LEADERSHIP COMMITTEE REPORTS							
From	**Period start date**			**To**	**Period end date**		
	08	**07**	**2020**		**12**	**08**	**2020**

Overview of Charity's key details	
Charity name:	The University of Bath Students' Union
Other names:	The SU
Charity number:	1143154
Charity address:	The SU Bath, University of Bath, Claverton Down, Bath, BA2 7AY
Governing document:	Articles of Association
Constitution:	Unincorporated association
Details of Charity's professional services	
Bank name:	National Westminster Bank Plc
Bank address:	39 Milsom Street, Bath, BA1 1DS
Auditor name:	RSM UK Audit LLP
Auditor address:	Hartwell House, 55 – 61 Victoria Street, Bristol, BS1 6AD

Committee Membership				
Trustee name	**Office**	**Start date**	**End date**	**Appointment**
Francesco Masala	President	02/07/2019	28/06/2021	Elected by Members
Annie Willingham	Education Officer	29/06/2020	28/06/2021	Elected by Members
Ka Ho Ho	Postgraduate Officer	29/06/2020	28/06/2021	Elected by Members
Freya Jackson	Community Officer	29/06/2020	28/06/2021	Elected by Members
Tom Sawko	Sport Officer	02/07/2019	28/06/2021	Elected by Members

Content	Report Number
Report on minutes of the previous meeting and actions arising	R1
Report on Strategy and Performance Monitoring	R2
Report on Project and Campaign Management	R3
Report on Trustee Recruitment	R4

REPORT ON MINUTES OF THE PREVIOUS MEETING AND ACTIONS ARISING R1

PURPOSE

To:

- approve the minutes of the previous meeting;
- inform the committee of the outcome of actions arising from that meeting;
- note any decision that have been made by the committee since without a meeting.

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Pages 1-2: Report

Pages 3-6: Appendix 1: Leadership Committee minutes

REPORT

1. MINUTES OF THE PREVIOUS MEETING

1.1. The minutes of the previous meeting are attached as appendix 1 and require the committees approval before being signed by the Chair.

1.2. If any committee members have any amendments can they please email these to the committee secretary before the meeting. Any amendments made will be noted to the committee at the meeting.

2. OUTCOME OF ACTIONS ARISING FROM THE PREVIOUS MEETING

2.1. Business cases for Student Welcome project and Spaces project have not been submitted to the Leadership Committee. This action will be followed up on.

2.2. End of project reports have not been submitted for We are Active conference and the Flo Café project. This action will be followed up on.

2.3. The Governance & Executive Support Manager is currently arranging training for all staff and Officers on complaints and Student Member disciplinary. Once all completed this will be reported to the Leadership committee.

2.4. Marian McNeir was recommended to the Board for re-appointment and re-appointed for a second term as an Independent Trustee via a decision without a meeting.

2.5. A black student is planned to be recruited in the autumn for the December Board meeting.

2.6. Client brief for Sport Officer's campaign still to be written and approved by the Committee via a decision without a meeting.

2.7. An item has been added to the Leadership committee agenda to make decision on the vacant Activities Officer role at this meeting.

3. DECISIONS MADE BY THE COMMITTEE WITHOUT A MEETING

3.1. There have been no decisions made by the committee without a meeting.

CONTACT:	Gregory Noakes (Governance & Executive Support Manager)	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk

APPENDIX 1: Leadership committee Minutes

Meeting:	**Leadership Committee**
Location:	**Microsoft Teams Meeting**
Date & Time:	**Wednesday 8th July 2020 at 3pm**

Present:	
Francesco Masala	President *(Chair)*
Freya Jackson	Community Officer
Annie Willingham	Education Officer
Tom Sawko	Sport Officer

In attendance:	
Gregory Noakes	Governance & Executive Support Manager *(Secretary)*
Andrew McLaughlin	Chief Executive

Item			
1.	**Apologies for absence**		
	Name	**Reason**	**Accepted**
	Fritz Ho	Unknown	Yes
2.	**Notice of any other business** The following items had been identified for discussion under any other business: 1) Campaign to promote greener ways of traveling to campus 2) Activities Officer 3) Leadership committee Chair		
3.	**Declaration of conflict of interest** No conflicts of interests were declared in any items on the agenda.		
4.	**Minutes of previous Committee meeting** The minutes of the previous meeting were approved and would be signed by the Chair at a later date *(See R1 of the Committee reports).*		
4.1.	**Matters arising from the previous Committee meeting** The Committee received a report on matters arising from the previous meeting *(see R1 of the Committee reports)*.		
4.2.	**Decisions made without a meeting since the last meeting** The Committee received a report on decisions taken without a meeting since the last meeting (*See R1 of the Committee reports)*.		
5.	**Strategy and Performance Monitoring** The Secretary explained that it was planned for future reports to include updates on the progress that has been made against the strategy's key performance indicators *(KPIs)*.		

	The Committee discussed and agreed that under strategy and performance monitoring an additional item should be included to report on progress being made towards sustainability.
5.1.	**Equality, Diversity and Inclusion** The Secretary explained that currently work was being done to identify KPIs for this area but once identified future reports would include updates on progress being made in this area.
5.2.	**Complaints & Student Member Disciplinary** The Committee received a report on complaints and Student Member disciplinary *(see R2 of the Committee reports)*. The Secretary reported that a noticeably high number of the Student Members reported to The SU for misconduct had been found to have links to either the Football & Futsal Association or Rugby club. It was suggested that these might be areas worth considering for targeted intervention and support. The Secretary reported that there were currently two ongoing complaints being handled by The SU which were both related to Student Groups. The Committee discussed and agreed that Officers should receive training on complaints and Student Member disciplinary. **ACTION: Officers to receive training on complaints and Student Member disciplinary.**
6.	**Project/Campaign Management** The Committee received a report updating them on client briefs/business cases received since the last meeting *(See R3 of the Committee reports)*.
6.1.	**Ongoing Projects** The Committee received a report on ongoing projects *(See R3 of the Committee reports)*.
6.2.	**Projects/campaign end review** The Committee received a report updating them on projects/campaign end of reviews received since the last meeting *(See R3 of the Committee reports)*.
6.3.	**Project wish list** The Committee received a report on a proposed project wish list *(See R3 of the Committee reports)*. The Chief Executive explained that it had been recommended that The SU should be doing more to apply for external funding. A Trustee had volunteered to help with this and suggested that The SU should create a 'wish list' of projects that they might want to seek external funding for. The committee discussed some possible ideas that could be added to the wish list.
7.	**Trustee Recruitment**

	The Committee received a report on Trustee recruitment *(See R4 of the Committee reports)*. The Committee discussed whether Marian McNeir should be recommended for re-appointment for a second term as an Independent Trustee. It was noted that re-appointing Marian McNeir would provide the Board with a Trustee who: • had experience of chairing the Complaints & Disciplinary committee for The SU; • had experience of being on the governing body for the University of Bath; • had experience of giving shrewd advice to The SU around managing sensitive matters; • had strong links with the local community in Bath; • helped diversify the Board by representing a different age demographic to the rest of the appointed Trustees. It was agreed that Marian McNeir should be recommended to the Board for re-appointment for a second term as an Independent Trustee via a decision without a meeting. **ACTION: Marian McNeir to be recommended to the Board for re-appointment for a second term as an Independent Trustee via a decision without a meeting.** The Committee discussed and agreed that a black student should be recruited to fill the other vacant Independent Trustee position. There appointment would provide a unique student perspective and help to increase diversity on the Board. It was agreed that recruitment for this position should take place in the autumn as student engagement might not be as high over the summer. The Committee reviewed the previous assessment process and noted that, while resulting in some excellent Trustee appointments, the 'interview' style approach may not have been the most effective for all candidates. A candidate who had been excellent on paper, but not performed as great in interview, had reported back later to the Chief Executive that they had not been prepared for a 'formal' interview panel. Outside of the interview the Chief Executive had found them to be much more engaging. The Committee discussed and agreed that for the next assessment process it might be better to set up a 'mock' Board meeting using previous papers. This would allow for a potentially better means of assessing how a candidate would fit in with the rest of the Board. It could also help to shift the tone away from an 'interview' feel to one which is more 'discussion' based. **ACTION: A black student to be recruited in the autumn for the December Board meeting.**
8.	**Any other business** The following items had been previously identified for discussion: **1) Campaign to promote greener ways of traveling to campus** The Sport Officer explained their idea for a campaign to promote cycling to campus as a means of helping to reduce the carbon footprint. They noted that work would need to be done to identify the safest route for this. A client brief

	would be written up and shared with the Committee for a decision without a meeting. **ACTION: Client brief for Sport Officer's campaign to be written and approved by the Committee via a decision without a meeting.** **2) Activities Officer** The Chief Executive proposed to the Committee an alternative idea to re-electing a new Activities Officer for the 2020/21 academic year. They explained that, given the circumstances, it might be more appropriate to leave this position vacant for the year, with one option being electing several part-time Officers. These part-time Officers would be used to carry forward specific areas of work within The SU. The Chief Executive asked Officers to consider the idea carefully before the next Committee meeting where a more detailed report would be presented to them to make a decision on. **ACTION: Leadership committee to make decision on vacant Activities Officer role at their next meeting.** **3) Leadership committee Chair** The Committee elected the Community Officer to be Chair of the committee for the next year.

The meeting ended at 5pm.

Item number	Action
5	Officers to receive training on complaints and Student Member disciplinary.
7	Marian McNeir to be recommended to the Board for re-appointment for a second term as an Independent Trustee via a decision without a meeting.
7	A black student to be recruited in the autumn for the December Board meeting.
8	Client brief for Sport Officer's campaign to be written and approved by the Committee via a decision without a meeting.
8	Leadership committee to make decision on vacant Activities Officer role at their next meeting.

REPORT ON STRATEGY AND PERFORMANCE MONITORING

R2

PURPOSE

To report to the committee on:

- the strategy's key performance indicators *(KPIs)*;
- equality, diversity and inclusivity within The SU;
- overall statistics for complaints and Student Member disciplinary;
- external speaker applications;
- elections;
- staffing matters.

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Page 3: Appendix 1: Complaint Statistics

Page 4: Appendix 2: Student Member disciplinary Statistics

Page 5: Appendix 3: Elections

REPORT

1. STRATEGY'S KEY PERFORMANCE INDICATORS *(KPIs)*

1.1. It is planned for future reports to provide the committee with data to allow the committee to monitor the strategy's KPIs.

2. EQUALITY, DIVERSITY AND INCLUSION WITHIN THE SU

2.1. It is planned for future reports to provide the committee with data to allow the committee to monitor equality, diversity and inclusion within The SU.

3. COMPLAINTS AND STUDENT MEMBER DISCIPLINARY

3.1. The Student Union *(SU)* is an independent organisation to the University and therefore has its own procedures for handling complaints and administering disciplinary to Student Members. All SU policies can be found on policy page[1] of the governance section of the website.

3.2. Appendix 1 and 2 each provide a statistical overview for complaints and disciplinary matters within The SU. Within the tables red denotes an increase on the year before while green denotes a decrease from the year before.

4. EXTERNAL SPEAKERS

4.1. The SU has received a total of 87 external speaker applications between June 2019 and June 2020.

4.2. Of the 87 applications received, 75 were approved internally, 3 referred to and approved by the University and 9 unresolved. The 9 unresolved applications were due to cancelations caused by the COVID-19 pandemic.

[1] If this link no longer works this means there has been a change to the website since this report was published.

4.3. The following table offers a breakdown of 87 applications received.

Subgroup	Applications submitted	Number referred to University
Academic	0	N/A
D&S	9	0
ISA	0	N/A
Media	0	N/A
P&A	3	3
PGA	0	N/A
Societies	68	0
Sports	0	N/A
Volunteering	6	0
Other	1	N/A

5. ELECTIONS

5.1. Appendix 3 provides voting data for elections held over the last three years *(excluding By-elections)* for the sub-group areas of The SU.

5.2. One notable trend that can be identified from this data is that for Diversity & Support committee elections there is evidence for a small but steady year on year decrease in the number of students voting in this sub-group area.

5.3. It is planned for future reports to provide the committee with data to allow it to monitor By-Elections. Another area that it might be worth the Leadership committee monitoring alongside elections is the size of Student Groups themselves.

6. STAFFING MATTERS

6.1. Future reports will provide the committee with anonymous data to allow the committee to monitor staffing matters within The SU.

ACTIONS FOR THE COMMITTEE

7. The committee are asked to note the report.

CONTACT:	Gregory Noakes *(Governance & Executive Support Manager)*	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk

APPENDIX 1: Complaint Statistics

Breakdown of Complainants	2018-19					2019-20				
Complaint about	Undergraduate	Postgraduate	Public	Staff	University	Undergraduate	Postgraduate	Public	Staff	University
Procedures	0	0	1	0	0	0	0	0	0	0
Service	0	0	0	0	0	0	0	0	0	0
Event/Activity	1	0	0	0	0	1	0	0	0	0
SU Security Staff	0	0	0	0	0	2	0	0	0	0
Staff member	1	0	0	0	0	1	1	0	0	0
Senior Staff member	0	0	0	0	0	0	0	0	0	0
Officer	1	0	0	0	0	1	0	0	0	0
Student Group Event/activity	2	0	0	0	0	2	0	1	0	0
Total:	5	0	1	0	0	7	1	1	0	0

Breakdown of response to Complaints	2018-19			2019-20		
Complaint about	Stage 1: Staff	Stage 2: Committee	Stage 3: University	Stage 1: Staff	Stage 2: Committee	Stage 3: University
Procedures	1	1	0	0	0	0
Service	0	0	0	0	0	0
Event/Activity	1	0	0	1	0	0
SU Security Staff	0	0	0	2	0	0
Staff member	1	0	0	1	0	0
Senior Staff member	0	0	0	0	0	0
Officer	1	0	0	1	0	0
Student Group Event/activity	2	0	0	3	0	0
Total:	6	1	0	8	0	0

APPENDIX 2: Student Member Disciplinary Statistics

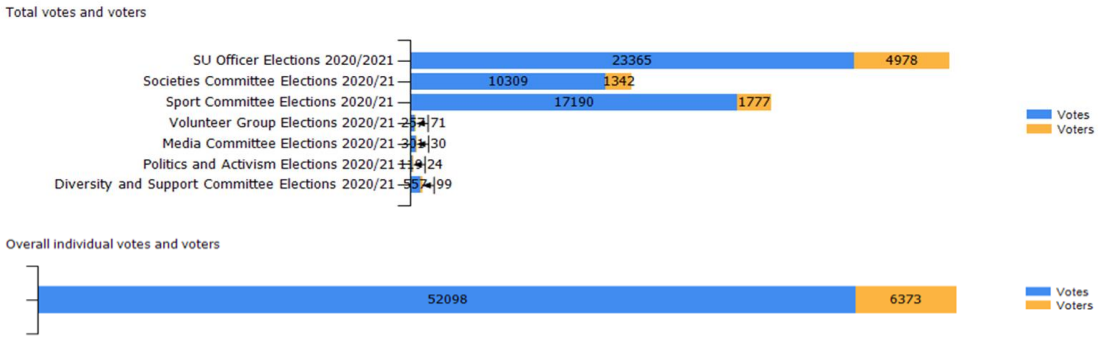
Disciplinary Overview	2018-19				2019-20			
Misconduct	Reported	SU Bans	Sent to University	University Sanctioned	Reported	SU Bans	Sent to University	University Sanctioned
Unauthorised entry	6	6	0	0	9	6	0	0
Inappropriate behaviour	5	5	0	0	11	11	0	0
Bullying	2	2	0	0	3	2	1	1
Risking harm	3	3	1	1	5	3	0	0
Drugs	2	2	2	2	7	0	5	2
Violent Behaviour	9	9	4	3	13	6	3	2
Disrespecting staff	6	6	4	4	9	7	3	3
Sexual misconduct	4	4	4	4	5	5	5	5
Damage to property	1	1	0	0	3	1	0	0
Breaching a sanction	0	0	0	0	5	5	0	0
Misconduct*	3	3	0	3	0	0	0	0
Total:	41	41	15	17	70	46	17	13

Appeals	2018-19				2019-20			
Misconduct	Chair	Committee	Upheld	Dismissed	Chair	Committee	Upheld	Dismissed
Unauthorised entry	0	0	0	0	0	0	0	0
Inappropriate behaviour	0	1	0	1	0	0	0	0
Bullying	0	0	0	0	0	0	0	0
Careless Behaviour	0	1	0	1	0	0	0	0
Supplying Drugs	0	0	0	0	0	0	0	0
Violent Behaviour	0	0	0	0	1	0	0	1
Disrespecting staff	0	0	0	0	1	0	1	0
Sexual misconduct	0	0	0	0	0	0	0	0
Damage to property	0	0	0	0	0	0	0	0
Breaching a sanction	0	0	0	0	1	0	0	1
Misconduct*	0	3	0	3	0	0	0	0
Total:	0	5	0	5	3	0	1	2

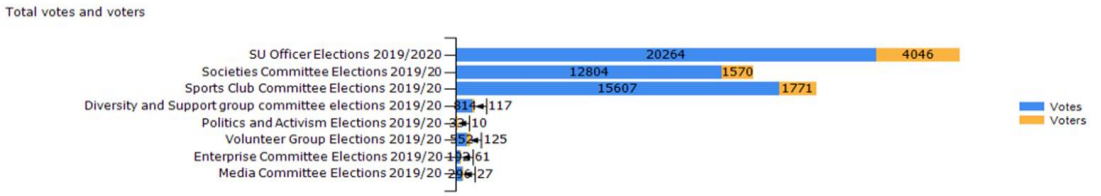
Reporting Party	2018-19			2019-20		
Misconduct	SU Security	Student	University	SU Security	Student	University
Unauthorised entry	6	0	0	9	0	0
Inappropriate behaviour	5	0	0	11	0	0
Bullying	2	0	0	3	0	0
Careless Behaviour	3	0	0	5	0	0
Supplying Drugs	2	1	0	7	0	0
Violent Behaviour	9	0	0	13	0	1
Disrespecting staff	6	0	0	9	0	0
Sexual misconduct	4	0	0	4	1	0
Damage to property	1	0	0	3	0	0
Breaching a sanction	0	0	0	1	4	0
Misconduct*	0	3	0	0	0	2
Total:	38	4	0	65	5	3

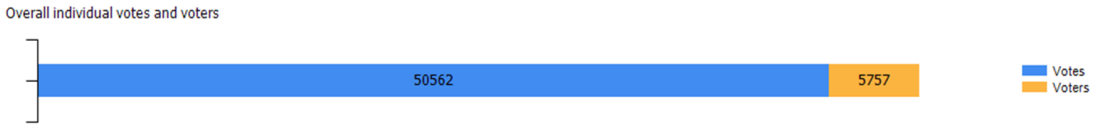
APPENDIX 3: Elections

2020/21 Elections

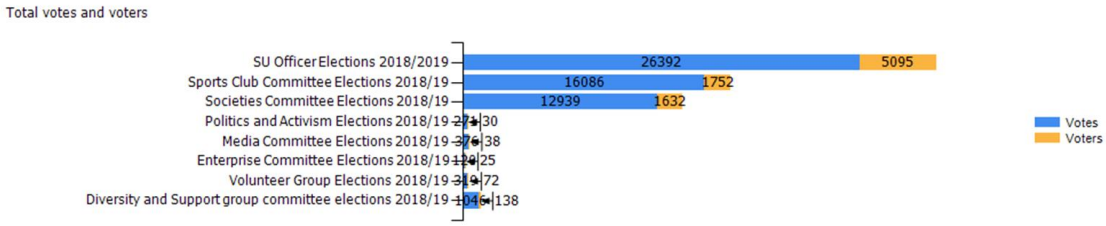


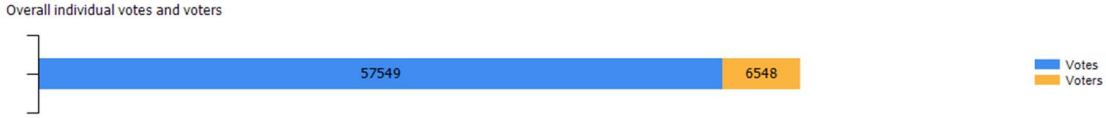
2019/20 Elections





2018/19 Elections





PURPOSE

To report to the committee on:

- new client briefs/business cases received;
- the progress of ongoing projects/campaigns;
- projects/campaigns that have come to an end.

CONTENTS

Page 1-2: Report

Page 2: Actions for the committee

REPORT

1. BACKGROUND

1.1. The Project & Campaign Management policy explains how projects are approved and managed within The SU. All SU policies can be found on policy page[2] of the governance section of the website.

2. CLIENT BRIEFS

2.1. There have been no new client briefs received since the last meeting.

3. BUSINESS CASES

3.1. There have been no new business cases received since the last meeting.

4. ONGOING PROJECTS/CAMPAIGNS

4.1. The following table reports on the current planned projects. Those highlighted in red have not yet been approved by Trustees.

Citizen-shift	Culture-shift	Content-shift	Climate-shift
Student engagement Citizen assembly Collective Intelligence	Open committee pilot People action plan Values & behaviours	SU Spaces Cause comms Programing *(Awards)* Programing *(Welcome)*	Green Impact Student led activities

4.2. There are four key areas of work identified as part of the strategy that each of these projects fall under:

- **Citizen-shift**: To facilitate opportunities for students to come together and encourage everyday participation in our cause
- **Culture-shift**: To strengthen our distinctive culture and working practices and create a culture that helps deliver our cause
- **Content-shift**: To shift our communications, activities and spaces to better reflect and celebrate our cause
- **Climate-shift**: To prioritise how we together respond to the climate emergency

4.3. There are currently no known issues that need to be reported to the committee with regards to ongoing projects/campaigns.

[2] If this link no longer works this means there has been a change to the website since this report was published.

5. PROJECTS/CAMPAIGNS END REVIEW

5.1. There are currently two projects/campaigns that have ended which are awaiting an end of project report:

- Flo Café;
- We are the Active.

6. PROJECTS WISH LIST

6.1. There are currently no projects for the wish list.

ACTIONS FOR THE COMMITTEE

7. The committee are asked to note the report.

CONTACT:	Gregory Noakes *(Governance & Executive Support Manager)*	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk

REPORT ON TRUSTEE MONITORING AND RECRUITMENT

R4

PURPOSE

To report to the committee on Trustee monitoring and recruitment.

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Page 1: Report

Page 1-2: Actions for the Committee

Page 3-7: Appendix 1: Board Skills Matrix

REPORT

1. INDEPENDENT TRUSTEE END DATES

1.1. The table below provides the end dates for all current Independent Trustees descending in order of when they will expire and detailing whether they are eligible for a second term.

Trustee name	End date	Appointment	Eligible for 2nd term
Rob Clay	12/10/2021	Appointed by the Board	No
Jordan Kenny	19/12/2022	Appointed by the Board	Yes
Alexander Robinson	19/12/2022	Appointed by the Board	Yes
Valerie Copenhagen	19/12/2022	Appointed by the Board	Yes
Kate Aldridge	19/12/2022	Appointed by the Board	Yes
Marian McNeir	28/07/2023	Appointed by the Board	No
Vacancy	-	-	-

1.2. Under our Articles of Governance an Independent Trustee's term of office is initially 3 years with possibility of re-appointment for a further 3 years. They can only serve a total maximum of 6 years.

1.3. Independent Trustees are appointed by the Board but responsibility for recruiting and making recommendations on who should be appointed is delegated to the Leadership committee. The process for this is outlined within the Trustee Recruitment and Induction policy. All SU policies can be found on policy page[3] of the governance section of the website.

1.4. Under our Articles of Governance there is a minimum requirement for at least one of the Independent Trustees to also be a student. While there is no restriction on how many students can be on the Board it is advised that this should never exceed more than two. This is to ensure that there are a reasonable number of Trustees on the Board without personal connections to The SU which might otherwise cause conflicts of interests.

2. TRUSTEE VACANCIES

2.1. There is currently one vacancy on the Board. At a previous Leadership committee meeting it was agreed that a black student should be appointed to fill this vacancy. There appointment would provide a unique student perspective and help to increase diversity on the Board. This recruitment will be carried out in the autumn after students have returned from summer break.

3. BOARD SKILLS MATRIX

3.1. The Board skills matrix was last updated in autumn 2019 and will be updated again in autumn 2020.

[3] If this link no longer works this means there has been a change to the website since this report was published.

3.2. The skills matrix shows no major areas of concern in the collective knowledge, experiences and skills of the Board.

3.3. The following are the areas where more Trustees might potentially benefit from further training on:

- Charity Sector;
- Local community/businesses;
- Trustee responsibilities;
- Finance;
- HR;
- Health & Safety;
- Media & Marketing.

3.4. The Governance & Executive Support Manager has plans to deliver training that will cover:

- Charity sector;
- Trustee responsibilities.

ACTIONS FOR THE COMMITTEE

4. The committee are asked to note the report.

CONTACT:	Gregory Noakes *(Governance & Executive Support Manager)*	Telephone: 01225 386362 E-Mail: g.d.noakes@bath.ac.uk

APPENDIX 1: BOARD SKILLS MATRIX

Level of experience/skill: 1 = none, 5 = extensive

A 'D' denotes a skill that is desirable to have in the governing board, and an 'E' denotes a skill essential within the governing board.

Questions to consider:

Do these responses match expectations?
Do any of the responses have implications for our recruitment strategy?
Do any of the responses raise questions about our induction strategy?
Are the lower scoring competencies issues that could be dealt with by training?
Could we improve any of the lower scoring competencies by mentoring and coaching?
Do we need to review our committee membership based on these responses?
Are there any implications for succession planning?

Skills Audit - SU Board of Trustees	Desirable or essential?	OVERALL	Trustee A	Trustee B	Trustee C	Trustee D	Trustee F	Trustee G
1. Knowledge								
Knowledge of the student union sector.	E	4	5	3	3	5	3	3
Knowledge of issues, nationally and locally, affecting students and higher education.	E	4	5	2	4	5	4	2
Knowledge of the legal duties and responsibilities of a Charity Trustee	E	4	4	4	3	5	3	4
Knowledge of the role of the Board and how this differs to the role of the senior management team.	E	4	5	4	3	5	4	4
Knowledge of the Charity sector.	E	3	4	2	2	3	3	5
Knowledge of the importance of adhering to an organisation policies	D	5	4	4	5	4	5	5
Knowledge of my own strengths, weaknesses and commitment to personal development.	D	5	5	3	5	4	5	5
Knowledge of and/or connections to the local community/businesses.	D	3	5	3	2	3	2	3

2. Experiences								
Experience of being a trustee/director of a Charity/company.	E	3	5	2	1	5	1	4
Experience of chairing a committee/Board.	E	4	5	3	3	5	3	4
Experience of strategic planning and setting clear objectives.	E	5	5	5	3	5	5	4
Experience of risk management and how to prioritise, assess and mitigate against risks.	E	4	5	4	3	5	4	4
Experience of financial planning, monitoring, decision making, compliance and control.	E	4	3	5	1	4	4	4
Experience of complying with legal, regulatory and financial frameworks and statutory guidance.	E	3	3	3	2	4	3	4
Experience of setting clear expectations for improvement, outcomes and how progress should be reported.	E	4	5	4	3	4	5	5
Experience of reviewing governance structures.	E	3	5	2	1	4	3	5
Experience of engaging and working with a range of different stakeholders.	D	4	5	3	2	4	5	4
Experience of human resource (HR) policy and processes.	D	3	5	4	1	4	3	3
Experience of Health & Safety policy and processes.	D	3	5	3	2	3	3	4
Experience of campaigning, advocacy and democratic processes.	D	4	5	1	3	5	3	4
Experience of media and marketing	D	3	5	1	4	3	3	3
Experience of change management activities such as re-structures/reorganisations.	D	4	5	4	1	4	4	4

3. Skills								
Ability to ask questions and challenge leaders in an appropriate way.	E	5	5	4	5	4	5	4
Ability to interpret data and statistics to identify strengths, weaknesses and areas for development.	E	4	4	4	4	4	5	5
Ability to listen, reflect and learn from a range of viewpoints including impartial advice before reaching own view.	E	5	5	4	4	5	5	4
Ability to work in a team and build positive working relationships with a range of personalities.	E	5	5	4	5	5	5	4
Ability to discuss a sensitive issue in an appropriate manner and bring people together in adversarial situations.	E	5	5	5	4	5	4	4
Ability to maintain confidentiality regarding sensitive matters discussed in confidence.	E	4	5	2	5	5	5	4
Ability to relate to students by understanding their needs and perspectives.	E	4	5	2	5	4	4	4