

BOARD OF GOVERNORS

Friday, 16 May 2025, 09:00 – 13:00, Seminar A, Falmouth Campus

MAIN AGENDA

1.1 Present

Helen Owers (HO)	Independent Chair of the Board of Governors
Julie Fielding (JF)	Senior Independent Member [Deputy Chair]
Cathrine Armour (CA)	Independent Member
Iain Ellwood (IE)	Independent Member
Bob Fahy (BF)	Independent Member
Diane Grannell (DG)	Independent Member
David Harland (DH)	Independent Member
Professor Ruth Heholt (RH)	Academic Staff Member
Professor Emma Hunt (EH)	Vice-Chancellor & Chief Executive [Online]
Dr Tadhg Leane (TL)	Independent Member
Jadelle Luckman (JL)	Student Governor (SU President: Falmouth 24/25)
David Smithers (DS)	Co-opted Technical Staff Member
Evelyn Timson (ET)	Independent Member
Fran Woodward (FW)	Independent Member

1.2 Servicing Officer

Robyn Wyatt (RW)	Head of Governance Services [Secretary]
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1.3 In attendance (for specific items only)

Anna Brown (AB)	Director of Marketing & Engagement [Online] <i>[Item 12]</i>
Professor Russell Crawford (RC)	Pro Vice-Chancellor: Academic Services <i>[Item 15 b)]</i>
Rob Holmes (RH)	Executive Director, Finance, Audit and Risk <i>[Items 8, 9, and 12-14]</i>
Wayne Evans (WE)	Director of Planning & Business Intelligence Services <i>[Items 12-14]</i>
Alex Mesterton-Gibbons (AMG)	Head of Employability [Online] <i>[Item 11]</i>
Professor David Prior (DP)	Pro Vice-Chancellor: Research & Knowledge Exchange <i>[Items 10-11]</i>
Christine Turton (CT)	Chief People Officer <i>[Items 12-14]</i>
Dr Jennifer Young (JY)	Dean of the Faculty of Business & Design <i>[Item 3]</i>

1.4 Apologies

Mark Ricketts (MR)	Co-opted Professional Services Staff Member
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2 Chair's welcome

- 2.1 Noted:** the Chair warmly welcomed members to the meeting. The Chair invited reflections from the Board of Governors' Strategic Deep Dive held on 15 May 2025, which comprised of an HE policy briefing and discussion session led by Aaron Porter, Advance HE, a deep dive into strategic implications and University activity linked to developments within the AI landscape, followed by an informal dinner on campus with the Board and invited internal and external speakers and attendees (inclusive of University Executive Board).
- 2.2 Noted:** Members reflected positively on: (1) the event content and breadth of expertise across the speakers; (2) the demonstration of positive engagement with AI within the University in different contexts (learning, teaching, assessment, research, knowledge

exchange, and policy development) with acknowledgement that AI was likely to become all-pervasive and with active work supporting thoughtful adoption; and (3) opportunity for Falmouth to continue to leverage expertise to influence future policy and recommended practice around AI adoption in Higher Education (HE).

- 2.3 Noted:** a closed Board session took place before the start of the meeting, in line with the recommendations of the Halpin Review of Governance Effectiveness. This session was attended by all Board members and the Secretary.

ACADEMIC ASSURANCE GUEST PRESENTATION

3 Introduction to the Faculty of Business & Design

Presentation from Dr Jennifer Young, Dean of Faculty of Business & Design

- 3.1 Received:** to note, an introductory overview of one of the University's three faculties, completing a series of three guest presentations. The presentation included an overview the three departments within the faculty: Cornwall Business School, Fashion & Textiles Institute, and School of Architecture, Design & Interiors, courses, student and staff numbers, faculty performance against key metrics, research and knowledge exchange, and faculty strengths and priorities for the year ahead. The presentation included a visual tour of student work, awards and industry recognition.
- 3.2 Noted:** recent innovations in course delivery models were introduced and considered, and the Board reflected on benefits linked to cross-disciplinary learning journeys and industry-led or partnered provision, with opportunities to further leverage business and design expertise for the benefit of the local and wider economy (on campus, online and on demand) explored in depth.
- 3.3 Noted:** the Board discussed opportunity to increase business student cohorts, and graduate employability opportunities linked to embedding business modules across the University, both of which were signalled as key priorities within the faculty. More flexible student pathways within courses were confirmed as being actively developed to support sustainable student number growth, learning from successes within the University in other subject areas and applying to the faculty's unique proposition.
- 3.4 Noted:** the Board also discussed faculty portfolio review priorities, which included the ongoing modernisation of the design offer and development of the design-led advanced manufacturing offer.
- 3.5 Noted:** the Board commended focus on student wellbeing and belonging, emphasising its importance for successful graduate outcomes and workplace integration.
- 3.6 Noted:** JY had started her role as Interim Dean in July 2024, and had been appointed as Dean in May 2025. The Board congratulated JY on her appointment, and thanked her for a useful and interesting overview of the faculty.

OPENING ITEMS

- 4 Declaration of interests** (HO) [Verbal] ☐
- 4.1 Noted:** the Chair invited members to declare any conflicts or potential conflicts of interest related to the agenda or otherwise. It was highlighted that interests could be managed by members directly via the Board of Governors App. No new conflicts were declared, nor were any relevant existing conflicts highlighted.

- 5 Vice-Chancellor & Chief Executive's report** (EH) [BG/25/037] ☐
- 5.1 Received:** to note, the standing item report from the Vice-Chancellor & Chief Executive which included sector, national and local policy updates, University developments, news and successes, and a summary of the Vice-Chancellor's external advocacy activities.
- 5.2 Noted:** a supplementary briefing to the written report was provided, which encompassed the impact of key UK policy developments at the University, potential implications of US policy developments on UK HE, developments linked to the University's strategic transformation planning, recent industry-led new course developments, and an overview of the arrangements for the forthcoming student Degree Show events.
- 5.3 Noted:** the Board discussed potential implications of US policy on UK HE, with Board members sharing insight from different sectors and contexts.
- 5.4 Noted:** the Board discussed developments linked to the OfS fine to the University of Sussex, inclusive of formal challenge of the £600k fine from Sussex, as well as internal activity in response to learnings from this case.
- 5.5 Noted:** the Board discussed the legal interpretation of the UK Supreme Court ruling that defined 'sex' as biological sex in the Equality Act 2010, the response from the sector, the interim guidance from the Equality & Human Rights Commission (EHRC), and internal activity in response while the full guidance was awaited. It was highlighted that the University remained committed to providing continued support and protection for all members of the University community, including the transgender community.
- 5.6 Noted:** it was confirmed that the University awaited the outcome of the University Mental Health Charter (UMHC) assessment which was expected by the end of May 2025. The outcome would be communicated in the July meeting of the Board.
- 5.7 Noted:** it was confirmed that the University had met with Office for Students (OfS) representatives to discuss the timeline and criteria for the University's application for Research Degree Awarding Powers (RDAPs), which was awaiting the re-opening of applications for DAPs by the OfS. It had been confirmed that the University would be able to submit the initial application in August 2025, with full application in October 2025. A further meeting with OfS representatives had been scheduled in June where further clarification on arrangements and timelines would be sought.
- 5.8 Noted:** positive commentary on the University's proactive and transparent approach to recognising and addressing strategic challenges and opportunities, and the acceleration of the strategic transformation agenda.
- 5.9 Noted:** the Board highlighted the strength of the environment provided by the University to nurture the creative talent of the future, despite the challenging external environment, and praised the positive culture and dedication of staff across the University to delivering the mission and vision, which would be brought to life in the forthcoming Degree Shows. The Chair encouraged exploration of the Degree Shows.
- 6 Students' Union (SU) President's report** (JL) [BG/25/038] ☐
- 6.1 Received:** to note, the standing item report from the student-elected SU President for Falmouth University. The report included: Students' Union (SU) updates; Student: Staff Liaison Group (SSLG) developments; the SU's initial response to the Supreme Court ruling discussed under 5.5; SU Awards shortlist; Falmouth Student Experience Group updates; Falmouth Campus student experience developments; ongoing development

and promotion of the extra-curricula student collaborative platform, CoLab; Student Money Week activities; SU communications update; reflections from attendance at the National Union of Students (NUS) conference; and SU focus on CV and employability support for Falmouth students. The President provided a full introduction to her report.

6.2 Noted: the President highlighted local public transport issues faced by students, which were felt more acutely by Falmouth students than students within more urban locations. The issues experienced by students were discussed, along with the University and FX Plus' proactive work with other education providers in Cornwall, Cornwall Council and local bus companies to improve accessibility of public transport services.

6.3 Noted: the President highlighted the SU's position statement in relation to the Supreme Court ruling had resulted in some negative social media attention, and that the SU was continuing to work through the implications of the ruling in open dialogue with students and with positive engagement from University Executive Board members to inform the Union's next steps.

6.4 Noted: Members highlighted that a positive culture of the University and SU working proactively in partnership together in the interest of students was evident within the report and discussion.

7 Minutes (HO) [BG/25/039] ☒

7.1 Approved: the minutes of the meeting held on 28 March 2025, as an accurate record of the meeting. It was highlighted that a six-month delay had been built into the publication schedule, and that minutes remained confidential until publication.

8 Matters arising (RW) [BG/25/040] ☐

8.1 Received: to note, the standing item report on matters arising from previous meetings. Of the 19 actions, 5 were confirmed as complete, and members were satisfied with the updates provided within the report for the remaining 14 open actions.

8 a) Governance effectiveness review implementation update (RW) [Verbal] ☐

8.2 Received: to note, an update on agreed actions following Halpin's independent review of governance effectiveness. There had been no significant change to the overall progress which remained at 60% complete as reported at the March Board, with smaller points of progress within the open actions. Resource had been diverted to undertake an audit of University policies in light of the Sussex case. An overview of key priorities ahead of the next meeting was provided, which included production of an updated schedule of policies which was enroute to approval by the three Boards.

8 b) Delegation framework (RW) [BG/25/040A] ☒

8.3 Received: for approval, a paper that proposed routine amendments to limits of authority, as recommended by the University Executive Board (UEB). The paper also proposed publication of the delegation framework on the governance webpage, in line with the Halpin review recommendations.

8.4 Approved: the amendments to the delegation framework as proposed, with permission to publish the framework on the governance webpage.

REPORTS (2024/25)

- 8 Budget update** (RH) [BG/25/041] ☐
- 8.1 Received:** to note, the standing item budget update which provided an overview of performance against budget and the latest forecast outturn for the financial year ending 31 July 2025. The paper included key variances and updates on contingency allocation, strategic investment fund spend, and delivery of savings targets.
- 8.2 Noted:** the University remained on track to deliver a small surplus for financial year 2024/25, with all financial KPIs and bank covenants on track to be achieved, £3m savings achieved, and diminishing financial risks in the final quarter of the year.
- 8.3 Noted:** the Board queried the underspend on the Strategic Investment Fund, and whether this was forecast to be closer to budget at year end. It was confirmed that all budget holders had been asked to complete an updated forecast for the remaining periods, which would be reviewed by University Executive Board in June alongside the cost of the 2025 Voluntary Severance Scheme to determine whether there were funds available to re-divert to accelerate transformation work packages or recovery of tuition fee income from the 2026 intakes.
- 8.4 Noted:** the Board advised maximisation of strategic investment with remaining funds, and pursuit of a year-end surplus as close as possible to zero.
- 8.5 Noted:** the accounting treatment for FX Plus was explained.
- 8.6 Action:** for future budget updates: (1) budget to be presented before actual within tables consistently, and (2) clearer explanatory note on the FX Plus figures to be incorporated.
- 9 Treasury management report** (RH) [BG/25/042] ☐
- 9.1 Received:** to note, the standing item report on treasury management which provided the latest cash flow position for 2024/25.
- 9.2 Noted:** no matters of concern related to cash flow, which remained marginally better than forecast, were raised to the Board. It was confirmed that the May 2025 Student Loans Company instalment had been paid since the distribution of the papers, increasing the cash held by £28m to £48.7m (the peak of University's ordinary cashflow cycle).
- 10 On Demand report** (DP) [BG/25/043] ☐
- 10.1 Received:** to note, the new regular report on activity related to the On Demand business unit (Academy of Continuing Education), inclusive of the latest revenue and student numbers, the development of reporting approach and management information dashboards, and an update on Demand transformation planning and activity.
- 10.2 Noted:** a supplementary briefing to the written report was provided, which outlined strategic opportunities and challenges linked to this relatively new area of activity for the University. It was emphasised that the reporting approach, which addressed one of the two actions assigned in the March 2025 meeting of the Board (action 15.4), remained in development.
- 10.3 Noted:** members highlighted the average revenue per student in the current financial year, and queried sector norms and revenue target setting for different categories of course. It was confirmed that more granular targets beneath the overall revenue target

were in development, alongside ongoing work to develop the business model, portfolio and value proposition for On Demand.

- 10.4 Noted:** the Board discussed the viability of On Demand based on its contribution versus On Campus and Online, visible within the business planning paper later on the agenda [BG/25/046]. The broader rationale for continued investment into On Demand was discussed, inclusive of readiness for the Lifelong Learning Entitlement and rising demand for micro-credential provision, as well as income diversification in a declining creative undergraduate HE market and broader market opportunity than currently harnessed.
- 10.5 Noted:** the On Demand transformation blueprint and roadmap would be presented in the July 2025 meeting of the Board.

THE BOARD ADJOURNED FOR A SCHEDULED 15-MINUTE COMFORT BREAK

ACADEMIC ASSURANCE GUEST PRESENTATION

- 11 Employability Framework** (AMG) [BG/25/044] ☒
Presentation from Alex Mesterton-Gibbons, Head of Employability
- 11.1 Received:** a paper and supporting presentation which introduced the new Employability Framework ('Framework'), which aimed to embed key future skills development at every level of study and support students in securing positive graduate outcomes. The context and rationale for the proposed approach, along with information about implementation, impact, measuring success (including but not limited to Graduate Outcome Survey outputs) and timeline was explored through the presentation. The Framework had been approved at the May 2025 Academic Board.
- 11.2 Noted:** the Framework was segmented into "Me, Us, and the World," and encompassed nine capabilities supported by relevant and fundamental future-facing skills. It had been designed to help students articulate their employability skills and to support embedding employability into the curriculum. Its development had been informed by numerous internal and external data sources, as well as internal consultation.
- 11.3 Noted:** the Board welcomed the introduction of the Framework, its applicability across different modes of online and on campus study, inclusion of alumni voices in the supporting content for the Framework, along with the thorough implementation plan and clear measures for success.
- 11.4 Noted:** the Board highlighted the importance, recognised within the Framework, of opening students' minds to the applicability of their skills to opportunities across all sectors, not just the creative and tech industries. It was suggested also that there was potential to be more direct with the language within the framework, referencing more explicitly sought-after business skills for example, 'sales'.
- 11.5 Noted:** the Board highlighted the importance of capturing and responding to student and staff feedback as the Framework moved through the different stages of implementation, to ensure all students were able to relate to the journey mapped out by the Framework and were adequately supported to articulate their skills – including those who pursued non-traditional career paths (self-employment, etc.). It was confirmed that stakeholder feedback sessions were within the implementation plan and that the development of the Framework would be ongoing.
- 11.6 Noted:** the link independent member for Academic Board summarised the discussion within the May 2025 Academic Board on the Framework, highlighting positive

engagement and key points of feedback. The methodology for its development and implementation was commended, in particular the pragmatic, engaging and user-friendly resources to support implementation.

- 11.7 Noted:** the Chair passed thanks AMG and the teams involved with the development of the Framework. AMG had been invited to return to the Board to present the Graduate Outcomes Survey report as part of the annual academic assurance deep dive in November 2025.

BUSINESS PLANNING

- 12 Student recruitment planning report** (AB) [BG/25/045] ☐
- 12.1 Received:** to note, the standing item report on student recruitment planning, which set out the student recruitment position for on campus and online provision, and which included UCAS cycle data analysis, Clearing information and approach, and ongoing activity to maximise conversion of student applications to acceptances for the May 2025 (online) and September 2025 intakes. The paper was supported by a supplementary briefing on key points within the report and the latest recruitment position as of 16 May 2025.
- 12.2 Noted:** it was confirmed that at the time of the meeting, the undergraduate on campus position had worsened in comparison to the reports to the Board in January and March 2025, with acceptances trending at [Redacted] compared with the previous year (reported as [Redacted] in March 2025). The 5 June 2025 'decline by default' day remained a key planning milestone, after which numbers were expected to settle, with further loss of students through Clearing positioned as a risk. Given the latest recruitment position, 2025/26 budgets had been re-modelled to [Redacted], and it was highlighted that it was considered unlikely that enrolments for undergraduate on campus would recover better than [Redacted], despite continued management focus on conversion. All other categories of student, with the exception of Integrated Foundation Year, were trending positively compared with the previous year, this did however not balance the budget shortfall from undergraduate on campus (discussed further in section 14).
- 12.3 Noted:** AB presented insights from a recently commissioned piece of UCAS research on the current (2025) undergraduate admissions cycle. Headlines included that: i) the University had maintained its market share; ii) the pool of 'suitable'¹ applicants had decreased sharply – [Redacted]; iii) students were making more aspirational choices, shifting from lower to higher tariff institutions, and choosing to stay closer to home. The research had also provided valuable insights into the geographical spread of the University's undergraduate applicants.
- 12.4 Noted:** the Board thoroughly debated the recruitment position and UCAS research insights, along with related strategic considerations. Discussion points included: demand for creative education, market growth and market share opportunities, geographical reach opportunities, competitor performance, strategic portfolio review and enhancement activity, strategic new course development activity, tariff strategy review, Clearing constraints and opportunities, strengthened brand positioning, appropriate strategic use of bursaries and scholarships, and marketing strategies and budget. It was highlighted that the University's strategic transformation planning had been accelerating, with the principle aim to strengthen the University's offer across all three of its three business units, informed by the UCAS research and other insights.

¹ UCAS-defined methodology

12.5 Noted: while the Board were assured by the retention of market share, there was concern for the sharp fall in demand *[Redacted]*. In addition to the discussion points above, the Board emphasised the importance of continued collaboration with other institutions, sector bodies, schools and other external stakeholders and policy influencers to promote the value of creative education. The Great South West Creative Industries Report, being launched in Westminster in July 2025 was an example of this.

12 a) Student value proposition (AB) [BG/25/045A] ☐

12.6 Received: to discuss, the latest draft student value proposition, which aimed to provide a clear statement as to why prospective students should choose to study with Falmouth. The value proposition aimed to help the University differentiate itself from competitors, drive internal alignment behind its offer to students and to provide a focus for marketing messages and campaigns. A supplementary verbal introduction to the draft, which encompassed an overarching pledge and five key messages, was provided.

12.7 Noted: the Board welcomed and indicated broad acceptance of the draft value proposition, in particular highlighting the strength of positioning of the University's rich heritage, and good balance across recognised USPs. The Board provided constructive feedback around dialling up the uniqueness of being Cornwall's university, dialling up employability language (with reference to the Employability Framework discussed in section 11), and reconsideration of the 'transformation' term used within the central pledge.

12.8 Noted: the Board queried and discussed the University's digital marketing budget compared with the wider sector, as well as the marketing budget for on campus versus online, given differing recruitment performance. Concern was voiced about the impact of any underinvestment, and the Board indicated appetite for this to be further explored.

12.9 Action: further information on marketing budget allocations to be brought back to a future meeting of the Board via University Executive Board.

13 Student number forecasting (WE) [Presentation] ☐

13.1 Received: to note, a presentation that introduced developments to the modelling of the student numbers that underpinned the business plan for on campus, online, and academic partnerships. Differences between the March and May 2025 student number forecasts presented to the Board were explained.

13.2 Noted: key differences included: the May iteration showed the latest flat forecast without targeted or indicative growth with *[Redacted]* undergraduate on campus acceptances reflected; with enhancements to modelling to more accurately reflect complexities linked to: multiple intakes (e.g. online: three intakes, September, January, May), different modes of delivery (e.g. accelerated/part-time), different student journeys (e.g. recruitment/progression variabilities), and academic partnership forecasting.

13.3 Noted: the presentation included an update on the development of, and screenshots of, a new business planning dashboard, which would automatically convert the latest student number forecasts into accurate tuition fee income forecasts by business unit. It was confirmed that University Executive Board were working through the determination of tuition fee income targets to address income shortfalls strategically through transformation planning.

13.4 Noted: the Board welcomed the developments and appreciated the open and transparent presentation of the 'do nothing' student number scenario. Members highlighted that the quality of the management information at the University was sector leading, and encouraged exploration of monetisation of the tools when the time was right. The Board passed thanks to WE for his presentation, which served as a useful introduction to some of the key assumptions within the latest business planning paper.

14 Business planning 2025/26-2029/30 (RH) [BG/25/046] ☐

14.1 Received: to note, an update on business planning. The development of the plan was on track for approval in July 2025, with submission to the Office for Students due in December 2025. A supplementary briefing was provided on key developments, financial implications, specific numbers and risks linked to the [Redacted] undergraduate on campus flat student number forecast scenario presented in detail within the paper.

14.2 Noted: the latest forecast saving requirement for 2025/26 was [Redacted]. Given recurrent savings requirements year-on-year, this presented a significant challenge which the Executive were working through, with key uncertainties yet to crystallise highlighted as the costs associated with the 2025 voluntary severance scheme, and the student recruitment position following the UCAS decline by default date on 5 June 2025. The Board aired concern about the impact of recurrent savings on the student experience, student outcomes and University stability and reputation, and advised continued careful consideration and targeting of savings.

14.3 Noted: the Board emphasised the need, despite challenges in 2025/26, to remain focussed on the medium and long-term, with targeted savings and carefully considered strategic investments to deliver a financially sustainable position throughout the planning period and beyond, and to reduce the likelihood of further recurrent savings.

14.4 Noted: bank covenant requirements were explored and considered, along with timescales for re-negotiation of loans.

14.5 Noted: the student accommodation void risk linked to lower undergraduate on campus students was outlined and considered, along with management action to mitigate.

14.6 Noted: the Board discussed realistic potential upsides within the planning period and encouraged clear articulation of these within the next iteration of the plan.

14.7 Noted: the Board were assured by reported transformation planning progress.

14.8 Noted: challenges linked to the length of the recruitment cycle were discussed, as was appetite for a deficit in 2025/26 to enable investment in a more balanced financial position for the later years.

14.9 Noted: the Board highlighted that there was time to establish new income streams within the planning period, and encouraged exploration of new and innovative revenue generation models, given ongoing shifts within markets and the HE policy landscape. It was confirmed that there was space allocated within the July 2025 agenda to workshop potential strategic options, ideas and questions – including the optimal size and shape of the University within changing markets, and collaboration opportunities, as well as points of discussion noted under 12.4.

14.10 Noted: it was confirmed that the June 2025 Resources Committee would explore a range business planning options to inform the July 2025 version of the business plan.

REPORTS

15 Academic assurance reports:

a) Academic Board report (TL) [Verbal] ☐

15.1 Received: to note, a standing item report on the Academic Board meeting held on 7 May 2025 by the link independent member for Academic Board. The draft minutes were included in full within agenda item 18 [BG/25/049] as supporting information for the verbal report.

15.2 Noted: the report included: (1) positive developments and engagement with the Student: Staff Liaison Group process; (2) the broad range of recent research-linked external funding successes and promising pipeline applications was highlighted; (3) assurance in respect of a range of topical policy developments, with some key policy approvals in the meeting: inclusive of the Safeguarding Policy, Student Sexual Misconduct Policy and Admissions Policy, and a briefing by the University's internal legal function on key lessons for the sector from the University of Sussex case; and (4) positive engagement with and approval of a new employer-led course development process and related adjustments to the delegation framework, which formalised the pilot approach taken with the Diploma in Ship Repair developed in partnership with A&P.

15 b) Readiness for new Condition of Registration E6 (RC) [BG/25/048] ☐

15.1 Received: to note, a briefing on readiness for the forthcoming new Office for Students Condition of Registration E6 which would come into effect from August 2025. A supplementary overview was provided by RC.

15.2 Noted: assurance was provided about the University's readiness, with the introduction covering key areas of policy, training and information. It was highlighted that external legal advice had been sought on the Student Sexual Misconduct Policy at request of Academic Board in March, with the policy approved by Academic Board in May 2025.

15.3 Noted: the Board discussed the new duty (Worker Protection Act 2023) on employers to take reasonable steps to prevent sexual harassment of their employees, and highlighted the importance of broader staff training to prevent sexual harassment to staff and students than indicated within the paper.

15.4 Action: update on (whole workforce) staff training related to the prevention of sexual harassment to be provided. (CT)

15.5 Noted: the Board discussed student harassment case trend data, with the majority of cases confirmed as peer-to-peer, with complexities arising from situations involving a mix of Falmouth and Exeter students given the shared Penryn Campus. It was highlighted that reporting was expected to increase following the publication of the new policy, supporting information, training and awareness raising.

15.6 Noted: the Board discussed the rationale for the ban on staff: student relationships, and queried whether this was an outright ban with transitional arrangements. Insight was shared about other University approaches, and it was confirmed that this ban related to direct relationships where there was a potentially perceived power dynamic.

15.7 Action: Student Sexual Misconduct Policy wording to be reviewed to ensure clarity of interpretation of the ban on staff: student relationships. (RC)

- 16 Board membership and vacancies report** (HO) [BG/25/047] ☒
- 16.1 Received:** to note, the standing report on Board membership and vacancies, which included the table of membership and vacancies, Board diversity data, an overview of the survey responses from the recent refreshed skills audit, new Board appointments, and the criteria for the next campaign for a new independent member to succeed JF from August 2025. A supplementary briefing on the outcomes of the Nominations Committee meeting held on 9 May 2025 was provided by the Chair.
- 16.2 Noted:** senior Board appointments following the internal expression of interest and selection process were confirmed as: DG as Senior Independent Member; IE as Deputy Chair of the Board; and FW as Chair of Remuneration Committee. Members were thanked for their engagement and congratulated on their appointment to these senior roles. Roles would commence from 1 June 2025, to enable smooth handover from JF.
- 16.3 Noted:** following an external campaign and selection process, Daiman Baker had accepted his invitation to join Audit & Risk Committee as an independent co-opted member from the July 2025 meeting. JF had also accepted an invitation to remain on Audit & Risk Committee as an independent co-opted member for a second term of office, and would mentor Daiman in his new role. The Board highly valued JF's contribution and welcomed her continued engagement with Audit & Risk Committee, with endorsement of the increase to the provision for co-opted members from one to two within the Audit & Risk Committee Terms of Reference.
- 16.4 Noted:** Nurole had been appointed as the search consultant for the next independent member campaign, with the recommended focus on the skillsets sought being on an individual with senior experience at the nexus of creativity and technology. The approach was endorsed by the Board, and members were encouraged to promote the opportunity appropriately within their networks once live in May 2025.
- 16.5 Noted:** the Board considered and provided positive feedback on the recent skills audit, it was confirmed that the skills self-assessment would be brought into the Board of Governors' App so that members were able to easily manage their self-assessment information on an ongoing basis, and to support automated reporting.

INFORMATION (SILENT – RECEIVED WITHOUT DISCUSSION)

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|---------------------------------------|-------------|--------------------------|
| 18 Minutes summaries | [BG/25/049] | <input type="checkbox"/> |
| a) Academic Board, 7 May 2025 (draft) | | |
| 19 Register of Interests | [BG/25/050] | <input type="checkbox"/> |
| 20 Calendar of meeting dates | [BG/25/051] | <input type="checkbox"/> |

ANY OTHER BUSINESS

- 21 Chair's report** (HO) [Verbal] ☐
- 21.1 Noted:** the Chair provided an overview of recent engagements on behalf of Falmouth University, inclusive of engagement with the Office for Students and the Committee of University Chairs as well as involvement with the review of the CUC Higher Education Code of Governance by invitation as a member of the steering committee for the review.
- 21.2 Noted:** the Chair thanked members for their active engagement and thoughtful contributions over the two days of Board engagements, and encouraged members to hold strategic discussion points in their minds for the June 2025 Resources Committee and strategic workshop within the July 2025 Board agenda.

22 Dates for the diary

22 a) Degree Shows - Exhibition Opening/Private View: 23 May 2025

22 b) Degree Shows - open to the public: 24 – 31 May 2025

22 c) Community and Open Day: 31 May 2025

22 d) Graduation 2025 ceremony and civic event – Thursday 17 July 2025

22.1 Noted: the Chair outlined forthcoming Falmouth University events to which Board members had been separately invited, and encouraged attendance.

23 Date, time and location of the next meeting

23 a) Friday, 18 July 2025, 8.30-14.00, Falmouth Campus