

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 25 JANUARY 2013

- Present: Mrs S Sutherland (Chair).
Mr J Andrews (Chief Operating Officer); Ms M Barron; Dr P Barnwell; Ms L Bryant (Students' Union at Bournemouth University, President); Prof R Conder; Mr J Granger; Mr D Hines; Mr T Lee (Deputy Chair); Ms M Mayer; Prof T McIntyre-Bhatty (Deputy Vice Chancellor); Mr D McQueen; Dr P Rawlinson; Mr A Riggs (Executive Director of Finance & Performance); Prof E Rosser; Mr R Spragg; Prof J Vinney (Vice Chancellor).
- In Attendance: Ms C Cherry (Policy Adviser to the Vice Chancellor); Ms C House-Norman (Director of Development and Alumni Relations)(Item 5.1); Mr S Laird (Director of Estates, for items 3.1, 3.2, 3.4 and 3.5); Mr G Rayment (Committee Clerk); Mr N Richardson (Clerk to the University Board).
- Apologies: Mr C Appleton; Prof M Bennett (Pro Vice Chancellor); Mr I Carter; Mrs J Dawson; Dr J Knowles.

Declarations of Interest

Prof McIntyre-Bhatty and Mr Riggs informed the Board that they were Directors of the University's subsidiary companies, BU Ltd and BU Innovations Ltd. Dr Barnwell and Mr Lee declared their interests as Directors of BU Enterprise.

1 BOARD BRIEFING: PUBLIC AFFAIRS STRATEGY

- 1.1 Ms Cherry gave a presentation on the University's Public Affairs Strategy. She explained the need for engagement in public affairs activities and how these linked directly to the University's strategic objectives, specifically in terms of sharing the outcomes of Fusion; shaping society's future agenda and informing and influencing public policy. 'Public Affairs' in the University context was defined as *To engage with selected stakeholders to explain and promote the University's interests and objectives, to provide statistical and factual information, and to lobby on issues which could impact upon the University's ability to operate successfully.* Ms Cherry provided an overview of current activity and progress in this field which included Select Committee appearances and appointments to influential Boards and Committees (such as HEFCE and the QAA) along with engagement with local politics. Further details were contained in the Public Affairs Strategy Document, copies of which were made available to Members.
- 1.2 Current priorities in terms of influencing public policy were in respect of changes to the tier 4 visa arrangements (i.e. lobbying for the removal of Higher Education students from the official migration statistics) and policy on Open Access research (specifically concerns regarding the increasing costs of submissions to journals)
- 1.3 The Board considered how members might support the public affairs process and it was suggested that this could be done through relationship building with key external contacts (such as Council Leaders and Residents' Associations) and by acting as advocates for the University. Ms Cherry could compile a register of contacts if Members provided her with relevant details. The Vice Chancellor (VC) would also circulate monthly summaries of activity to Members by e-mail.

2 MINUTES OF THE PREVIOUS MEETINGS

2.1 Minutes of the University Board Meeting, 16 November 2012

The Minutes were approved as an accurate record, subject to the following amendments:

Minute 3.3.2 amend to "...approved the appointment of Mr McQueen to the Chair of the BU Enterprise Advisory Body".

Minute 4.3.2 amend to include reference to the related company BU Enterprise.

2.2 Matters Arising and Actions Register

The Actions Register was noted. On Action 29 (to circulate the draft IP policy), Members requested that the actions register be updated to provide further detail on the current position and a likely date for completion. In respect of Action 37 (Independent Board Members on the Boards of related companies), the Chief Operating Officer (COO) explained that BU Ltd was likely to be 'quarantined' and that the on-going requirement for BU Innovations Ltd was currently under review. Detailed proposals would be brought back to a future meeting of the Board. Questions of any changes to the membership of these companies' Boards would be addressed once these reviews had been completed. Finally, the VC informed members that the draft Strategic Marketing Plan (Action 39) would be presented to the April meeting of the Board for consideration.

3 STRATEGIC MATTERS

3.1 Estates Masterplanning

3.1.1 The COO presented the Estates Development Framework for the Board's approval. This had been developed following consultation with the Board, University Executive Team (UET), staff and students. [confidential]

3.1.2 A programme of consultation and engagement was being undertaken with key stakeholders [confidential]. Subject to the Board's approval of the Framework, the Estates Plan for 2012-18 would be produced. [confidential]

3.1.3 The Estates Development Framework was **approved**.

3.2 Student Centre

3.2.1 The COO presented this paper which proposed the development of a Student Centre on Talbot Campus to provide additional social learning space and new offices for SUBU. This was the first significant new building for the University since 2004 and the first to be implemented under the new Estates Plan (early planning for the Student Centre actually pre-dated the discussions on the new Estates Plan, hence the proposal was being presented now). The need for more social learning space was a long-standing requirement, having been identified through student feedback. Currently, there were very few spaces where students could go when they were not in lectures, the Library or the refectory. The new building would provide approximately 3,000 square metres of additional space [confidential].

3.2.2 Dr Rawlinson reported that the proposals had been fully endorsed by the Finance & Resources Committee which had scrutinised them at its previous meeting. The Committee had discussed the benefits to be delivered and how they would be measured and noted that these issues were now addressed in the proposal. They had also considered the need to establish controls over the usage of the building and had been assured that this would be covered by provisions in the occupancy agreement.

More generally, the Committee had made suggestions for key questions to be addressed as standard in all future business cases which were to be presented to the Board for approval as follows:

- a) That the cost of the proposal is within the existing approved University budget;
- b) When added to all the other commitments within the budget, the aggregate budget is not adversely affected
- c) The person responsible for delivering the benefits/payback is clearly identified.
- d) A clear indication of 'how we will know we have achieved the benefits' is articulated.

3.2.3 The Director of Estates added that, as requested by the Committee, the value for money report produced by Gleeds had been circulated to Committee members. This included the rationale for employing the SCAPE procurement method in these circumstances rather than a tendering process.

3.2.4 Members supported the proposal, including the SUBU President who felt that the new facilities would enable SUBU to be more accessible and to deliver greater benefits to students. Mr Hines added that he had been consulted on the proposals and was content that the costs were appropriate for a building of this size and quality.

3.2.5 The Board **approved** the investment in, and development of, the Student Centre.

3.3 **Student Journey Project**

3.3.1 The COO introduced this proposal which sought Board approval to proceed with the next phase of the Student Journey Project, requiring an investment of circa £[confidential] to implement the associated new IT system. The project had evolved from an earlier requirement to replace the University's student records system. This had expanded to also incorporate a broader review of student administration processes and organisational change and to address the need to re-balance the current ratio of academic and support staff (delivering staff savings in line with the Strategic Plan). The newly established Programme Management Office would oversee the project and specific procurement expertise had been acquired to support the process of tendering for the IT element of the project. The procurement outcomes would be presented to the Board in due course for final sign-off. No decision had yet been taken on whether this would be a bespoke or an 'off the shelf' system and both options were open to debate. Staff savings were expected to be delivered through staff turnover and re-deployment rather than a major redundancy programme. Members stressed the need for the new system to be operational before the relevant reductions in Professional Services costs were made. They also endorsed the need for appropriate on-going communications with staff, including academic staff.

3.3.2 In terms of the management of IT projects generally, the COO explained that there was now a much clearer distinction between the resources dedicated to projects and those undertaking 'Business as Usual' activity. The Programme Management Office would also allow for the savings arising from the project to be tracked in detail.

3.3.3 The proposal was **approved**.

3.4 **Campus Living Villages**

3.4.1 [confidential]

3.4.2 [confidential]

3.5 **Bournemouth University International College (Kaplan)**

3.5.1 The EDoFP presented this paper which set out a change in respect of the International Student Pathway project, previously approved for implementation by the Board. [confidential].

3.5.2 [confidential].

3.5.3 [confidential].

3.6 **Key Performance Indicators (KPIs)**

3.6.1 The VC presented this paper for the information of the Board. He highlighted Performance Indicators 1, 3 and 6 which contributed to the 'Academic Strength' KPI. Members noted that the BU 2018 target for KPI 12 (Annual Contribution) should read 5% rather than 9%, as agreed by the Audit, Risk & Governance Committee. The Academic Staff Representative queried the data on a number of KPIs, including Student:Staff ratios, which did not appear to reflect experience. It was agreed that the Audit, Risk & Governance Committee should receive a report on the validation of the data used to measure the KPIs.

3.6.2 The KPI report was **noted**.

<p>ACTION : Amend KPI report (KPI12) as above. Prepare a report on the validation of data used to measure KPIs for consideration by the Audit, Risk & Governance Committee.</p>
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<p>ACTION BY: EDoFP</p>

4 **STANDING REPORTS**

4.1 **VC's Report**

4.1.1 BU Update

4.1.1.1 The VC presented his update report for the information of the Board. The University continued to recruit to target and the quality of applicants remained high, although Postgraduate and International student recruitment remained challenging. The Government had confirmed that the deregulated market threshold would be extended to ABB+ for 2013/14. The International Pathways Project (Kaplan) would be a critical measure in addressing international student number growth. The VC was pleased to inform the Board that the University had achieved HR Excellence in Research status from the European Commission. Finally, he informed members that an additional non-refundable deposit of £200,000 had been received in respect of the sale of Hurn House, which was due to complete no later than 31 January 2013.

4.1.1.2 Members noted the impact of Advanced Diploma in Nursing programmes switching to degree-only programmes, however the VC explained that this was part of a national policy change which the University had no choice but to implement. It was anticipated that recruitment would recover in respect of nursing programmes. Members also enquired about student retention rates and the VC explained that attrition rates overall were better than for the previous year and that processes were in place to closely monitor this through the KPIs.

4.1.1.3 Members **noted** the report.

4.2 **BU Contribution to the Local Economy**

4.2.1 Members noted this information (from a 2007 report) which was submitted to the Board at the suggestion of the Finance & Resources Committee. New updated research was being undertaken and the results were expected to be available in the Summer. This data would be made available to the Board in due course.

4.2.2 Members **noted** the report.

4.3 **Review of UET Structure**

4.3.1 The VC presented this paper which followed-on from the Board's approval of a revised UET structure in July 2012 and provided updates on subsequent developments and the effectiveness of the new arrangements. The VC reported that the new structure was working well and informed members of further staff changes at ULT level, with the Director of Student & Academic Services leaving and being replaced in the interim by the Head of Student Administration and the Head of Student Services jointly. The Director of Marketing & Communications would also be leaving the University in February, with the Head of Service Excellence stepping in to cover her role in the interim.

4.3.2 The Board **noted** the paper.

4.4 **SUBU Update**

4.4.1 The SUBU President presented her report and highlighted key activities since the previous meeting. The 'Speak week' feedback event had been very successful with over 500 student comments received. The RAG's 'Leggit' event raised over £15,000 for charity and 234 students had participated in volunteering opportunities. A new Partner Colleges Co-ordinator had been appointed and a hidden course costs campaign had revealed that some students were having to cover up to £3,000 in course costs which they had not been made aware of before enrolment. The report also listed the key issues raised by students during the previous term and the main SUBU activities planned for the current term.

4.4.2 Members noted that students had raised the issue of language barriers in teaching (potential difficulties in understanding lectures) and the COO explained that additional language support was provided in specific areas and that the recruitment process now addressed this point.

4.4.3 The Board **noted** the report.

4.5 **Chair's Report**

4.5.1 **Chair's action and Use of University Seal**

The report was noted.

4.5.2 **Membership**

The Chair explained that, following a successful recruitment process, the Board was now in a position to fill its current Independent Member vacancies and maintain a reserve list for any future vacancies. Further information and the CVs of the prospective members being presented for approval had been circulated to all members prior to the meeting.

The Board **approved** the re-appointment of Fiona McMillan for a maximum of one term of three years (in light of her previous term of office with the Board) with immediate effect.

The Board **approved** the appointment of Sheila Collins and Jonathan Clarke for an initial term of 3 years with immediate effect.

The Board **approved** for future appointment Vicki Culpin, Chris Shaw and Caroline Troy. To be appointed for initial terms of 3 years as vacancies arise.

4.5.3 **Schedule of Future Meetings**

4.5.3.1 The Chair presented this paper which set out a proposed model schedule of meetings for the next 3 years and sought to address certain timing issues which had been

identified. The new schedule also introduced an additional Board meeting in September, which would help to shorten the lengthy Summer gap between meetings and provide an opportunity for planning Board activity over the coming year. It was proposed that this be kept under review and the schedule adjusted if the additional meeting was found not to add sufficient value. The new schedule was intended to take effect from Autumn 2013 and the dates already in place for the remainder of the 2012/13 academic year remained extant.

- 4.5.3.2 Members **approved** the model in principle, although one member informed the Chair that he would not be able to attend meetings on the last Wednesday, Thursday or Friday of the month. It was agreed that a full schedule of dates would be produced for presentation to the Board in April, and that the Clerk would try to take this into account where possible.

ACTION : To present a schedule of meeting dates to the April Board, covering the next 3 academic years.

ACTION BY: Clerk to the Board

4.5.4 Any Other Matters

The Chair informed members that the development review process was underway and that the relevant forms had been circulated to members in hard copy (and subsequently by e-mail) for completion. The Chair and Deputy Chair would undertake the reviews and members would be contacted with further details once their forms had been submitted.

5 OPERATIONAL REPORTS & PROJECT UPDATES

5.1 Development and Alumni Update

- 5.1.1 The Director of Development & Alumni Relations presented a report to the Board on progress with developing and implementing a fundraising strategy and other key developments since June 2012. The Development & Alumni team structure had been reviewed and a number of key documents agreed. These included a fundraising strategic plan and budget, an ethical policy and Donors' Charter, data protection guidelines, a prospect research strategy, and a new programme of legacy marketing. Discussions had also taken place with Deans to inform the development of an Alumni strategy. A list of possible fundraising projects had been identified and these had now been prioritised. The Board's own Development Funding Committee had now been established to oversee the stewardship of donated funds and an informal network of fundraising 'champions' led by Pro Chancellor Giles Sturdy had also been established.
- 5.1.2 Further details of the ethical strategy were provided and work was also being undertaken to provide a flow-chart of the process which would form part of the guidance available to staff. Some headline wealth figures were provided which showed that 396 potential prospects had been identified (local, national and international) and 703 alumni. Potential conflicts of interest were carefully managed with donations only being accepted provided that they were clearly separate from any existing arrangements with the University. Any Board members wishing to consider making a donation or legacy were welcome to contact Ms House-Norman in confidence.
- 5.1.3 Members welcomed the work undertaken to date and noted that, although it would take time to establish, the University had the potential to significantly increase its income from donors.

5.2 Review of Carbon Management Plan

- 5.2.1 The COO presented this report which updated members on the progress made towards meeting the University's target to reduce its carbon footprint by 30% by the end of 2015/16. The report detailed good progress over the past year and the COO offered to

take any further comments or questions out of committee.

5.2.2 The Board **noted** the report.

6 COMMITTEE REPORTS

6.1 Finance & Resources Committee (14 December 2012)

The minutes were **noted**.

6.1.1 Management Accounts

The management accounts for October 2012 were **noted**.

6.1.2 Summary Financial Reports

The reports were **noted**.

6.1.3 Resolution to approve loan facility

The resolution as detailed at Annex A was **approved** by the Board.

6.2 Academic Standards Committee (3 December 2012)

The minutes were **noted**.

6.3 Education & Student Experience Committee (14 November 2012)

The minutes were **noted**.

7 ANY OTHER BUSINESS

7.1 The Clerk to the Board informed members that the annual Fair Access Agreement was due to be submitted to the Office of Fair Access (OFFA). Due to timing issues the Board agreed that this would be submitted to Members by e-mail for approval out of committee in order to meet OFFA's deadline.

7.2 The SUBU President informed the Board that the SUBU Annual Review event would take place at 4.30pm on 4 June 2013 in Kimmeridge House and that all Board members were invited to attend.

8 DATE OF NEXT MEETING

The next meeting of the Board will take place on **Friday, 26 April 2013**, preceded by a dinner on the evening of **Thursday, 25 April 2013**.

RESOLUTION OF BOURNEMOUTH UNIVERSITY

At a meeting of the governors of Bournemouth University (the "Borrower") held at Talbot Campus on the 25 day of January 2013 the following Resolutions were passed.

Resolved that a loan facility up to a principal sum of £20,000,000 at any one time outstanding (the "Facility") be arranged with Lloyds TSB Bank plc (the "Bank") and that the offer of such Facility made by the Bank in a letter dated 16 January 2013 (the "Facility Letter") be accepted and that ** (name) be authorised to make the necessary arrangements with the Bank and to sign on behalf of the Borrower the Facility Letter which was produced to the meeting and its terms and conditions approved.

Resolved further in respect of the operation of the Facility that:

- (a) any one of: (names)

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be and is/are* hereby authorised on behalf of the Borrower to give all written instructions to the Bank in respect of the Facility;

- (b) any one/two* of the governors be and is/are* hereby authorised on behalf of the Borrower to appoint in writing additional authorised officials of the Borrower for the purposes of Resolution (a) above and that, on receipt of a certified copy of such appointment, the Bank be authorised to act on the instructions of such additional authorised officials;
- (c) the Bank be furnished with a list of the names of the governors, Secretary and other Officers of the Borrower and that the Bank be authorised to act on any information given by any governor or the Secretary as to any changes therein; and
- (d) the foregoing Resolutions do not in any way prejudice or affect the instructions to the Bank contained in Resolutions of the governors constituting the bank mandate of the Borrower.

We certify that this is a true copy of Resolutions which have been duly entered in the Minute Book and that such Resolutions were duly passed in accordance with the constitutive documents of the Borrower. We further certify that the passing of these Resolutions and the completion of the transactions thereby contemplated do not, and when completed will not, contravene any provision of the constitutive documents of the Borrower or of any loan agreement, trust deed, bond, mortgage, charge, contract or other instrument binding upon the Borrower or the governors. We confirm that the signatures furnished to the Bank herewith are those of the duly authorised officials at the date hereof.

Chairman/Governor

Clerk to the Governors/Registrar

Notes * delete as applicable
** name(s) of the relevant official(s) of the Borrower.