

# Northeastern London Board of Governors

## 17 January 2024

15.00 – 17.00 (GMT) / 10:00am – 12:00pm (EST)

Hybrid online/face to face meeting

## Minutes

### 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:

AC Grayling, Founder and Principal (ACG)

Andrea Ann Larsen, NUSU President - Student Representative

Camille Kluttz-Leach, Secretary

Dr. Scott Wildman, Dean of Northeastern University London

### 1. Attendance and apologies

#### 1.1. Attendance:

Governors

Dr. Gregory Abowd (GA)

Darren Campili (DC)

Julietta Dexter (JD)

Rob Farquharson (RF)

Diane MacGillivray (DM)

Thomas Nedell (TN, Chair)

Patricia Wood (PW)

Guests in Attendance

A C Grayling (ACG), Founder and Principal

Dr. Camille Kluttz-Leach (CKL), Board Secretary

Andrea Larsen (AL), Student Representative

Dr. Scott Wildman, Dean (SW)

1.2. Apologies:

Jonnie Goodwin (JG)

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. A quorum was established and present throughout the meeting.

2. Approval of Minutes

**APPROVED: The minutes of the January 17, 2024 meeting are APPROVED**

3. Matters Arising

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

4. Chair's Action

4.1. The Chair acknowledged the new student representative, Andrea Ann Larsen, who briefly introduced herself to the Board.

4.2. Chair Nedell reported that Jonathan (Jonnie) Goodwin tendered his resignation from the Board. He noted that the Board will take it under advisement and formally accepted the resignation.

4.3. He called on RF to describe the changes with Martin Smith (MS) since the last board meeting. RF explained that MS has joined the Global Network Team and SW will cover those updates previously handled by MS.

- 4.4. Chair Nedell called on SW, the Dean, to provide an update on academic matters.
5. Update from the Dean
  - 5.1. SW provided an update to the Board on academic matters.
  - 5.2. He noted that the learning and teaching foci are on experiential learning and engaging with an Executive in Residence, Cyril Martinez, who brings a wealth of experience in business and finance.
  - 5.3. Redacted – restricted information**
  - 5.4. An assessment will be conducted for mobility students moving from London to Oakland or Boston to help align the system of options for the students.
  - 5.5. He advised that the University is seeking approval of new programmes.
  - 5.6. Redacted – restricted information**
  - 5.7. SW reported that the Research Excellence Framework (REF) is now being moved to 2029 by the Government for the whole UK sector to allow more time for planning.
  - 5.8. Redacted – restricted information**
  - 5.9. The University is now eligible for Horizon Europe funding and is working to identify possible grants.
  - 5.10. Redacted – restricted information**
  - 5.11. Performance recognition for faculty is now linked to the new salary scale.
  - 5.12. Redacted – restricted information**
  - 5.13. SW reported on behalf of MS and presented the Board student recruitment update. He reviewed the actuals, April projections, September targets, and noted that the University is on track for its September projections.
  - 5.14. SW explained the difference between Global Scholars and London Scholars to the Board in response to a question. The Global Scholars are in London for one semester and will go to another campus. The London Scholars stay in London for the entire first year.
  - 5.15. SW presented a slide and reviewed the FY25 targets of the double-validated degree programmes beginning September 2024. He noted that there is an overall increase of applications since last year but some specific programmes are being

monitored and being worked on with enrolment management. As of January 2024, the University had received 33% of its targeted applications compared to 25% last year.

5.16. SW presented the programmes for approval and for further development and explained the internal process involved. He noted that the University used market data from enrolment management to identify the new programmes. The following courses for launch in Fall 2024 are:

5.16.1. Explore - This is one year and equivalent to the first year at an English University. It is designed for students with US background undecided on a major. Students will have one year to try various subjects before declaring a major. This will help with undeclared major cohorts and is also needed to help with visa requirements.

5.16.2. BSc Clinical Trials Specialist -This is a clinical programme and degree apprenticeship offering. There is a high demand in the UK for this course and the University is already engaged with a number of employers in this area.

5.16.3. MSc Network Science -This degree offering will be focused on network science and data at the executive, in collaboration with the global university system. The title is still undecided.

5.16.4. MSc in Project Management – This curriculum is an on ground postgraduate course aligned to UK standards with large interest and demand from Indian markets.

5.17. Additionally, there is market demand for all programmes and significant data to support growth.

**APPROVED: The above cited programmes are APPROVED**

5.18. The programmes will also be reviewed and approved by Academic Board for further development, with an update back to the Board.

6. CEO Update

6.1. Operations update

6.1.1. RF shared that the operations are going smoothly.

- 6.1.2. The students have started the semester and orientation is underway for Global Scholars.
- 6.1.3. Work is ongoing on the planning and legal aspects for the Portsoken leased space (100,000 sq. ft.). The planning application for a change of use is undergoing a judicial review, whereby people can object to the plans. It will end in February, which triggers the signing of the lease. The plan is to have one floor activated for September 2024 and all four floors ready by Fall 2025. This is ongoing.
- 6.1.4. The campus is working with the ITS team on HR Workday integration with main campus systems in Boston. They are also working on an overall identity management plan for logins, Workday Finance transition, and leveraging other IT platforms from main campus. The goal is to ensure the best operations to support students.

## 6.2. Governance / Regulatory update

RF then covered the governance/regulatory update.

- 6.2.1. RF presented the proposed dates for 24-25 Board meetings. The proposal is to meet in November, February, May, and August/September, which would move all meetings up one month. The goal is to align the Board meeting with the business cycles.

**APPROVED: The new Board dates are APPROVED**

- 6.2.2. RF presented the redrafted terms of reference for ExCo because of Martin Smith's change of duties. The revised terms reflect the correct membership and provide more clarity about ExCo duties and obligations for Board.

**APPROVED: The new Terms of Reference are APPROVED**

- 6.2.3. RF asked TW to provide an update on her review of the draft Risk Register and how the University would mitigate any key items. She reported that they reviewed the scale of impact, likelihood, and mitigation and how it aligns with Northeastern University's enterprise matrix. She recommended adjustments and increases based on best practices. They also reviewed the definitions,

added strategic criteria, and mitigation steps. This plan will be used in the coming years and look for ways to best integrate it into the overall ERM programme.

**APPROVED: The proposed threshold for the updated Risk Register is APPROVED and ADOPTED**

6.2.4. RF reviewed the draft Code of Governance. The goal is to have it in place for the next academic year. He also asked the Governors to complete a skills matrix with their own self-assessment to identify areas for recruitment. The matrix will also be used to identify potential areas for training. AL suggested that the Board consider artificial intelligence as an area of expertise for the Board based on the University's strategic goals. He noted that the University has completed the student data return with the OfS and acknowledged the hard work of the Registry team. CEO asked that matrix be completed by end of March for discussion at the April Board meeting.

6.2.5. Quarterly Quality Report: The report was noted and no areas of risk were raised.

7. Other business (open agenda)

7.1. The Chair called on AL, student representative, to share the current information on behalf of students in London. AL reported the integration of the network is getting better and having a positive impact on the students. Students are feeling more comfortable. They are collaborating with the student representatives in Oakland to continue building connectivity. Experiential learning has also been positive. The working groups could use some additional support for the transition. The Chair thanked the student representative for her report.

7.2. DM announced that International Women's Day will be held on the London campus on March 4, 2024, from 5-6pm. She also acknowledged JD for her support. Applications for Women Who Empower have been opened and seen a tremendous response. The Chair thanked DM, and highlighted her award as Extraordinary Woman for the City of Boston. The Chair also thanked AL for her participation.

- 7.3. There being no other business the Chair declared the open agenda had been covered and that the reserved agenda would now be covered.
8. The date of next meeting was noted as April 18, 2024.

## Reserved Agenda

9. CEO financial update
  - 9.1. **Redacted – restricted information**
  - 9.2. The factors driving the changes include the different mix of students with fewer Masters and Undergraduate students and more Mobility students. There are also two large fees for Knight Frank for Portsoken and student accommodation driven by their work in negotiating better terms. The benefits will be realised over the terms of the leases but the cost is in the current year. Both cost and revenue reflect the cost and income distribution towards the research strategy.
  - 9.3. **Redacted – restricted information**
  - 9.4. **Redacted – restricted information**
  - 9.5. Other new costs include new areas of activity not on the budget such as research, institutes, entrepreneurs space. RF indicated that they are trying to sublet beds to reduce the costs.
  - 9.6. **Redacted – restricted information**
10. **Redacted – restricted information**
11. HR Update:

RF indicated that there is a reorganisation with the marketing, admission, recruitment, and visa team to align more with the main campus operations.
12. Other Business

There being no other business the Chair declared the meeting adjourned with thanks and appreciation to the Board and staff at 11:34AM