

CONFIDENTIAL

BOURNEMOUTH UNIVERSITY

CONFIRMED

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 8 APRIL 2011

Present: Mrs S Sutherland (Chair).
Mr J Andrews; Dr P Barnwell; Ms M Barron; Prof M Bennett; Mr I Carter; Mrs J Dawson; Mr C Elder; Mrs K Everett; Mr J Francis; Mr D Hines; Mr T Horner; Mr T Lee; Ms M Mayer; Mrs F McMillan; Dr P Rawlinson; Mr R Spragg; Mr G Sturdy; Prof J Vinney; Mr D Willey.

In Attendance: Ms C Cherry (Policy Advisor to the Vice-Chancellor); Prof T McIntyre-Bhatty; Mr N Richardson (Clerk to the University Board); Mr G Rayment (Committee Clerk).

Apologies: Mr C Appleton; Prof C Hallett.

1 MINUTES OF THE PREVIOUS MEETING (28 January 2011)

The Minutes were approved as an accurate record, subject to an amendment to the final sentence of minute 1.1.4 to clarify that the offer under discussion was the waiver of fees for a PhD course.

1.1 Matters Arising

1.1.1 Dean of Applied Sciences (Minute 5.1.1)

The Chair informed members that Prof Gail Thomas had been appointed as interim Dean of the School of Applied Sciences for a period of 2 years. This fixed-term appointment would provide flexibility in terms of any future changes to the School structures.

1.1.2 Pay and pensions (Minute 6.2)

The Chair explained that the planned presentation from the Executive Director of Human Resources (EDoHR) had been postponed to allow time for a full discussion of the main agenda items. This presentation will now take place following the 8 July Board meeting.

1.1.3 Sustainable Development (Minute 9.3)

The follow-up event to the Sustainability Workshop held on 16 December 2010 would now take place on 16 June 2011. It was intended that the first meeting of the new Finance & Resources Committee (see 3.2 below) would take place from 8.30am to 10.30am, followed by an additional seminar for all Board members on 'BU Vision and Values' (11.00am to 12.30pm). This would be followed by lunch and the Sustainable Development workshop for the Board, University Leadership Team (ULT) and Students' Union at Bournemouth University (SUBU) representatives from 1.00pm to 3.00pm. Details and timings would be confirmed shortly. The Research & Enterprise Committee meeting currently planned for 16 June 2011 would be re-scheduled.

1.1.4 Other matters arising were dealt with under the agenda items below.

ACTION 1:

CPD presentation on Pay and Pensions to take place on 8 July 2011.

ACTION BY: EDoHR**ACTION 2:**

To finalise details and timings for 'Vision and Values' seminar and 'Sustainable Development' workshop on 16 June 2011 and circulate to participants.

ACTION BY: Clerk to the University Board

2 STANDING REPORTS

2.1 Vice-Chancellor's (VC's) Report

The VC briefly recapped the position regarding current changes in the Higher Education environment. The Government White Paper on Higher Education was expected to be published in late May/early June although it was not clear how helpful this would be in resolving all of the existing uncertainties. In the meantime work had been initiated on refreshing the University's vision and values (see below).

2.1.1 Bournemouth University (BU) Vision and Values

- 2.1.1.1 The VC presented this report which set out proposals for a framework for a new Vision and Values statement for the University. The paper proposed a Mission Statement and articulated a vision based on 3 communities – students, staff and society. The proposals were still a 'work-in-progress' and it was intended to subject them to wide consultation with a range of stakeholders. A further Board seminar would take place on 16 June (see minute 1.1.3 above) to discuss the proposals in greater detail before a final draft was presented to the July Board meeting for approval. In the meantime, the VC invited initial comments from members – either at the meeting or by e-mail over the next two weeks.
- 2.1.1.2 Some Members commented that the draft Mission Statement was too generic and not sufficiently distinctive or specific to the University. It was suggested that the document needed to be written in 'plain English' and the language needed to be more punchy and captivating. It was suggested that 'Society', as used in the paper, was too wide-ranging a term and needed to be better defined. It was noted that there was only a limited reference to 'research' in the proposals and no reference at all to 'enterprise'. In respect of the 'Staff' vision, it was felt that this was geared towards academic staff and did not contain the language needed to engage other staff. It was also proposed that a commitment to sustainability need to be included within the values and vision statement. References to 'teaching' as well as education should also be included. The VC thanked members for their comments. These would be taken into account in preparing a revised statement for further consideration.

ACTION 1:

VC to take into account the above comments in taking forward work on the Vision and Values statement and the Board to consider further at a short seminar on 16 June 2011.

ACTION BY: VC**ACTION 2:**

Any further comments on the draft Vision & Values document can be submitted directly to the VC over the next two weeks.

ACTION BY: All members

2.2 Students' Union Bournemouth University (SUBU) Report

2.2.1 The SUBU President delivered the first of what will now be regular reports to the Board. Work was progressing on recruiting Trustees for the SUBU Board. These included previous SUBU Presidents, local resident, students and members of SUBU staff. It was hoped that the full 'shadow' Board would be in place in July. Elections for Sabbatical officers had been completed and a new Sabbatical officer post had been created specifically for the Lansdowne Campus. The newly elected officer would take up this post from July 2011, along with the other elected officers. SUBU was also currently consulting on its own Vision & Values and survey data was being gathered on Students' views of SUBU. The results to date had been positive. SUBU continued to work hard at building community links and was, for example, involved in planning for the upcoming Winton carnival. Informal feedback indicated that relationships between residents and students were continuing to improve. Fundraising by SUBU continued to be successful with £72,000 being raised to date. The SUBU President also informed the Board that he had been selected to join a limited number of other SU representatives to participate in debates taking place with Members of Parliament on the role of Students. The Chair thanked the SUBU President for his report to the Board and congratulated him on being successfully elected to the role of President for a second term.

2.3 Chair's Report

2.3.1 Chair's Action and Use of the University Seal

The Board noted the Chair's Actions taken since the previous meeting on 28 January 2011 and noted the uses of the University Seal.

2.3.2 Membership Update

Dr Barnwell, Mr Lee and Mr Sturdy withdrew from the meeting for this item.

The Chair explained that the second three-year terms of appointment for Dr Barnwell and Mr Lee were due to end on 30 June 2011 and proposed that these appointments be extended for a further two years. This would be in line with CUC best practice guidance, which recommends that terms of appointment should not normally exceed 8 years. The Chair also proposed that Mr Sturdy be appointed a Pro Chancellor of the University with effect from 1 November 2011, following the end of his current term of appointment as Deputy Chair. The Board approved both proposals and noted that an election would be required in order to appoint a new Deputy Chair. Members noted that, whilst the University's Articles of Government contain age restrictions on appointments, these restrictions are superseded by current statute.

ACTION 1 :

Dr Barnwell and Mr Lee's Terms of Appointment to be extended by a further two years from 30 June 2011 and Mr Sturdy to be appointed Pro-Chancellor with effect from 1 November 2011.

ACTION BY: Clerk to the University Board

ACTION 2:

The appointment process to select a new Deputy Chair to be initiated.

ACTION BY: Clerk to the University Board

2.3.3 Any other matters

The Chair reminded all members that they should complete the Board Members' Skills Questionnaire (circulated to Members in March) and return it to the Clerk to the University Board as soon as possible.

ACTION :

Return Board Members' Skills Questionnaire to the Clerk to the Board as soon as possible.

ACTION BY: Members who have not yet completed the questionnaire

3 STRATEGIC ISSUES

3.1 Fees, Fair Access and the Approval of the Five-Year Financial Plan for Submission to HEFCE.

Strictly Confidential

Mr Willey declared an interest in this item in that a member of his immediate family may apply to be a student at the University from 2012.

- 3.1.1 The Chair began this item by thanking all members for their input into this debate, including the very thorough discussion which had taken place at the open meeting of Strategy & Resources Committee on 24 March 2011. She also informed the Board that the two absent Members had given their views by telephone and that she would feed these into the debate as appropriate.
- 3.1.2 The Vice-Chancellor explained that approval was being sought for the proposed fees framework as set out in the paper. [*Confidential*]. This framework had been devised in consultation with the University Leadership Team and had their unanimous support.
- 3.1.3 Some members reiterated their concerns regarding the use of a two-tier structure for undergraduate fees and noted that this was at variance with the majority of Higher Education Institutions who had declared their fees. However, there was broad support for the proposals and members agreed they were content to approve the fee structure as set out in the paper given that it had received the full support of the leadership team. It was suggested, however, that those students on premium rate programmes would expect to receive a high quality course with no additional hidden costs. Any existing issues having a negative effect on the students' experience on the premium priced programmes should be resolved as a priority. It was suggested that there should be transparency regarding how the fees were established and why certain programmes attracted higher fees than others.
- 3.1.4 Members discussed the communication proposed in the paper and agreed that a strong, positive press release would be required. It was agreed that a public announcement of the fees framework would be made before Easter. The press release would be shared with Board members and a Question & Answer briefing paper provided to help respond to any questions. Members were reminded that the decision remained strictly confidential until the announcement had been made.
- 3.1.5 The DVC presented a draft Fair Access Agreement for 2012 for the approval of the Board prior to its submission of the Office for Fair Access (OFFA). The agreement was a requirement for any University wishing to charge fees in excess of £6,000 pa. The document had been prepared in accordance with OFFA guidance, was considered affordable and in-line with the University's strategies. The Fair Access Agreement for 2012-13 was approved for submission to OFFA.
- 3.1.6 The EDoF presented a draft Five Year Financial Plan (2009/10 to 2013/14) for the Board's approval prior to submission to HEFCE. The plan was based upon prudent assumptions and caution had been exercised in attempting to predict future income levels. Details regarding the levels of savings to be achieved would be subject to due process and overseen by the new Finance & Resources Committee. The Five Year Financial Plan was approved.

ACTION 1:

Fees framework approved. Press release and Q&A briefing to be shared with Board members in advance of a public announcement, to take place before Easter.

ACTION BY: DVC

ACTION 2: Fair Access agreement for 2012/13 was approved for submission to OFFA and the Five Year Financial Plan was approved for submission to HEFCE.

ACTION BY: DVC/EDoF respectively.

3.2 Review of Board Effectiveness and Governance: Draft Action Plan

- 3.2.1 The Clerk to the University Board presented this paper which included a 14 point action plan arising from the Independent Review of Governance and Board Effectiveness (as presented to the previous Board meeting). Members were invited to comment on the proposals and, in particular, on the recommendations in relation to the size of the Board and the proposed new Board committee structure.
- 3.2.2 On the size of the Board, Members agreed the proposal that the size remained as it was with the additional option for SUBU representatives to be present (in attendance) for particular agenda items as appropriate. That being the case, approval was given to proceed to plan for the recruitment of 2 new Co-opted Board members (to fill the current vacancies) plus an additional new member to replace Mr Sturdy with effect from 1 November 2011. In preparing for this recruitment the Clerk to the University Board would take account of the Members' skills matrix (currently in preparation) and make arrangements for the establishment of a small recruitment Task & Finish Group.
- 3.2.3 Members also agreed, for immediate implementation, the proposals in relation to a new Board Committee structure. On the draft Committee terms of reference and membership, the Committee Chairs and other Members were invited to send comments to the Clerk. Any such comments would be taken into account in the final proposals on terms of reference and membership that would be presented to the first meeting of each of the new committees. The Chair noted that Committee membership must ensure that meetings were quorate and have the correct balance of Executive and non-Executive Board members. The Clerk would also set dates for Committee meetings for the remainder of this year and for the next two years, based on the new structure.

ACTION 1:

To initiate the recruitment process to secure 3 new Board Members (including the setting-up of a small recruitment Task & Finish Group).

ACTION 2:

To finalise terms of reference and membership of Board committees, taking into account comments received from Committee Chairs and other Members.

ACTION 3:

To schedule dates for Board and Board Committee meetings for the next 2 academic years, and circulate to members once agreed with Chairs.

ACTIONS BY: Clerk to the University Board

3.3 Implementation of the IT Strategy: Update

- 3.3.1 The DVC presented proposals to upgrade the University's wireless networks, windows applications and desktop/laptop provision. The proposals had been scrutinised in detail and endorsed by the Strategy & Resources Committee. Members approved the proposals but asked that the Director of Estates & IT Services provide further information on the ease with which future changes to the infrastructure (e.g. cabling) can be made to accommodate further improvements in accordance with Option 3 of the proposals (for an 'outstanding' level of performance).

ACTION:

Proposals approved. Director of E&ITS to provide further information on options for future upgrades of the infrastructure.

ACTION BY: DVC (to liaise with Director of E&ITS)

3.4 Estates Strategy: Campus Options

- 3.4.1 The DVC presented these proposals which sought the Board's agreement for a short-term suspension of the Estates Strategy with respect to major capital developments pending the publication of the government's White Paper on Higher Education. The recommendation follows a review of options for taking forward the development of the Lansdowne and Talbot Campuses. Discussion by the ULT and at Strategy & Resources Committee had concluded that it would be prudent to delay any individual major capital projects in the face of the current uncertainties in the sector. It was hoped that the publication of the White Paper would go some way to addressing these uncertainties. In the meantime work would progress to analyse further the needs of students and academics to help inform the strategy. Options would continue to be developed for a new building on Lansdowne Campus.
- 3.4.2 Members supported the proposals and noted the importance of the Estates Strategy in improving the student experience, particularly for those students based on the Lansdowne campus.

ACTION:

Recommendation to briefly suspend the Estates Strategy implementation pending publication of the White Paper on Higher Education approved as per the paper. To report progress in relation to the short-term reviews to the July Board Meeting.

ACTION BY: DVC

3.5 Periodic Performance Review (KPIs)

- 3.5.1 The EDoF presented the routine report of progress against the Key Performance Indicators. Members noted that KPI 7 (annual gifts raised) was below target and the VC reported that a review was being undertaken into the role of the Alumni & Development Office, which would help to address these issues. The report was noted.

3.6 Hotel School

- 3.6.1 On the recommendation of the Strategy & Resources Committee, the DVC presented this paper to the full Board for information. The University is a key partner in this project to develop a 'Hotel School' (although it was noted that this is not an Estates project but a project to provide an academic facility for the BSc(Hons) programme in Hospitality Management). Members noted the paper and the risks associated with the project. The Board agreed that Mr Spragg be nominated as the Board's lead and main contact point on developments with this project.

ACTION:

Mr Spragg to be Board's lead contact in relation to the Hotel School project.

ACTION BY: DVC/Mr Spragg

4 OPERATIONAL REPORTS AND PROJECT UPDATES

4.1 Widget Co: Outcomes and 'Lessons Learned' Review

4.1.1 The EDoHR explained that, subject to the resolution of some minor technical points, a settlement with Widget Co. shareholders had now been negotiated in accordance with the views expressed previously by the Board. [*Confidential*].

4.1.2 Independent consultants would be appointed to review the circumstances leading up to this case and make recommendations as appropriate. The independent consultants would report back to the Board through the new Audit, Risk & Governance Committee.

4.2 Review of Governance Arrangements for Subsidiary Companies

4.2.1 The EDoHR explained that the project to review the governance arrangements for subsidiary companies was progressing well and process mapping had been completed. The project was back on schedule following some slight delays due to staffing issues and would report back to the Board through the Committee structure.

4.3 Report from the Change Management Board

4.3.1 The report was noted.

4.4 Bribery Act

4.4.1 The EDoF presented this item and explained that the Ministry of Justice had published guidance on the Bribery Act 2010 on 30 March 2011, with the Act coming into force on 1 July 2011. Implementation of the Act for BU was likely to include the development of new policies, such as an anti-corruption policy. Given the shortened timescale it was proposed that the Board delegate authority to the Audit, Risk & Governance Committee to approve any such policies on behalf of the Board. The Board approved this recommendation but asked that draft policies be circulated to all Board members by e-mail to allow the opportunity for comment.

ACTION:

Authority delegated to Audit, Risk & Governance Committee to approve new University policies to implement the Bribery Act 2010. Draft policies to be circulated to all Board members by e-mail for comment.

ACTION BY: EDoF

5 COMMITTEE REPORTS

5.1 Audit & Risk Committee (18 February 2011)

The minutes of the meeting were noted. The Committee Chair informed the Board that the internal auditors had been asked to consider ways in which the expertise of independent Board members could be most effectively used to inform the development of the Enterprise strategy and culture in light of the changes to the Research & Enterprise Committee membership.

5.1.1 Risk Register

Members noted the Risk Register.

5.1.2 Scheme of Delegation

The Board endorsed the Scheme of Delegation.

5.2 Human Resources Committee (25 March 2011)

The Board noted the Committee's approval that the Voluntary Severance Scheme be replaced with a new Scheme from August 2011. This would be picked up by the new Finance & Resources Committee.

5.3 Strategy & Resources Committee (24 March 2011)

The minutes were noted. It was noted that minute 3.2.3 regarding the Estates Strategy needed to be amended in line with the Board's discussion and the DVC's paper at item 3.4 (above).

5.3.1 Management Accounts

The Management Accounts were noted.

5.4 Nominations Committee (23 March 2011)

The minutes were noted

5.4.1 Approval of Honorary Awards for 2011

The Board approved the 10 nominations recommended by the Committee to receive Honorary Awards at the 2011 graduation ceremonies. Members were reminded that these nominations must remain confidential until formally announced.

5.5 Senate (16 March 2011)

The minutes were noted. The VC informed the Board of the successful use of an on-line pre-Senate meeting to deal with routine business, allowing more time for key debates at the 'live' meeting. These debates had included a discussion on the review of the Graduate School and proposals for a new model for the School would be made to ULT in May.

5.6 Research Ethics Committee (23 February 2011)

The minutes were noted.

5.7 Student Experience Committee (23 February 2011)

The minutes were noted.

6 ANY OTHER BUSINESS

- 6.1 The Academic Staff Representative asked for clarification regarding future staff redundancies as there seemed to be some misinformation and rumours circulating. The EDoHR explained that no decisions had been made at this time and that a Workforce Plan was in the early stages of development. It was not certain at this stage that any redundancies would be required, only that it would be necessary to make savings overall. In the event of redundancies being required, there was a precise and detailed protocol to be followed. It was agreed to consider how this message might be communicated to staff.

ACTION:
Consider what communications might be needed with staff to address current concerns and rumours regarding possible redundancies.

ACTION BY: EDoHR

- 6.2 The SUBU President informed Members that the SUBU Annual Review event would take place on the early evening of 9 June 2011 and Board members would receive invitations to attend.

7 DATE OF NEXT MEETINGS

The next meeting of the Board will take place on **Friday, 8 July 2011**, preceded by a dinner on the evening of **Thursday, 7 July 2011**.

Noel DG Richardson
Clerk to the University Board
April 2011

UB-1011-3_Minutes

Approved as a true and accurate record:

Mrs S Sutherland (Chair).....

Date:.....8 July 2011.....