

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 24 APRIL 2009

Present: Mr AJ Frost (Chair)  
Dr B Astin; Dr P Barnwell; Ms M Barron, Prof P Curran; Mrs J Dawson;  
Mr C Elder; Mrs K Everett; Mr J Francis; Rev Dr D Hart; Mr D Hines;  
Mr T Lee; Dr E Mytton; Prof N Petford; Dr P Rawlinson; Mr M Riordan;  
Mr F Ruffle; Mr R Spragg; Mr G Sturdy; Ms S Sutherland; Mr D Willey

In Attendance: Prof J Vinney;  
Mr N Richardson (Secretary & Registrar)  
Mr G Rayment (Committee Clerk)

Apologies: Mr G Smith; Mrs F McMillan; Mr C Appleton.

*The Chair welcomed new members Julian Francis and Peter Rawlinson to the meeting.*

*At the Board Dinner on 23 April members discussed their induction and training needs, alongside those of the Chancellor and Pro-Chancellors. A list of action points and suggestions arising from these discussions is attached at Annex A.*

**ACTION**

**1. MINUTES OF THE MEETING HELD ON 30 JANUARY 2009**

**1.1 Minutes of the University Board Meeting (30 January 2009)**

The Minutes were approved subject to the following amendment: Item 7.2 – amend to include the Vice-Chancellor in the list of Trustees of the BU Foundation.

**1.2 Matters Arising**

Mentoring (Minute 2.2): In addition to the mentoring arrangements already in place, it was agreed that Mr Giles Sturdy would act as mentor to Mr Julian Francis and Rev Dr David Hart will mentor Dr Peter Rawlinson.

Strategic Overview (Minute 3.1) The Chair reminded members that an extraordinary meeting of the Board, in the form of a Strategic Planning Seminar, will take place on the morning of 3 July 2009 to consider the Strategic Plan, with a focus on planning beyond 2012. The meeting will take place in the new Executive Business Centre.

'Widget Co.' (Minute 3.4) The Director of Finance (DoF) notified the Board that work was progressing a little slower than expected on establishing the new subsidiary company due to the current economic climate. It was hoped that details would be finalised soon.

**2 BOARD MATTERS**

**2.1 Board Membership**

The Chair informed members that Ms Hannah Scott has deferred joining the Board due to a change in her work commitments. It was agreed, therefore, that

Mr Chris Appleton will join the Board as a full member with immediate effect.

It was also confirmed that Prof Christine Hallett will join the Board with effect from 1 October 2009.

## **2.2 Chancellor**

The Chair informed the Board that The Rt Hon The Lord Phillips of Worth Matravers had confirmed his willingness to accept appointment to the role of Chancellor, subject to the approval of the Board. It was planned that he would succeed Lady Digby at one of the November awards ceremonies and preside for a five year term initially. In the meantime, he would receive briefing on his role and spend some time visiting the University.

The Board APPROVED the appointment of Lord Phillips as Chancellor.

## **2.3 Clerk to the University Board**

*(The Secretary & Registrar left the meeting for this discussion)*

2.3.1 The Director of Human Resources (DoHR) explained that the existing arrangement whereby the role of Clerk to the Board was combined with the senior management role of Registrar was being considered as part of the Professional Services Review. It had been agreed that it would be preferable for the role of Clerk to the Board to be separated-out into a distinct, dedicated part-time role.

2.3.2 As the Clerk to the Board is appointed by the Board (rather than the Executive), members authorised the Chair to act on their behalf so that this matter could be progressed between Board meetings.

## **3 STRATEGIC REPORTS**

### **3.1 Periodic Performance Review**

3.1.1 The Deputy Vice-Chancellor (DVC) introduced this Report and, for the benefit of new members, explained the purpose of the Key Performance Indicators (KPIs). The existing 38 measures had been selected in order to track progress against the Strategic plan. As such, they would be reviewed alongside the Strategic Plan over the coming months. It was explained that the Board's role was to take an overview of the KPIs, with more detailed monitoring being undertaken by the various sub-committees who took 'ownership' of specific indicators. Separate data (Annex B to the report) showed longer term progress and the levels of risk in meeting the Strategic 2012 targets. It had been agreed (by the Risk Management Sub-group) that Research and Enterprise would be shown separately on future reports and on the Risk Register.

3.1.2 Highlights of the April report included the significant improvements in applications from overseas (non-EU) students, whereas areas of concern were increased energy costs and continuing low levels of Enterprise income.

### **3.2 Actions to Improve Enterprise Performance**

3.2.1 The Pro Vice-Chancellor (Research & Enterprise) (PVC(R&E)) introduced this report, which set out actions being taken to improve enterprise income. The paper was brought to the Board on the recommendation of Strategy & Resources Committee who considered that the failure to meet the enterprise targets represented a risk to the Strategic Plan.

- 3.2.2 Members discussed the recruitment of a full-time Head of Enterprise, with non-Executive members of the Research & Enterprise Committee considering this to be the most urgent and important priority. Other members, however, suggested that this should be delayed until further mapping had been done (possibly on a school by school basis) to establish what enterprise opportunities may be available.
- 3.2.3 The PVC(R&E) explained that much activity had already taken place, including the 2008 staff survey on Understanding Barriers to Enterprise. As a result action had been taken, including the development of the 'Four Pillars' model and changes to some staff workloads to create more time for them to develop enterprise activity.

In summary, it was agreed that work on this should be progressed urgently, before the next meeting of the Board. A meeting had already been arranged for the non-executive members of the Research & Enterprise Committee to help familiarise new members with the issues. The DoHR informed the Board that a possible candidate may be available to take on a short-term scoping exercise. It was agreed that Enterprise would feature high on the agenda for the 3 July 2009 Strategic Planning Seminar. To inform this discussion a paper would be prepared on what scoping activity had taken place to date.

**PVC(R&E)**

### **3.3 National Pay Negotiations 2009**

*CONFIDENTIAL*

### **3.4 Review of the Strategic Plan 2007-12**

The Board noted this report, which set out the process by which the University's Strategic Plan will be reviewed and revised. The Board would be involved through the Strategic Planning Seminar on 3 July 2009, and by approving the final plan in autumn 2009.

## **4 UNIVERSITY EXECUTIVE GROUP REPORTS**

### **4.1 Vice-Chancellor's Report**

- 4.1.1 The Vice-Chancellor summarised the impact of the recent Treasury Budget announcement on HEIs. The Department of Innovation, Universities & Skills (DIUS) had been given smaller than average levels of 'efficiency savings' and the science budget has been ring-fenced. HEFCE had recently warned of possible cuts in funding in 2009/10 and probable cuts in funding thereafter. The cap on student numbers was to remain in place for the foreseeable future, although it was noted that this does not include overseas (non-EU) students.
- 4.1.2 For Undergraduate applications, BU currently remained ahead of the national average and had seen a large increase in Post-Graduate applications from overseas students (59%). It was noted that the incentive to BU undergraduate students to proceed to postgraduate studies (a 15% fee discount) had resulted in a modest increase in applications.
- 4.1.3 Three University League tables would be published over the coming weeks, including the Independent (30 April), the Guardian (12 May) and the Times (week of 1 June).

### **4.2 Appointment of Pro Vice-Chancellor (Education & Professional Practice) (PVC(E&PP))**

The Board noted that Prof John Vinney (currently Pro Vice-Chancellor (Resources) on a fixed term basis) had been appointed Pro Vice Chancellor (Education & Professional Practice) on an established basis and would take over in this role from July 2009. Mrs Fiona McMillan had been nominated by the Chair to be a member of the appointment panel as the appointee is a holder of a senior post under the Articles of Government.

#### **4.3 Allocation of QR Funding**

The PVC(R&E) notified the Board that following the RAE results, BU had been awarded an increase in recurring research funding of £1.46 million.

#### **4.4 Executive Business School: Update**

*COMMERCIAL IN CONFIDENCE*

### **5 COMMITTEE REPORTS**

#### **5.1 Audit & Risk Committee (27 February 2009)**

The minutes were noted.

##### **5.1.1 Risk Register**

Members noted the contents of the Risk Register. New Members were reminded that the Register is reviewed every 3 months by a sub-group of the Senior Management Team.

##### **5.1.2 HEFCE's Assessment of Institutional Risk**

Members noted the letter from HEFCE to the Vice-Chancellor dated 31 March 2009. HEFCE monitor the risk of HEIs which they fund and share their risk assessment with them on an annual basis. This letter confirmed that they consider BU to be 'Not at higher risk'.

#### **5.2 Human Resources Committee (3 April 2009)**

The report was noted.

#### **5.3 Remuneration Committee (26 February 2009)**

The report was noted. It was also noted that the Committee of University Chairs (CUC) would be undertaking an exercise to review how effectively Remuneration Committees worked within the sector.

#### **5.4 Strategy & Resources Committee (2 April 2009)**

The minutes were noted. It was agreed that David Hines would be provided with a copy of the DVC's paper on the Student Accommodation Project discussed at item 1.1.2.

##### **5.4.1 Management Accounts (February 2009)**

The Management Accounts for February 2009 were noted. Accounts for other months are circulated electronically to Board members as they become available.

#### **5.5 Nominations Committee (25 March 2009)**

The minutes were noted.

**GR**

**5.6 Research Ethics Committee (25 February 2009)**

The minutes were noted. It was agreed that there was a need to boost the Board's independent representation on this committee (which reports to the Senate, but has joint Board/Senate membership). Julian Francis agreed to join this committee and would be provided with details of forthcoming meetings and other background information.

**GR**

**5.7 Research & Enterprise Committee (27 February 2009)**

The minutes were noted. It was agreed that the report on BU's Top Ten clients discussed at Item 6 would be regularly circulated to all Board members for information.

**5.8 Student Experience Committee (25 February 2009)**

The minutes were noted.

**6 ANY OTHER BUSINESS**

**6.1 Banking Arrangements**

The University was in the process of renewing its banking arrangements with Barclays Bank. Barclays had requested that the new Facility Agreements be approved by the Board and the DoF tabled the agreements for the information of members (copies of the documents could be made available in full on request). Subject to the Board's views, the DoF and DVC would sign the documents on behalf of the University.

The Board APPROVED the Facility Agreements.

**6.2 Students' Union Annual Review**

The President of the Students' Union notified the Board that the SU Annual Review event would take place on the afternoon of 4 June 2009. All members were invited and would be sent further information in due course.

**FR**

**7. DATE OF NEXT MEETING**

There will be an extraordinary "Strategic Planning Seminar" meeting on Friday, 3 July 2009 at 9.30am in the new Executive Business Centre, Holdenhurst Road, Bournemouth. The next ordinary meeting will take place at 9.30am on Friday, 10 July 2009, in the Boardroom, Poole House, Talbot Campus.

Noel DG Richardson  
Secretary & Registrar  
20 May 2009

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# ANNEX A

## BOURNEMOUTH UNIVERSITY

### UNIVERSITY BOARD

#### ACTIONS AND SUGGESTIONS ARISING FROM PRE-DINNER DISCUSSIONS HELD ON THURSDAY, 23 APRIL 2009

##### **The Induction and Training needs of Board Members, the Chancellor and Pro Chancellors**

- i) Committee Chairs to brief new members on the work and role of their committees.
- ii) New members to attend at least one meeting of all sub-committees.
- iii) Consider re-instating the 'Board Lunches', possibly in a revised format.
- iv) Provide more opportunities to engage with students (e.g. through invitations to more student events, attendance at open days etc.)
- v) Members to receive specific briefings on each school – possibly create on-going links between specific schools and specific Board members.
- vi) Arrange visits and tour of the campuses for the new Chancellor and Pro Chancellors.
- vii) Consider holding Board meetings in venues other than the Poole House Boardroom.
- viii) Provide a Glossary of commonly used acronyms.
- ix) Provide information on appropriate Committee of University Chairmen (CUC) and Leadership Foundation events and training seminars.
- x) New Chancellor/Pro Chancellors to be invited to sit-in on a Board meeting.
- xi) Invite Pro Chancellors to the 3 July 2009 Strategic Planning Seminar.