

Northeastern London Board Minutes

26 April 2023

14.00 – 16.00 (GMT) / 9:00 – 11:00am (EST)

Hybrid online/face to face meeting

Note:

Members are reminded that any conflict or potential conflict of interest should be declared to the Chair and the member involved will be asked to withdraw whilst that item is being discussed.

Invited Guests:

- Scott Wildman, Interim Dean of Northeastern University London
- James Heard, NCHSU President - Student Representative
- Martin Smith, Assistant Vice President for Recruitment and Marketing for Global Campuses

Agenda

No	Action	Item	Item Owner	Document Reference (if applicable)
1	To Note	Welcome and Apologies (incl. declaration of conflicts)	Chair	
2	To Approve	Minutes of the Last Meeting – 18 January 2023	Chair	22/23/MINUTES
3	To Note	Matters Arising	Chair	22/23/MATTERS
4	To Note	Chairs Actions	Chair	

5	To Discuss	<p>Update from the Academic Dean</p> <ul style="list-style-type: none"> • Academic Board update and general academic matters <ul style="list-style-type: none"> ○ Presentation on double degrees • Student experience update 	Academic Dean	
6	To Discuss/ Note / Approve/	<p>Update from the Chief Executive Officer:</p> <ul style="list-style-type: none"> • Operations update • Governance / Regulatory update <ul style="list-style-type: none"> ○ Quality standards update ○ Governance update (Audit and Regulatory) <ul style="list-style-type: none"> ▪ Review of Internal Audit work ▪ Governance review proposal ▪ OIA report 	<p>CEO</p> <p>PW</p> <p>CEO</p>	<p>22/23/CEO</p> <p>3 x document sent separately</p>
7	To Discuss/ Note	<p>Update from the Assistant Vice President for Recruitment and Marketing for Global Campuses</p> <ul style="list-style-type: none"> • Marketing / Recruitment / Admissions update 	AVP for Recruitment and Marketing	
8	To Discuss/ Note/ Approve/ Receive/ Recommend/ Endorse	Any Other Business	Chair	

9	To Note	Date of Next Meeting: 19 April 2023	Chair	
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Reserved Agenda

10	To Discuss / Note / Approve	HR Update (including) <ul style="list-style-type: none"> Remuneration of S. Wildman as Academic Dean 	CEO	
11	To Discuss / Note / Endorse	Financial Update (including) <ul style="list-style-type: none"> FY24 budget and FY23 reforecast 	CEO	1 x documents sent separately
12	To Discuss / Note	Any Other Business	Chair	

Minutes

1. Attendance and apologies

1.1. Attendance:

Governors

Dr Gregory Abowd (GA)

Darren Campili (DC)

Julietta Dexter (JD)

Rob Farquharson (CEO, Secretary)

James Heard (JH), Student Representative

Thomas Nedell (TN, Chair)

Patricia Wood (PW)

Guests in Attendance

Prof A C Grayling, Founder and Principal (ACG)

Camille Klutz-Leach (CLKL), Board Secretary

Martin Smith (Assistant Vice President for Recruitment and Marketing for Global Campuses (AVP)

Dr Scott Wildman, Academic Dean (SW)

1.2. Apologies:

Jonnie Goodwin (JG)

Diane MacGillivray (DM)

1.3. Notice of meeting:

1.3.1. Notice of this meeting had been given to all Governors

1.3.2. All the Governors present confirmed that they had no personal interests to disclose matters to be transacted in the meeting in accordance with sections 177 or 182 of the 2006 Act and the Company's articles of association

1.3.3. The meeting was quorate.

2. Approval of Minutes

ACTION: The minutes of the January 18, 2023 meeting are APPROVED

3. Matters Arising

The matters arising from the previous Board meetings are all completed.

4. Chairs Action

Chair indicated that there were no actions to report.

5. Update from Academic Dean.

5.1. The Academic Dean updated the Board on academic matters.

5.2. The student robotics club won the Unibots/Unibox UK competition at Cambridge University.

5.3. Redacted information.

5.4. Invited to speak at the Global Service Now Conference to highlight the partnership with Northeastern University and Northeastern University-London.

5.5. Overall the apprenticeship and bootcamp provision was performing well with no major safeguarding or Prevent concerns and the personal achievement of the students was front and centre for the team as the change flowing from the NPMV took effect.

5.6. DraftKings is the newest coop employer partner.

5.7. Sanjay Bhowmick, Associate Professor of Business and Entrepreneurship joined the faculty.

- 5.8. Redacted information.
- 5.9. Dean explained that there are two types of mobile scholars: Global Scholars and London Scholars. Global Scholars enter the pipeline through the US admissions process, who will spend either the first semester in London, second semester in Oakland (or vice versa) and then spend years two through four in Boston. Additionally, London Scholars commit to one year in London, and then decide if they want to return to Boston or remain in London for second and/or third year, and then complete the final year in Boston.
- 5.10. Presentation on dual validated undergraduate degrees. These students come to London for first through third year, with an option to study in Boston during the second year. After three years, this results in UK undergraduate degree (BSC or BA). In the next stage, the student may complete the 4th year in Boston and receive a US undergraduate degree. There are also alternative pathways, which includes courses abroad during summer breaks. Additionally, students may pursue an accelerated master's degree in the US by first completing 3 years in the UK and obtaining a UK validated undergraduate degree then completing one year in the US graduate program.
- 5.11. The first cohort of Ph.D. Program students will begin this week and the application for URI has been submitted to the UK government for the doctoral training program in collaboration with University of Kent. The potential research award is £650,000. The university also made an application to establish a multidisciplinary stroke center in London with an award value of £1.3M.

6. CEO Update

6.1. Operations update

- 6.1.1. The CEO shared that the team has moved out of the original space and are waiting to move into Marble Quay, with a target date of May 9, 2023, for occupancy.
- 6.1.2. Ground floor East will be transformed into classroom space for the Fall semester (September 2023).
- 6.1.3. The lease for Mooretown is expected to be completed in the next few days. This space will be predominately for the PhD students and Network

Science cluster, and available for faculty and staff.

6.1.4. Redacted information.

6.1.5. There are a couple of IT projects underway with the student enrollment systems and student information systems. Planning for kickoff for the financial transformation project and systems integration.

6.2. Governance / Regulatory update

6.2.1. The CEO then covered the governance/regulatory update.

6.2.2. Redacted information.

6.2.3. CEO provided an update on the OIA annual report, which is a record of the cases sent to IA and the outcome of those. The OIA is the ombudsman for higher education in the UK. None of the claims were upheld.

6.2.4. CEO provided an update on the governance review proposal for the board's consideration. This is a best practice to ensure the governance structure is aligned with best practices across the UK higher education regulators. The proposal was submitted by Davis Baker.

ACTION. The governance review proposal is APPROVED.

6.2.5. Review of Internal Audit work

CEO turned to Tricia Wood to provide an update on the internal audit and risk assessment plan. The Boston-based team will take the lead on internal audit functions. Developed a multi-year plan to review operational structures, HR, IT and security, physical space, and campus security. She reviewed four areas payroll, tuition and billing, procured to pay, and IT. She indicated that the London leadership team has reviewed the report and agrees with it. Additionally, there are action plans in place to address most issues. She expects to see significant improvement in the next review. For the next year, the priorities will be payroll and tuition and billing; IT for the subsequent year and procured to pay; and

FY2026 and beyond will focus on areas that did not pose significant risks. She noted that the audit review plan is subject to change based on institutional needs.

7. AVP Update

Marketing / Recruitment / Admissions update

- 7.1. The AVP reported that the enrollment targets will be revised for FY2024 and some additional programming.
- 7.2. AVP noted that the team are working on enrollment to ensure a cohort of mobility students for London and Oakland.
- 7.3. Redacted information.
- 7.4. Redacted information.
- 7.5. He reported that the overall enrollment forecast is positive and he thinks the connection between the campuses will help yield adequate enrollment with a good mix of students.

8. Other business (open agenda).

- 8.1. There being no other business the Chair declared the open agenda had been covered and that the reserved agenda would now be covered. He called on James Heard, student representative, to share the current climate for students in London. JH shared that students are actively engaged and approximately 100 students come to each event. He noted that he is working on a 3-year strategy for the Student Union to run until 2026. There will be a new organizational structure, new name (NUSU London), and new mode of operating. JH showed appreciation for the increased number of EDGE students on campus and attending student events. Chair thanked JH for his report.

9. Date of next meeting was noted as June 21, 2023.

Reserved Agenda

10. HR Update: Remuneration of S. Wildman

- 10.1. The CEO indicated that he is working with the Boston senior management team on more transparent pay arrangements with the Union.
- 10.2. The new Director of HR will start next month. This is a very busy time for recruiting for the academic year.

10.3. He noted that there are couple of pending tribunal matters. One is related to an individual who did not get a job and the other is related to a faculty member who resigned. He is working with OGC and local counsel on these matters.

11. CEO financial update

11.1. FY2024 Budget

11.1.1. Redacted information.

11.2. FY2023 Reforecast

11.2.1. Redacted information.

11.2.2. The key academic and operational initiatives are:

- Launch of the double degree undergraduate programmes and move to a semester system. This will increase the integration of student bodies so they study together, live together and socialize together
- Run 2 x mobility programmes (Global and London scholars)
- Build numbers on Masters programmes
- Continue to develop EDGE offering both credit and non-credit bearing offerings,
- Submit Teaching Excellence Framework document
- Start the process to gain UK Research Degree Awarding Powers (RDAP) and to be part of the REF through the launch of joint PhD programmes initially with University of Kent, and
- Launch Institute of Network Sciences with hires in London and also other areas of focus of research for the Global Network.
- (h) Increase resources to support double degree students in areas such as Academic Advising and Residence life as well as academic resourcing, and
- (i) Increase physical assets and plan for FY25. He noted that student

accommodations supply is below the demand and often hard to find adequate accommodations in good locations. Exploring longer term accommodation agreements to provide certainty over a number of years.

11.2.3. Redacted information

11.2.4. He noted the internal and external key risks: enrollment, staff retention/recruitment, and operating in a highly regulated environment. . With respect to staff retention, he noted about 4 to 5 staff members left for higher salaries at other institutions.

11.2.5. Lastly, he reviewed the budget processed that was followed.

ACTION: The action to approve the FY2024 budget was APPROVED.

11.3. Redacted information.

12. Other Business

12.1. There being no other business the Chair declared the meeting adjourned with thanks and appreciation to the board and staff. .

Matters Arising

19 October 2022

Action Number	Action Item	Action Owner	Expected Completion Date	Progress/Update
1	Ensure Audited Accounts are signed	CEO	ASAP	COMPLETED

18 January 2023

Action Number	Action Item	Action Owner	Expected Completion Date	Progress/Update
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1	Arrange required filings and inform relevant teams internally re change to Company Secretary and Governors	CEO	ASAP	
2	Finalize agreement with University of Kent	SW	ASAP	
3	Finalize and submit the Teaching Excellence Framework	SW	ASAP	
4	Continue to work on new approved programs	SW	ASAP	
5	Redacted information	CEO	ASAP	
6	Publish revised student protection plan	CEO	ASAP	
7	Hire external consultant for review	CEO	ASAP	
8	Document appointment of SW as Academic Dean	CEO	ASAP	
9	Enact benefit changes	CEO	ASAP	

10	Reappoint Crowe	CEO	ASAP	
11	Communicate approval to start recruiting for FY24	CEO	ASAP	

CEO Update

Quarterly Quality Standards Update 2022-23 (3)

Ongoing Condition A1: Access and Participation Plan

1. Key activities being completed as part of the University's Access and Participation Plan:
 - 1.1. Launching w/c 17 April 2023, the University's first year 11 (age 15-16 year old children) Summer School programme. This three day in-person (non-residential) summer school will be subject focused - initially with Economics, History and Law, with more subjects coming on line in the summer. We are trialling a year 11 programme this year to support earlier engagement and intervention with WP students, but aim to run two programmes from next year covering both years 11 and 12.
 - 1.2. A coaching and resilience building programme, supported by Innerscope, with two partner schools taking place this term.
 - 1.3. Multiple on-campus school visits (university taster sessions), in-person school presentations and school fairs
 - 1.4. Law focused university taster experience with a strategic partner school
 - 1.5. Buddy programme supporting year 12 students with IntoUniversity

Ongoing Conditions B1-4: Quality and Standards

Ongoing Condition B2: Resource, Support and Student Engagement

2. Support
 - 2.1. A new Head of Student Support and Development has been appointed and will start at the University on 19 June 2023. The new appointee comes with vast experience and has been supporting the Academic Registrar with interviews for new staff.
 - 2.2. A Lead Mental Health Advisor has been appointed and further MHAs are to be recruited as the demand on the service is still high.
 - 2.3. Recruitment for the current vacancies is still active with strong applications being submitted.

2.4. The Team continues to provide high quality support to students as the team grows.

3. Engagement

3.1. The Quality Team and faculty have been promoting the National Student Survey 2022 and all thresholds have been met to achieve publication of the University’s data, including subject level data.

3.2. The Associate Dean for Teaching and Learning will work alongside the Quality Team to review the data once published (Summer 2023) and in conjunction with the University’s internal student satisfaction data produce a report and action plan, which will be presented to Academic Board in September.

Ongoing Condition B6: Teaching Excellence and Student Outcomes Framework

4. The TEF submission was submitted on time. An outcome is not expected until July - September 2023.

Ongoing Condition C2: Student Complaint Scheme

5. The number of complaints submitted for academic year 2022-23 to date are:

Phase of Complaint Procedure	Number
Total number of formal complaints submitted & under investigation	2
Cases concluded at Preliminary Investigation/Early Resolution Phase	2
Cases proceeded or proceeding to Student Complaints Panel	0
Cases submitted an appeal	0
Cases issued with a Completion of Procedures letter	2
Cases progressed to Office of the Independent Adjudicator	0
Cases completed by the Officer of the Independent Adjudicator	0

Ongoing Condition C3: Student Protection Plan

6. The University has **not** had to activate its Student Protection Plan (SPP). The SPP was updated and approved by the OfS and published. The OfS was given the URL link for the Register ahead of the deadline provided.

Ongoing Condition E1: Notification of Changes to the Register

7. The University has **not** submitted any reportable events since the last Board meeting.

Ongoing Condition F3: Provision of Information to the OfS

8. Capital Grant Return
 - 8.1. The University's Capital Grant Return was submitted ahead of the deadline.

Ongoing Condition F4: Provision of Information to the Designate Data Body

9. Data Futures preparations
 - 9.1. The Head of Registry is working hard with the Student Records team to ensure that the University is in a position to be compliant with the new data collection process - Data Futures.
 - 9.2. Challenges with Ellucian are ongoing however the team is making slow progress. The external consultant joining the team has proved invaluable in correcting Quercus. Ellucian still remains challenging to work with, and colleagues in Boston are now working with the London team to improve Ellucian's service.
 - 9.3. The OfS and Designated Data Body are aware of the challenges higher education providers are having working with Ellucian to be Data Futures ready. The OfS have permitted the University to submit a smaller subset of data for the interim May submission. The Team is confident that they can achieve this smaller data subset and are working hard to resolve the outstanding issues with Quercus and submit the interim data on time.
10. Student Alternative Return
 - 10.1. The Student Records team is still working with the OfS Data Amendments team to correct the historic data submission errors. A deadline to submit a revised and correct 2017-18 data submission has been provided and the team is confident to submit the revised data set ahead of time.

OfS consultation - NEW ongoing condition of registration regarding harassment and sexual misconduct

11. The OfS are consulting the sector on a new ongoing condition regarding how higher education providers manage student cases of harassment and sexual misconduct.
12. The Associate Vice President for Academic Services and Student Engagement (AVP ASSE) has been attending a variety of events, held by the OfS and GuildHE, on the proposed enforceable obligations on universities.
13. The AVP ASSE has been providing feedback to GuildHE so the University is responding to the consultation through GuildHE.

Bex Morrison

Associate Vice President for Academic Services and Student Engagement

April 2023

Ongoing Conditions of Registration

A1	Access and Participation Plan
A2	Access and Participation Statement (for non-fee cap registration only)
B1	Quality and standards – academic experience
B2	Quality and standards – resources, support, and student engagement
B3	Quality and standards – student outcomes
B4	Quality and standards – assessments and awards
B5	Quality and standards – sector recognised standards
B6	Teaching Excellence and Student Outcomes Framework participation
C1	Guidance on Consumer Law
C2	Student Complaint Scheme
C3	Student Protection Plan
D	Financial viability and sustainability
E1	Public interest governance
E2	Management and governance
E3	Accountability
E4	Notification of changes to the Register
E5	Facilitation of electoral registration
F1	Transparency of information
F2	Student transfer arrangements
F3	Provision of information to OfS
F4	Provision of information to DDB
G1	Mandatory fee limit
G2	Compliance with terms and conditions of financial support
G3	Payment of OfS and designate body fees