

The responsibilities associated with committee membership, and in particular Academic Board, were confirmed, including: active membership and participation; information sharing with colleagues out

with the meetings; and reporting of key issues to the committee. Informed and challenging discussion and debate of key issues was stressed as a key requirement of the work of Academic Board.

The Vice Chancellor provided an update on the focus of key committees under the new deliberative committee structure, as follows:

Academic Strategy & Planning Committee:

The committee would provide the institutional focal point to drive forward current work and targets under the Annual Operating Plan in relation to portfolio, FE, Apprenticeships, international, the programme development pipeline, Ambleside Strategy and validation schedule, to ensure that all aspects of the growth agenda remained focussed and under the oversight of a specifically directed group. Detailed preparation of strategy scoping documents was taking place prior to the first meeting of the committee on 7 November 2017.

The Vice Chancellor would Chair the committee during 2017-18, with the DVC Academic to take the Chair for 2018-19 onwards.

Research & Enterprise Committee:

A refresh of the existing Research and Enterprise Strategy would form a significant part of the work of the committee during the 2017-18 year.

The Vice Chancellor would Chair the committee during 2017-18, as lead for Research within the institution, supported by the Pro Vice Chancellor Enterprise, Business Development & Engagement.

Professorial Titles Conferment Committee:

It was confirmed that, in line with the sector, the committee was moving to a bi-annual cycle, and therefore no meetings were scheduled to take place during the 2017-18 academic year.

Actions agreed:

- It was confirmed that the addition of the Director of Information Services had been requested to the membership of the Student Success & Quality Assurance Committee, and that the revised membership would return to Academic Board for formal approval at the next meeting.
- It was confirmed that there were currently vacancies on Academic Board for Departmental Staff Representatives for the Institute of the Arts and Medical & Sports Sciences. Departmental Heads to progress nominations and elections as soon as possible, in liaison with the Administration & Governance Manager.
- The Director of SAAS to confirm her nominee for membership of the Collaborative Provision Sub-Committee to the Administration & Governance Manager, and the revised membership to return to Academic Board for formal approval at the next meeting.

AGREED:

- To approve the revised Terms of Reference and Membership for Academic Board for 2017-18 for recommendation to University Board in accordance with the Articles of Association and Board Standing Orders.
- To approve the revised Terms of Reference and Membership for deliberative committees for 2017-18, subject to confirmation of the revised memberships for the Collaborative Provision Sub-Committee and Student Success & Quality Assurance Committee for recommendation to University Board in accordance with the Articles of Association and Board Standing Orders.
- To note the revised committee structure.

Key events and celebrations:

The Vice Chancellor provided an overview of recent key events across the University, including the Royal visit, opening of the new Sentamu Building and 10th Anniversary service at Carlisle Cathedral, highlighting the growing recognition of the University and its achievements at regional and national level was highlighted.

National policy landscape:

The Vice Chancellor confirmed the current position with regard to the national fee framework. For those institutions with a TEF rating of Bronze or above, fees would remain at £9250, but would not be permitted to change in line with inflation subsequently. In line with the sector, agreement had previously been sought to raise fees to £9500 and £9750 to take into account inflation over coming years. Modelling was taking place to confirm the financial projections as a result of the changes.

Staff Conferences:

Following a challenging year, the University was now in a position to move further towards long-term success and sustainability. However, it remained an important transitional time, with much to do to ensure the achievement of key objectives.

The establishment of a new committee structure and ways of working were a key part of this activity, but it was important to acknowledge that further improvements were required to improve the working environment for all staff and to ensure that the aims and objectives of the Strategic Plan and Annual Operating Plan could be met. To this end, a series of Staff Conferences were being held across the University during October and November 2017, with a series of workshops in place to engage colleagues in key strategic areas and to provide a forum for their views.

Annual Operating Plan:

The Annual Operating Plan had operationalised the Strategic Plan under the key themes of Markets Portfolio and Place, Student Success, Equipping and Enabling Staff and Sustainability and Success, and had been approved by University Board on 17 October 2017.

Executive leads were now finalising plans to operationalise the stated aims and objectives, in particular with regard to their oversight and management via the deliberative committees.

Comments and questions were invited by the Vice Chancellor on the AOP document presented.

One member queried the KPIs relating to staffing as a percentage of income, and clarification was sought as to whether future job losses would need to be made during the current year. The Vice Chancellor confirmed that budgeted targets for recruitment and retention had been met for 2017-18, and as a result, it was not anticipated that job losses would be incurred during the 2017-18 year.

It was queried why flat levels of recruitment were predicted with regard to NHS programme student numbers. The Deputy Vice Chancellor Academic clarified the current sector position with regard to the move from NHS bursaries to an open market where student numbers were dependent on placement capacity. Detailed work was ongoing to develop the institutional placement capacity in response to the changing operating environment.

In response to questions regarding Apprenticeships, the Pro Vice Chancellor confirmed that income targets had been set for this area as opposed to student number targets. The income figures set equated to approximately 120 new learners via Apprenticeships. The targets included a number of different revenue streams within the overarching Apprenticeships agenda.

The Director of Student & Staff Services confirmed that the stated target to increase volunteering activity by 10% represented collaborative activity between the University and Students' Union.

Actions agreed:

- A summary of key institutional targets under the AOP was suggested for provision to all staff. The Director of Student & Staff Services and Chief Operating Officer to progress.
- A focused plan of AOP actions and mapping of committee routes to be presented at the next meeting of Academic Board. The Administration & Governance Manager and Director of AQD to progress.

Higher Education Academy (HEA) Stimulus Paper:

The Vice Chancellor confirmed a recent meeting with the HEA to review sector developments and receive updates on the HEA's response and thinking. The Equality Challenge Unit (ECU), Leadership Foundation for Higher Education (LFHE) and Higher Education Funding Council England (HEFCE) were currently merging to form the Office for Students (OfS), and much consideration was taking place within the sector with regard to the structure, focus and function of the new body.

The paper presented represented the four strands of strategic focus of the HEA, and comments and feedback on the document were invited from Academic Board. Further discussion and consideration of the document were to take place via Academic Leadership Team meetings, with input also invited from Academic Quality & Development, Student & Staff Services and the University's Research Centres.

Comments were provided by Academic Board members as follows:

- The benefits of Apprenticeships tie-ins with the HEA were highlighted.
- Increasing international focus was regarded as an important development.
- The role of the body in promoting and representing the interests of the sector were not felt to be clear within the paper, with the HEA describing itself as a 'buffer' organisation in terms of the OfS.
- Concern was expressed at the suggestion of a tiered approach to research and pure research. This was felt to be what the sector was trying to move away from.
- Point-in-time recognition of teaching and learning CPD was welcomed.
- LFHE was confirmed as a key part of the new body to ensure the political dimension and strategic focus of the new agency. It would be important for the University to also seek representation through its other sector bodies such as the University and Colleges Employers Association (UCEA).
- The time lag between HEA data and institutional data was confirmed in terms of numbers of academic colleagues holding HEA fellowships.
- The importance of clear definition of the metrics around teaching and learning was stressed as a key requirement for focus by the HEA, particularly in relation to the TEF agenda.

- It was confirmed that the institution currently had two Principal Fellows.

Actions Agreed:

- It was confirmed that the Chair of the University Board Finance & Resources Committee (FRC) was previously a member of the HEA Board. The Vice Chancellor to discuss with him opportunities to influence thinking and engage further in consultation regarding OfS and HEA developments.

Business Schedule of senior deliberative committees:

This item was covered under discussions regarding the Annual Operating Plan.

17:05

Deputy Vice Chancellor's Report:

AB17/03

The Vice Chancellor formally welcomed the Deputy Vice Chancellor Academic to the meeting and to Academic Board. The Deputy Vice Chancellor provided a summary of the report presented, highlighting key points as follows:

- It was confirmed that the new institutional academic structure of seven departments had been embedded during the 2016-17 year, with direct reporting to the Deputy Vice Chancellor Academic, working according to a student-centred approach in alignment with the Strategic Plan and Annual Operating Plan.
- The move from NHS bursaries to student fees was highlighted, along with the resulting recruitment challenges. It would be important for Health leads to work with practice partners to ensure the achievement of recruitment capability and targets.
- Parity of approach across the University's campuses was stressed as a key requirement for operational success, whilst ensuring that the unique identities of each campus were recognised and celebrated.
- There was a need to ensure clear connection and communication across departments, and with the Students' Union, to ensure appropriate partnerships and collaboration.
- Academic Board members' attention was drawn to the scope and importance of the portfolio review, and its impact with regard to staff, students and regulatory change. It was confirmed that an update on the portfolio review project would be brought to the next meeting of Academic Board as a substantive agenda item, once the Terms of Reference for the review had been confirmed by the Academic Strategy & Planning Committee at its meeting on 7 November.
- Detailed exploration of the current picture cross-institutionally with regard to staff and student mental health was confirmed, under the oversight of the Director of Student and Staff Services. The importance of the mental health and wellbeing agenda to the University was stressed. The strands of this activity were to be confirmed under the Wellbeing Strategy to proceed to Academic Board once finalised.

Summaries of key student and departmental successes were then presented by exception by the Heads of Department, as outlined in the report.

Agreed: To note the report.

17:06

Students' Union Report:

AB17/04

The Vice Chancellor welcomed the Students' Union Academic Officer to the meeting and to Academic Board.

A summary of the circulated report was provided, and key points highlighted as follows:

- Clarification was sought by the Students' Union of the institutional response regarding the UK Quality Code for Higher Education. It was confirmed that this was being developed by the Director of AQD, under the oversight of the Deputy Vice Chancellor Academic, and UCSU would be approached for their views and feedback.
- A report was provided on the work of the new UCSU Student Voice Facilitator to develop an enhanced programme for Student Representatives and to ensure further levels of Postgraduate representation.
- It was confirmed that voting for Student Departmental Representatives was currently open and the results would be presented in due course.
- It was confirmed that the Student Representative training was ongoing, and increased numbers of participant were anticipated, beyond those presented in the report. All training was now online for the 2017-18 year and it was hoped that this would encourage higher levels of engagement and completion. The Vice Chancellor confirmed the importance of Student Representatives and the need to ensure they all receive appropriate training. The Dean of Student Success confirmed that substantial resource had been committed by the Students' Union in the development of the new training programme and its promotion.

Academic colleagues recognised and expressed thanks to the Students' Union for its recent work to support students at the University's London Campus.

The University Secretary confirmed the interest and intention of the University Board to remain sighted on the work currently being conducted in collaboration with the Students' Union around mental health and wellbeing.

Summary reporting was requested by Academic Board colleagues of the categories of issues and enquiries dealt with by the Students' Union, to inform internal processes and developments. The Dean of Student Success confirmed that appropriate reporting processes were currently being established, whilst maintaining the confidentiality of reported issues.

Agreed: To note the report.

17:07

NSS Results and Action Plan:

AB17/05

The paper presented set out the current position and results by department for the University, plus institutional and departmental-level actions plans, which were in turn linked to programme-level action plans.

The Deputy Vice Chancellor reported that, although some programmes had achieved high levels of student satisfaction (with three programmes achieving 100%) a significant decline in the university's performance had been seen overall, both against the previous year's position and the sector averages.

The 2017 results provided three key messages:

1. There was a significant reduction in performance overall, which had resulted in the University falling further below the sector, especially in relation to overall satisfaction, teaching, academic support, organisation & management, learning resources and student voice.

This position was unacceptable and would be addressed at both institutional and individual levels.

2. There were pockets of excellence across the University's provision and campuses, which demonstrated that a high quality student experience was being delivered in some areas.
3. The results for Learning Community were above the sector average and represented an area of opportunity to further excel and stand out against the sector.

Reports were then provided from those Heads of Department in attendance to confirm the NSS results and associated mitigating actions for each area. Key points were presented as follows:

Institute of the Arts:

- A fall in overall satisfaction rates had been seen across a number of programmes, despite higher levels of satisfaction with specific course elements.
- Programme-specific action plans were in place for every programme to ensure regular oversight and monitoring and to target specific programme issues, particularly with regard to any programmes subject to campus moves, or those in the process of being taught out. These were the focus of detail for the departmental response, and were not reflected in detail in the overarching departmental plan.
- Responses to student feedback were being implemented in real-time.
- Extended opening hours had been put in place across departmental resources.

Business, Law, Policing & Social Sciences:

- Overall satisfaction rates had been positive (with 100% satisfaction for Law) and results substantially above both the University and sector averages.
- Any feedback areas below the sector average were subject to detailed analysis across the thematic areas, and the focus of area action plans.
- Key staffing changes including long-term sickness absence and the retirement of a long-serving colleague had been identified as impacting factors in lower performing areas.
- Best practice and lessons learned were being shared across all departmental areas to inform activity and developments.
- Assessment practices and good practice examples were being explored and shared.
- Enhanced communication mechanisms between staff and students were being implemented.
- A 10-point plan was being established and shared with departmental staff to act as a checklist for the academic year.

Education:

- Programme-level action plans had been implemented across the department.
- London programmes remained an area of focus for improvements.
- Assessment-focussed lectures and information were being provided to students.
- Staff Student Forums and live responses to issues raised were a key priority.

Medical & Sports Sciences:

- Medical Imaging had scored very positively overall.
- Average results had been returned for Sports Sciences and qualitative narrative was being explored in depth to identify specific requirements for improvements.

- Focussed meetings were being held in collaboration with the Students' Union to ensure focus on and appropriate responses to any student issues.

Comments were invited from Professional Services and staff perspectives, with key points raised as follows:

- Organisation and management was stressed as a key area for improvement and it was highlighted that key strands of the AOP had been specifically designed to assist in these areas, particularly the portfolio review and academic infrastructure redevelopment project. Additional activity was also ongoing to ensure improvements in NSS satisfaction during the 2017-18 year, recognising the lead-time of the improvements being made under key strategic projects.
- The importance of awareness raising amongst all staff of their input and impact on NSS results was highlighted as a key requirement.
- The synergies and benefits of service restructures in support of the student experience were noted.
- A significant drop of 16% in satisfaction had been seen in terms of satisfaction with IT and work was being undertaken at departmental level to identify the causes.
- 24-hour library resource opening was now in place and well-received by students.
- Ways of working and equipping and enabling staff were key focuses of the HR function across the institution.
- A student support framework was in development to support effective signposting to students and enhance campus vibrancy and space utilisation.
- Significant work was ongoing in respect of the health and wellbeing agenda for staff and students.
- The importance of student feedback at all levels and across all areas to inform understanding, initiatives, monitoring and early identification of issues was stressed.
- Student Representative training and development was seen as a key factor in improving student satisfaction with the Students' Union.
- Best practice work to change processes around the appointment of hourly paid academics was confirmed, and all HR30 contracted staff were required to undertake institutional induction.

It was confirmed that NSS action plans at all levels were live documents, subject to constant updating. The Vice Chancellor noted that much valuable work was ongoing, but there remained a key requirement to clearly articulate the NSS results and to have a clear focus on the causes of levels of dissatisfaction.

Actions agreed:

- A summary document to be presented to the next meeting of Academic Board to set out the results, implications and focus at institutional and departmental levels, to include Professional Services areas and the Students' Union, and to pull out particular themes and actions across these areas. The summary to ensure sufficient clarity, understanding and emphasis on the institutional focus and impact.
- Departmental action plans to be refreshed and developed to ensure specificity, to return to the next meeting for further review.
- The Director of the Institute of the Arts to share programme-level action plans with the Vice Chancellor out with the meeting.
- A plan to demonstrate positive impact on the student experience, and to address any issues for third year returning students to be developed, for presentation to Academic Board at the next meeting.

An update on the current position and progress to date with regard to the draft Research & Enterprise Plan was provided by the Pro Vice Chancellor.

The draft Plan had been fully cross-referenced to the new Strategic Plan and the Terms of Reference for the Research & Enterprise Committee, and had been developed in consultation with the professoriate, with further review to take place by the Research & Enterprise Committee at regular intervals. The draft was presented to Academic Board as a stimulus for discussion under the ongoing process of dialogue and discussion to inform its further development.

Three workshops to engage a wider audience with the draft Plan were to take place at the series of forthcoming staff conferences, led by the Director of Research and co-facilitated by key departmental leads. In addition, detailed input from Heads of Department and key academic colleagues would also be sought via the Academic Leadership Group.

The Plan represented a single coherent strategy to underpin the Strategic Plan, give a strong emphasis on the focus, priorities and impact of Research and Enterprise at the University, and to highlight its distinct emphasis on real-work research and research-informed teaching.

The key themes of the Plan, as identified to date, were presented, with the strategic intent of providing clarity of the role of Research Centres and Centres of Excellence moving forward.

It was confirmed that the two current and separate strategies still stood, until replaced by the combined Research & Enterprise Plan, following its final approval by Academic Board.

Action: In response to feedback and discussion, it was agreed to include within the Plan details of research groups and their reporting lines and links to Research Centres and Centres of Excellence. Pro Vice Chancellor.

It was confirmed that the REF Steering Group had been stood down for 2017-18, pending the publication of further HEFCE guidance. The Group would be re-established as a task and finish group once this was published.

The Vice Chancellor confirmed that the Board had received an update on the proposal at its last meeting, and had noted its progression to Academic Board for formal approval (not that Directors has approved the proposals, as misstated in the cover paper).

The summary of initiatives, as discussed and agreed by the Recruitment Management Group, was reported by the Director of SAAS.

The proposals combined a number of new initiatives for the 2018 admissions cycle, to enable subject areas to align their offer-making protocols to the individual applicant (whilst having due and full regard to sector activity and initiatives with proven conversion success for the University). It was therefore expected that individual subject areas would be able to tailor their approach in order to maximise conversion.

It was reported that previous entry criteria had been too rigid and had not sufficiently taken into account student experience and prior learning. A revised framework was currently in development to place more emphasis on contextual information as well as academic criteria. In

addition, the ability to make unconditional offers to outstanding students in real time at interviews and open days was being established and piloted across twelve courses within Business and Medical & Sports Sciences. Analysis of the current ranges for each programme had taken place, alongside sector benchmarking, and the clear research base behind the proposals was highlighted. It was confirmed that the proposals fulfilled all OFFA access agreement criteria.

A new scholarship for high-performing students was also being implemented. The proposed initiatives were in line with sector practice, and it was confirmed that protection of the entry grades would be offered under the new initiatives, given their importance to league table placements.

Academic Board members welcomed the proposals and expressed support for the initiatives.

Actions agreed:

- The Director of SAAS to clarify the mechanisms for distribution and clarification of all information relating to the proposals, once approved.
- The background paper from the Recruitment Management Group to be circulated to Academic Board members for further information.

Agreed: To formally approve the proposals and note their benefit in offering the University greater scope and flexibility to match sector approaches to recruitment.

17:10 Teaching Excellence Framework:

AB17/08

An update on the current institutional position and proposed next steps was provided by the Director of AQD.

The metrics for TEF Year 3 had been published the previous week, and were currently undergoing detailed review by relevant groups to inform the institutional decision and approach to Year 3 engagement. However, it was clear that the University's overall performance had declined in comparison to the previous year's results, with four negative flags in four of the six core metrics for full-time students. Improvements had been seen in part-time metrics, with no negative flags and one positive flag.

The decision had been taken institutionally not to engage in pilots for subject level TEFs during the current year.

It was confirmed that TEF participation was no longer voluntary, but was now a requirement for registration. There remained an aspiration under the Strategic and Annual Operating Plans to apply for TEF Silver at the appropriate time.

17:11 Academic Governance:

AB17/09

Draft Academic Governance Annual Report:

The Director of AQD reported that the University's governing body was now required to provide statements of assurance on quality to HEFCE as part of the Annual Provider Review (APR) process. The following statements must be responded to:

- i. The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider's own periodic review processes, which fully involve students and include embedded external peer or professional review.

- ii. The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.
- iii. The standards of awards for which we are responsible have been appropriately set and maintained.
- iv. (From 1 December 2017) The governing body has received a report that confirms that the provider continues to meet the standards of Part 1 of the European Standards and Guidelines (2015)

It was confirmed that the fourth assurance statement regarding ESG guidelines and standards had been revoked since the circulation of papers, and changes would be reflected within the report as a result.

The report summarised the assurance presented to the University Board Academic Governance Committee (established May 2017) throughout the year, forming the basis of its assurance of academic quality and standards. It proposed that all four assurance statements could be judged to be met, in recognition of the fact that the University understood the areas in which it was performing well (subject areas and or thematic areas) and had plans in place to address the issues.

It was noted that TEF Year 3 metrics and an executive summary of Student Complaints, Academic Appeals and Academic Malpractice 2016/17 would be available for the 8 November meeting of Academic Governance Committee.

The Vice Chancellor confirmed the significance of the assurance and requested Academic Board's approval of the report to progress for scrutiny by the Academic Governance Committee.

Agreed: To note the current draft, and to request that the final report be circulated to Academic Board members for comment and confirmation prior to submission to the Academic Governance Committee.

[Secretary's note: The final report was circulated to Academic Board members on 1 November 2017 and formally approved via Chair's Action on 3 November. A number of comments were received and noted alongside the report for consideration for inclusion by the Academic Governance Committee at its meeting on 8 November.]

Student Retention and Continuation:

A summary of the current continuation data relating to enrolment of full time undergraduate students into 2017/18 was provided by the Dean of Student Success.

Work was ongoing to finalise the annual retention and continuation figures and reporting, which would proceed to Academic Board in December 2017.

The data would form a significant area of focus for the Student Success & Quality Assurance Committee moving forward, to address any areas of concern.

Agreed: To note the report and intention for the final report to proceed to Academic Board in December 2017.

HEFCE APR Action Plan:

The paper presented provided the background to the HEFCE Annual Provider Review process, its purpose and operation, the preliminary assessment and outcome, actions taken in response to the outcome, Academic Board's involvement to date, and progress and next steps.

In response to HEFCE's initial assessment of academic quality and standards, the University had established a Board-level Academic Governance Committee to oversee and give assurance to the Board on matters of academic quality and standards and enhancement of the Student Experience. In addition, a task group had been established to produce a focused action plan, which was reviewed and approved by the Vice Chancellor and Academic Governance Committee prior the deadline for submission to HEFCE by 9 June 2017 (as reported to Academic Board on 21 June). The HEFCE APR action plan formed a key action in the Annual Operating Plan for 2017-18.

It was confirmed that the Plan had been considered by HEFCE and met their requirements. Its progression would not be monitored by HEFCE through the APR process.

Work, led by the Deputy Vice Chancellor Academic with relevant colleagues, was currently being undertaken to finalise detailed institutional plans for NSS and student retention for consideration and formal approval by Academic Board and the University Board's Academic Governance Committee in November and December 2017. In advance of this, key actions were already being taken forward at institutional, departmental and programme levels as appropriate.

Agreed: To note the report and intention for the final Plan to proceed to Academic Board in December 2017.

17:12 Professorial Titles Criteria:

AB17/10

Minor changes to the criteria for the award of professorial titles were confirmed by the Director of Research as follows:

1. The professorial category of Academic Citizenship had been changed to Academic Leadership and a fourth professorial category of enterprise and/or professional activity added.
2. The application procedures had been made clearer throughout the document, and a pre-application stage added.
3. The process had been changed from an annual to a biannual cycle in line with the sector.
4. Emeritus and visiting Professors were to be reviewed by a subcommittee rather than full committee, without the need to attend the bi-annual formal meetings.

It was confirmed that no changes to the criteria for the appointment of Associate Professors were proposed.

The Director of Student & Staff Services confirmed the enablement of staff succession planning as a result of the changes.

It was confirmed that the process for applications was paused for 2017-18 and would re-commence in October 2018 in order to establish the new bi-annual cycle and to tie in with the business planning round. Relevant colleagues considering applications during 2017-18 had been consulted and informed.

Agreed: To approve the revised criteria as presented.

17:13 Partnerships and Collaborative Provision:

AB17/11

Proposals to approve Nelson and Colne College as an Associate Partner of the University of Cumbria, and to approve revisions to the University's processes for the approval and management of academic collaborative provision were presented.

It was confirmed that both proposals had been scrutinised and endorsed by the Collaborative Provision Sub-Committee and Student Success & Quality Assurance Committee for recommendation to Academic Board.

The rationale behind the process revisions were presented as follows:

- To better align the business decisions and core quality and standards processes for the initial and re-approval of partnerships.
- To provide further clarity of the role of VCE in approvals to proceed, and recognising the progression to University Board (in line with CUC guidance) for approvals in cases with perceived higher levels of risk.
- To considerably streamline the processes for the approval and re-approval of School Direct Partnerships to support sector changes.

Agreed:

- To approve Nelson and Colne College as an Associate Partner of the University of Cumbria.
- To approve the revised processes for the approval and management of academic collaborative provision.

17:14 Academic Regulations: AB17/12

Agreed: Academic Board noted the implementation of the revised Academic Regulations.

17:15 Committee minutes: AB17/13

Agreed: The following minutes and associated key points were noted:

- Collaborative Provision Sub-Committee 27 June & 28 September a)
- Academic Strategy & Planning Committee 4 July 2017 b)
- REF Steering Group 11 July 2017 c)
- Student Success & Quality Assurance Committee 14 September d)
- Research & Enterprise Committee 28 September 2017 e)

17:16 Minutes of the University Board of Directors 7 July 2017: AB17/14

Agreed: The minutes of the meeting were noted.

17:17 Next meeting: 12 December 2017, Lancaster Verbal