

## UNIVERSITY BOARD

## MINUTES OF THE MEETING HELD ON FRIDAY, 6 FEBRUARY 2015

Present:	Mrs S Sutherland	Independent Board Member <b>(Chairman)</b>
	Mr J Andrews	Chief Operating Officer (COO)
	Mr C Appleton	Independent Board Member
	Mr G Beards	Director of Finance & Performance (DoFP)
	Mr J Clark	Independent Board Member
	Ms S Collins	Independent Board Member
	Prof R Conder	Independent Board Member
	Dr V Culpin	Co-opted Independent Board Member
	Dr J Knowles	Independent Board Member
	Mr T Lee	Independent Board Member <b>(Deputy Chairman)</b>
	Prof T McIntyre-Bhatty	Deputy Vice Chancellor (DVC)
	Dr F McMillan	Independent Board Member
	Dr P Rawlinson	Independent Board Member
	Prof E Rosser	Elected Senate Member
	Ms C Schendel-Wilson	President, Students' Union at Bournemouth University
	Dr R Scullion	Elected Academic Staff Member
Dr C Shaw	Independent Board Member	
Ms A Stevens	Elected Professional & Support Staff Member	
Ms C Troy	Co-opted Independent Board Member	
Prof J Vinney	Vice-Chancellor (VC)	
In Attendance:	Mr A Bird	Head of International Marketing & Student Recruitment (Item 1)
	Mr S Cox	Head of Estates Development (Item 4.1)
	Ms A Fernandez	Director of Marketing & Communications (Item 1)
	Mr S Laird	Director of Estates (Item 4.1)
	Dr S Minocha,	Pro Vice-Chancellor, Global Engagement, (Items 1 to 4.2);
	Prof J Fletcher	Pro Vice-Chancellor, Research & Innovation (Item 1)
	Ms N Murray-Fagan	Head of UK Student Recruitment & Outreach (Item 1)
	Mr G Rayment	Corporate Governance & Committees Manager
	Ms D Wakely	Clerk to the University Board
Apologies:	Mr J Granger; Mr D Hines; Mr D McQueen.	

Declarations of Interest

*Prof McIntyre-Bhatty, Mr Beards and Mr Clark are Directors of the University's subsidiary company BU Innovations Ltd. Mr Lee is a Director of BU Enterprise Ltd and Mr Andrews and Prof Conder are Directors of BU Residences Ltd. Mr Andrews is also a member of the Board of the Dorset Local Enterprise Partnership. Mr Appleton is a member of Talbot and Branksome Woods Residents' Association.*

*The Chairman welcomed new Professional & Support Staff Member, Amanda Stevens.*

**1 BOARD BRIEFING: MARKETING STRATEGY DELIVERY PLAN**

- 1.1 Ms Fernandez and colleagues updated the Board on the implementation of the Marketing Strategy. Detailed supporting operational plans were in place together with a restructured and strengthened team to support delivery. This was backed-up with improved measurement, agility and consistent messages. [Confidential minute] .

- 1.2 [Confidential minute]
- 1.3 Ms Fernandez summarised the international enrolment picture, including the changing mix of countries from which students were applying to the University and the plans in place to further develop these markets. She also set out the actions taken and planned to implement the Digital Vision and key data in connection with digital communications. In terms of future challenges, these were likely to be externally driven with continuing uncertainty around government policy after the general election and the increasingly competitive nature of the market. [Confidential minute]
- 1.4 Dr Scullion welcomed the structural changes within the Marketing & Communications Team and felt that this had helped to improve the Team's relationship with the Faculties. He, together with another Member, however, expressed disappointment that the presentation focused on delivery and operational aspects rather than an update on strategic matters. It was clarified that the presentation was in-line with the action requested by the board for an update on the Marketing & Communications Delivery Plan and should they want an update on the strategic elements Members could approach Ms Fernandez directly.
- 1.5 Members **noted** the presentation and discussed the changing patterns of international demand, noting the impact of visa restrictions on some markets. They also noted the growing role of alumni in championing the University and work being undertaken to increase employer engagement.

## **2 MINUTES OF PREVIOUS MEETINGS**

### **2.1 Minutes of the University Board Meeting, 28 November 2014**

The minutes were approved as an accurate record.

#### **2.1.1 Matters Arising and Actions Register**

The Board **noted** the actions register. Work on the Intellectual Property policy was ongoing and would be presented to the Finance & Resources Committee (FRC) for consideration in due course pending further consideration of any potential impact on staff conditions of employment. The Student Complaints report for 2015 may be available to be presented to the Board in May 2015 rather than November 2015. The actions register would be updated accordingly.

## **3 CONTEXT SETTING AND UPDATE REPORTS**

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

- 3.1.1 The VC informed the Board of the successful Local Enterprise Partnership (LEP) bid to create a joint business incubation centre for BU and Arts University Bournemouth (AUB) and to part-fund a new road which would open-up the southern part of the Talbot campus. [Confidential minute].
- 3.1.2 The postgraduate loan support scheme would come into effect in 2016/17, with interim funding (on a match-funded basis) being made available by HEFCE for 2015/16. This would fund ten bursaries to support undergraduate students progressing to postgraduate education. HEFCE's funding letter had also been received from the Department for Business, Innovation and Skills (BIS) and was in line with expectations for 2015/16. Uncertainty regarding funding for future years remained challenging but demand continued to be strong and plans were sufficiently flexible to deal with future policy changes.
- 3.1.3 On internal developments, plans for REF 2020 were underway in discussion with the Faculties. The appointment processes to identify successors for the Dean of the

Faculty of Media & Communications and the Dean of the Faculty of Health and Social Sciences were progressing and individual Board members would be directly involved in the recruitment process. Finally the HEFCE STEM capital award of £5 million to invest in the new FB1 building had been confirmed and would be distributed in four equal payments during 2015/16. The Board **noted** the report.

### 3.2 **SUBU Update Report**

3.2.1 Members **noted** the SUBU President's update report. Work was on-going to highlight community engagement through a newly established column in the local press. The sabbatical officer team's roles had been reviewed and the Vice President Lansdowne officer role would be changed to Vice President Activities. Work was also continuing on improving the first-year student experience through changes to the induction process. Engagement activities had included planning for the upcoming annual 'speak week' event and the new GOAT (Go Out and Talk) initiative. The VP Welfare officer had been working with the Value for Money Steering Group to report on the value of extra-curricular activities as well as consulting on improvements to the bus services. In Lansdowne, the Old Fire Station venue was now operating during the day as a coffee shop with a view to increasing revenues and improving student experience.

3.2.2 The Board considered the upcoming NSS and noted that the Student Opinion Survey also provided data on 1st and 2nd year students as well as those in their final year. Outcomes from the survey were reported to the Education & Student Experience Committee of Senate. Members also debated student interest in the upcoming general election and the importance of young people engaging with the democratic process.

### 3.3 **Chairman's Report**

#### 3.3.1 **Chairman's Action and Use of the University Seal**

The report was **noted**.

#### 3.3.2 **Independent Member Re-appointments**

The Chairman verbally reported the recommendations of the Nominations Committee held on 5<sup>th</sup> February, in advance of the minutes being formally received by the Board.

*Dr Rawlinson withdrew from the meeting.*

The Board **approved** the extension of Dr Rawlinson's term as an Independent Board Member and Chairman of the FRC for a further 2 years.

*Dr Rawlinson returned to the meeting. Prof Conder withdrew from the meeting.*

The Board **approved** the re-appointment of Prof Conder for a second term of 3 years.

*Prof Conder returned to the meeting.*

The Board also **approved** the re-appointment of Mr McQueen for a second term of 3 years, noting that his appointment may need to be reviewed in the event that he was elected to the local council in May 2015 as Independent Board Members could not also be elected members of any local authority.

#### 3.3.3 **Committee Membership Update**

The Board **approved** the transfer of Dr Culpin from the Audit, Risk & Governance Committee (ARG) to the FRC.

The Board **noted** that Dr Rawlinson would continue to serve on the Development Funding Committee and also **approved** the appointment of Mr Lee to the Committee.

The Board **approved** the appointment of Ms Stevens to the Honorary Awards Task Group.

All independent members were invited to express interests in any of the forthcoming committee vacancies expected to arise over the next 6 months. These could be made to the Clerk to the Board using the form which was tabled at the meeting. To assist Members in considering their availability the full schedule of current meeting dates would be re-circulated. The Chairman also notified members that she and the Deputy Chairman would shortly begin the process of annual development reviews for members and the schedule and form would be circulated in due course.

**ACTION:** Circulate current schedule of all Committee meeting dates.

**ACTION BY:** Clerk to the Board.

#### 4 STRATEGIC MATTERS

##### 4.1 Lansdowne Development Project

4.1.1 The COO introduced this proposal which was being recommended to the Board for approval by the FRC. Approval was sought for funding of [Confidential minute] to initiate the first phase of the Lansdowne Development Project. [Confidential minute].

4.1.2 [Confidential minute].

4.1.3 [Confidential minute].

4.1.4 The Board **approved** funding of [Confidential minute] to initiate the first phase of the Lansdowne Project.

##### 4.2 Global Engagement Plan: An Update

4.2.1 Dr Minocha presented an update on the development of the University's Global Engagement Plan (GEP). The Plan would help the University to achieve its global ambitions as defined in BU 2018. Global trends showed a huge scale of growth in international higher education, but this was not the case in the UK. Technology was also having a significant impact, for example through the growth in Massive Open Online courses (MOOCS), and this could be particularly important in terms of accessing aspiring students in areas such as Africa. The majority of Institutions were seeking international growth and it was essential, therefore, that the University was able to be flexible and distinguish itself from the rest of the Sector. Essentially, the risk of doing nothing was greater than the risk of doing anything. In terms of the political environment, policies on immigration and visas continued to be volatile.

4.2.2 Dr Minocha discussed the proposed 6 objectives, supported by 3 enablers, which would deliver a 'Global BU', through a more comprehensive and integrative approach to global engagement from 2015 onwards. [Confidential minute].

4.2.3 [Confidential minute].

4.2.4 Work on developing the draft GEP would be finalised over the coming 6 months and reported to the Board in July 2015. This would include further details on market profiles and stakeholder engagement, including international alumni and employers. [Confidential minute]. The importance of effective communications to improve student

mobility was also suggested, for example to better publicise the funding available to support overseas study visits.

- 4.2.5 The Board **noted** the presentation and update report, and it was agreed that progress with its implementation would be reviewed one year after the plan had been finalised (July 2016).

**ACTION:** Board to review progress in delivering the final Global Engagement Plan in July 2016.

**ACTION BY:** VC (with Dr Minocha).

#### 4.3 **Key Performance Indicators (KPIs)**

- 4.3.1 The VC presented the KPI Board report and highlighted key points. [Confidential minute]. The Board noted the report.

### 5 **OPERATIONAL MATTERS**

#### 5.1 **Data Centre Project Approvals**

- 5.1.1 The COO presented this report which sought retrospective Board approval for the Data Centre Network Project. [Confidential minute].
- 5.1.2 The Board **approved** the Data Centre Network Project [Confidential minute], and noted the safeguards put in place.

### 6 **COMMITTEE REPORTS**

#### 6.1 **Development Funding Committee, 28<sup>th</sup> November 2014**

The Development Funding Committee minutes were **noted**.

##### 6.1.1 **Terms of Reference**

The Board **approved** the amended Terms of Reference of the Development Funding Committee.

#### 6.2 **Finance & Resources Committee, 23 January 2015**

The minutes of the Finance & Resources Committee were **noted**.

##### 6.2.1 **Management Accounts**

The Management Accounts were **noted**.

### 7 **ANY OTHER BUSINESS**

- 7.1 The Chairman informed the Board that a media highlights report had been compiled and would be circulated to members for information. Any feedback on the content or format should be made to the COO in the first instance.
- 7.2 The Board recruitment process was on-going and the selection panel comprising the

Chairman, Deputy Chairman and VC would shortlist the applications received and conduct interviews before making recommendation for appointments to the Board.

- 7.3 Dr Scullion advised members that students from the Faculty of Media & Communications would be participating in a broadcast event on 7th May in connection with the general election. Consideration would be given as to whether this event might be combined with the arrangements for the Board dinner in order for members to participate.
- 7.4 The Chairman informed the Board that her Term of Office would end in November 2016, but that she would be standing-down in July 2016 to allow the incoming Chairman to take up the role from the start of the 2016/17 academic year. The Nominations Committee was considering the process for the Chairman and Deputy Chairman appointments and would make recommendations to a future meeting of the Board.
- 7.5 The Chairman informed the Board that the next meeting would commence at the later time of 9.30am.

**8 DATE OF NEXT MEETING**

The next meeting of the Board will take place on **Friday, 8<sup>th</sup> May 2015**. This will be preceded by a Board dinner on the evening of **Thursday, 7<sup>th</sup> May 2015**.

Clerk to the University Board  
February 2015

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Approved as a true and accurate record:

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Mrs S Sutherland (Chairman)

Date:.....8<sup>th</sup> May 2015.....