# Board of Management

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| **Date of Meeting** | **Wednesday 17 June 2026** |
| **Paper No.** | **BoM4-O** |
| **Agenda Item** | **5.1.4** |
| **Subject of Paper** | **Learning, Teaching & Student Experience Committee (19.05.26) – Draft Minutes** |
| **FOISA Status** | **Disclosable** |
| **Primary Contact** | **Marcus Walker,<br>Associate Director of Governance & Risk** |
| **Date of production** | **01 June 2026** |
| **Action** | **For Noting** |

## 1. Recommendations

1.1. To note the minutes of the Learning, Teaching & Student Experience Committee held on 19 May 2026.

## 2. Consultation

2.1. The draft minutes and associated cover note have been prepared by the Associate Director of Governance & Risk in consultation with the Committee Convenor, who chaired the meeting and provides assurance on the accuracy and balance of the record, and relevant Executive Leads who contributed to, or hold accountability for, the items considered.

## 3. Key Insights

***Key Decisions and Approvals***

3.1. The Committee:

- Approved the Schedule of Business for 2026–27, including a reduction in meeting frequency from four to three per annum to support more focused strategic discussion.
- Agreed to endorse the CitySA Impact Report for onward submission to the Board.
- Approved the Course Assessment Boards Policy, strengthening governance and consistency in the review and ratification of student results.

***Strategic Matters***

3.2. *FE Outcome Improvements (Quality and Performance).* The Committee received a detailed review of areas of underperformance within parts of the FE curriculum. Key themes included inconsistency in teaching, learning and assessment practice, weaknesses in internal verification and quality assurance processes, and limited use of digital learning platforms.

The Committee noted alignment with staff survey feedback, including concerns regarding assessment burden, administration processes and learner readiness. A programme of targeted deep dives, improved standardisation and enhanced staff capability development is now underway

3.3. *Student Academic Experience Strategy (SAES) The Committee noted progress against the Strategy, including the introduction of RAG-rated reporting to improve visibility of delivery. Areas requiring further development include employer engagement, student partnership arrangements, and clarity of alumni activity within the Strategy.*

3.4. *Student Voice and Student Experience*. The Committee considered both the CitySA Impact Report and Students' Association update, noting strong progress in student engagement and representation. Key issues raised included additional course costs, transport affordability, and clarity around the use of AI in learning, all of which have implications for student retention and experience.

3.5. *City Attributes*. The Committee noted continued progress in embedding the City Attributes initiative, including curriculum integration, digital badging and external engagement. The Committee recognised that sustained institutional commitment will be required to achieve full embedding and long-term impact on employability and student outcomes.

***Governance and Assurance***

3.6. *Terms of Reference and Committee Effectiveness*. The Committee agreed that a mapping exercise should be undertaken between the Terms of Reference and the Schedule of Business to ensure full coverage of its remit, including areas such as complaints, discipline and academic appeals.

3.7. *Strategic Risk Review*. The Committee noted the Quarter 4 Strategic Risk Review, with no changes to risk scores. The Committee agreed that emerging risks -particularly those relating to student affordability (travel and course costs) - should be reflected more clearly within risk narratives.

## 4. Impact and Implications

4.1. The matters considered by the Committee reflect a continued focus on enhancing academic quality, student outcomes and overall student experience, with particular emphasis on:

- Addressing systemic challenges in FE performance and assessment practice.
- Strengthening student engagement, affordability and support mechanisms.
- Improving consistency and governance of academic processes.
- Ensuring effective oversight of strategic risk, performance and quality enhancement.

**Appendix 1:** LTSE Committee 19.05.26 - Draft Minutes

CITY OF GLASGOW COLLEGE

Board of Management

**MEETING OF THE LEARNING, TEACHING & STUDENT EXPERIENCE COMMITTEE**

**MINUTE OF THE 4th MEETING (LTSEC4) HELD ON TUESDAY 19 MAY 2026 AT 1500 HRS ON CITY CAMPUS, ROOM C.06.106**

| **Present** | |
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| Samantha Campbell | Don MacKeen |
| Ewart Keep (Vice Convenor) | Charandeep Singh (Convenor) |
| Laura Heggie | Robbie Young (Remote) |
| Paul Little | |
| **In Attendance** | |
| Alison Greenwood-Bell | Elisha Penny |
| Flora Irvine-Hall | Marcus Walker |
| Raymond Jackson | Lauren Webster (Minute) |
| Derek Robertson | Siobhan Wilson |

| **Item LTSEC4-1.1** | **Welcome and Apologies** | |
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| **Paper No: N/A** | Lead: Convenor | Action requested: Note |
| | The Committee NOTED apologies from R Gardner and J Gray.<br><br>The Vice Convenor advised the Committee that, in support of the Convenor, he would chair the meeting. The Committee NOTED that its the long-term convenorship would be reviewed in advance of its next meeting.<br><br>The Vice Convenor welcomed E Penny and R Jackson to the meeting to present Item 3.1, FE Outcome Presentation. | |

| **Item LTSEC4-1.2** | **Declaration of Interest** | |
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| **Paper No: N/A** | Lead: Convenor | Action requested: Note |
| | The Committee NOTED no declarations of interest. | |

| **Item LTSEC4-2.1** | **Minute of the Learning, Teaching & Student Experience Committee Meeting held on 24 February 2026** | |
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| **Paper No: LTSEC4-A** | Lead: Convenor | Action requested: Approve |
| | The Committee APPROVED the Minute of the previous meeting held on 24 February 2026 as an accurate record.<br><br>The Committee NOTED that all actions arising from the previous meeting had been completed, except for one ongoing matter relating to corporate parenting duties. The Director of Student Experience confirmed that a presentation on corporate parenting would be provided to its next meeting.<br><br>The Committee NOTED that the Students' Association had been involved in procurement activity relating to the recent catering contract tender. The Vice | |

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| | Convenor, on behalf of the Committee, welcomed the direct involvement of the Students' Association given the impact of the contract on the student experience. |

| **Item LTSEC4-2.2** | **Committee Schedule of Business 2026-27** |
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| **Paper No: LTSEC4-B** | Lead: M Walker Action requested: Approve |
| | The Committee NOTED its proposed Schedule of Business 2026-27, including the recommendation to reduce the number of meetings from four to three per annum.<br><br>The Committee DISCUSSED the rationale for the proposed reduction in meetings, noting that the meeting held early in the academic year had limited substantive business. It was proposed that fewer, more focused meetings would allow for deeper discussion around key strategic matters. The Committee expressed support for the approach, while emphasising the importance of maintaining sufficient oversight and ensuring that the depth and quality of scrutiny would not diminish.<br><br>The Committee DISCUSSED the need for greater clarity around agenda planning, including the need to clearly distinguish between items for discussion, decision and noting. The Associate Director of Governance & Risk (ADGR) advised the Committee that further work would be undertaken to ensure that paper authors appropriately categorised submissions.<br><br>The Committee APPROVED the proposed Schedule of Business 2026-27. Further to this, the Committee NOTED that a revision to its Terms of Reference would be required to reflect the proposed change in meeting frequency. |

| **Item LTSEC4-2.3** | **CitySA Impact Report** |
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| **Paper No: LTSEC4-C** | Lead: F Irvine-Hall Action requested: Approve |
| | The Committee NOTED that a key priority for the Students' Association during the reporting period had been to develop a stronger understanding of the student voice, which had been achieved through increased engagement including improved visibility on campus and expanded social media activity.<br><br>The Student President outlined examples of impact, including feedback highlighting a lack of student awareness of course-related costs. The Committee NOTED that subsequent action taken by CitySA would lead to improved transparency, with course costs to be published on the College website from 2026-27.<br><br>The Committee DISCUSSED the report and commended the breadth of activity undertaken, including engagement with priority student groups and the focus on representing a wider range of student perspectives.<br><br>The Committee AGREED to endorse the CitySA Impact Report to the Board, along with an accompanying presentation. |

| Item LTSEC4-2.4 | Course Assessment Boards Policy |
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| Paper No: LTSEC4-L | Lead: S Wilson Action requested: Approval |

The Committee NOTED Course Assessment Boards Policy, which had been developed to enhance academic governance, efficiency and quality processes. The Vice Principal Student Experience advised the Committee that Course Assessment Boards would formalise the review and ratification of student results at the end of each semester and academic year. The process would ensure that students receive timely and clear communication regarding their outcomes and progression.

The Committee NOTED that the approach introduced greater structure and oversight to the student results process, with Course Assessment Board meetings to be chaired by Associate Deans and final outcomes subject to their sign-off. The Vice Convenor welcomed the Policy as a positive step in strengthening consistency, transparency, and governance across curriculum areas.

The Committee DISCUSSED the Course Assessment Boards Policy and APPROVED its implementation.

| Item LTSEC4-3.1 | Faculty Presentation: FE Outcome Improvements |
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| Paper No: N/A | Lead: E Penny/R Jackson Action requested: Discuss |

The Committee NOTED the Faculty presentation on FE Outcome Improvements, which set out findings from a review of underperforming areas within the curriculum. Lecturing staff, who had undertaken the review, reported that issues identified were longstanding and systemic in nature, with limited prior focus on root cause analysis.

The Committee DISCUSSED key themes emerging from the review, which included inconsistencies in quality assurance practices, lack of standardisation in teaching materials and assessment approaches, and underutilisation of digital platforms such as Canvas. Further to this, the Committee NOTED weaknesses had been identified in assessment design and marking practices, alongside gaps in pre-delivery processes, internal verification, and documentation. Lecturing staff informed the Committee that the absence of consistent tracking mechanisms for student progress, particularly regarding partial success, was highlighted as limiting early intervention and support.

The Committee NOTED that staff survey findings broadly aligned with the review outcomes, identifying high assessment workload, challenges in assessment administration, and wider learner-related factors including attendance, readiness and support needs. The Vice Convenor emphasised the importance of enhancing staff capability, sharing best practice, and improving consistency of delivery.

The Committee NOTED the proposed next steps, including targeted deep dives into curriculum areas, improved mapping of outcomes to learning materials and assessments, greater standardisation, and development of

integrated approaches to reduce assessment burden.

The Committee commended the open and constructive nature of the review and acknowledged that the findings were likely reflective of wider sector challenges rather than isolated issues. The Committee NOTED the importance of communicating outcomes sensitively and supporting staff engagement in improvement activity.

The Committee AGREED that E Penny and R Jackson would be invited to share learning from the review more widely, through All Managers, to support dissemination of good practice and drive improvement.

| Item LTSEC4-3.2 | Committee Terms of Reference Review | |
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| Paper No: LTSEC4-D | Lead: M Walker | Action requested: Discuss |

The Committee NOTED its Terms of Reference, which included proposed amendment to reflect the move from four to three meetings per annum.

The Committee DISCUSSED whether the current Terms of Reference remain appropriate and aligned to its remit and strategic direction.

The Committee DISCUSSED the breadth of the current remit and the importance of clearly distinguishing between strategic oversight and operational responsibility, with some elements potentially more appropriate for Executive management. The Committee recognised that areas such as student complaints, discipline and academic appeals had not been substantively considered in recent cycles and that greater visibility of trends in these areas would support effective governance.

The Committee AGREED that a mapping exercise should be undertaken to review the Terms of Reference against the Schedule of Business to ensure full coverage of its remit. The Committee AGREED that through the mapping exercise items of business relating to student complaints, discipline and academic appeals should be included with the schedule of business.

| Item LTSEC4-3.3 | Students' Academic Experience Strategy Progress Report | |
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| Paper No: LTSEC4-E | Lead: S Wilson | Action requested: Discuss |

The Committee NOTED the Students' Academic Experience Strategy Progress Report, including the introduction of a RAG rating to provide clearer visibility of progress against strategic actions. The Vice Principal advised the Committee that the Strategy would require further review and realignment following the development of the College's 2040 Strategic Plan.

The Committee DISCUSSED red-rated actions, particularly those relating to employer engagement, noting that activity had been inconsistent across Faculties. The Vice Principal advised the Committee that while some areas have established employer links, a more structured and consistent approach was required, including the development of employer boards. The Committee DISCUSSED the relationship between employer engagement, alumni activity and professional networks, and supported clearer separation and definition

within the Strategy.

The Committee NOTED the need to further develop a formalised Student Partnership Agreement with the Students' Association to strengthen engagement and feedback mechanisms. The Vice Principal informed the Committee that this aligned strongly with the Student Engagement Action Plan.

The Committee DISCUSSED wider implementation considerations, including the redesign of teaching spaces to support active learning approaches. The Director of Student Experience advised the Committee that this remained at an early stage, and subject to resource constraints, with staff engagement informing next steps.

The Committee AGREED that the positioning of alumni activity within the Strategy, including its potential separation into a distinct area, should be taken forward.

| Item LTSEC4-3.4 | Students' Association Update | |
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| Paper No: LTSEC4-F | Lead: F Irvine-Hall | Action requested: Discuss |

The Committee NOTED a quarterly update from the Students' Association.

The Committee NOTED that recent class representative engagement had focused on artificial intelligence (AI), with findings indicating lower levels of student usage compared to the previous year. Concerns were highlighted regarding the impact of AI on critical thinking and its relevance within specific subject areas, particularly the creative industries. The Student President highlighted to the Committee that clearer guidance for students on the appropriate use of AI would be beneficial.

The Committee NOTED that issues raised by the Students' Association in relation to AI had informed the development of the Academic Integrity Policy, and that an AI/Academic Integrity Advisory Group was currently being established.

The Committee DISCUSSED concerns that were raised regarding findings from a recent transport survey, which indicated that over 50% of students had considered withdrawing from their studies due to travel costs. The Student President informed the Committee that NUS Scotland were currently undertaking a national campaign to address affordability, including engagement with elected representatives.

| Item LTSEC4-3.5 | Learning, Teaching & Student Experience Update | |
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| Paper No: LTSEC4-G | Lead: S Wilson | Action requested: Discuss |

The Committee NOTED a Learning, Teaching and Student Experience Update. The Vice Principal highlighted that student recruitment remained strong, with year-to-date applications higher than the previous year. It was, however, cautioned that there was a high volume of conditional offers that could be subject to contest from external competitors.

The Committee DISCUSSED performance data and NOTED that current retention rates were more positive than at the same point in the previous year. The Vice Principal advised the Committee that all faculties continued to engage closely with students to support their progression and attainment.

The Committee DISCUSSED the level of engagement with the Student Satisfaction and Engagement Survey and welcomed the high levels of student satisfaction across the College. Whilst overall feedback was positive, the Committee NOTED that some areas of dissatisfaction relating to learning and teaching had been identified and were progressed through targeted improvement activity.

The Committee NOTED that College Leaver Destination (CLD) data had now been published immediately prior to the meeting. The Committee AGREED that a CLD Report, produced by the Director of Excellence, would be circulated to members via correspondence and formally noted at its next meeting.

| Item LTSEC4-3.6 | City Attributes Update | |
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| Paper No: LTSEC4-H | Lead: A Greenwood-Bell | Action requested: Note |

The Committee NOTED an update on City Attributes and the progress made towards advancing this strategic initiative, aligned to the Student Academic Experience Strategy. The Dean of Creative Industries highlighted that the programme had been piloted and rolled out, with current completion rates indicating early adoption – although full and partial badge completion remained low.

The Committee DISCUSSED developments to support City Attributes adoption, including curriculum mapping activity, increased marketing and promotion, and the progression of digital badging. The Dean of Creative Industries advised the Committee that engagement from staff and students remained key to embedding the initiative, which was currently delivered as a self-directed module.

The Committee DISCUSSED the strategic importance of City Attributes in developing employability, transferable and meta-skills, particularly in the context of emerging technologies and labour market expectations. The Vice Convenor emphasised the importance of employer engagement and the need to clearly articulate the value of the programme to students.

The Committee NOTED that the full embedding of City Attributes would require sustained effort over a number of years and ongoing strategic support. The Dean of Creative Industries highlighted that external recognition of the initiative, including proposed partnerships with the Scottish Prison Service and schools demonstrated the wider value of the initiative.

| Item LTSEC4-3.7 | Committee Level Key Performance Indicators | |
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| Paper No: LTSEC4-I | Lead: M Walker | Action requested: Discuss |

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| | The Committee NOTED relevant Key Performance Indicators (KPIs), following a request from the Board for its committees to review their effectiveness in supporting oversight of performance and risk.<br><br>The Committee DISCUSSED whether existing KPIs provided meaningful insight into key drivers of performance. It was suggested that additional consideration be given to the inclusion of staff-related indicators, particularly in relation to workload and its impact on teaching quality, recognising the interdependence between staff experience and student outcomes. Members also DISCUSSED the appropriateness of certain measures, including those relating to awards, and whether these provided a robust or meaningful basis for performance monitoring.<br><br>The Committee NOTED the importance of maintaining a focused and proportionate set of KPIs, recognising that an excessive number of indicators risks diluting clarity and effectiveness. The ADGR informed the Committee that a more comprehensive review of KPIs would be undertaken as part of wider development aligned to the forthcoming strategic planning cycle.<br><br>The Committee AGREED that the ADGR should seek clarification on the definition of the KPI relating to awards and confirm whether it referenced student or institutional achievement. |

| **Item LTSEC4-3.8** | **Strategic Risk Review** | |
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| **Paper No: LTSEC4-J** | Lead: M Walker | Action requested: Discuss |
| | The Committee NOTED the Q4 Strategic Risk Review. The Committee NOTED no changes to the risk scoring proposed for Q4 2025-26.<br><br>The Committee DISCUSSED updates to risk narratives, including revisions to reflect discussion at the previous meeting. In particular, it was noted that the risk relating to artificial intelligence (AI) had been updated to incorporate both student and staff use. The Committee DISCUSSED emerging risks highlighted through the Students' Association update, specifically the impact of travel and course-related costs on student retention.<br><br>The Committee AGREED that the risks relating to student travel costs and course costs should be reflected within the narrative for SR1 (Failure to support successful student outcomes and progression). | |

| **Item LTSEC4-4.1** | **Academic Board Minutes – 12 February 2026** | |
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| **Paper No: LTSEC4-K** | Lead: P Little | Action requested: Note |
| | The Committee NOTED the Academic Board Minutes of 12 February 2026. | |

| **Item LTSEC4-5.1** | **Any Other Notified Business** | |
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| **Paper No: N/A** | Lead: Convenor | Action requested: Note |
| | The Committee NOTED thanks to F Irvine-Hall and S Campbell for their contribution to the Learning, Teaching and Student Experience Committee over the past year. The Vice Convenor advised Members that both Students' | |

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| | tenure of the Board of Management would end on 30 June 2026. |

| Item LTSEC4-5.2 | Review of Meeting | |
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| Paper No: N/A | Lead: Convenor | Action requested: Note |
| | The Committee NOTED that the meeting had been productive with a significant amount of content covered. Members commended the Vice Convenor on his chairing of the meeting. | |

| Item LTSEC4-5.3 | Disclosability of Papers | |
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| Paper No: N/A | Lead: M Walker | Action requested: Note |
| | The Committee NOTED disclosability status of all papers be retained as tabled. | |

| Item LTSEC4-5.4 | Date of Next Meeting | |
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| Paper No: N/A | Lead: Convenor | Action requested: Note |
| | The Committee NOTED that its next meeting is to be confirmed. | |

*Meeting Closes 17:30*

**ACTIONS FROM MEETING**

| Item | Description | Owner | Progress Update |
|---|---|---|---|
| LTSEC4-3.1 19 05 26 | **FE Outcome Improvements** E Penny and R Jackson are to share learning from the review more widely, via All Managers. | VPSE | |
| LTSEC4-3.2 19 05 26 | **Mapping Exercise** Mapping exercise to take place, mapping the Terms of Reference against the Committee Schedule of Business to ensure full coverage of the remit. | ADGR | |
| LTSEC4-3.2 19 05 26 | **Future Agenda Item** Future papers to be brought forward to the committee regarding student complaints, discipline and academic appeals. | ADGR / DE | |
| LTSEC4-3.3 19 05 26 | **Students' Academic Experience Strategy** Review of positioning of alumni activity within the Strategy, including potential separation into a distinct area. | VPSE | |
| LTSEC4-3.5 19 05 26 | **College Leaver Destination Survey** College Leaver Destination survey to be circulated to members. | ADGR/ DE | |
| LTSEC4-3.7 19 05 26 | **Key Performance Indicators** Clarification on the definition of the KPI relating to awards to confirm whether it reflects student or institutional achievement. | ADGR/ DE | |
| LTSEC4-3.8 19 05 26 | **Strategic Risk Register** Risk narrative relating to student travel costs and course costs to be reflected within SR1 narrative. | ADGR | |

**ACITONS FROM PREVIOUS MEETING**

| Item | Description | Owner | Progress Update |
|---|---|---|---|
| LTSEC3-3.1 24 02 26 | **Corporate Caring Duties:** Paper, verbal or presentation to be presented to the Committee meeting held in May. | DR | **In-progress** Proposal for a substantive item to come forward for first meeting on 2026/27. |
| LTSEC3-4.3 24 02 26 | **National SFC Satisfaction Reporting:** The paper/report should be updated in future cycles to explicitly state that the survey sample is not representative of the full College population. | JG | **In-progress** Director of Excellence to review reporting for next academic year. |