

UET meeting

Tue 25 June 2024, 10:00 - 13:00

Committee Room, Poole House

Attendees

Board members

John Vinney, Jim Andrews, Keith Phalp, Karen Parker, Shelley Thompson, Susie Reynell (Finance Director), Sarah Bate

in attendance

Jane Forster

Visitors:

- Executive Deans and Judi: Faculty Performance at 10.30 (apologies from Lois - Lee to deputise - Lois joined online)
- Jacky, Jules, Jane W, Exec Deans, Russell: Portfolio at 11.00

Meeting minutes

1. Minutes and Matters arising from the previous meeting

Approval

The minutes of the meeting held on 18 June 2024 was approved as being an accurate record of the meeting.

Chair


There were no matters arising.

The action log was noted.

ACTION: SB/SR to follow up on outstanding FEC actions.

Action list: <https://livebournemouthac.sharepoint.com/sites/UETPrivate/Lists/UET%20Actions/AllItems.aspx>

 UET actions 18th June 24.pdf

 Minutes_UET meeting_180624.pdf

2. Finance discussion

Susie Reynell

2.1. Cash flow update

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Information

Susie Reynell

2.3. Bids for approval

Approval

There were 5 pre-award proposals as below and all were approved from a cash flow perspective:

Susie Reynell

Project RED IDs:

- 13634 : The Atlantic Forest Before and After European Contact: Philip Riris
- 14219 : Gambling Harms within LGBTQIA+ Communities: Reece Bush. It was noted that further due diligence was carried out on this one to ensure compliance with the Gambling regulations and no concerns have been highlighted.
- 14368 : Responsible AI for Media Production : Szilvia Ruszev
- 13948 : Can contemporary media representations improve social attitudes towards disability? : Catalin Brylla
- 13788 : Artificial Intelligence motion generation for 3D character animation- KTP: Zhidong Xiao.

[Redacted] Narrative for UET meeting 25.06.24.pdf

3. Planning

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4. Faculty performance

Executive Deans and Russell joined the meeting.

Update on WLP:

- Deans have had the opportunity to comment on the proposed guidance and their feedback has been incorporated into the document.
- Deans confirmed that they are now happy with the proposal.
- The final version to be issued by Kathryn once shared with the TUs and to then be disseminated through the Deans.

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Graduate outcomes:

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Russ circulated the headline data. Historically outcomes have been positive but there has been a decline in most of the major headlines compared to where we have been and compared to the sector.

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Russ to look into a potential correlation between the drop in outcomes and the drop in placements.

Some students within the data could have been on placement in 2021 and could have disproportionately impacted the results as we have more placement students than others. There could be other reasons for the decline, including strike action in production companies, students not realising value of core competencies gained and self-reporting downplaying their progress. ET felt that many of the students within TV production for example would not want to settle for jobs outside of the industry and are determined on a set career pathway.

Many students don't believe they are using the skills they have learned at BU in their jobs. This could be because students have to start at the bottom of the career ladder and those skills may be used later on their career or they may not realise what skills they have learned. Russ confirmed that this metric is low across the sector as well. On a positive note, 75% of students felt that their careers are on track.

ST: there is work we can do to give students confidence and show them that they have transferrable skills that will be useful to many employers.

CG: part of the answer will be to increase the number of apprenticeships and to work with more companies and partners.

SR: another trend is the PGs. We are behind the sector and it looks like it's going to get worse before it gets better. It was noted that the response rate from International students is low and that only those who are working in the UK are counted.


ST: turning these outcomes around will be a long term project. It seems like the data is out of date but, due to the fact that it can only be collected 15 months after graduating, it is actually the current data.

CG: the quality of the applicants will also be reflected in the data.

There will be more data to follow but it will take a little while to analyse all the data available.

 [2024.05 Portfolio PGT heatmap.pdf](#)

 [2024.05 Portfolio UG heatmap.pdf](#)

 [G.O 2021-22 Analysis - Faculty Breakdowns.pdf](#)

5. Portfolio

Focus of the portfolio considerations to be in line with the strategy and benefit BU as a whole. Deans to review and challenge the portfolio again using the heatmaps and considering:

- priorities for 2024, 2025 and 2026
- where effort is best focussed for BU as a whole
- viability and sustainability of courses
- resources, including staff, buildings and leadership time.
- footprint of the university
- size of cohorts and cost of delivery
- investment required and cost of set-up
- expansion of UG provision (PG bubble has burst)
- quality of what is already in existence
- success of degrees with another subject
- strengths and weaknesses - capitalise on what we do well.
- what we are not going to take forward due to market attractiveness (or otherwise)
- reconsider whole discipline areas if necessary
- ensure market research backs up proposals
- BU's competitive positioning and market share
- other barriers to entry

Decision

Jacky, Jules, Jane W, Exec Deans, Russell

- apprenticeships to be discussed separately and outstanding Ofsted result to be leveraged as much as possible. JW to conduct further market research.
- timings - need to go to market in early September for 2026 intake. The longer we have to go to market, the better.

Context:

Need to be confident that we are investing money and resources in the right areas for the benefit of the whole university. Need to ensure that we are concentrating on those areas that provide the best return in terms of revenue, student experience and graduate outcomes. Deans need to have a top-level BU mindset, not just a Faculty mindset when considering the portfolio - what is best use of resources for the university overall. There is a lot of work required to sort out the current portfolio before tackling new additions.

Portfolio heatmap

SR: anything currently in the bottom left-hand quadrant is to be questioned and considered very carefully. Need to be clear about what our offer is - sometimes confusing to students - for example one Faculty offers Law with Criminology and another offers Criminology with Law.

JM: need to consider opportunity costs - what is best use of AQ time. AQ has been affected by timescales - other policy work has been put on hold due to concentrating on approvals. A lot of periodic reviews have been postponed - although it was confirmed that these will no longer continue.

ET: asked for confirmation that they should be revisiting priorities in order to free up resources.

SR: confirmed this was the case. The student numbers model for 2025 to be revisited. Need to focus on basket balls and not chasing marbles.

CPD

It was agreed that CPD provision could help fix some of the issues. Although it has been discussed several times previously, nothing has resulted in terms of framework or process change, so a concerted effort to be made in order to progress this now. SR confirmed that a lot of work has already gone in to the contracts to support this. JW confirmed that the cost of going to market with CPD courses is much cheaper and presents a significant opportunity as the demand is there. Essential to keep these routes open and ensure that units are accredited. JW to arrange further market research.

Market-making

SR : need to be clear about our competitive positioning. Creating a new market is hard and takes a huge amount of effort. Need to be realistic about timescales and competition from other universities. Consider whether the timing is right for creating new markets.

Hidden Student Experience costs

ST: the portfolio feels confusing in places due to the breadth of the titles we have and this has an impact on student experience. Need to rationalise the options and carefully consider some of the hidden costs in delivering small units. Student experience is often being sacrificed in running some of the small units.

New programmes

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Open day: JW noted that the open day in June had 50% more attendees than last year.

ACTIONS:

- UET to give feedback on the proposals so far.
- Deans to consider if what we have on the table currently is going to be enough and to re-look at the portfolio proposals in light of the above.
- Follow-up to be added to the agenda for 9 July - JF.

 Copy of Human sciences scoping.pdf
 UET - portfolio JM 2.pdf

6. Break

7. Items for approval or note

Decision

7.1. Potential new KPIs

The current KPI structure of BU2025 KPIs will remain until July 2025. Russ presented the first draft of the new KPI proposal for implementation in August 2025 and an initial framework for metrics to be used to support the new strategy. It is top-line and generic and it's more about the framework than the KPIs themselves at this stage in the strategic review.

The first iteration will have 12 KPIs but more may be added during the cycle.

It is proposed that the Board KPIs are unique to the Board and draw on the key measures of the KPI sets to be presented at key 'downstream' sub-committees, particularly FRC & SQS. A 'feeder' structure is proposed whereby FRC & SQS will contain c 12 PIs each, of which the key ones are subsumed into the Board KPI set.

It is proposed that KPIs will be presented with reference to prior year values, four-year trends and target/budget comparators, where appropriate.

The KPI sets should be as simple, as consistent and as honest as possible.

Board KPIs:

- 1. Sustainability (cash days, operating surplus margin, % variance to student number plan)
- 2. Education and Quality (continuation, completion and progression)
- 3. Student Experience (NSS Teaching positivity score, PRES and PTES)
- 4. RKE (Research pipeline, citations metric)

FRC KPIs:

- 1. Finance
- 2. People
- 3. Education and Quality
- 4. Student Experience

UET KPIs:

- 1. Financial Sustainability
- 2. Student Engagement
- 3. Student Outcomes
- 4. Research and KE


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Comments:

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All were happy for the proposal to be presented to the Board.

ACTION: UET to feed back any further thoughts/suggestions to SR/RP by Thursday

-  2024.06 Metric framework draft.pdf
-  New KPI Framework Cover Sheet UET 25 June.pdf

7.2. KPI report

The paper was approved.

 2024-07 Board Report vUJET.pdf

Decision

Susie Reynell

7.3. Apprenticeships: Ofsted update report

The paper was approved.

It was noted that we now need to leverage the result of the Ofsted visit.

Phil to be invited for discussion on expansion of apprenticeships portfolio..[added to 9th July]


 Board Paper.Apprenticeships update.v1.draft.pdf

Decision

7.4. Appraisal Report

It was noted that this is still a work in progress and the form will be completely redone. Approval was given for it to be taken forward on the basis outlined in the paper.

HR to engage with ULT.

 Final UET Appraisals Paper June 24 v3.pdf

 Final Appendix 1 - BU Appraisal Document V3.pdf

Decision

Karen Parker

8. Standing item: reportable events

Reportable events update

No new events were reported.

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Discussion

Chair

9. Future Meetings


UET Meetings:

- RKE not required on 9th July
- Update on Portfolio to also be included on agenda for 9th July.
- 16th July - NSS results. **ACTION:** ST to confirm when PRES and PTES results will be available.


EULT: meeting on 10th July

- Agenda as per the postponed meeting from last week. To include staff survey, wellbeing and gender pay.

 UET 2nd July 24.pdf

 EULT 10th July 24.pdf

 UET 9th July 24.pdf

 UET 16th July 2024.pdf

Note

Chair


9.1. Board papers for 12th July

- There will be an update of VSS
- the Budget paper will also be updated - but very little has changed.

9.2. External Engagement Management Group - minutes

Note

The minutes were noted.

 21.05.24 External Engagement Management Group Meeting Minutes.pdf

10. AOB

Chair

There was no further business.