

The City College, Board of Governors Meeting: 23/03/22 Start time: 3:30 pm/End time: 5:00 pm/Venue: Onsite: Conference Room, TCC / Online – Microsoft Teams

Present: Uroy Clarke (Chair), Tasneem Riaz (Director), Mike Potter (External), Amanda Banks (External), Ian Woolgar (External), Collin Chikanma (Current Student), Susan Riaz (Secretary)

Naweed Riaz (Staff, legal advisor, in attendance)

Item	Key points raised	Actions	Who?	When?
1) Apologies	Apologies received – Mattias Scheibel	None	N/A	N/A
2) Welcome	<p>UC welcomed members to meeting, including new members of the board. Introduced new members as well as asking current members to speak briefly about themselves.</p> <p>Amanda Banks – acupuncturist, previously lecturer at TCC, interested in education of acupuncture</p> <p>Ian Woolgar – business background, worked in senior capacity for marketing companies, twenty years ago started own business in travel sector and predominately based in Scandinavia and activity experiences and mentor with the social mobility foundation, involving marking students work as well as guiding students through A Levels, who generally have no family background of university education</p> <p>Collin Chikanma – current student, doing DET after completing degree.</p> <p>Mike Potter – practicing acupuncturist for 41 years and teaching</p>	None	N/A	N/A

	<p>acupuncture over 30 years. Currently teaching at University of Westminster, which is now closing the course. Wants to support CCA and is contributing to maintaining standards and keeping profession alive. Feels acupuncture is fragmenting again with different professional bodies.</p> <p>Tasneem Riaz – Director of the College. Board of Governors is independent so there for information.</p> <p>Naweed Riaz – Not a governor but in an advisory capacity in case legal issues arise and can give opinion. Practiced as a lawyer for 30 years. Worked at college for several years and is a current lecturer.</p> <p>Susan Riaz – Acting as Secretary. Works as Student Welfare Officer.</p> <p>Uroy Clarke - Enjoy working with the College, which is professional and staff warm. Wish to push institution forward as difficult time for everyone. Borough Councilor for Milton Keynes and work with Equality UK and work as a university lecturer. Appreciated effort and time of members.</p>			
<p>3) Minutes of Previous Meeting</p>	<p>UC asked members whether they have looked at the previous minutes and whether members have any comments.</p> <p>There were no comments from members.</p> <p>TR shared previous minutes with members (these were also sent out prior to meeting).</p> <p>Minutes Approved by Board.</p>	<p>None</p>	<p>N/A</p>	<p>N/A</p>

<p>4) Matters Arising</p>	<p>Update of Covid restrictions/guidelines with reference to TCC and CCA, including clinic.</p> <p>AB – asked whether people are wearing masks in the clinic? TR – confirmed yes, people are wearing masks. Nothing major has changed even though restrictions have lifted. Have dropped temperature check but sanitizing hands and wearing masks has been continued. We are asking students to wear masks in common areas, although cannot enforce that legally but are recommending it as cases are rising. In class settings, people are not wearing masks when sitting at desks. Not moving away from that at the moment.</p> <p>UC – is delivery online or on campus?</p> <p>TR – all of CCA classes are on campus and nothing online at the moment unless someone, such as a member of staff, is unwell or during train strikes or other unforeseen situations. For BTEC courses there is one day online and one day onsite.</p> <p>NR – students are not wearing masks in the classroom.</p> <p>TR – we did maintain a breakout plan but have not yet had an outbreak of Covid. We have been fairly lucky, and precautions have worked, as just individual cases. We have asked anyone who is unwell to self-isolate. People are no longer testing twice a week, but we have asked staff and students to please self-isolate if they do test positive.</p> <p>AB – in terms of clinic, presumably must adhere to some guidelines?</p> <p>TR – BAcC but also Department of Education. Patients are wearing masks and so are students in the clinic.</p>	<p>Guidelines to be monitored and changed if necessary.</p>	<p>N/A</p>	<p>N/A</p>
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	<p>AB – what happens if they object?</p> <p>TR – advised this is a teaching clinic and a multi-bed clinic so not a small treatment room, which makes wearing masks crucial until further guidance.</p> <p>MP – In the university, it is the same and people are still wearing masks.</p> <p>TR – Better to be sensible and the only thing we removed was the QR code for track and trace. Face mask, hand gel, enhanced cleaning, wipeable pillows, etc. are all in place to keep people safe. No longer using towels unless clients wish to bring their own.</p> <p>IW -Are the students under any obligation to inform the college if they test positive?</p> <p>TR – Yes, website clearly asks students to inform us if they test positive or have symptoms. That is our advice at the moment for people to stay home.</p>			
<p>5) Student Recruitment</p>	<p>UC – this is an important area for us in terms of survival and growth of the college. Obviously Covid has affected us, but student recruitment is key. Can we identify current standpoint on recruitment? Are we looking to recruit for new term and have there been any changes? What numbers are we looking for?</p> <p>TR – OfS registration was approved in June 21 and college recruited for September 21, but not a huge number.</p> <p>NR – had 130-140 applicants, but we did reject a large number as they did not pass process. So we could have had a larger number but looked at</p>	<p>Recruitment continuing for May 22 BTEC courses.</p> <p>CCA looking to recruit 2 groups for next intake</p>	<p>TR/NR/SR</p>	<p>Update at next meeting</p>

	<p>quality over profit. This term recruiting for May 22 term for HNC, HND and DET courses. Doing fairly well at the moment. Currently interviewing daily and should, hopefully, get a similar number, but do reject a large number of people.</p> <p>SR – Applicants do also have an English test as well as an interview.</p> <p>NR – Struggling to get the numbers as strict with recruitment.</p> <p>IW – do you have a target?</p> <p>TR – hoping for about 400 students over the whole intake. We have three intakes, September, January and May. May not quite reach the target but hope to do well.</p> <p>NR – a lot of students do ask for online teaching only but that goes against guidelines. Hoping to get close to 300 and are striving hard but not easy. We have not recruited for nearly two years and had been stagnant for two years.</p> <p>IW – almost like being a startup.</p> <p>NR – yes, we had been stagnant and people like the convenience of online.</p> <p>TR – if students are only online then student finance would treat it as a distance learning programme. This changed in the pandemic, but we can still do blended learning. Being online all the time, they are not always as engaged – without camera or microphone on, so difficult to interact with lecturer online. One day online and one onsite works well. In terms of acupuncture hoping to recruit two intakes, but currently have two intakes for third year group but in 2020 it was just one intake of 24 students. We are limited by BAAB to only have 24 in one class. Last year it was still just</p>			
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	<p>one intake as we did not have the numbers. We only have one intake per year for CCA.</p> <p>IW – what is the conditional English that you impose?</p> <p>TR – Use Skills Forward to monitor an online test and it is Functional Skills Level 2. They do not currently need maths, but for DET they do recommend maths and English. They can re-sit if they nearly pass or can join a course to improve English if they wish to apply later.</p> <p>NR – need to recruit ethically. Do get complaints from student referrers as quite hard.</p> <p>UC – as to the numbers that we have, have outlined there is one intake with CCA. How many do we expect realistically?</p> <p>TR – 48 would be the maximum?</p> <p>AB – How many are currently signed up?</p> <p>TR – recruiting for September and having open days, so still a lot of time. Have a good turnout for these.</p> <p>AB – Are the open evenings online or on site?</p> <p>TR – they were online but the most recent was on site.</p> <p>AB – how are open days advertised?</p> <p>TR – social media, through the website, through emails, LinkedIn, etc. I have little to do with social media but do utilize it for recruitment. Should improve visibility.</p>			
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	<p>IW – who does that?</p> <p>TR – have a company who do this but have input. For example, CC and other students went to the Betts Conference today and put that visit on social media. That increases the visibility of the College.</p> <p>AB – that would be useful to know. Are there regular postings, scheduled?</p> <p>TR – weekly postings, but also extra ones for open days, etc. If a person has expressed an interest, then might see a post or advert, through Google.</p> <p>UC – have identified that TR has multiple roles, but AB is correct that we have a broad awareness of the social media arena which draw numbers we need.</p> <p>TR – AB was previously helping us with marketing. That was a few years ago.</p> <p>AB – Covid has created such uncertainty. Fighting against the tide in terms of acupuncture as it is a big ask to ask people to retrain in current financial climate.</p> <p>UC – Acupuncture is self-funded so another barrier. However, quality of students is better than that on other programmes. Certainly need to do more but need to ask what we need to do.</p> <p>AB – need to understand strategic planning of social media.</p> <p>TR – that is a subject on its own. That is continuous and recruitment is always looking to the new intake. However, could not start anything for quite some time until we got OfS Registration and only CCA advertising was</p>			
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	<p>going on.</p> <p>AB – magazine adverts are normally already acupuncturists. Are they reaching the correct target audience?</p> <p>TR – sometimes people look at magazines while having treatment and it is a different mindset and different caliber of people. Do have one group but would like to move forward with two groups for each year. As there is no funding it is not a course that will have masses of numbers.</p> <p>MP – do we not have access to student loans?</p> <p>TR – for BTEC but not acupuncture. Need to gain degree awarding powers but that is a long-term plan. Have funding but not for acupuncture students as we have no collaboration with a university for external validation. We do have students on the program without funding, as even with funding it is not free, they do need to return the loan.</p> <p>UC – what are our charges?</p> <p>TR – annual charge £5950 for first year, £6500 for second year and £6700 for third year.</p> <p>UC – we have discussed international students. Could we advertise for international students but do we need approval for this?</p> <p>TR – would need to have a separate review with QAA to assess this. Just got registration so might look at that as we move forward. Our experience for 35 years was with international students but only recruiting home students for the last 8/9 years and possibly have online teaching, so students do not need to apply for funding. Course resources, Teams, Moodle, etc has helped us to teach online and that has changed the</p>			
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	<p>teaching landscape.</p> <p>UC – with current students, are we coping financially or are there concerns for this year.</p> <p>TR – no concern for this year but last year, 2021, we were only operating with acupuncture students. These are the accounts we just completed, and we made a loss in the previous year which was expected. Now we have income coming in so should break even this year and, from next year, should be making a profit.</p>			
6) Staff Recruitment/ Appointments	<p>UC – have we recruited staff?</p> <p>TR – previously we were teaching business and DET. Now we have tourism, a small intake. Not recruiting for healthcare as numbers small but will need more staff moving forward. Recruiting new people for April/May term.</p> <p>AB – in terms of the acupuncture faculty?</p> <p>TR – Yes, we have new staff for acupuncture and recruited four or five people last year.</p> <p>MP – yes, that is good to know.</p> <p>AB – is it difficult to staff when have a double intake for some cohorts and single intakes for other groups?</p> <p>TR – yes, we have two groups of third year for clinic, but next year will only have one group. Hoping to recruit double intake for September.</p>	<p>Recruiting new staff for the April/May term for BTEC</p>	<p>TR</p>	<p>Update at next meeting</p>

<p>7) Student Matters</p>	<p>UC – do we have an update for student matters?</p> <p>SR – Main change is that the OfS have tightened up with RASC to say that some HE providers have misused Reasonable Adjustments and inclusivity and, for example, have not marked student work for spelling, grammar, and punctuation. The OfS sent an email to all HE providers and this has led to universities and colleges tightening up and to pull back on automatic extensions, lessen the length of extensions given and making students apply for support.</p> <p>MP – asked for clarification on what reasonable adjustments are.</p> <p>SR – explained that reasonable adjustments are long term support for a learning difference or physical disability. For example, we have students with back issues, so they are given more comfortable and supportive chairs to use in the classroom. A special consideration might be a short-term issue, such as student is ill or has perhaps broken their arm and needs to do a written task, so are allowed to give a verbal presentation instead.</p> <p>The college has fallen in line with other HE providers and implemented one-week automatic extensions rather than the two week they had previously, but these are still automatic as some neurodiverse students have memory issues. Also, some disquiet in HE education about these changes, so it might be changed. The college will respond to OfS suggestions, but Pearson – who are the provider for BTEC courses – have also changed guidelines to insist they approve reasonable adjustments for academic adjustments. Paperwork is required for this and most BTEC students who have dyslexia or other learning differences may not have official paperwork and private assessments are expensive. So trying to ensure support while following expectations from OfS can be difficult.</p>	<p>Monitoring OfS and other official bodies guidelines</p>	<p>SR</p>	<p>Update at next meeting</p>
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	<p>TR – mental wellbeing is also a large issue.</p> <p>SR – yes, need to provide wellbeing support as well as academic support. Have implemented a quiet room as good practice, for students to have privacy and downtime if necessary.</p>			
8) Committee Working Group	<p>UC – Now we need to consider that, in future, we need to have sub-committees and, as such, we are trying to ensure that we have a sufficient number of members. I did touch base with TR on this and possibly we can use a skills audit with full committee to see which sub-committee members might be attracted to. There is renumerations and audit committee. Going forward would like to have sufficient numbers of members on this committee. We will share it as we go through this but does anyone have a particular interest or past experience as you might be able to apply?</p> <p>TR – audit committee the most important. An accounting background might be useful. Obviously, our accounts are audited but an accounting background for new members might be useful. Moving along I will pass on the form for skills so members can complete that. Need a person with accounting experience to head that committee so might need to advertise for this. Need an alumnus. May need to advertise and also will have students completing in July who could join as alumni.</p> <p>IW – do know a retired accountant who was a financial director. I can approach him.</p> <p>UC – if any of us have anyone in mind please share it with me or TR. At a later stage if anyone would like to be a Chair, I do have a finance background, the intention was that I should Chair the audit committee. However, if anyone would suggest anyone who has good ideas then please suggest them.</p>	<p>Sub-committees to be set up</p> <p>More board members to be recruited</p> <p>Members to approach TR or UC if would like to Chair the Board</p>	TR/AC	Update at next meeting

	TR – Our previous chair was very invested in the Board but he had to leave and our current chair of the board had to step in, so if anyone would be interested in being a Chair please let us know.			
9) Update on weekend programme	<p>TR – we were hoping to have an acupuncture weekend programme but there has not been a great deal of interest. Currently running Tui Na programme at the weekend. The idea was that, if we had the numbers, we would have a weekend programme, but did not have enough staff.</p> <p>UC – how did we market this? At the University I am with the weekend has been busy and I have been lecturing on a Sunday and there has been a lot of demand. What approach did we take?</p> <p>TR – we are trying to recruit students and have not been able to recruit as many. Do you teach only online?</p> <p>UC – blended teaching is what we use.</p> <p>NR – had a conversation with one of our agents and he is trying to put together a cohort of around 25 students to do HNC/HND/DET and they would have online lectures and would come in on Saturday for a tutorial. That would be blended learning and we do need a reasonable number and Saturday would be useful for DET so have considered the lecture in the evening and on site at the weekend. Or could do evening classes as long as students can come into college. Need numbers to make that work and should have more information on the next couple of weeks.</p> <p>UC – this has worked well where I work and has been busy. Could be a good approach as other places might not offer the weekend and so could capture numbers. Good to push that?</p> <p>TR – yes, we are building our base at the moment. It does take time but</p>	<p>Working on weekend and evening courses for CCA and DET</p> <p>Possible consideration for CPD courses for CCA</p>	TR/NR	Update at next meeting

	<p>we are reviving links with agents and trying to do a social media campaign so we are building on this and we have the premises which are idle at the weekend.</p> <p>MP – what is the CPD for acupuncture?</p> <p>AB – thirty hours per year.</p> <p>MP – yes, staff members are doing courses through City and CPD programmes could be good.</p> <p>TR – yes, these are running here and we are doing this. Need to work with PJ and other people who know about that.</p> <p>MP – ready made market in own graduates.</p> <p>AB – yes, do not want a conflict. Difficult thing. The building has the space and the college could align itself with good lecturers and CPD courses.</p> <p>TR – gives the college visibility as well as financial. Would be good to expand this for acupuncture.</p> <p>AB – planning to come in and look at the clinic on the 19th April.</p>			
10) Social Media	<p>UC – what steps do we have in place?</p> <p>TR – have a company that is advertising and promoting the college. So, if people are searching for courses then we will come up. Trying to promote ourselves through this paid campaign. Social media does take time and we only started last month so we will see results in next few months. Thinking of doing a video for recruitment purposes. Lack personal knowledge but</p>	Continue working on social media campaigns	TR	Update at next meeting

	<p>we are working on that and, with recruitment, are asking students where they hear from us.</p> <p>UC – any thoughts or input?</p> <p>AB – happy to give some input. It does take time. You need scheduled content that is done relentlessly and so need to know what resources are available?</p> <p>TR – at the moment, no. Have other things that take priority but, moving forward, we will get more staff. However, cannot afford another loss as need to be financially sustainable.</p> <p>IW – techniques of scheduling are relatively easy in order to schedule an activity. More important thing is to have clear objective for social media activity and look at the channels available. It is a landscape which is different between one medium and another. For UK students, Facebook is an older medium, no sooner have you migrated to Instagram and then TikTok is the thing. So there are different kind of users in the cohort and some may be irrelevant and other relevant. Analytic software can give you some measure of what you are doing to help agonizing over what you do so you can see how many people look.</p> <p>TR – so we are using analytic interpretations, but our conversion rate is not too high. We are not universities with lots of courses, we have a smaller number of active courses. Need to be there all the time, but we do have a presence on different platforms. Wanting to study and expecting people to spend time means that it has to be targeted. Need to feedback what is happening and we do not have the staff to spend on that and we need to balance that and, going forward, will have someone doing that completely. We do have a new member of staff who is more involved with social media and she can be utilised.</p>			
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	<p>IW – yes fewer courses mean we need to consider what our courses offer to set us aside. The obvious answer is that you get better care as we have fewer students.</p> <p>TR – We have one course we haven’t offered so far, which is Performing Arts and there is a demand for that, and we need to promote this. Could not launch it during Covid and could not offer that online. Perhaps next year we could possibly recruit for that once the facilities are set up as the course is approved by Pearson. That is a niche market course and not offered by other intuitions so would be nice to add that to our portfolio.</p>			
11) Any other Business	<p>TR – we had the assessment board for CCA for the new academic year. Due to have academic board, so those are coming along. Might have been nice to have had BoG’s a little later, but important to do this and meet new members and hear about what we are working on. For next meeting we will have Mattias on board. No deadlines for OfS at the moment but submitted financial accounts. As we go along, should have committees in place and would like to request a picture and background of board members so we can put details on the website and inform OfS.</p> <p>IW – Can I suggest that if you need any input with anything that you could draw up a list of things that members can help with. Generally, or personally if you would like members to look at things. Ultimately you want measurement metric for a course recruitment and what caliber. I personally would be happy to do that.</p> <p>TR – I am just wary to ask people but now that we have met that makes it easier to approach members. It is nice that you have come in and you will</p>	Members to approach TR or UC if interested in helping outside of meetings	TR/UC	Update at next meeting

	<p>know what we are about, so, as you get more involved then Board Members can do more. That is very useful, and we thank you for that.</p> <p>NR – one other thing. We had an AMR which is an Academic Management Review for Pearson two weeks ago. We got through that well and they spoke to students, looked at work, etc. and it went well.</p> <p>TR – we generally do well with external examiners and visits. As it has been remote, we have to send student files, student assessments and then they speak to students, and it is like a mini QSR. They know that we are a genuine provider.</p> <p>NR – we try to provide a good student journey and students are really happy.</p> <p>UC – shall we now close the meeting?</p>			
<p>12) Next meeting</p>	<p>Provisional Dates – Early July or else end of August</p>	<p>To be agreed</p>	<p>UC/TR</p>	<p>Members to be informed nearer the time</p>