

Council

18/31 A meeting of the Council was held in the TVSP Conference Room, Thames Valley Science Park on Monday 9 July 2018 at 2.15 pm.

The President
The Vice-Presidents (Mr R.E.R. Evans and Mrs K. Owen)
The Vice-Chancellor
The Pro-Vice-Chancellor (Professor G. Brooks)
The Pro-Vice-Chancellor (Mr V. Raimo)
The Pro-Vice-Chancellor (Professor R. Van de Noort)

Mr T. Beardmore-Gray
Mr D. Bentley
Professor J. Board
Professor L. Butler
Mr K. Corrigan
Mr J. Dabydoyal
Mrs P. Egan

Dr P. Erskine
Professor C.L. Furneaux
Professor J.R. Park
Professor S.F. Walker
Ms S.M. Woodman
Professor P. Yaqoob

The Chief Strategy Officer and University Secretary

In attendance:

The Chief Financial Officer
The Director of Quality Support and Development

Apologies were received from the Deputy Vice-Chancellor, Ms H. Gordon, Ms M. Hargreaves, Mr S.C.C. Pryce, Dr B. Rawal, and Mr S.P. Sherman.

The President welcomed Professor Yaqoob, Pro-Vice-Chancellor (Research and Innovation) designate, Mr Dabydoyal, RUSU President, and Mr Bentley, RUSU Welfare Officer, to their first meeting of the Council.

He was pleased that the meeting was being held at the Thames Valley Science Park, and he thanked its Executive Director for conducting tours of the site beforehand. Members of the Council were impressed by the buildings, facilities and environment.

18/32 The minutes (18/13 -18/30) of the meeting held on 19 March 2018 were confirmed and signed.

Items for note

18/33 Resignation of the Vice-Chancellor

The President reported, with regret, that the Vice-Chancellor had submitted his resignation, following his appointment as Vice-Chancellor and Chief Executive Officer of the University of Sunderland. The Vice-Chancellor thanked the Council and the University community for the privilege of serving the University for almost seven years. He had enjoyed working with Council members, with colleagues from across the University, and with students, and wished to offer his support for his successor in taking the University forward. He explained that his decision to accept the post at the University of Sunderland had been driven by 'pull factors', and that he hoped that he would be able to make a difference in a part of the country for which he felt a strong affection.

The Council expressed appreciation of the Vice-Chancellor and his achievements during his period of office.

The President, having noted that the Council was responsible for the appointment of the Vice-Chancellor, indicated that planning of transition arrangements had already started, and that the Council would be invited to consider, at the end of the current meeting, proposals on which immediate decisions were necessary.

18/34 Membership of the Council (Item 4.1)

Class 7

It was reported that, consequent upon the Students' Union elections, the following would be members of the Council in the Session 2018-19:

Members:

Mr Jason Dabydoyal	RUSU President
Mr Dan Bentley	RUSU Welfare Officer.

18/35 Documents sealed and to be sealed (Item 4.2)

The Council received a list of documents sealed and to be sealed.

Resolved:

"That the Council approve the action taken by the Officers and Members in affixing the University Seal to documents sealed since the last Ordinary Meeting of the Council and authorise the Seal of the University to be affixed to the documents to be sealed as now reported."

Main items of business: strategic matters for discussion and decision

18/36 Effectiveness of Council-Report of the Review Group (Item 5)

The Council received the Report of the Group to Review the Effectiveness of Council. The President reported that the group had contemplated, but had rejected, reductions in the number of the committees of the Council and in the size of the Council itself. The group had concentrated on improving Council's ways of working, including the provision of more time for discussion

and strategy, fewer, more focussed items for consideration, and more opportunities for council members to get to know each other and the University more broadly. The group had been mindful of the arguments in favour of moving towards a smaller Council, and considered that its size should be reviewed as and when existing terms of office came to an end. The number and remits of committees should be considered again as part of the next routine review, if not before.

The President noted that, while values were an implicit part of many of Council's discussions and decisions, they were rarely made explicit. The group believed that there would be benefit in the Vice-Chancellor leading a discussion at Council on the University's values, their origin and how they were embedded within the University, and that the Council should subsequently consider how best it might fulfil its duty to safeguard the University's values.

He also outlined the group's conclusions that Council should have a more meaningful role in the development of the University Strategy, that the Council collectively had an excellent skill-set, which might be better understood and more effectively deployed with the aid of a skills audit, and that the Council should have a fuller understanding of the work of the Senate and have greater regard to its responsibilities for the University's academic standards.

In regard to the size of the Council, the President reported that on average 3.5 lay members gave their apologies for each meeting, and suggested that the lay membership needed to be sufficiently large to accommodate such a rate of absence. A significant reduction in the lay membership would also imply greater demands on lay members' time to serve on committees. There were also strong arguments for retaining the Deputy Vice-Chancellor and all Pro-Vice-Chancellors on Council so that all key areas of activity were represented, and for maintaining representation from across the University community.

Those lay members with experience of other universities' governing bodies indicated that these were common concerns which did not admit easy solution, and that the search for an optimal size was less important than finding effective ways of working.

Dr Erskine and Mr Corrigan, while commending the report, raised the possibility that the size of Council might be reduced by designating the Pro-Vice-Chancellors as attendees rather than members. It was suggested that a reduction in the Council's size might promote more effective discussion and decision-making, and would align more closely with practice in the boards of more commercially focussed organisations. Professor Butler suggested that the University was a complex organisation addressing complex challenges, and that decision-making benefited from the range of expertise and perspectives available at Council.

The President indicated the value of lay members developing a closer understanding of the University through visits to Schools and engagement with RUSU, which would enrich discussion and inform decision-making.

Resolved:

‘That the Report of the Group to review the effectiveness of Council, now submitted, be received, and that the recommendations (1)-(14) contained in the Report be approved.’

18/37 Oral Report on RUSU Priorities (Item 6)

Mr Dabydoyal reported that 3Sixty, RUSU’s main entertainments venue, was undergoing a £3m refurbishment, and that RUSU was reviewing its branding. Mr Bentley reported that, in his role as RUSU Welfare Officer, his priorities included promoting mental health, particularly among men, who were often less likely to access help, and improving student safety on and off campus, including a ‘hire now, pay later’ taxi scheme. Mr Dabydoyal and Mr Bentley also spoke of plans for the RUSU officers to maintain closer and more active engagement with the student body, and to develop, in conjunction with the University, more effective approaches to the partnership between students and staff in improving the student experience and their programmes.

At Council’s invitation, Mr Dabydoyal and Mr Bentley explained their ambitions for their periods of office, which included driving innovation on campus, and raising awareness and ensuring effective signposting of sources for help.

The Council joined the President in wishing them an enjoyable and productive year.

18/38 Report of the Student Experience Committee (Item 7)

The Council received the Report of the meeting of the Student Experience Committee held on 8 June 2018.

Mrs Owen reported that the Committee had celebrated the very significant achievements of the outgoing RUSU officers over the past year, and had thanked them for their constructive contribution to the Committee and the University. The Committee had also welcomed the incoming RUSU officers and had heard about their objectives for the coming year.

Mrs Owen reported that the Committee had reviewed the RUSU Constitution, had found that it was broadly fit for purpose, and had proposed a number of relatively minor amendments and related actions. She also reported that the Committee was finalising a review of its membership and terms of reference, and would submit draft amendments to the Council in the Autumn Term.

Mrs Owen reported that the Committee was continuing to consider student wellbeing, and would report to the Council in the Autumn Term on the University’s work to create an environment which actively promoted mental health.

Resolved:

1. ‘That, in respect of the RUSU Constitution:
 - (a) the RUSU Constitution be endorsed as fit for purpose;
 - (b) the RUSU trustees be invited to consider amendments to the Constitution as set out in section 6(a), (b) and (c) of the Report;

- (c) the RUSU trustees be invited to review the bye laws to clarify the membership status of students at offshore operations;
- (d) RUSU be asked to confirm in due course that the changes to the website indicated in section 5(a) and (b) of the Report had been completed.'

- 2. 'That the Report of the meeting of the Student Experience Committee held on 8 June 2018, now submitted, be approved.'

18/39 Report of the Senate (Item 8)

The Council received the Report of the meeting of the Senate held on 28 June 2018.

The Vice-Chancellor explained that, for one year only to 31 July 2019, Senate had agreed that its representative on Council would be drawn from those of its members who already sat on Council in order to preserve a lay majority on Council, as required by the Charter.

The Vice-Chancellor reported that the changes in practice which the Senate had introduced at the beginning of the current year had been successful, namely a focus on one or two major items for structured discussion at each meeting and the associated configuration of the room in a 'cabaret' format to promote group discussion. He indicated that such changes might offer a useful model for the Council as it sought to engage a wider range of members in strategic discussions.

Resolved:

- 1. 'That, with reference to item 1, draft amendments to Ordinances, now submitted, be approved.'
- 2. 'That the Report of the meeting of the Senate held on 28 June 2018, now submitted, be approved.'

18/40 Recommendations and items for note from the Strategy and Finance Committee (Item 9)

The Council received a Report of the meeting of the Strategy and Finance Committee held on 11 June 2018 relating to recommendations and items for note.

- (a) [Redacted, Section 43].
- (b) [Redacted, Section 43].
- (c) [Redacted, Section 43].
- (d) [Redacted, Section 43].

In response to a question from Mr Beardmore-Gray, the Vice-Chancellor acknowledged the uncertainties around potential additional USS costs and

outlined the phasing of the additional costs, which would mitigate its impact on the budget.

In response to further questions, the Vice-Chancellor noted that teaching rather than research had driven the recent growth in income. Student numbers and fee income had increased substantially, while research income had remained broadly stable; in consequence, research income was contributing a smaller proportion of the Academic Group income, relative to income from teaching. Such shifts could influence the profile of the University and its perception. Professor Yaqoob advised that a report on the full economic costing of research was in preparation. The President asked that further consideration be given to how research income might be increased.

In response to a question concerning the University's holdings of farmland and its use for teaching and research, the Chief Financial Officer indicated that this matter would be considered by the Investments Committee in due course.

(e) [Redacted, Section 43].

Resolved:

1. [Redacted, Section 43].
2. [Redacted, Section 43].
3. 'That a Health and Life Sciences Building Project, [Redacted, Section 43], be approved.'
4. 'That the Financial Forecasts 2017-18 to 2021-22, now submitted, be approved.'
5. 'That the University Budget 2018/19, now submitted, be approved.'
6. 'That the Financial Report: 2017/18, now submitted, be received.'
7. 'That the Report of the meeting of the Strategy and Finance Committee held on 11 June 2018, now submitted, be approved.'

18/41 Report of the Investments Committee (Item 10)

The Council received the Report of the meetings of the Investments Committee held on 11 June 2018.

Mr Evans, as former Chair of the Committee and in the absence of the current Chair, thanked the Chief Financial Officer for her excellent work on the categorisation of the University's investment portfolio, which allowed a clearer understanding of the balance of the portfolio, and offered insights into potential opportunities and the future management of the portfolio. Mr Evans noted that the growth in student numbers over recent years meant that teaching spaces were now operating close to capacity, and their occupancy compared favourably with other institutions. In consequence, there was little potential for land disposals or further commercial leases on the campuses. The University had benefited substantially from the sale of agricultural land on the urban fringes for housing or, in the case of Thames Valley Science Park,

for high-value commercial use. The Investments Committee was mindful of the need to invest in farmland, both for academic purposes (teaching and research) and as a long-term investment. Professor Park spoke of the academic and financial value which investment in farmland had yielded over many years.

[Redacted, Section 43].

The President thanked Mr Evans and the Chief Financial Officer for their excellent work on the investment portfolio.

Resolved:

1. "That the Report of the meeting of the Investments Committee held on 11 June 2018, now submitted, be approved."
2. [Redacted, Section 43].

18/42 Report of the Vice-Chancellor (Item 11)

The Vice-Chancellor:

- (a) noted the uncertainties of the current environment for higher education, given the lack of clarity on the direction of government policy, including Brexit, the general political volatility, challenges over fees, and the emerging approach of the new regulator;
- (b) reported that the summer degree congregations had been a happy and well-organised event, enjoyed by graduands and guests. He expressed his thanks to staff across the University for all their hard work in teaching, supporting and assessing students, processing marks and results, and co-ordinating the degree congregations. He noted that the recent industrial action had put these processes at risk. Attendance at graduation had increased over recent years to 83% of eligible students, and, given this and increasing student numbers, degree congregations next year would extend over four days;
- (c) reported that the University's new refugee scholarships had generated significant interest on Twitter. In response to tweets criticising the refugee scholarships, the University's social media team had tweeted 'We've had feedback over the last week that some people are unhappy with our plans to offer up to 14 scholarships to refugees living in the local area. To these people, we would like to say: Tough. Jog on.' The University's tweet had gone viral and had attracted considerable attention in the press and other media, support in many quarters, and a number of offers of financial contributions to the scheme. The Vice-Chancellor indicated that he had originally had some reservations about the tweet since it appeared to dismiss people with different views from ourselves and to feed a perception that universities were home to a liberal elite who had little understanding of, and respect for, others. He believed that there had been value in affirming the University's unashamed support for refugees and that the outcomes had been

positive; he had asked that the media team be mindful of the fine line to be observed in such matters;

- (d) reported that the University and College Union (UCU) had recently consulted its membership on the universities' 2% pay offer and that a majority had rejected the offer and had supported industrial action. A ballot would now be held seeking a formal mandate for a dispute and industrial action. The Vice-Chancellor noted that industrial action could have a substantial impact on students and the wider operation of the University;
- (e) reported that, following an extensive discussion about the University of Reading Malaysia (UoRM) at the Strategy and Finance Committee on 11 June, it had been agreed that the University Executive Board (UEB) would undertake a further assessment of the University's strategy for UoRM and consider its recommendations for next steps. UEB, having had regard to a range of factors, had concluded that further time was required properly to assess the next steps and make recommendations to Council. [Redacted, Section 43].

The Pro-Vice-Chancellor (Global Engagement) reported a number of positive developments. UoRM had met its recruitment target for April, and UEB was now closely monitoring progress towards the recruitment target for September. A number of organisations had expressed interest in a potential partnership with UoRM, and EducCity was continuing to improve student accommodation and campus facilities.

In response to a question from Ms Woodman, the Pro-Vice-Chancellor (Global Engagement) advised that the new Malaysian Prime Minister had been responsible for promoting the growth of transnational education during his previous period of office, and was supportive of international campuses in Malaysia. Following the election, the Ministry of Higher Education had been incorporated into the Ministry of Education, but the senior staff responsible for private higher education had remained in post.

The President indicated that the Strategy and Finance Committee had broadly taken a more positive view of UoRM's position than UEB, and believed that it was appropriate to allow the new Provost the opportunity to develop a plan for UoRM's success.

In response to a question from Dr Erskine, the Pro-Vice-Chancellor (Global Engagement) gave an assurance that the Strategy and Finance Committee and Council would be better placed to come to a decision in October and November respectively since data on September recruitment would be available and there would be a clearer indication of the level of third party interest in the prospect of partnership. The Vice-Chancellor affirmed the need to make a clear decision in the Autumn Term and to commit to that decision.

Mr Corrigan strongly endorsed the Vice-Chancellor's view and was concerned that continuing discussion of the issue over many months would be detrimental to UoRM and the University. He would welcome

a stronger, more assertive narrative on the matter from UEB at the Strategy and Finance Committee meeting in October. In response to points raised by other members, the Vice-Chancellor indicated that the data on which a decision would be based would inevitably be limited, and that the University needed to be realistic in making a decision on incomplete information. In response to questions from Dr Erskine, the President agreed that Wing Lam be invited to the meetings of Strategy and Finance Committee and/or the Council in October and November and explain his vision for UoRM and his analysis of its future prospects;

- (f) noted that the portfolio of major projects did not currently include any in the inception or scoping phases. This was due to the limited capacity of UEB and the wider University for further projects, financial constraints on the University, the current environment for higher education, and an emphasis on consolidating and strengthening existing activities. The UEB, however, remained alert to new opportunities;
- (g) noted that, if the University undertook an exercise to refresh the University Strategy, the institutional strategic key performance indicators (KPIs) would necessarily be reviewed to take account of the changing context and changing priorities. In response to questions, he suggested that, given the rising profile of Chinese universities, it might no longer be realistic for the University to maintain its position in the top 200 global institutions, that total Academic Group income might not be a meaningful indicator, and that retaining a KPI for Firsts and 2:1s might be misconstrued in the light of the government's concerns about grade inflation in the sector. In response to a comment from Mr Evans, the Vice-Chancellor agreed that the amount of progress towards meeting the KPIs that was marked as red was misleading, and that this would be amended for the next report.

Resolved:

“That the Report of the Vice-Chancellor, now submitted, be approved.”

18/43 Report of the Appointments and Governance Committee (Item 12)

The Council received the Report of the meeting of the Appointments and Governance Committee held on 12 June 2018.

[Redacted, Section 40].

The President drew attention to the report which confirmed the Council's full compliance with the CUC Code of Practice.

Resolved:

1. “That:

- (a) Mr R.E.R. Evans be re-appointed to the Appointments and Governance Committee to serve until 31 July 2021;

- (b) Professor S.N. Chandler-Wilde be re-appointed to the Appointments and Governance Committee to serve until 31 July 2020;
 - (c) Dr B. Rawal be appointed to the Joint Standing Committee of the Council and the Senate on Honorary Degrees to serve until 31 December 2018;
 - (d) Dr S. Weston, Academic Director of Teaching and Learning, University of Reading Malaysia, be appointed to the Student Experience Committee in an *ex officio* capacity;
2. 'That a report that the University remains fully compliant with the CUC Code of Practice, now submitted, be approved.'
 3. 'That the Report of the meeting of the Appointments and Governance Committee held on 12 June 2018, now submitted, be approved.'

18/44 Report of the Audit Committee (Item 13)

The Council received the Report of the meeting of the Audit Committee held on 7 June 2018.

[Redacted, Section 43].

Mr Beardmore-Gray explained that historically the report required by HEFCE on value for money had summarised the evidence that the University used public funds for proper purposes and sought to achieve value for money from public funds. It was expected that, in future, the OfS would also require evidence of value for money from a student perspective, although the form of the reporting requirements was not yet clear. The Director of Finance had given a presentation to the Committee on possible approaches to the new expectations and the implications of reporting on value for money in relation to both the public purse and students. Mr Dabydoyal and Mr Bentley indicated that students interpreted value for money in many different ways, which might be influenced to a greater or lesser extent by the nature of their programmes and their motivation for coming to university: some would understand value for money variously in terms of contact hours, the quality of engagement with staff, and/or access to high-quality facilities, while others would understand value in terms of employment and salary following graduation. Mrs Owen suggested that the Student Experience Committee might usefully consider students' perspectives on value for money and criteria which might be used in its assessment.

Resolved:

'That the Report of the meeting of the Audit Committee held on 7 June 2018, now submitted, be approved.'

18/45 Report of the Joint Standing Committee of Council and Senate on Honorary Degrees (Item 14)

The Council received a Report of the Joint Standing Committee of Council and Senate on Honorary Degrees.

The President reminded the Council that the information contained within this Report should be regarded as strictly confidential until such time as the proposed recipients had been contacted and had accepted the University's invitation.

Resolved:

"That the Report of the Joint Standing Committee of Council and Senate on Honorary Degrees, now submitted, be approved."

18/46 Report of the Remuneration Committee (Item 15)

The Council received the Report of the meeting of the Remuneration Committee held on 12 June 2018.

Mr Evans, as Chair of the Committee, reported that the Committee had agreed to adopt the Committee of University Chairs Remuneration Code, which sought to establish shared principles underpinning a more transparent and open system for senior staff remuneration. The Code set out, within a framework of three key principles (fairness, transparency and independence), considerations to be taken into account in setting the pay of Vice-Chancellors, provision of public information on the Vice-Chancellor's salary, and the exclusion of Vice-Chancellors from membership of the remuneration committee.

Mr Evans thanked Ms Woodman for her work as the lay member on the Professorial Salaries Advisory Group and the Senior Salaries Advisory Group. She had indicated that she was content with the application of the stated procedures. The Remuneration Committee had asked for a further report on the gender pay gap at the University, which would include reference to the impact of the annual review and any factors which had influenced the results.

Mr Evans indicated that the Committee would be pleased to provide more detailed information in its reports to the Council, but was concerned about the volume of paperwork which this might entail and its value to the Council.

Resolved:

"That the Report of the meeting of the Remuneration Committee held on 12 June 2018, now submitted, be approved."

18/47 Vacation Powers

Resolved:

"That authority be given to the President, the Vice-Presidents and the Vice-Chancellor to act on behalf of the Council during the Long Vacation 2018 and that a report on the exercise of that authority be submitted to the next meeting."

18/48 Retirements from the Council

The President noted that Professor Mithen and Professor Walker would retire from membership of the Council before its next meeting. The Council joined him in thanking them for their hard work and unswerving support for the Council.

18/49 List of Meetings for 2018-19 (Item 19)

The Council received the list of provisional dates for meetings for 2018-19, for the information of members.

Meetings of the Council next Session were provisionally scheduled to take place as follows:

Wednesday 28 November 2018 at 10.00am
Thursday 24 January 2019 at 2.15pm
Monday 18 March 2019 at 2.15pm
Monday 8 July 2019 at 2.15pm

Resolved:

‘That the list of provisional dates for meetings of the Council for 2018-19, now submitted, be received.’

[At this point, the members of the University Executive Board withdrew from the meeting, except for Dr Messer, who remained in his capacity as Secretary to the Council.]

18/50 Arrangements following the resignation of the Vice-Chancellor

- (a) The President invited Dr Messer, as Secretary to the Council, to set out the process for the appointment of the Vice-Chancellor, as prescribed in Ordinance B1. The Secretary to the Council explained that the Council was required to appoint a Selection Committee, chaired by the President of Council, with a majority of lay members. The Secretary to the Council would serve as Secretary to the Selection Committee and would manage the selection process. By convention, the Selection Committee included the RUSU President and a representative of the Senate. The Selection Committee would recommend, via the Appointments and Governance Committee, a suitable candidate to the Council, which was responsible for ratifying the Selection Committee’s recommendation and agreeing the terms of the Vice-Chancellor’s appointment.

The President asked the Council for its views on the extent of its involvement. There was a consensus among the Council that the process should be efficient and timely, and that this would best be achieved by a Selection Committee which was small. The Council authorised the President, in consultation with the Vice-Presidents, to appoint a Selection Committee on its behalf.

It was noted that, given the appointment process and the successful candidate’s period of notice, the new Vice-Chancellor would most probably take up the post in about a year’s time.

- (b) The Council noted that the process for the appointment of the current Vice-Chancellor had worked well, and endorsed the appointment of consultants to assist the University in the appointment process.
- (c) The Council considered and approved a proposal that Professor Robert Van de Noort, who would be Deputy Vice-Chancellor with effect from 1 August 2018, be appointed Acting Vice-Chancellor from a date to be determined, and that, as Acting Vice-Chancellor, he be the nominated Accountable Officer for the purposes of the Office for Students.

The Council asked that the Acting Vice-Chancellor be empowered and encouraged fully to discharge the responsibilities of the Vice-Chancellor, including initiating and leading change, and not to view his role simply as a caretaker maintaining the status quo pending the appointment of a new Vice-Chancellor.

- (d) The Secretary to the Council reported that the University Executive Board had agreed that an additional member would be co-opted for the period of Professor Van de Noort's appointment as Acting Vice-Chancellor in order to create sufficient capacity to discharge its responsibilities, and that a redistribution and, in some cases, delegation of responsibilities was under discussion. Some discretionary activity might be de-prioritised.
- (e) The President advised the Council that the Vice-Chancellor's contractual period of notice was six months, but that he wished to leave the University, if possible, before the beginning of the Autumn Term. The President affirmed his commitment to prioritise the University's interest when considering this matter.

The Council had a brief discussion of possible timescales for the Vice-Chancellor's departure and the effective date of the Acting Vice-Chancellor's appointment. The Council authorised the President, in consultation with the Vice-Presidents, to determine the relevant dates. Robust arrangements for the ongoing conduct of business would need to be agreed prior to a decision on those dates.

- (f) The Council noted the need to establish prior to the effective date of the appointment of the Acting Vice-Chancellor contingency arrangements in the event that he was unable, permanently or temporarily, to continue in the role. Mr Corrigan asked that the Appointments and Governance Committee consider more broadly, in due course, the University's approach to succession planning for key senior roles.
- (g) The Council discussed a range of matters relating to communications, including a briefing note for members of the Council to provide an agreed narrative in the event of incidental enquiries, and the management of comments on Twitter.
- (i) The President agreed to share the agreed job description and to inform the Council members of the consultants appointed to assist the University with the appointment.

Resolved:

1. 'That Professor Van de Noort be appointed Acting Vice-Chancellor and, for the purposes of the Office for Students, the nominated responsible officer, from the date of the departure of the Vice-Chancellor, and until the start date of the next Vice-Chancellor '
2. 'That a Selection Committee for the appointment of a new Vice-Chancellor be appointed by the Appointments and Governance Committee.'