

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 11 JULY 2008

- Present: Mr A Frost (Chair)
 Dr B Astin; Dr P Barnwell; Prof P Curran; Mr K Derrick; Mr C Elder; Mrs
 K Everett; Mr J Harper; Rev Dr D Hart; Mr D Hines;
 Prof T Husband; Mr J Knowles; Mr T Lee; Prof N Petford;
 Mr M Riordan; Mr F Ruffle; Mr G Smith; Mr S Smith; Mr G Sturdy;
 Ms C Symonds; Prof J Vinney; Mr D Willey; Ms Z Zuvcenko
- In Attendance: Mr N Richardson (Secretary & Registrar)
 Mrs S Harvey (Committee Clerk)
 Mr A Hyland
- Apologies: Lady Digby; Sir Leonard Appleyard; Dame Yvonne Moores;
 Mrs F McMillan; Dr E Mytton; Ms S Sutherland

The Chair welcomed the following people in their new capacities:-

Rev Dr David Hart – Co-Opted Member

Mr Fred Ruffle – President of the Students' Union

Dr Brian Astin – Pro Vice-Chancellor (Education)

Prof John Vinney – Pro Vice-Chancellor (Resources)

Mr Giles Sturdy – as incoming Deputy Chair of the Board

Ms Sonya Harvey – Acting Committee Clerk

The Chair also advised Members of the appointment of four new Deputy Lieutenants and that these included Julian Fellowes and Jeremy Pope, both Honorary Doctors of the University.

ACTION**1. MINUTES OF THE MEETING HELD ON 18 APRIL 2008****1.1 Minutes of the University Board Meeting (18 April 2008)**

The Minutes were approved subject to the following amendments:-

Minute 1.1.4: "QAA Institutional Audit 2008".

Minute 5.2.3: "... was requested to report on contacts..."

1.2 Matters Arising

Minute 2.2.3: The Pro Vice-Chancellor (Research & Enterprise) circulated a current list of newly-appointed staff with details of their locations and areas of research.

Minute 2.5.7: The Pro Vice-Chancellor (Research & Enterprise) advised that School income per FTE was well above the UK average in areas of greatest investment and, therefore, that the investment was shown to be reaping rewards.

Minute 3.3.4: The Chair proposed that there be Continuing Professional Development (CPD) events for Members. Members agreed that, where appropriate, such sessions should take place after the luncheon briefing events

(from c 1.15pm to 2.00pm). The Chair and Vice-Chancellor were to discuss this matter further.

Chair/VC

Minute 4.1.3: The Deputy Vice Chancellor confirmed that the result of the whistleblowing investigation had been published and a response had been received from the individual concerned.

2 BOARD MATTERS

2.1 Board Membership - Chair

Members were reminded of the agreement to change the term of office of the Chair from 2 years to 3 years, with Chairs serving a maximum of two three-year terms. On that basis, Members agreed that the final term of office of the current Chair will terminate on 31 October 2010.

2.2 Board Membership - Deputy Chair

Members congratulated Mr Sturdy on his appointment as the new Deputy Chair of the Board for a first three-year term of office ending on 11 July 2011.

3 STRATEGIC REPORTS

3.1 Implementation of the Strategic Plan 2007-2012: Update

The Vice-Chancellor discussed 3 issues which impact on the implementation of the Strategic Plan:-

- Restructuring of the University's academic programmes
- Increasing the BU profile
- Staff structure and contract changes

Of these, changes to Staff structure was believed to have the potential for the most impact as, by the end of summer 2008, approximately one-third of the BU academic staff would have changed.

External indicators were good:

- Attendance at University Open Days had tripled with the recent figures up a further 28% on the previous event;
- BU was in the top third and had been recognised as the No. 1 new university in *The Guardian* league table;
- BU was No. 3 new university in *The Times* and the *Independent* league tables.

In addition, the Vice-Chancellor recognised the hard work of the Senior Management Team and of everyone in BU who had contributed towards the successes of the last year by adopting changes to thinking and working, as well as the cultural changes involved. However, there were many more challenges to come, though the future was becoming clearer.

The Vice-Chancellor thanked the Board for all their support which had proved invaluable and, in turn, the Chair thanked the Vice-Chancellor for his report and for these comments.

3.1.1 Qualifications of Academic Staff

The Vice-Chancellor referred Members to the report and commented that these were incredible and exciting changes that would be important not just for the immediate future but in relation to threats likely to emerge during 2015–2020,

when BU would be more heavily reliant on its research capability.

The VC went on to explain that the academic staff recruitment process had changed and was now a longer process and included national advertising. The plan was to extend this to a worldwide recruitment search, with advertising in UK professional journals as well as in overseas publications.

The Pro Vice-Chancellor (Research & Enterprise) confirmed that it would be possible to monitor closely the contribution made to R&E as a result of these staff changes.

In answer to the question of how PhD student scholarship reductions within the Five Year Plan fitted with enhancing academic quality the Vice-Chancellor advised that it was unusual for Universities to fund PhD students in this way. The option had been used to increase numbers rapidly, in advance of the Research Assessment Exercise (RAE) and to provide Schools with some initial funding for PhD students whilst they sought to raise external funds for this purpose in future.

3.1.2 Finances of UK Universities

The Vice-Chancellor referred Members to the report showing a financial comparison between BU and 24 other HEIs in 2006-07. Members noted that the rankings for each institution was out of 160 – the number of HEIs in the UK.

Several points, highlighted in the table, were noted:

Times Ranking: this showed BU in 57th place and within the top 50% in this league table;

Numbers: Student:Staff ratios were 8/10:1. With more research requiring more staff, research intensive institutions had a more favourable ratio;

Income Metrics: Overall BU was in 87th place with £89M income. BU stood out regarding Teaching Intensity being 11th most dependent upon fees income. Conversely BU was 106th in relation to Research Intensity. Research income was 2% of overall income with the break point being 20%, above which level research intensive HEI's were to be found;

Endowments: BU was in 154th place, and actions were already in hand to deal with this low position.

3.2 **Five Year Financial Plan**

The Director of Finance advised that the adjusted financial plan to 2011-2012 reflected the Budget for 2008-09 and that the savings required were in the order of £5-£6M.

Members noted that staff cost rises for 2008-9 were predicted to be some 7% and that, if the University took no action, from 2009 onwards, staff cost figures were likely to continue to inflate at the same rate. However, the Professional Services Review, now underway, was designed to address this issue by reducing the headcount in Professional Services.

Where the report indicated that Research income was planned to increase from £2M to £4M by 2011-12, a question was raised as to how much difference this 2% increase would make to BU's position in that particular ranking. Members were advised that there could be a possible move from 106th place to c. 86th place.

3.3 Management Accounts

It was agreed that monthly issue of this report was useful.

The Director of Finance advised that there had been a reduction in the budget for Estates, ICR and IT Services which would help relieve the pressure on the 2008-09 budget overall. In addition, some essential projects had been accelerated into the 2007-08 from 2008-09.

There was some concern over the 'lag' relating to Enterprise income in the Five-Year Plan. The DoF assured Members that this would change during 2008-09 as Research and Enterprise budgets had been separated and could be tracked. Some Schools had struggled with clarifying which year their income fell into and this had produced lower than expected figures for 2007-08. The latter issue has been addressed for 2008-09.

[A commercial in-confidence discussion took place]

3.4 Planning and Budgeting for 2008-9

The Deputy Vice-Chancellor advised that approval for the 2008-09 Budget was being sought from the Board following a recommendation of acceptance from S&R Committee.

Members noted that summer 2008 would see a thorough review of the Strategic Plan at University level and that any proposed amendments would be considered by S&R Committee before coming to the next Board meeting.

Members were assured that energy costs, though rising, were being closely monitored through the Energy Strategy Group and that the viability of various green options was being considered.

Members were informed that budgeting for Partner Institutions' would be more accurate this year, following a review of Partner Institution costs and the introduction, by the University Central Admissions Team, of more realistic student number planning. Simpler, and more cost effective, payment schemes were also being introduced for 2008-09.

Risk Register items were considered and the following noted:

- Home/EU applications were good;
- International applications were down on last year but steps have already been taken to improve the position for 2008-09 and to address this matter more fully for future years;
- Research usually brought in around 80% of its full economic costing (FEC) but needed to be monitored;
- Staff Numbers – controls on staff recruitment were in place;
- Non-pay matters – as noted above, concerns over energy and other areas were under discussion

Members approved the 2008-09 Budget and, in particular, the following works:

- Royal London House Structural repairs to continue in the face of additional essential works taking the budget over £500k;
- Implementation of the IT Suite Project at £650k;
- Implementation of the Studland House Replacement Windows Scheme at £675k.

3.5 Financial Regulations

The DoF confirmed that these Financial Regulations had been extensively

reviewed at S&R and A&R Committees as a result of the KPMG review. Members approved the Financial Regulations.

Mr G Smith advised that A&R Committee had considered the wider issue of what powers were vested in the Board and how these powers were delegated via the Vice-Chancellor and other BU Staff. Where this process may take place outside of the new Financial Regulations, the committee had identified the possible need for a “scheme of delegation”. Members noted that KPMG had been asked to advise on this issue.

The Chair highlighted that, under Section 3.8 of the Financial Regulations, the constraints related to Gifts & Hospitality applied to all staff and suggested that information related to this be covered in the Register of Interests of Senior staff.

3.6 BU 2012 Performance Review

The Deputy Vice-Chancellor advised that there were 38 KPIs. Any feedback from Board Members, both on the suitability of the KPIs and on the presentation of the data, was very welcome and should be directed to the Deputy Vice-Chancellor.

The Deputy Vice-Chancellor advised that, due to changes in the international recruitment team and its processes, the shortfall in international recruitment for 2008-09 had been reduced over the last couple of months. Members noted that plans are in place to reverse this downward trend in future years.

Members noted that, currently, c. 43% of academic staff had doctorates and that the University is well on the way to meeting the 60% target in 2012.

The Chair advised that these KPIs would soon be used throughout all Universities with HEFCE monitoring being tailor-made for each University.

The Pro Vice-Chancellor (Research & Enterprise) noted that the Research KPI was “red” because one School is not performing to target and the University was close to its research target overall. As in this case, some of the current indicators can be misleading. How best to deal with this issue is being investigated.

3.7 Review of Senate and its Committees

Prof T Husband advised that Board approval was sought for the proposed new Senate Committee structure, which would be implemented wef 1 August 2008.

Members were advised that CUC recommended quinquennial reviews of the Senate structure and operation. In addition, the Institutional Audit recommended such a review to simplify the Senate structure. In this particular case, given the new Strategic Plan and other changes at the University, it was also important to ensure that the deliberative structure of the University was appropriate to support the academic development and direction of the University.

Members noted that extensive consultation on the changes had taken place within the University and that an external consultant had been employed to review the earlier draft made available to Members at the April 2008 Board meeting. That earlier draft had also been subject to detailed scrutiny by Constitution & Procedures Committee. C&P had incorporated all the feedback received into the final draft, now before the Board.

Members approved the new Senate Standing Orders.

Prof Husband reminded Members that the terms of reference for the review had also specified that the review should “seek to identify appropriate interactions

between Senate and the Board so as to ensure a consistent and coherent approach to the future development of the University". In respect of this, the report makes further recommendations in relation to improving communication between Senate and Board Members. Whilst suggesting that Members could increase their understanding by linking with a School, Prof Husband reminded Members that they must exercise their role in the best interests of the whole of BU and not as a 'champion' of a particular School. Members agreed the following:

- Board Luncheon Briefings to continue;
- Biennial Board-Senate Seminars to be introduced;
- Consideration to be given to re-introducing rotating links between Board Members and Schools;
- On a rota basis, Independent Members to attend Senate as Observers;
- Consideration to be given to expanding the use of Independent Members on selection panels etc.

The Chair expressed thanks to Prof Husband for all his work on this project over the last 2 years.

4 COMMITTEE REPORTS

4.1 Audit & Risk Committee (6 June 2008)

It was noted that the minutes were, as yet, unconfirmed.

Mr G Smith informed Members that consideration had been given to CUC advice regarding the departure from the norm in having two Staff members on A&R Committee. It is the view of the committee that these Staff members add value and insight to the deliberations of the committee and that any issues of independence or conflict of interest can be dealt with appropriately. Members noted that there was also an issue about the level of accountancy skill and experience available to A&R Committee and that this matter is under review.

4.1.1 Risk Register

Members noted that a meeting was due that afternoon to review the content and management of the Risk Register. It was considered important to remove risks where possible e.g. where those risks categorised as 'green' were clearly completed or otherwise under control.

4.1.2 [Confidential]

4.2 Human Resources Committee (19 June 2008)

Members noted the Employment Tribunal Case and the fact that, whilst there had been no specific communication with Members on this matter, it had been covered in other communications from the Vice-Chancellor.

The Director of Human Resources was congratulated in reaching agreement in principle with UCU in relation to the new pay and grading structure for academic staff.

Members also noted the progress in setting up the Information and Consultation of Employees (ICE) Forum and that there had been good feedback from most representatives following the first meeting.

4.3 Research & Enterprise Committee (17 April 2008)

Dr P Barnwell advised that this had been the last meeting of the committee and that the current four Members would transfer to the new joint Senate and Board

Committee that had been approved as part of the Senate review.

4.4 Strategy & Resources Committee (19 June 2008)

Members noted that the outcomes of the Administrative Process Review and, specifically, of the Review of Professional Services, would be published shortly.

[Confidential discussion took place]

4.4.1 Verbal Update on Government Matched Funding

The Deputy Vice-Chancellor advised that BU had taken the most appropriate option in relation to the Government Matched Funding initiative, this being Tier 2 whereby, from 1 August 2008, in respect of philanthropic gifts to the BU, for every £2 raised the Government will pay BU an additional £1. Members noted that, whilst there would be a cap on the Government's liability, this cap had not yet been announced.

4.5 Student Experience Committee (14 May 2008)

The Pro Vice-Chancellor (Education) (PVC(E)) advised that the second meeting had been held and had considered a plan to enrich the first year student experience in order, which should also reduce the drop-out rate.

The PVC(E) explained that "Studentification" related to the issue of the impact of high volumes of students in an area, which brought not only the benefits of regeneration to the community and the economy but also the problems of parking and behaviour. These issues are being discussed and resolved via liaison between the University, the Students' Union and local resident groups, who have a hot-line to BU. The general opinion was that BU-managed properties had improved the situation and the aim was to continue building good relationships with the University's local communities.

The Vice-Chancellor explained that other considerations included the Section 106 Agreement which restricted students from parking within one mile of Talbot Campus but had been found to be unenforceable. Local Residents had become annoyed about the situation and had asked BU to discuss options to improve matters. Sir John Butterfield had chaired a meeting where BU agreed to joint-fund, with the Arts Institute, a Resident's Parking Scheme for the area. As a result, the Section 106 Agreement was rescinded by the local authority and the Residents now have control of parking in the areas around the residential roads on the Talbot Village estate. Members noted that, whilst it had been a difficult process, this was a very successful outcome.

5 ANY OTHER BUSINESS

5.1 Multi Area Agreement

The Bournemouth, Poole and Dorset Multi-Area Agreement had been approved and BU was leading on High Level Skills and Graduate Retention.

5.2 Design Show

Dr Peter Barnwell advised that only two Board Members had attended the Design Show and suggested that it would be good to have more Members at the opening evening. Members noted that the event was over 3 days and there was the option to attend at any time during that period.

5.3 Thanks

Members joined the Chair in thanking Mr John Knowles, Mr Kelvyn Derrick, Mr Charles Elder and Mr Adam Hyland for their exemplary service to the Board and the University during their periods in office and wished them every success in the future.

Noel DG Richardson
Secretary & Registrar
17 August 2008

Sonya Harvey
Acting Committee Clerk
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