

**UNIVERSITY BOARD****MINUTES OF THE MEETING HELD ON FRIDAY, 5 JULY 2013**

- Present: Mrs S Sutherland (Chair).  
Mr J Andrews (Chief Operating Officer); Mr C Appleton; Mr G Beards (Interim Director of Finance); Prof M Bennett (Pro Vice Chancellor); Ms L Bryant (Students' Union at Bournemouth University, President); Mr J Clark; Prof R Conder; Mr J Granger; Dr J Knowles; Mr T Lee (Deputy Chair); Ms M Mayer; Prof T McIntyre-Bhatty (Deputy Vice Chancellor); Dr F McMillan; Mr D McQueen; Dr P Rawlinson; Prof E Rosser; Mr R Spragg; Prof J Vinney (Vice Chancellor).
- In Attendance: Ms C Cherry (Policy Adviser to the Vice Chancellor) (Item 1); Ms A Fernandez (Acting Director, Marketing & Communications)(Item 1); Mr G Rayment (Committee Clerk); Mr N Richardson (Clerk to the University Board); Mr M Simpson (SUB President Elect).
- Apologies: Ms M Barron; Mr I Carter; Mrs S Collins Mrs J Dawson; Mr D Hines.

*Declarations of Interest*

*Prof McIntyre-Bhatty informed the Board that he was a Director of the University's subsidiary companies, BU Ltd and BU Innovations Ltd. Mr Lee and Prof Bennett declared their interests as Directors of BU Enterprise. Mr Appleton declared that he was a member of the Talbot Woods Residents' Association. Mr Clark informed Members that Bright Blue Day Ltd were providing paid consultancy to the University's Marketing & Communications Team and that he had also provided expert pro bono advice on the draft strategic marketing plan.*

*The Chair welcomed Mr Simpson and Mr Beards to their first meeting of the University Board.*

**1 BOARD BRIEFING: DRAFT STRATEGIC MARKETING PLAN THEMES**

- 1.1 The Chair welcomed Ms Fernandez, Interim Director of Marketing & Communications and Ms Cherry, Policy Adviser to the Vice Chancellor, to present the emerging themes arising from the work to produce a draft Strategic Marketing Plan.
- 1.2 The Chief Operating Officer (COO) outlined the proposed structure of the draft Plan and progress to date. Ms Fernandez provided a situational analysis had been conducted and top level marketing objectives and strategies (in line with BU2018) had been identified. Moving forward, work would be undertaken to identify market segmentation and positioning along with top level activities (including key messages, product development and budget requirements) and control activities. In addition, it was important that effective evaluation and feedback mechanisms were put in place.
- 1.3 Ms Cherry presented a brief overview of sector developments and the wider HE environment relevant to the plan, including future uncertainties in respect of funding arrangements and demand. Key developments would arise in 2015 with the Government's Comprehensive Spending Review and the General Election.
- 1.4 Ms Fernandez proceeded to give an overview of the four headline objectives which had been informed by significant staff engagement, including an advisory panel of relevant academic staff with an expertise in the subject. Details were provided of each of the four objectives alongside the key stakeholders for each one, the metrics which would be used to monitor the achievement of the objective and the related Key Performance

Indicators (KPIs).

- 1.5 [Confidential].
- 1.6 [Confidential].
- 1.7 [Confidential].
- 1.8 [Confidential].
- 1.9 Following the presentation, Members were invited to comment on the emerging themes and objectives and the Chair invited Mr Clark to give his professional view in light of his expertise and his involvement as an advisor in drawing up the draft strategy. He explained that, following the presentation at the previous Board meeting, he was now more confident that an appropriate route was being taken in terms of developing the strategic marketing plan and that effective measures would be proposed.
- 1.10 Members debated the importance of identifying all the necessary stakeholder relationships. Local employers, suppliers and regional perspectives were felt to be important as well as alumni engagement. Members welcomed the information on stakeholders identified for each objective, but suggested that it would be helpful for an analysis to be provided to indicate how these stakeholders should be prioritised. Ms Fernandez confirmed that stakeholder mapping was underway and would inform the draft plan.
- 1.11 Members sought clarification of how the strategic marketing plan would link to the operational marketing plans already in place within each School. Ms Fernandez explained that the necessary links were primarily structural, with strong central co-ordination by the Marketing & Communications team, who also held the budget for all marketing activities.
- 1.12 Members debated the relationship between the strategic marketing plan and the strategic objectives for Research & Knowledge Exchange (R&KE). It was suggested that the plan should specifically articulate measures to help position the University's RKE appropriately. The Board also discussed how the implementation of the plan would be monitored and agreed that this could be achieved through the on-going monitoring of KPIs, rather than monitoring specific reports on the marketing plan objectives.
- 1.13 The Board **noted** the presentation and thanked Ms Fernandez and Ms Cherry. The COO confirmed that the final draft of the Strategic Marketing Plan would be presented to the next meeting for approval.

**ACTION:** Draft Strategic Marketing Plan to be presented to the next Board meeting for approval.

**ACTION BY:** COO

## **2 MINUTES OF THE PREVIOUS MEETING**

### **2.1 Minutes of the University Board Meeting, 26 April 2013**

The Minutes were approved as an accurate record.

### **2.2 Matters Arising and Actions Register**

- 2.2.1 The Actions Register was noted. All actions had been completed and/or were dealt with

under the substantive agenda items (below) with the exception of action 37 (review of subsidiary companies) which was on-going.

- 2.2.2 In respect of minute 7.3, the VC explained that the presentation of research findings on the University's contribution to the local economy would now be presented to the October meeting of the Board.

### **3 STRATEGIC MATTERS**

#### **3.1 Public Engagement: Festival of Learning 2013**

- 3.1.1 The Pro Vice Chancellor (PVC) presented this report, which set out the early findings in respect of the first Festival of Learning event which had taken place in June 2013. A full evaluation of the event would be conducted over the coming months. Early successes had been identified already, including 3,500 to 4,000 visits to the festival with extremely positive feedback from members of the public. Stakeholders such as Universities UK had recognised the University's commitment to public engagement and evidence was emerging of enhancements to the University's relationships with regional stakeholders. The Festival had also delivered benefits to staff, including partnership building opportunities and skills development.
- 3.1.2 Those Board Members who had been able to attend Festival of Learning events confirmed that these had been very engaging and well organised. It was agreed that the dates for the 2014 Festival, which was expected to take place over a more compressed time frame (i.e. less than two weeks), would be circulated as soon as they were available.

**ACTION:** Provide members with dates for the 2014 Festival of Learning as soon as they were finalised.

**ACTION BY:** PVC

#### **3.2 QAA Institutional Review Update**

- 3.2.1 The Deputy Vice Chancellor (DVC) had circulated an e-mail to Members concerning the QAA Institutional Review, which had now been completed. The draft report of the review would be presented to the University on 19<sup>th</sup> July, to allow for factual checking prior to the QAA publishing the results in September. The results were strictly embargoed pending the formal publication, but early indications suggested that the results would be positive. All staff and students involved had remained engaged and professional throughout this demanding and time-consuming process. The results would cover judgements in four key areas: academic standards; the quality of provision; the quality of information provided; and measures being taken to improve quality. A positive outcome would result in less frequent reviews (i.e. 6 yearly) and particular good practice could be formally commended by the QAA, although this was very rare. Negative outcomes could result in an increased risk of reputational damage, follow-up reviews and more frequent monitoring.

#### **3.3 BU International College (Kaplan)**

- 3.3.1 The DVC reported that, following on from the previous Board discussions, the Finance & Resources Committee (FRC) had scrutinised the proposals in detail and sought additional legal assurances (both external legal advice and opinion from the University's own legal service). This additional legal advice had been circulated to FRC members (copied to Audit, Risk & Governance Committee (ARG) members). Unanimous approval had subsequently been granted by FRC to proceed, in accordance with the authority delegated to them by the Board. The planning application would now be progressed and the contract would be presented for signature shortly.
- 3.3.2 The DVC also explained that a current interim contract with Kaplan was in place for

similar provision. Students who had offers or had paid deposits under this arrangement would be invited to transition to the new arrangement. If a sufficient number (a minimum of 10) did not want to transfer, the relevant programmes would continue to run for their benefit. It was anticipated, however, that most students would accept the offer to transfer given the stronger programmes available under the new arrangements.

### 3.4 **Campus Living Villages (CLV)**

- 3.4.1 The Chief Operating Officer (COO) reported that, following the detailed discussion of the CLV proposals by both the FRC and ARG on 14<sup>th</sup> June, unanimous approval had been given (via a formal written Board resolution) to proceed with the business case. Arrangements were being finalised and detailed legal negotiations were taking place to finalise the SAF2 process with a view to signing the contract by the end of July (the original deadline of the end of June having been extended). The COO would e-mail all Members to notify them once the contract had been finalised.
- 3.4.2 Mr Spragg informed members that, during the discussions on 14<sup>th</sup> June, an attempt had been made to quantify the risk attached to the deal and it was agreed that this would not exceed [confidential], and that the probability of this being incurred was extremely low. There was, in fact, only a thirty day window from the signing of the contract during which any challenge might be made. After this, the risk effectively expired.
- 3.4.3 The Board **ratified** the written resolution to approve the CLV proposals and **approved** the appointment of Prof Conder as director of the related company once established.

**ACTION :** Notify the Board via e-mail once the contract negotiations had been finalised.

**ACTION BY:** COO

### 3.5 **Key Performance Indicators**

- 3.5.1 The Vice Chancellor (VC) presented the KPI progress report and highlighted key points. The University's composite league table score had improved by one place (to 67). UG applications continued to be strong: 22% higher than the same time last year. The quality of applications also remained strong. Academic staff with doctorates had exceeded the 2012-13 target. Following the review of the validation of the KPI data, only two indicators still required further work (PIs 10 and 14 respectively). The VC also reported that the Destination of Leavers from Higher Education (DLHE) survey results were expected to show that the University had increased to a rate of 91.5% graduate employment (including those engaging in further study).
- 3.5.2 Members noted that a number of KPIs were still some way behind the 2018 target and debated whether the targets would have to be reviewed (for example, student:staff ratios for the Business Schools and PIs 1, 7 and 15). The COO explained that investment was being made in the Business School to address this. Student:staff Ratios were very important in terms of student recruitment as well as league table positions. In respect of other PIs, the VC recognised that some were ambitious, but did not recommend revising the targets at this time. In terms of monitoring competitor institutions, good sector intelligence data was available. The VC considered that a top 50 league table placement was a realistic target for the University.
- 3.5.3 Members also debated PI 15 (Academic Staff on Secondment to Industry) where there had been a low take-up rate from staff. Work was being undertaken with external contacts to provide placement opportunities.
- 3.5.4 Members **noted** the KPI report and broadly agreed that all of the current KPIs remained valid, but subject to on-going review.

## 4 **OPERATIONAL MATTERS**

#### 4.1 **Delivery Plans 2013/14: Summary**

- 4.1.1 The DVC presented the summary Strategic Delivery Plans 2018 which informed the University draft budget (Item 4.2 below). The planning process had been revised and was now led by the Schools' plans, which informed the subsequent plans for the Professional Services. More detailed guidance had been provided on how to complete the plans, which were also more closely linked to the BU2018 strategic headings. All plans were subject to robust scrutiny and would also inform individual staff objectives.
- 4.1.2 Key overarching activities were also highlighted. The establishment of the Centre for Excellence in Learning was noted, alongside work on International Partnerships, where it was noted that an International Centre was being established to focus the University's international activity. The developments arising from the Estates Development Framework (the Student Centre and Fusion Building 1) were also noted. The 6 cross-cutting themes identified separately in the previous report had now been embedded within the individual plans. The student journey project had not been explicitly included as, at the time the plans were prepared, it had been subject to a staff consultation exercise.
- 4.1.3 Members asked that, for future reports, the executive summaries be expanded to include more information on the risks and uncertainties which had been identified by the Schools and Services in their respective risk registers. Some Members also commented that it was difficult to link the summary delivery plan information to the KPIs and identify how targets were being met. It was also agreed that, in sequencing the report, the Schools' summaries should be presented first, before those for the Professional Services.
- 4.1.4 The Board **noted** the reports and were reassured by the enhancements to the planning process. The suggestions regarding the presentation of the delivery plan summaries to the Board were noted for the next round of reports, including links to KPIs and risks. Each summary could be extended to 2 pages, if necessary, to accommodate this additional information.

**ACTION:** Revise future Delivery Plan summary reports to include links to KPIs and risks when presented to the Board.

**ACTION BY:** DVC

#### 4.2 **Draft University Budget 2013/14**

- 4.2.1 The Interim Director of Finance (IDoF) presented the draft University Budget for 2013/14 which was recommended to the Board for approval by the FRC, following their detailed scrutiny on 14 June. The budgets had been informed by the strategic delivery plans for each School and Service. Fees income was forecast on the basis of targets set by the Central Admissions Team and a contingency against a shortfall in income of [confidential] had been provided. Further details were provided in the paper in respect of income, staff and non-pay costs and cash flow.
- 4.2.2 Members enquired about developments in respect of pension liabilities and it was explained that actuarial valuations were expected to take place in September or October. Members also considered the R&KE income budgets and the PVC explained that these were considered to be challenging but achievable.
- 4.2.3 The Board **approved** the university budget for 2013/14.

#### 4.3 **Revised Financial Model**

- 4.3.1 The IDoF presented the revised Financial Model which was also endorsed by the FRC. The Model had been revised in order to ensure that the University retained sufficient cash to cover three months of staff costs and to protect against the fluctuations in Student Loan Company receipts. [Confidential].

4.3.2 Members **approved** the revised financial model.

#### 4.4 **Submission to HEFCE of 2013/14 to 2015/16 Financial Forecasts**

4.4.1 The IDoF presented the annual submission to HEFCE, which had been considered and recommended by the FRC. He highlighted the top level financial indicators to Members and noted that the University was below the rest of the sector in terms of borrowings. He also reassured Members that the 'validation fail' message in relation to entry 17 of the tables was a technical error which was known to HEFCE. Members noted that accounting regulations were expected to be subject to major changes in the near future. It was agreed that the Board should receive a briefing on these new accounting formats once they were introduced.

4.4.2 The Board **approved** the submission to HEFCE of 2013/14 to 2015/16 financial forecasts.

**ACTION:** Provide a future Board briefing presentation on the new accounting regulations and revised formats once they have been implemented.

**ACTION BY:** IDoF

#### 4.5 **Fusion Building 1**

4.5.1 The DVC presented a project request which sought approval for funding to progress the Fusion Building 1 project to January 2014. [Confidential].

4.5.2 The Board approved the project request and funding of up to [Confidential].

**ACTION:** Circulate plans showing proposed location and scope of Fusion building 1.

**ACTION BY:** DVC

#### 4.6 **New Student Record System**

4.6.1 The COO presented this update report on the procurement of the new student record system. Four potential suppliers had been identified, but each had raised various separate issues relating to the proposed contract. These were subject to on-going discussions with legal advisors. It was anticipated that the approval of the award of the contract would now need to take place prior to the next scheduled Board meeting on 4<sup>th</sup> October. It was agreed that a sub-group comprising Dr Rawlinson, Mr McQueen, Mr Lee and Mr Spragg (subject to availability) would scrutinise the proposed contract award and make recommendations to the full Board. Approval would then be sought via a written resolution.

4.6.2 The Board **noted** the report and **agreed** that approval to award the contract would be sought via written resolution, following scrutiny and recommendation by a sub-group as above.

### 5 **STANDING REPORTS**

#### 5.1 **VC's BU Update Report**

5.1.1 The VC presented his report and highlighted key developments. Following the Government's spending review, it had been announced that the Department for Business, Innovation and Skills budget was to be cut by 5.9% - which was less than expected. The Single Local Growth fund of £2 billion per year would be available and Local Enterprise Partnerships would be able to submit bids for this money. HEFCE consultation on future student number controls was on-going, with proposals that Institutions would have the flexibility to recruit by up to 3% above their allocation (with institutions that significantly under-recruit having their allocations reduced).

5.1.2 The VC also highlighted a recent report from the Institute for Public Policy Research on the future of HE in England. This made a number of recommendations which were likely to stimulate debate, including the reintroduction of 'polytechnic' status for certain FE colleges that provided HE courses. In terms of BU activity, UG recruitment remained strong and, therefore, a lower exposure through clearing was anticipated this year. PG recruitment remained challenging however.

5.1.3 Members **noted** the report.

## 5.2 **SUBU Update Report**

5.2.1 The SUBU President highlighted key activities since the previous meeting. SUBU's Annual Review had successfully taken place and the Raising and Giving (RaG) team had announced that it had raised £164,000 for charity during the year. SUBU's Student Representative Awards had also taken place and SUBU had been shortlisted for the NUS 'HE Students' Union of the Year' award. Unfortunately the prize had gone to another University, but nevertheless the Board recognised that being shortlisted was a great achievement in itself. A student safety campaign had been created following an attack on a student in the Lansdowne area. Finally, priorities had been identified for the incoming Officers, including support for international students, restructuring the Executive Committee and SUBU democratic processes, provision for student parents, sports facilities at Lansdowne and improving communication methods.

5.2.2 Members **noted** the report.

## 5.3 **Chair's Report**

### 5.3.1 Chair's Action and Use of the University Seal

The report was noted.

### 5.3.2 Membership

The Board **approved** the appointment of Dr Richard Scullion to the Board as elected academic staff member for a term of three years with effect from September 2013.

The Board **approved** the appointment of Dr Chris Shaw and Ms Caroline Troy to the Board for initial terms of three years.

Members **noted** the appointment of Mrs Sheila Collins and Dr Vicky Culpin (co-opted from the current Board Member 'reserve list') to the University Research Ethics Committee. Vacancies for Board Observers on other Senate committees were currently being reviewed, as was the Membership of other Board Committees. Members would be contacted where appropriate.

### 5.3.3 Appointment of Pro Chancellor

The Board **approved** the appointment of Mrs Valerie Pitt-Rivers as Pro Chancellor for an initial five-year term from January 2014.

### 5.3.4 Report of Development Reviews

The Chair presented this report which summarised the agreed actions which would be taken to address issues raised during the recent round of Members' development reviews. She highlighted the decision that, due to the inherent difficulties of disaggregating staffing and finance discussions, it had been agreed to limit attendance at FRC meetings to Independent and Executive members once more.

### 5.3.5 Any other matters

There were no other matters to report.

## **6 COMMITTEE REPORTS**

### **6.1 Audit, Risk & Governance Committee (24 May 2013)**

The minutes were **noted**.

#### **6.1.1 Terms of Reference (amended)**

The Board **approved** the amended Terms of Reference.

#### **6.1.2 Risk Register**

The Risk Register was **noted**.

### **6.2 Finance & Resources Committee (14 June 2013)**

The minutes were **noted**.

#### **6.2.1 Management Accounts**

The management accounts were **noted**. The IDoF informed the Board that it was now anticipated that a balanced budget would be achieved this year, following the introduction of additional controls on spending.

### **6.3 Development Funding Committee (26 April 2013)**

The minutes were **noted**.

#### **6.3.1 Terms of Reference (amended)**

The Board **approved** the amendments to the Terms of Reference.

### **6.4 Remuneration Committee (4 July 2013)**

Mr Lee, as Chair of the Remuneration Committee, provided a verbal report of the meeting, which had taken place the previous day. He informed the Board that the Committee had agreed senior post holder salary increases in line with those proposed for other staff and elsewhere in the Sector.

### **6.5 Senate (19 June 2013)**

The minutes were **noted**.

### **6.6 Academic Standards Committee (2 May 2013)**

The minutes were **noted**.

### **6.7 Education & Student Experience Committee (29 May 2013)**

The minutes were **noted**.

### **6.8 University Research Ethics Committee (12 June 2013)**

The minutes were **noted**.

### **6.9 University Research & Knowledge Exchange Committee (15 May 2013)**

The minutes were **noted**.

### **6.10 University Research & Knowledge Exchange Committee (6 June 2013)**

The minutes were **noted**.



## 7 ANY OTHER BUSINESS

- 7.1 The PVC reported that the Digital Summit event held in June had been very successful. A working Group was taking this work forward and the Local Enterprise Partnership was currently working on a growth strategy which was expected to feature creative and digital technologies.
- 7.2 The Chair recorded her thanks, on behalf of the Board, to retiring Members Louise Bryant, Marian Mayer, Ian Carter and Joanna Dawson for their service to the Board.
- 7.3 Dates and details of 2013 Graduation Ceremonies would be circulated to Members as soon as they were available. All Members were encouraged to attend at least one ceremony.

**ACTION:** Circulate dates and details of 2013 Graduation Ceremonies to Members at the earliest opportunity.

**ACTION BY:** VC

## 8 DATE OF NEXT MEETING

The next meeting of the Board will take place on **Friday, 4 October 2013**. This will be the first of the scheduled annual forward planning and briefing meetings and it will **not** be preceded by a Board dinner. The next Board dinner and regular Board meeting will take place on **28<sup>th</sup> and 29<sup>th</sup> November 2013** respectively.