

**Meeting of the Educational Character Committee,  
at 4pm on Wednesday 3 December 2014,  
in room 1B27, Technopark, London Road, SE1**

**A G E N D A**

<i>Item</i>	<i>Paper</i>	<i>Presenter</i>
1. Welcome & Apologies		Chair
2. Minutes of the meeting of 4 June 2014 (for publication)	EC.14(14)	Chair
3. Matters Arising		Chair
4. Visions for Schools	Presentations	Deans
5. Change Programme update – Academic Environment (to note)	EC.15(14)	DVC
6. Equality, Diversity and Inclusion statistics (to note)	EC.16(14)	Dir of SS
7. Terms of Reference (to note)	EC.17(14)	Sec
8. Annual committee plan (to note)	EC.18(14)	Sec
9. Any Other Business		Chair
10. Date of next meeting – 4pm, Thursday 12 February 2015		Chair

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Members: Douglas Denham St Pinnock (Chair), Ilham Abdishakur, Hilary McCallion and Mee Ling Ng.

With: Dave Phoenix - Vice Chancellor, Pat Bailey – Deputy Vice Chancellor, Phil Cardew - Pro Vice Chancellor (Students and Education), James Stevenson - University Secretary, Stephen Hackett - Director of Student Services (for item 6), Janet Jones (Dean of School of Arts and Creative Industries) (for item 4), Deans - tbc and Ruth Sutton - Governance Assistant.

	PAPER NO: EC.14(14)	
Board/Committee:	Educational Character Committee	
Date:	3 December 2014	
Paper title:	Minutes of the meeting of 4 June 2014	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Douglas Denham St Pinnock, Chairman of the Educational Character Committee	
<b>Recommendation:</b>	That the committee approves the minutes of its last meeting and approves publication without redaction.	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the University's website	

### **Executive Summary**

The Committee is asked to approve the minutes of its meeting of 4 June 2014. No redactions are suggested.

Minutes of a Meeting of the Educational Character Committee  
held at 4pm on Wednesday, 4 June 2014  
in Room 1B27, Technopark, London Road, London SE1

**Present**

Douglas Denham St Pinnock	Chair
Barbara Ahland	SU President
Steve Balmont	
Professor Hilary McCallion	
Mee Ling Ng	

Prof David Phoenix	Vice Chancellor and Chief Executive
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**In attendance**

Prof Phil Cardew	Pro Vice Chancellor (Academic)
Prof Mike Molan	Executive Dean, Arts and Human Sciences
James Stevenson	University Secretary and Clerk to the Board of Governors
Ruth Sutton	Governance Assistant

**Welcome and Apologies**

1. No apologies had been received.

**Minutes of the last meeting**

2. The minutes of the meeting of 12 February 2014 were confirmed as a correct record (paper **EC.09(14)**).

**Matters Arising**

3. The Chairman reported that the committee had had an informative pre-meeting with the Students' Union. The committee requested further information on the cost of travel for students and its impacts on attendance patterns. The committee requested more information about sport provision at LSBU.
4. The Chairman requested that detailed Equality, diversity and inclusion data was circulated to committee members outside the meeting, as requested at the meeting on 4 December 2013.

5. The committee discussed the NSS action plan for 2013/14, which had been circulated to committee members ahead of the meeting. The committee noted that the Change Programme will focus on student support and experience.

### **Report on Postgraduate Courses**

6. The committee received a presentation on Postgraduate courses from the Pro Vice Chancellor (Academic). The presentation focused on progression and achievement, and faculty monitoring.
7. The committee discussed the monitoring of, and recruitment to, Postgraduate courses and noted that the portfolio review would have an impact on Postgraduate courses and that this was part of the corporate strategy.

*Steve Balmont left the meeting*

### **HESA performance indicators**

8. The committee noted the HESA performance indicators (paper **EC.10(14)**). This was the first year that the committee had received the report.

### **Annual report on academic misconduct and appeals**

9. The committee noted the annual report on academic misconduct and appeals (paper **EC.11(14)**).
10. The committee discussed appeals paper in detail, including the processes and the effect on student progression.

### **Annual committee report to the Board**

11. The committee approved its annual report to the Board (paper **EC.12(14)**), which would be considered by the Board of Governors at its meeting of 8 July 2014.

**Annual committee plan**

12. The committee noted its Annual plan (paper **EC.13(14)**). The committee noted that its role would be reviewed as part of the forthcoming Governance Effectiveness Review.

**Any other business**

13. The committee noted that this was both Professor Mike Molan's and Barbara Ahland's last meeting and thanked both for their contributions to the committee.

**Next Meeting**

14. The date of the next meeting was confirmed as Wednesday 3 December 2014 at 4pm.

**Confirmed as a correct record**

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**Chair**



# Committee Action Points

24 November 2014

14:01:36

Committee	Date	Minute	Action	Person Res	Status	
Educational Character	04/06/2014	4	EDI data to be circulated to committee members	Director of Student Services	In pack for 3 December 2014	<input checked="" type="checkbox"/> Completed
Educational Character	04/06/2014	11	Annual committee report to the Board to be considered by the Board of Governors at its meeting of 8 July 2014	Secretary		<input checked="" type="checkbox"/> Completed

	PAPER NO: EC.15(14)
Paper title:	Change Programme update
Board/Committee	Educational Character Committee
Date of meeting:	3 December 2014
Author:	Pat Bailey, Deputy Vice Chancellor
Executive sponsor:	David Phoenix, Vice Chancellor
Purpose:	To provide an update on projects within the Developing the Academic Environment and Support for the Academic Environment themes of the change programme.

<b>Executive Summary</b>	
<b>Context</b>	<p>This paper gives an update on project progress, key successes, risks and issues.</p> <p>This information is correct as of 21 November 2014.</p> <p>The change programme is delivering a range of projects – i.e. interventions outside our business-as-usual, defined by time and scope – to achieve those aspects of the corporate strategy that represent significant change.</p> <p>The Developing the Academic Environment projects aim to develop our teaching, learning and research to ensure it better positions the University within the HE environment, support the internationalisation of LSBU, and ensure our courses are structured to enable graduates to become more employable. These projects are currently:</p> <ul style="list-style-type: none"> <li>• Portfolio review</li> <li>• Learning Pathway: curriculum structure</li> <li>• Partnerships, collaboration and reputation</li> <li>• Developing scholarship</li> </ul>

	<p>The Support for the Academic Environment projects aim to make sure the way we support students is more 'student focused' whilst enhancing the services that manage these interactions, and ensure we support staff to deliver better customer service. These projects are currently:</p> <ul style="list-style-type: none"> <li>• Learning Pathway: student support</li> <li>• Student journey</li> <li>• Professional service models</li> </ul>
<b>Question</b>	What is the current progress of Developing the Academic Environment and Support for the Academic Environment projects?
<b>Conclusion &amp; Recommendation</b>	That the committee note progress to date.

### **Project status within these themes**

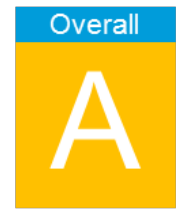
The Portfolio Review phase 1 is now completing. The project is rated amber as the overall timescale for delivery has been extended by one month, to allow for the full series of review meetings. Overall delivery has been positive, with a full report following the final Portfolio Review panel, 26 November– outcomes will be reported to the next meeting.

The other projects in these themes are in development: the scope for Developing Scholarship will be outlined by sponsor Paul Ivey in January 2015. Project initiation documents for the Curriculum Structure, Student Support, and Partnerships projects will be submitted for approval in December 2014 and January 2015. The Student Journey and Professional Service Models projects have mapped business processes across student facing and internal support processes, and will present proposals for improvement in December 2014.

Projects in delivery provide a monthly written report: the report for the Portfolio Review is appended.



<b>Project</b>	Portfolio Review
<b>Manager</b>	Simon Houlding
<b>Report date</b>	03 November 14



Milestone	Due Date	Revised date	RAG Status	Commentary
1. Report on market position and full range of determinants	19/10/14		Green	
2. Collate vision for each course	19/10/14		Green	
3. Develop short review document for each course	n/a		Green	
4. Develop criteria based assessment method (this method is used to calculate the <b>performance score</b> ) for each course.	n/a		Green	
5. Calculate profit/loss per module/course (Ralph Sanders to lead)	29/09/14		Green	
6. Extract/calculate data (except for profit/loss data) for insertion into review documents	19/10/14		Green	
7. Initiate formation of Institutional Portfolio Review Panel	5/10/14		Green	
8. Initiate formation of School Portfolio Review Panel x 6	19/10/14		Green	
9. School Portfolio Review Panel reviews all courses with low <b>performance scores</b> .	3/11/14	31/11/14	Yellow	Revised process agreed (detailed below): completion of review deferred to end-November
10. Undertake transition into phase 2 of portfolio review.	3/11/14	tbc	Yellow	No project manager in place for handover. Deadline to be revised

**Progress this month:**

- Analysis resulted in far larger than anticipated number of courses being identified for review (on basis of low entrant numbers)
- Sponsors decided to review selected courses in school review panel meetings (to be completed 7/11/14); schools to review remainder before 14/11/14
- Final portfolio review panel (institution level) split into two parts: 10/11/14 and 26/11/14

**Key activities planned over next month:**

- Complete school panel and institutional panel meetings
- Phase 2 project manager to be appointed; handover to be planned

**Decisions required from Programme Board:**

None

**Comms required next month:**

None

**High/critical risks and issues**

R/I	Description	P	I	Rating	Trend	Mitigations	Current status
I	Project manager to leave on 20 Nov 2014	H	M	H	New	Audit trail, document log, handover plan to be complete 13/11/14	New

	PAPER NO: EC.16(14)
Paper title:	Student Equality and Diversity
Board/Committee	Educational Character Committee
Date of meeting:	3 December 2014
Author:	Stephen Hackett, Director of Student Services
Executive sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	To update the Committee on student equality and diversity statistics

<b>Executive Summary</b>	
<b>Context</b>	The University is a widening participation institution with a very diverse student body. Some inequality in student outcomes has been observed but conclusions are difficult to reach without extensive research.
<b>Question</b>	How does LSBU discharge its duty under the Equality Act 2010?
<b>Conclusion &amp; Recommendation</b>	A preliminary survey of available data suggests that LSBU complies with its duty under the Equality Act. This is achieved through a combination of policy and procedure, environmental development and management, student support and promoted activity, careful monitoring and management of issues and engagement with protected groups, whose wellbeing is our general aim.

Matter previously considered by:		
Further approval required?		On:

## **Student Equality and Diversity**

### **Summary**

A preliminary survey of available data suggests that LSBU does not have a problem in meeting its public sector equality duties. There does not appear to be a difference in outcomes by gender but it appears that there could be a difference in ethnic minority attainment as seen nationally.

Data on the racial profile of the student body are analysed in appendix 1.

In order to better understand the position a detailed survey of available data will be carried out. An action plan will then be drawn up to support the success of different groups. A further report will be presented to the committee in the New Year.

### **The Public Sector Equality Duty**

Under the public sector equality duty LSBU has a legal responsibility to have due regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups.

The purpose of this report is to provide the committee with an update on LSBU's action to fulfil the university's public sector equality duty in respect of its students.

### **Compliance with the Equality Act 2010**

The following actions are taken in relation to these areas of the Act:

1) *Eliminate unlawful discrimination, harassment and victimisation*

LSBU aims to meet this duty through the work of the Student Life Centre, including the use of Wellbeing Advisers; Disability and Mental Health Advisers; Counselling Service; the Student Union through societies, advice and publicity; publicity and awareness; high levels of security; clear disciplinary procedures and student on student complaint procedure, and clear fitness to study procedures.

2) *Advance equality of opportunity between people who do and do not share a protected characteristic*

LSBU aims to meet this duty by monitoring and analysing protected groups' outcomes and investigation by management of issues or concerns; support for

# London South Bank University

initiatives which seek to promote equality of opportunity for protected groups; and to address HEFCE recommendations.

- 3) *Foster good relations between people who share a protected characteristic and those who do not share a protected characteristic.*

LSBU aims to meet this duty by the use of social learning spaces; Students' Union and Student Services activities; student societies; the Multi-Faith Advisory Board; multi-faith and multi-cultural activities; through relevant procedures and policies; and engagement with Prevent.

**Appendix 1**

**Race**

The University has hardly changed in its racial make-up in three years.

Enrolled Students (that is all enrolled students in each year):

	11/12	12/13	13/14	Total	%
	57	28	46	131	0.2
Arab	18	243	192	453	0.7
Asian or Asian British - Bangladeshi	232	364	452	1048	1.6
Asian or Asian British - Indian	860	829	749	2438	3.8
Asian or Asian British - Pakistani	637	608	584	1829	2.8
Black or Black British - African	4639	4243	3821	12703	19.7
Black or Black British - Caribbean	1512	1362	1196	4070	6.32
Chinese	583	471	440	1494	2.3
Gypsy or Traveller			1	1	0
Information refused	907	917	729	2553	3.4
Irish Traveller			2	2	0
Mixed - White & Asian	151	142	141	434	0.7
Mixed - White & Black African	220	231	215	666	1
Mixed - White & Black Caribbean	237	213	228	678	1
Not known	372	179	97	648	1
Other Asian	1473	1407	1239	4119	6.4

# London South Bank University

background					
Other Black background	296	281	263	840	1.3
Other Ethnic background	541	506	498	1545	2.4
Other Mixed background	302	312	310	924	1.4
Other White background	1292	895	765	2952	4.6
White	3842	4418	4713	12973	20
White - Scottish	58	44	62	164	0.2
White British	4286	3307	3041	10634	16.5
White Irish	372	352	349	1073	1.6
<b>Grand Total</b>	<b>22887</b>	<b>21352</b>	<b>20133</b>	<b>64372</b>	<b>98.92</b>

Grouping the racial groups into four give an easier view of the changes or rather consistency, over the last three years:

	11/12	12/13	13/14	Total
Black	30%	30%	28%	29%
Asian	15%	16%	16%	15%
White	43%	42%	44%	43%
Other	12%	12%	11%	12%

	PAPER NO: EC.17(14)
Paper title:	Terms of Reference
Board/Committee	Educational Character Committee
Date of meeting:	3 December 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	Douglas Denham St Pinnock, Chairman of the Educational Character Committee
Purpose:	To note the committee's terms of reference

<b>Executive Summary</b>	
<b>Context</b>	It is best practice to review committee terms of reference each year
<b>Question</b>	Should the committee's terms of reference be amended?
<b>Conclusion &amp; Recommendation</b>	The committee's terms of reference should remain the same as last year.  The committee is requested to note their terms of reference.

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

### **Educational Character Committee terms of reference**

The duties of the Educational Character Committee are to:

7.1.1 engage in the educational life of LSBU.

7.1.2 receive regular presentations from the Schools on educational matters.

7.1.3 discuss educational issues such as student recruitment, retention, progression and success rates.

7.1.4 consider LSBU's teaching and research portfolios.

7.1.5 review student satisfaction.

Following review, no changes to the terms of reference of the Committee are suggested. The Governance Effectiveness Review is taking place during 2014/15 which will review the sub-committees of the Board as part of its scope.

Please note that when reviewing its terms of reference in December 2012 the committee agreed to hold three meetings per year.

The committee's terms of reference are attached for information. The committee is asked to note.



## **Educational Character Committee**

### **Terms of Reference**

#### **1. Constitution**

1.1 Under Article 14(a) [and proposed new article 5.1.1] the Board of Governors are responsible “for the determination of the educational character and mission of the University and for oversight of its activities including the exercise of degree awarding powers”.

1.2 The Board of Governors has established an advisory committee called the Educational Character Committee.

#### **2. Membership**

2.1 The Educational Character Committee and its chair shall be appointed by the Board, from amongst its own members.

2.2 The Committee may, if it considers it necessary, co-opt members with appropriate expertise.

2.3 Membership shall consist of up to seven independent governors, two student governors (or their nominees); and co-opted members, if appointed.

2.4 Membership shall be for a period of three years, which may be extended at the discretion of the Chair.

#### **3. Attendance at meetings**

3.1 The Vice Chancellor, Pro Vice Chancellor (Academic) and one Executive Dean shall normally attend meetings.

#### **4. Frequency of meetings**

4.1 Meetings shall normally be held three times each year. [note – this ties in to the annual plan for the committee].

#### **5. Authority**

5.1 The committee will be an advisory body and shall influence deliberations of the Board on academic strategy and educational character.

5.2 The committee will be a means for governors to gain further insight into the academic life of the University.

## **6. Secretary**

6.1 The secretary to the Educational Character Committee will be the Clerk to the Board or other appropriate person nominated by the Clerk.

## **7. Duties**

7.1 The duties of the committee shall be to:

7.1.1 engage in the educational life of LSBU.

7.1.2 receive regular presentations from the Faculties on educational matters.

7.1.3 discuss educational issues such as student recruitment, retention, progression and success rates.

7.1.4 consider LSBU's teaching and research portfolios.

7.1.5 review student satisfaction.

## **8. Reporting Procedures**

8.1 The Educational Character Committee will report annually to the Board of Governors.

8.2 The Academic Board will continue to report to the Board of Governors.

# **London South Bank University**

## **Membership**

### *Chairman*

Douglas Denham St Pinnock (Independent Governor)

### *Independent Governors*

Hilary McCallion

Mee Ling Ng

### *Student Representative*

Ilham Abdishakur

### *In attendance*

David Phoenix      Vice Chancellor

Pat Bailey          Deputy Vice Chancellor

Phil Cardew        Pro Vice Chancellor

James Stevenson   University Secretary

*Approved by the Board of Governors on 14 July 2011. Revisions approved on 4 December 2013.*

<b>Educational Character</b>			
<b>Topic</b>	<b>Dec</b>	<b>Feb</b>	<b>June</b>
Academic Misconduct and Appeals annual report			X
Business plan for each committee	X		
Change programme updates	X	X	X
Complaints and OIA report + case summaries (as required)		X	
Educational Character Committee annual report			X
Equality and Diversity review	X		
External Examiners annual report		X	
Faculty Monitoring Reports PG		X	
Faculty Monitoring Reports UG		X	
HESA Performance Indicators			X
Key Performance Indicators, academic - review			X
Membership and Terms of Reference - approve	X		
Student Progression UG		X	
<b>Standing Items</b>			
Declaration of interests	X	X	X

	PAPER NO: EC.18(14)
Paper title:	Committee business plan
Board/Committee	Educational Character Committee
Date of meeting:	3 December 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	Douglas Denham St Pinnock, Chairman of the Committee
Purpose:	To note the committee's annual business plan

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

**Educational Character Committee Business Plan**

The Committee is requested to note its annual business plan.