

**SENATE**

**MINUTES OF THE MEETING HELD ON 28<sup>TH</sup> FEBRUARY 2018**

**Present**

Prof J Vinney (Chair)	Vice-Chancellor
Prof K Appleton	Professoriate Representative (FST)
Mr D Asaya	President 2017/18, Students' Union
Mr M Barry	Professional Services Staff Representative
Mr G Beards	Director of Finance & Performance
Dr M Bobeva	Faculty Academic Staff Representative (FM)
Dr B Dyer	Faculty Academic Staff Representative (FST)
Prof J Fletcher	Pro Vice-Chancellor (Research & Innovation)
Ms M Gray	Faculty Academic Staff Representative (FMC)
Mr A Hancox	Vice-President (Education) 2017/18, Students' Union
Mr A James	General Manager, Students' Union
Dr F Knight	Professional Services Staff Representative
Ms J Mack (Secretary)	Head of Academic Services
Prof T McIntyre-Bhatty (Deputy Chair)	Deputy Vice-Chancellor
Prof D Mendis	Professoriate Representative (FMC)
Dr S Minocha	Pro Vice-Chancellor (Global Engagement)
Ms J Northam	Head of Research & Knowledge Exchange Office
Prof T Rees	Professoriate Representative (FM)
Prof E Rosser	Professoriate Representative (FHSS)
Dr R Southern	Faculty Academic Staff Representative (FMC)
Prof S Tee	Executive Dean (FHSS) & Acting Executive Dean (FM)
Dr S White	Faculty Academic Staff Representative (FHSS)
Prof M Wilmore	Executive Dean (FMC)

**In attendance**

Ms M Frampton (Clerk)	Academic Quality Officer (AS)
-----------------------	-------------------------------

**Observers**

Ms W Chow	Academic Quality Manager (AS)
-----------	-------------------------------

**Apologies**

Mr J Andrews	Chief Operating Officer
Ms M Barron	Head of Student Services
Dr M Board	Faculty Academic Staff Representative (FHSS)
Dr D McCarthy	Faculty Academic Staff Representative (FM)
Prof K Phalp	Executive Dean (FST)
Mr K Pretty	Faculty Academic Staff Representative (FST)

17/001 **APOLOGIES, WELCOMES AND DECLARATIONS OF INTEREST**

Apologies were noted as listed above and there were no declarations of interest.

The Chair welcomed Mr Michael Barry, the new Professional and Support Staff elected member and Ms Wing Chow, Academic Quality Manager who was observing the meeting.

17/002 **MINUTES OF THE PREVIOUS MEETING HELD ON 1<sup>ST</sup> NOVEMBER 2017** (SEN-17-001)

17/003 **Accuracy**

The minutes of the previous meeting were approved as an accurate record.

**Approved**

17/004 **Matters Arising**

There were no matters arising to note.

17/005 **REPORT OF ELECTRONIC SENATE MEETING OF 7 TO 14 FEBRUARY 2018** (SEN-17-002)

The report of the Electronic Senate meeting of 7 to 14 February 2018 was noted.

**Noted**

17/006 **VICE-CHANCELLOR'S COMMUNICATIONS**

**BU2018 and HE Sector Update**

Government and Regulation

The New Year saw the appointment of a new Minister of State for Universities, Science, Research and Innovation, Sam Gyimah. The split in reporting line for this role continues, with the Minister reporting to Greg Clark at the Department for Business, Energy and Industrial Strategy (BEIS) and to the new Secretary of State for Education, Damian Hinds. Jo Johnson, the previous Minister of State for Universities, Science, Research and Innovation moved on to become Minister of State at the Department for Transport and Minister for London on 9 January 2018.

The long awaited Higher Education Review was announced last week, which was a broad-based review of the post-18 education system, including how the funding system operates, rather than only being focused on funding. The review would have four objectives:

- Accessibility of the post-18 education system
- A funding system that 'provides value for money and works for students and taxpayers'
- Choice and competition
- Skills development in the sector

The government review would be carried out by an external advisory panel and was expected to conclude in early 2019, with an interim report expected in the autumn of 2018.

The Prime Minister had stated a strong commitment to graduate contribution to tuition fees, and it was unlikely the student loans funding system would be substantially changed. The review was expected to be a broader holistic review and would also include a review of maintenance arrangements.

Since the last Senate meeting, the Office for Students (OfS) had come into effect on 1 January 2018. The new regulatory framework, in response to the suite of consultations which closed in December 2017, would be launched today. The new regulations would be fully in place by 1 April 2018, and at this point the Higher Education Funding Council for England (HEFCE) would start to reduce their involvement in the Higher Education system. Along with all other universities, Bournemouth University would be applying for registration with the OfS over the next month or so. The headlines of the new regulations for universities included new conditions and reporting obligations and greater involvement of students, which the University had proposed during the consultations. The Teaching Excellence Framework (TEF) would now be compulsory for large higher education providers. The new Access and Participation Plan guidance was also published alongside the regulatory information.

The consultation on the new Knowledge Exchange Framework (KEF) closed in January 2018. The University had responded to the consultation and proposed an assessment based on a broad definition of knowledge exchange that included engagement with practice and industry, as well as research. Further information would be made available to Senators as it was received.

## BU Developments

The University had now moved into the final months of the BU2018 strategic plan which would continue to the end of July 2018, and to celebrate our BU2018 achievements the BU2012-2018 Review had been published. The official launch of BU2025 and implementation planning would take place at the Leadership Conference on 1 March 2018. The BU2018 journey had transformed BU and one particular area where substantial progress had been made was around inclusivity. For example, the proportion of female professors at BU had increased from 19% in 2012 to 35% in 2017, and the University had also been awarded an Athena Swan Bronze Award in 2015. The University's commitment to equality and diversity would remain a focus in BU2025. Overall there had been a lot to celebrate and reflect upon for BU2018 and an overview of the many achievements would be covered at the next meeting on 13 June 2018.

Work has also continued on the University's sustainability, demonstrated by the ECOcampus platinum award in 2016, which built on the Gold Award that had been held since 2011.

Talbot Campus had changed substantially since 2012 with recent infrastructure developments including the opening of the Bus Hub in December 2017, which was a major improvement, and the new link road opening on 24 January 2018. These two changes would transform the experience of arriving at Talbot Campus and were already starting to make a substantial difference to traffic flow. Work was underway on both the Poole and Bournemouth Gateway Buildings. Professor Rosser commented on the opening of the new link road which had made the journey between Talbot Campus and Lansdowne Campus much easier. The reduced traffic on Fern Barrow had also been a major win for the University.

With the unpredictable external factors affecting higher education at present, Ms Gray questioned whether any scenario planning had been factored into BU2025. The Chair confirmed the University had a very clear destination for BU2025 and the pathway had been very clearly mapped out. The Plan had been developed based on a set of assumptions, but there was scope to control the pace of the plan to respond flexibly to changes if necessary.

Mr Asaya referred to the cycle lanes that were due to be put into place as it had been a concern for students and staff. The Chair explained that the provision of cycle lanes was governed by Poole Borough Council and the University was currently in the process of lobbying the Council to make some amendments to what the Council had required. The cycle lanes currently in situ were temporary in nature due to the building work taking place at Talbot Campus. Permanent cycle lanes would be in place upon completion of the Poole Gateway Building.

Mr Asaya suggested that a new bus stop be put in place behind the Student Centre as it would give students quicker access to Talbot Campus. The Chair believed this had already been considered as the location of bus stops had been discussed as part of the Travel Plans. Mr Andrews would be made aware of the request for an additional bus stop to the rear of the Student Centre.

**Action: Mr Jim Andrews**

**To be completed by: 13 June 2018**

**Format of completed action: Update to be provided for the next meeting**

Professor Wilmore questioned whether the amalgamation of Bournemouth, Poole and Christchurch Borough Councils would have any impact on the University. The Chair was pleased to hear the amalgamation of the three Councils had been approved as over recent years it had been difficult for both Bournemouth and Poole Borough Councils to agree and make decisions. Moving forward it was hoped that the joint authorities would improve the speed of approvals and decision making.

**BU2025** (SEN-17-003)

Professor Vinney provided an update on the development of the new Vision, Values and Strategic Plan which had received input from across the institution, led by the University Executive Team (UET). The BU2025 Plan was approved by the University Board on 9 February 2018 and would commence in March 2018. The new Strategic Plan would be in place when the budgets and implementation plans were prepared for 2018/19 and beyond, and the new Plan would start immediately on 1 August 2018 when the previous Plan expired. The BU2025 Plan was included in the meeting papers for Senators to pre-read.

The proposed new Fusion graphic had received mixed feedback and had therefore been redesigned to show the three elements: Practice, Research and Education. The response received on the new Fusion graphic had been very positive.

The Vision very clearly communicates Fusion being at the heart of all we do at BU and shows how everything fits together on the strategy map. UET had consulted widely regarding the proposed Values and further work had been carried out on the meaning of the Values: Excellence, Inclusivity, Creativity and Responsibility.

A lot of work had also been carried out with the University Board on the Outcomes, which were now shorter and some wording had now been included underneath each of the Outcomes. The third Outcome had been changed to bring sustainability and environmental aspects up to the top level. As part of the consultation, the 97 actions had increased to 100 which would link to different areas of the Plan and were very integrated and cross-referenced across all areas.

Of the 100 actions, it was important that work starts at the earliest opportunity on the urgent items in order to try and secure quick wins. This was an area the University Leadership Team (ULT) was working on with a focus on impact. The area around building capability and capacity across the University was vital in terms of developing critical mass. The priority of the 100 actions had been categorised firstly in order of urgency, and then reviewed in terms of actions which were already being worked on and actions where work had not yet started. As work progresses on the actions, this would mark a transition for the University into a space based more on performance and higher quality, and investing heavily in staff.

Professor McIntyre-Bhatty advised Senators the Strategic Plan was an ambitious plan and moving forward the University needed to ensure our academic principles became embedded. The Academic Principles included: Campus Premium; International Profile; Societal Contribution and Academic and Financial Sustainability. It was very important that our Academic Principles continued to underpin current practices and to eventually see the results evidenced in the new Key Performance Indicators (KPIs). One key shift in the way things would be framed in the plan was a strong focus on academic and professional services teams, and as these teams work closer together for the benefit of the student community and staff. The entire portfolio would need to remain sustainable and financially underpinned. Although the previous sets of KPIs were very different to the new KPIs, the previous KPIs would continue to be measured however most would become secondary moving forward.

The focus in BU2025 would be on teams and resilience and excellence and this would be mirrored in the KPIs. The KPIs would focus on departments and disciplines rather than at Faculty level. In order to mirror the focus on external competitiveness, many of the KPIs would be externally referenced/ benchmarked which would drive the frequency of data updates. The frequency of data updated would now be less frequent and periodicity would be different for some measures. It was important to also remember that qualitative/societal impact/case study methods would be used to measure performance alongside metrics.

Professor McIntyre-Bhatty introduced the Aggregate Departmental View radar chart for Reputational Metrics, which will appear as an aggregate of all twenty departments. Each of the radar plots will link to national league table factors and would be clearly benchmarked. Each of the plots would in time show where any one department was situated in comparison to other HEIs.

Moving on to Inspiring Learning data, the University would be looking at whether it was attracting talented staff and monitoring whether the University was gender neutral/gender blind. For each characteristic, data would be collected to see how students perform, for example, whether those students who entered BU with high tariff points left BU with a good degree.

With regards to Advancing Knowledge, the following data would be collected: the numbers of student/staff co-authored publications; Postgraduate Research students co-publishing; the numbers of academic staff involved in interdisciplinary co-publications/bids; the numbers of academic staff who have co-published with international authors and departments with critical mass. Critical mass would be based on a standard pyramid showing: aligned staff/PGR base across disciplines/departments; PGR students; Post-Doctoral Researchers, and Professors. Advancing Knowledge data would be based on all teams and would show income generated within each academic department. Income benchmarks were developed based on knowledge exchange generated within the sector during the last three years within that discipline therefore the amount of funding available would vary by discipline.

Enriching Society data would show the total Research and Knowledge Exchange (RKE) income by strategic investment area ensuring the University was receiving a return for its investment. Societal Impact measures would include aspects such as numbers of non-UK students, students from the local area, measures aligned to the United Nations Sustainable Development Goals (UNSDG), UK graduates employed outside the UK, graduate employment within the region and industry research grants and contract income.

Institutional Metrics will show whether the University has the desired proportions of staff and whether the correct number of staff were professoriate. Student/Staff Ratio, academic and professional and support staff vacant posts (vacant for more than 6 months), department Athena Swan status, gender/ethnicity of senior staff by demographic and the gender pay gap would also be included. For ULT and the professoriate there was currently a gap of representation in terms of BME, this was the same proportion as the overall academic community.

Mr Beards provided an overview of the University's Income and Expenditure. Generating an operating surplus would be necessary for the University as it would be used to support investment. Moving forward, universities would increasingly need to generate their own funds as government grants would not be available. By the end of BU2025 the annual income was expected to rise by £26 million, with the annual operating surplus rising by £1.4 million which was a little over 5% of the higher income. Towards the end of 2018/19 the University's income was expected to be £162 million.

Home tuition fees were the University's main income and this was expected to rise from £112 million in 2018/19 to £119 million in 2024/25. With regards to RKE there was a lot of scope in increasing RKE income to help the University achieve the same levels as its competitors. The RKE income per academic in 2018/19 would be £13,000, rising to £22,000 by 2024/25.

The University's major expenditure was staff pay costs. A key decision had been made to invest further in improving the Student/Staff Ratio (SSR) therefore some efficiencies would need to be generated as well as investment. It was important that the University remained flexible in order it could reallocate some expenditure if required. Pause points had been planned to allow opportunities to look at capital and investments and ensuring all expenditure was appropriate.

The majority of funds for investment had been self-generated. The University did not intend to borrow any funds until the second half of 2025 and this borrowing would be used for the two new Gateway Buildings. HEFCE borrowing limits increase as operating surplus rises, and therefore long term borrowing would be kept within our own 2/3<sup>rd</sup> borrowing limit. This was a good position to be in as some universities were continuing to borrow to their limit.

Sensitivity to external factors linked to funds for investment would be mostly dominated by the number of home undergraduate students. With regards to tuition fees, no further financial modelling could be undertaken at present as the government's stance on this area was unclear. It was important for BU to maintain its flexibility and agility.

BU2025 has been designed around sustainable finances to enable investment. The highlights of the Financial Plan included:

- International income to increase from 9% to 11%
- Some revenue expenditure will need to be re-purposed to support investments
- A prudent approach to borrowing
- Static home student fees: cost management is more essential than ever
- Doubling of RKE income compared to BU2018 when it increased c.65%
- Operating surplus for investment not to service debt
- Capital investments would be: Strategic; Fusion; Enabling
- Investment Principles, Prioritisation, Resource Allocation
- Revenue investment would prioritise: Improving the Staff Student Ratio; Strategic Investment areas; Fusion; Digitalisation
- Financial performance management using data and KPIs
- Self-fund majority of capital investment

Mr Asaya questioned why students who identify as non-binary had not been included in the Inspiring Learning radar chart. Professor McIntyre-Bhatty noted splitting populations further in the chart would lead to very small numbers which may not be meaningful. Both Mr Asaya and Professor McIntyre-Bhatty agreed that the chart did not provide a full picture, however the chart had presented the data in the most meaningful way.

Dr Dyer noted the four areas of investment and the new discussion around teams. The key weakness could be how teams work operationally and whether any restructure would be required. Professor McIntyre-Bhatty confirmed that all teams would have to work differently and to work together. Some departments already had multi-teams in place as well as being bi-modal/tri-modal e.g. Social Work and Social Sciences. There would be an implementation planning process to plan BU2025 effectively and to bring different teams together. Senators were requested to feed forward any ideas to the BU2025 Vision and Strategy email address.

With any reconfiguration of departments, leadership would be important. Professor Rosser suggested that an incentive for staff to take significant leadership roles would be beneficial to the University e.g. periods of sabbatical leave. Leadership would be the key to BU2025 and there were a lot of keen leaders. Incentives would need to be planned which would not necessarily be financial. Professor Vinney agreed that creating leadership roles was vital to BU2025 and needed to be reconsidered with succession planning to make an attractive proposition. In some cases staff were appointed to leadership roles for a relatively short period before having to step down, e.g. Department Head of Research, even where other staff were not necessarily available to take on the role.

Efficiency savings had been mentioned throughout the discussion and Dr Dyer questioned the types of efficiency savings that would be implemented. The Chair advised that there were many areas the University wished to invest in, however there were limited monies available, therefore, in the main, monies from other areas would need to be re-allocated. This would be a focus for the BU2025 implementation plan in the coming months.

Further thought would be required around under-performing academic staff. Some staff members were resistant to increasing their levels of research and leadership and were perhaps not aligned to BU2025 and the broader Fusion approach. Moving forward, there was a need to generate income for the University and it would be clearer what was an expected performance level on that basis. RKE income was expected to double per Academic Full Time Equivalent (FTE). Professor Rosser believed the success of BU2025 was in the hands of faculties and departments and all staff were expected to recognise where efficiencies and improvements to effectiveness needed to be made. At faculty and department level all staff should be energised and incentivised to help the University move forward on the BU2025 agenda.

17/008 **ACADEMIC GOVERNANCE**

**Faculty Academic Board Terms of Reference**

Ms Mack introduced the revised Faculty Academic Board Terms of Reference which had been reviewed with Executive Deans. The main responsibilities had been updated to ensure they reflected the breadth of responsibilities across each Faculty's academic activities, and ensured an appropriate balance of the committee responsibilities aligned to Fusion and now embraced all Fusion activities.

The version of the Terms of Reference presented had been considered and approved by each Faculty Academic Board. Senators suggested that moving forward the Faculty Academic Board Terms of Reference should align directly to reporting from Senate and also be a central point for monitoring KPIs. The typographical error in the 'Implications, impacts or risks' section on page 32 of the meeting papers would be amended.

A discussion took place around the membership of Faculty Academic Board meetings. Mr Hancox suggested the Vice-President (Education) of the Students' Union be included in the membership moving forward. Ms Mack explained that the recent review had focused on the refinement of the responsibilities of the Faculty Academic Board and the membership had not been reviewed. This suggestion would be considered during the next review which was due to take place during the summer.

**Approved**

17/009 **COMMITTEE BUSINESS**

**Minutes of Standing Committees**

Academic Standards Committee minutes of 4 December 2017 (SEN-17-005)

The Academic Standards Committee minutes were noted.

**Noted**

University Research Ethics Committee minutes of 31 January 2018 (SEN-17-006)

The University Research Ethics Committee minutes were noted.

**Noted**

Faculty of Health & Social Sciences – Faculty Academic Board minutes of 14 February 2018 (SEN-17-007)

The Faculty of Health & Social Sciences Faculty Academic Board minutes were noted.

**Noted**

Faculty of Management – Faculty Academic Board minutes of 7 February 2018 (SEN-17-008)

The Faculty of Management Faculty Academic Board minutes were noted.

**Noted**

Faculty of Media & Communication – Faculty Academic Board minutes of 14 February 2018 (SEN-17-009)

The Faculty of Media & Communication Faculty Academic Board minutes were noted.

**Noted**

Faculty of Science & Technology – Faculty Academic Board minutes of 1 February 2018 (SEN-17-010)

The Faculty of Science & Technology Faculty Academic Board minutes were noted.

**Noted**

17/010 **ANY OTHER BUSINESS**

Ms Mack advised Senators that there were a number of Faculty Elected Academic Staff Representatives ending their term this year and new Faculty representatives would be recruited. The election process was traditionally carried out over the summer, however this year the election would take place after Easter in order that the new Senators could have a longer induction period. More information would be circulated in due course. Senators were requested to share this information with colleagues.

In addition to Faculty Academic Staff Representatives, Senate also has four Professoriate Representatives who are nominated by Executive Deans and approved by the Vice-Chancellor as Chair of Senate. Professor Rosser, the current Faculty of Health & Social Sciences Professoriate Representative, was ending her term this year and a successor would be sought.

Senate also has a Senate representative who is a member of the University Board, currently this was Professor Rosser. Therefore, following the Faculty Academic Staff Representative elections, the election for the Senate Representative to the University Board would take place. Details would be circulated in due course.

Ms Gray questioned whether there would be an opportunity for outgoing Senators to move on to other areas or committees in order that the University did not lose the knowledge of experienced staff before stepping down from Senate. Ms Gray also suggested that outgoing Senators provide an informal handover to the new members. Senators noted and agreed with the suggestion.

17/011 **DATE AND TIME OF THE NEXT MEETING**

The next Electronic Senate meeting would start at 9.00am on Wednesday 9<sup>th</sup> May 2018.

The next Senate meeting will take place at 2.15pm on Wednesday 13<sup>th</sup> June 2018 in the Board Room.