

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 9 JULY 2010

Present: Mr AJ Frost (Chair).
Mr J Andrews; Dr P Barnwell; Ms M Barron, Prof P Curran; Mr G Darnton; Mr C Elder; Mrs K Everett; Mr J Francis; Prof C Hallett; Mr D Hines; Mr T Horner; Mr T Lee; Prof N Petford; Dr P Rawlinson; Mr R Spragg; Mr G Sturdy; Prof J Vinney; Mr D Willey.

In Attendance: Mr N Richardson (Clerk to the University Board).
Mr G Rayment (Committee Clerk).

Apologies: Mr C Appleton; Mrs J Dawson; Mrs F McMillan; Mrs S Sutherland.

Prior to the meeting, the Board received a CPD presentation from Mr Steve Egan, Deputy Chief Executive of HEFCE on recent funding announcements and future challenges for the Sector.

***Declaration of Interest:** In respect of agenda item 3.4, the Chair informed the Board that both he and Chris Appleton (absent) were members of the Talbot Woods Residents Association.*

ACTION

1. MINUTES OF THE PREVIOUS MEETING (23 April 2010)

The Minutes were approved as an accurate record.

1.1 Matters Arising

1.1.1 Board Lunch Seminars (Minute 1.2.1). The lunch seminar on the subject of the Student Experience had taken place on 14 May 2010 and copies of the presentations given at that event had been circulated to all members. The Chair invited members to submit any suggestions for future seminars to the Clerk. **Members**

1.1.2 Board Members' Letters of Appointment (Minute 1.2.2). The Chair noted that all letters of appointment had been signed and returned to the Clerk.

1.1.3 Leadership Foundation (Minute 6.1). A web-link to the Leadership Foundation's published programme of courses and seminars had been circulated to all members on 29 April 2010.

Other matters arising were dealt with under the main agenda items (below).

2 BOARD MATTERS

2.1 Appointment of Vice-Chancellor

Prof Vinney withdrew from the meeting for this item.

2.1.1 The Chair tabled a paper which provided an overview of the selection process and outcomes from the search for a new Vice-Chancellor. Working with

recruitment consultants Saxton Bampfylde, and following national guidance, the 41 applications received had been narrowed down to a long-list of 13 candidates. Saxton Bampfylde had arranged psychometric testing and undertaken preliminary interviews with these 13 and produced a shortlist of 5 candidates to participate in the formal assessment and selection process. One candidate withdrew and the remaining 4 were given the opportunity for informal visits to the University and to meet with members of the Board and UET.

- 2.1.2 The formal assessment involved 4 sessions comprising presentations and group interaction with a selection of 52 staff, staff representatives and students on 'the role of student and staff engagement in the delivery of Higher education'; with representatives of partner institutions and key stakeholders on 'the challenges of developing formal and informal partnerships at local, national and international level'; a group discussion on 'the challenges for leadership in HE' with senior academics and members of the ULT, and; a group discussion on 'the challenges for research and enterprise over the coming 5 years' with senior academics, a Board member and a Professional Services Director. The 4 candidates then took part in formal interviews with a Panel comprising the Board Chair, Board Chair Designate, Deputy Chair, Prof Hallett, Prof Newton (senior academic), Ms Barron and Mr Ricci (then SUBU President). The Director of Human Resources provided support and advice to the panel.
- 2.1.3 The candidate subsequently recommended for appointment was Prof John Vinney (currently Acting DVC of BU). Prof Vinney had performed at a consistently high level at all stages of the selection process. The Chair outlined Prof Vinney's career since joining the University as Dean of the School of Design, Engineering & Computing in 2006, his relevant experience and qualifications. Members noted that the recommendation was based on the unanimous view of the Panel and was supported by all Board members who had been involved in the selection process.
- 2.1.4 The Board approved the appointment of Prof Vinney as Vice-Chancellor, commencing in post on 23 August 2010. A note to this effect would be sent immediately to absent Board members, members of the selection Panel and the Chancellor and Pro-Chancellors. An announcement would then be made to all staff later in the afternoon.
- 2.1.5 The Chair thanked the Members who had been involved in the process and the DoHR who had managed the organisation of the process very effectively.

2.2 Membership

- 2.2.1 The Chair recommended the appointment of Mr Ian Carter as Board Member to replace Rev Dr David Hart. He would join the Board with effect from 1 August 2010. The Board approved this appointment. Members were also reminded that Mrs Hannah McCarthy, already approved by the Board, would take up her Board membership on 1 October 2010.

Mr Hines withdrew from the meeting for the following item.

- 2.2.2 The Chair informed the Board that Mr Hines' first term of office would finish at the end of the month and sought approval to extend the appointment for a second term of 3 years. The Board approved this extension.

2.3 Review of Governance and Board Effectiveness

- 2.3.1 The Chair notified the Board that 3 consultancy companies had been invited to submit bids to undertake a review of governance at the University and of the Board's effectiveness. Two responses had been received. [Commercial-in-confidence] Members agreed that the review should be undertaken and were

then invited to comment on the draft Terms of Reference for the review.

- 2.3.2 Members suggested the following points be included in the review:
- (i) Consideration of a more consistent and systematic induction process for members appointed to Board Committees;
 - (ii) To consider any possible overlap with the Audit & Risk Committee's governance role;
 - (iii) The balance of executive and non-executive members of Board Committee;
 - (iv) Compliance with the amended Charities Act and associated HEFCE requirements.

- 2.3.3 It was agreed that the Board should, in future, review its effectiveness every 3 years, in line with common practice in the private sector. The Chair would work with the Clerk to the Board to review the Terms of Reference in light of these suggestions. The review was likely to commence in the Autumn.

Clerk

2.4 Changes in Charity Legislation

- 2.4.1 The DoF introduced this paper which had been prepared for the information of Members at the request of the Chair. The paper set out the impact on HEIs of the Charities Act 2006 which sets out 12 specific 'charitable purposes'. The Act removes the presumption that the advancement of education automatically meets the definition of 'public benefit'. Instead these benefits must now be clearly identified according to the general principles of the Act. In future the Board will have to report on public benefit as part of the annual report. The paper also provided details of the University's status as an 'exempt charity' and HEFCE's role as the principal regulator. Further guidance was awaited from HEFCE on their requirements for compliance, including those aspects relating to the disclosure of information. SUBU would also need to register as a Charity under the Act and would need to appoint a Board of Trustees.

- 2.4.2 Members noted the paper. The DoF agreed to provide further updates as and when further guidance was issued by HEFCE.

DoF

3 STRATEGIC REPORTS

3.1 Planning and Budgeting for 2010/11

- 3.1.1 The DoF introduced this paper which provided details of the outcomes from the planning and budgeting process for 2010/11. The paper had already been presented to the Strategy & Resources Committee (17 June 2010) and recommended for approval to the Board. The budgets were consistent with the revised Strategic Plan and aimed to allow objectives for the coming year to be met whilst delivering an overall surplus for the University. It was noted that planning information had been gathered for 2011/12 as well as the coming year. It was estimated that the budgets would deliver a surplus of at least £892k after allowing for a range of contingencies (including a possible 10% reduction in HEFCE grant). The Board approved the 2010/11 budgets for capital and revenue expenditure.

3.2 Strategic Reviews

- 3.2.1 The Acting VC introduced this paper for the Board's information, setting out progress on the 10 strategic reviews defined in the revised Strategic Plan. The reviews of IT, Estates, Corporate Responsibility and Employment Costs had all been completed, with the DoHR's report on the latter being annexed to the paper (as presented to the Human Resources Committee, 16 June 2010). Progress had been made on all outstanding reviews with the exception of the review of the

University's regional role and profile. It was agreed that this would be deferred pending the appointment of the new VC.

- 3.2.2 The Acting DVC summarised progress on the remaining 5 reviews. Emerging findings from the review of the academic portfolio indicated that the University should maintain a similar number of subject areas with a greater focus on being more market driven and aligned to areas of academic strength. Off-campus provision would focus on financial robustness and academic excellence (with investment in areas of good 'academic fit', cohort sizes of at least 15 and a focus on foundation level degrees). The findings of the review of the PG/UG balance suggested the PG student levels should be grown to the UK average (20% from 12.75%). On non-traditional modes of delivery, the outcome of a pilot of 2 year degree courses was awaited (but early indications suggested that they had not been successful). It was recommended that flexible forms of delivery were increased and the move to 'short fat units' be continued. Finally, on trans-national education, emerging findings suggested it was not the right time to consider the creation of an overseas campus, but that the University should continue to strengthen its international partnerships. Members noted the paper.

3.3 Change Management Report

- 3.3.1 The Acting VC presented this paper which had been referred to the Board for information from the Strategy & Resources Committee (17 June 2010). The Change Management Board (Chaired by the Acting Vice-Chancellor) was responsible for the oversight and governance of all change programmes in the University including delivery of the IT and Estates strategies. The report set out progress to date on the implementation of both strategies and identified programme risks and issues. The Board noted the paper.

3.4 Estates Strategy: Talbot Village Trust (TVT) Planning Application

Commercial in confidence

The Chair reminded members of his declaration of interest (above).

- 3.4.1 The Acting VC presented this paper for the information of the Board. [Commercial-in-confidence]. The Board noted the paper.

3.5 Periodic Performance Review (KPIs)

- 3.5.1 The DoF presented the performance review report and the Monthly ULT KPI update report for May 2010. These were presented in a revised format which was designed to improve clarity and presentation of the key data. The DoF highlighted the exceptions where achievement of the KPIs would prove challenging. These were in respect of graduate employability, Research & Enterprise income and AfEC, academic staff with doctorates and the Times League Table performance. Institutional sustainability indicators remained healthy with the majority exceeding target. The VC highlighted the new KPI 10 'proportion of academic staff with a defined academic output' which was designed to help measure the University's strategic move from 'teachers to academics'. The Board noted the reports.

4 UNIVERSITY EXECUTIVE GROUP REPORTS

4.1 Vice-Chancellor's Report

- 4.1.1 The VC provided members with a brief overview of developments in recent years. The University's turnover had increased by 60% and student numbers by 20%.

Attendances at open days had increased four-fold. UG applications were now above the national average and international applications had risen by 48%. Student satisfaction had improved and graduate employment was now 71% (making BU the highest among new universities). The number of academic staff with doctorates had increased from 17% to 40%. Key future issues were likely to be pensions, pay and job security.

- 4.1.2 The Acting VC also provided the Board with an update on current developments. The REF was expected to be delayed by one year. Funding from the NHS (£12-13 million) had to be considered to be at risk alongside possible reductions in the HEFCE grant. It was noted that Dorset Healthcare NHS Foundation Trust had now been formally approved by MONITOR to use the term 'University' in their name to indicate their links to BU. Poole and Bournemouth hospitals were expected to follow suit over the coming year. The University had received a 'First class honours' placement in the Green League Table. On senior appointments, Prof Matthew Bennett and Prof Jim Roach had been appointed as Deans of the School of Conservation Sciences and the School of Design, Engineering & Computing respectively. Two Schools would change their names from 1 August with Conservation Sciences becoming 'Applied Sciences' and Services Management becoming the 'School of Tourism'. The results from the Staff Survey were now available and this would now be conducted on an annual basis. Key findings showed that 78% of staff were proud to work for the University and agreed with the overall strategic direction. However, many were concerned about the pace of change. Further work would be undertaken to analyse the results and draw up an action plan to address any issues arising. The annual Festival of Design & Innovation had taken place in June and had been a great success.
- 4.13 Members discussed the likely impact on student demand of an increase in tariff points. The VC explained that evidence suggested that it would not necessarily have a negative effect on demand because high tariff point requirements were seen as an indicator of quality.

4.2 Executive Business School: Update and international accreditation process

- 4.2.1 The Acting DVC updated members on strategic developments within the Business School. The competitive market for Business Schools was very much an international one and the strategy aimed to help give the BU Business School a competitive advantage through international accreditation. This was expected to take up to 6 to 8 years to achieve. To facilitate the move towards this goal, the Business School had been restructured and now comprised 6 academic departments, with recruitment of high quality academic staff proceeding apace. UG recruitment remained strong and PG recruitment had increased.

4.3 International Student Preparatory Provision

Commercial in confidence

- 4.3.1 The Acting VC introduced this paper, which was presented to the Board for information on the recommendation of the Strategy & Resources Committee (17 June 2010). Following a review of international student preparatory provision it was proposed that the University should work with a private sector provider to create embedded on-campus provision. This would include combinations of English language, study skills and academic subject modules and followed a model successfully adopted by other UK Universities (over 30 in total). [Commercial-in-confidence] The report also highlighted the risks associated with the project. Tendering had progressed but no contractual commitment would be made without Board approval via the Strategy & Resources Committee. Members discussed whether this provision could be provided in-house rather than through

a contractor and the Acting VC explained that this would be expensive and that the University had other strategic priorities for its resources. Members also advised that changing immigration policies, and tougher enforcement of those policies by the UK Border Agency, may represent a risk to the project and should be monitored closely. Members noted the report.

5 OTHER REPORTS

5.1 NUS Good Governance & Good Relationships Survey

The Acting DVC introduced this paper for the Board's information. The report provided an overview of the results of a survey of HEI and Student Unions in England conducted as part of the NUS' 2 year governance project (due to complete in 2011). The results to date were positive and covered a number of aspects of the relationship between HEIs and Student Unions. The Board noted the report.

6 COMMITTEE REPORTS

6.1 Audit & Risk Committee (11 June 2010)

Commercial in confidence

The minutes were noted. [Commercial-in-confidence]. The Board approved the appointment of Kingston City Group.

6.1.1 Risk Register

Members noted the Risk Register

6.2 Human Resources Committee (16 June 2010)

Members noted the minutes and para 4.5 in respect of the arrangements for this year's staff pay award.

6.3 Remuneration Committee (17 June 2010 and 8 July 2010)

The minutes of the meeting held on 17 June were tabled and noted by the members. The meeting on 8 July 2010 had agreed the salary for the new VC.

6.4 Strategy & Resources Committee (17 June 2010)

The Minutes were noted.

6.4.1 Management Accounts

The management accounts for May 2010 were noted.

6.5 Research Ethics Committee (23 June 2010)

The minutes were noted.

6.6 Research & Enterprise Committee (18 June 2010)

The minutes were noted.

6.7 Student Experience Committee (24 March 2010)

The minutes were noted. The Acting DVC informed members that work was progressing on the production of a student experience strategy. The next

meeting of the Committee would consider the IT strategy in relation to student experience.

6.8 Senate (9 June 2010)

The minutes were noted.

7. ANY OTHER BUSINESS

7.1 The VC thanked members for the tributes paid to him at the previous evening's Board dinner.

8. DATE OF NEXT MEETING

The next meeting of the Board will take place on Friday, 12 November 2010, with a dinner on the evening of Thursday, 11 November 2010.

Noel DG Richardson
Clerk to the University Board
July 2010

UB-1011-July 2010 confirmed

Approved as a true and accurate record, subject to any amendments agreed at the Board meeting of 12 November 2010:

Mr Alan J Frost (Chair)..... Date:.....12 November 2010.....