

UNIVERSITY BOARD

MINUTES OF THE MEETING HELD ON FRIDAY, 26 APRIL 2013

- Present: Mrs S Sutherland (Chair).
Mr J Andrews (Chief Operating Officer); Mr C Appleton; Ms M Barron; Dr P Barnwell; Prof M Bennett (Pro Vice Chancellor); Ms L Bryant (Students' Union at Bournemouth University, President); Mr J Clark; Mrs S Collins; Prof R Conder; Mrs J Dawson; Mr J Granger; Mr D Hines; Dr J Knowles; Mr T Lee (Deputy Chair); Ms M Mayer; Prof T McIntyre-Bhatty (Deputy Vice Chancellor); Dr F McMillan; Mr D McQueen; Dr P Rawlinson; Prof E Rosser; Mr R Spragg; Prof J Vinney (Vice Chancellor).
- In Attendance: Ms C Cherry (Policy Adviser to the Vice Chancellor); Ms A Fernandez (Acting Director, Marketing & Communications)(Item 3.4); Ms Marianne Harris-Bridge (Consultant)(Item 3.4); Ms K Pichlmann (Head of Admissions)(Item 1); Mr G Rayment (Committee Clerk); Mr N Richardson (Clerk to the University Board).
- Apologies: Mr I Carter.

Declarations of Interest

Prof McIntyre-Bhatty informed the Board that he was a Director of the University's subsidiary companies, BU Ltd and BU Innovations Ltd. Mr Lee and Prof Bennett declared their interests as Directors of BU Enterprise. Mr Appleton declared that he was a member of the Talbot Woods Residents' Association.

The Chair welcomed new Independent Members Jonathan Clark and Sheila Collins to their first meeting of the University Board and also welcomed John Knowles and Fiona McMillan back to the Board for a new term of office.

1 BOARD BRIEFING: THE CHANGING DYNAMICS OF STUDENT RECRUITMENT

- 1.1 The Chair welcomed Ms Pichlmann (Head of Admissions) to the meeting. She and Ms Barron (in her role as Head of Student Services) gave a presentation on the *Changing Dynamics of Student Recruitment*. The context for student recruitment included the ongoing impact of changes to secondary and further education (such as the introduction of new qualifications); competition from the labour market (for example apprenticeships and employment training schemes as alternatives to higher education); the changing population; and international trends.
- 1.2 In respect of the Undergraduate (UG) market, overall demand appeared to be showing signs of recovery, following what appeared to be a temporary fall in 2012-13. STEM (Science, Technology, Engineering and Mathematics) subjects continued to attract applications (evidenced by strong UG demand in the School of Design, Engineering & Computing (DEC)). Demand for humanities and modern languages had not been maintained, however, and the part-time/mature student market had been badly affected. In terms of Student Number Controls, HEFCE were expected to make an announcement in May 2013, but it was not anticipated there would be any change to the ABB+ threshold for the deregulated market. Scholarships and bursaries were becoming increasingly important but it was too early to determine their possible impact or effectiveness as a recruitment tool.
- 1.3 Turning to Postgraduate (PG) demand, [Confidential]. Further consideration was being given to PG Scholarships, and it was noted that the Government's policy on PG funding

was not yet finalised.

- 1.4 In terms of international student recruitment, the UK remained second only to the USA as the destination of choice for overseas students. However, the international student profile for the UK sector as a whole had changed, with applications from Saudi Arabia, Pakistan, Bangladesh, India and Sri Lanka falling whilst applications from Norway, China, Hong Kong, Vietnam and Singapore had increased. [Confidential]. Sustained efforts were being made to increase international student applications, including increased speed of application turnaround and improved follow up with applicants to increase 'conversion' rates. An International Task Force had also been established.
- 1.5 Changing Government policy on Student Visas also had an impact. The UK Border Agency (UKBA) was to be split into the UK Visa and Immigration Command (UKVIC) and a separate Immigration law enforcement department. 1,000 additional visas for MBA students had been provided and PhD graduates were now allowed 12 months to find employment. However, less positive changes included removal of the 12 month post-study work visas and the continued inclusion of student visas as part of the immigration control statistics and targets.
- 1.6 [Confidential].
- 1.7 [Confidential].
- 1.8 The Board **noted** the presentation and thanked Ms Baron and Ms Pichlmann.

2 MINUTES OF THE PREVIOUS MEETING

2.1 Minutes of the University Board Meeting, 25 January 2013

The Minutes were approved as an accurate record, subject to the following amendments:

Declarations of Interest: Remove the declaration in respect of Prof Bennett.

Minute 3.6: Amend to show that the Academic Staff Representative had queried the validity of the data in respect of a number of KPIs in addition to that for Student:Staff Ratios (see also item 3.5 below re: KPIs).

2.2 Matters Arising and Actions Register

- 2.2.1 The Actions Register was noted. All actions had been completed and/or were dealt with under the substantive agenda items (below) with the exception of action 37 (review of subsidiary companies) which was on-going.
- 2.2.2 In respect of action 29 (Intellectual Property (IP) Policy), the PVC had written directly to Mr McQueen and Mr Lee on this matter and explained that the existing (2006) IP policy would continue to be in effect pending the introduction of a new policy – the latter having been delayed for both pragmatic and strategic reasons. The draft policy would be subject to an engagement process and submitted through the Committee structure for approval in the usual way, hopefully in Autumn 2013.
- 2.2.3 The VC informed members that the Executive Director of Finance & Performance had resigned from the University and that interim arrangements were being established as a matter of urgency, pending the recruitment of a replacement.

3 STRATEGIC MATTERS

3.1 BU International College (Kaplan)

- 3.1.1 The DVC presented an update on developments since the Finance & Resources

Committee (FRC) meeting of 22 March 2013 (see minutes presented at Item 6.2, below). Work was progressing to finalise both the main contract with Kaplan and the core building design by the end of April. [Confidential].

- 3.1.2 [Confidential]. The academic staff representative also queried how academic oversight and entry standards would be maintained. The DVC explained that these were matters for Schools and were already under active consideration.
- 3.1.3 Dr Rawlinson confirmed that the FRC had considered the proposals in detail and endorsed the benefits which it would deliver. Namely, that it would provide access to an international recruitment network, student support during the application process, preparatory pathway study for international students and pre-sessional language skills provision, to an extent which the University was unable to deliver within its own resources. The Committee had been delegated authority by the Board to give final approval of the contract once negotiations had been completed and legal opinion provided. However, if the Committee felt unable to approve the contract upon receipt of this information, it would refer the matter back to the full Board for further consideration.
- 3.1.4 Members noted that an extraordinary meeting of the FRC had been convened for 7 May 2013 to consider the Campus Living Villages proposals, however, depending on progress, it would also receive an update on BUIC from the DVC. If the DVC was not in a position to provide an update to that meeting, the FRC would agree an alternative mechanism to take forward consideration of the BUIC proposal. It was agreed that Audit, Risk & Governance (ARG) members would also be invited to attend the extraordinary meeting of the FRC (or participate in any alternative forum) to ensure that all relevant aspects relating to risk management were considered.

ACTION : ARG members to be invited to attend the extraordinary meeting of the FRC (currently scheduled for 7 May 2013), or other FRC forum to consider the BUIC proposals as appropriate.

ACTION BY: Clerk

3.2 **Campus Living Villages (CLV) Update**

- 3.2.1 The COO presented this paper for information, which provided a progress update on negotiations with CLV to purchase three halls of residence buildings (namely Chesil House, Lyme Regis House and Okeford House) from Signpost Spectrum Housing Association. It was proposed that three new related companies be established to deal with the investment. The detailed proposals in this respect would be considered by both the FRC and the ARG in accordance with the University's Related Companies Policy & Procedures. Discussions were continuing on the risk of additional tax exposure and BDO (external auditors) had provided advice. Additional modelling had been carried out on future demand and supply patterns, given the extension of the nominations agreement period to 45 years. Risks were considered low, and further details would be included in the full Business Case to be submitted to FRC and ARG.
- 3.2.2 Members noted the report and agreed that the University should seek to take up references from other institutions (both in the UK and internationally) who had worked with CLV for a significant period of time, in order to provide additional assurance.

ACTION : Seek references from other institutions who have contracted with CLV.

ACTION BY: COO

3.3 **Estates Plan 2012-18: Update**

- 3.3.1 The COO presented this report which provided an update on progress following the Board's approval of the Estates Development Framework (EDF) in January 2013. Work was continuing to formulate an Estates Plan for 2012-18, which would set out the

delivery plan for the first phase of the EDF, including five new buildings.

3.3.2 [Confidential].

3.3.3 Members welcomed the consultation programme and noted the importance of communicating the contribution of the University to the region. Members noted the importance of costs being within the agreed capital plan and that this could be considered further when the budgets were submitted to the Board for approval in July.

3.3.4 Members noted the report.

3.4 **Draft Strategic Marketing Plan Themes**

3.4.1 Ms Harris-Bridge and Ms Fernandez joined the meeting and gave a presentation on the themes arising from the work on the Draft Strategic Marketing Plan, which would support the delivery of BU 2018. Key themes included improved internal and external communications (including raising the University's profile); a more joined-up approach to market research; work to support recruitment and admissions; and improved corporate marketing, liaison and support.

3.4.2 Members noted the presentation but stressed that they were keen to receive the Draft Strategic Marketing Plan in full, including details such as the target markets, resources and priorities identified. This would be presented to the July Board meeting.

ACTION : Present full Draft Strategic Marketing Plan to the July meeting of the Board.

ACTION BY: COO

3.5 **Key Performance Indicators**

3.5.1 The VC presented this report for the Board's information and highlighted the executive Summary. The KPI (7) in respect of student:staff ratios had now been split to show two different measures, one including and one excluding vacant posts. Indicators for student recruitment remained positive with applications 20% up on the previous year. Recruitment of the ABB+ deregulated sector was also strong, being 15% higher than predicted. In terms of data validation, further work was being carried out in respect of data for four of the PIs (7,10,14 and 15 respectively) to ensure the clarity of measurement and availability of data. The VC was also able to report that the University had risen from 68th position to 59th in the aggregate league tables.

3.5.2 [Confidential]. Members debated the need for a flexible approach to the delivery of the fusion agenda, and agreed that the balance between research, education and professional practice would vary between Schools, depending on the academic profile and stage of development of each School. It was also noted that lecturers who had current professional experience were highly valued by students.

3.5.3 Members **noted** the KPI report and agreed that the Board would receive an update report on progress by the Business School at a future Board dinner presentation or briefing session.

ACTION : The Board to receive a progress update report on the Business School at a future meeting.

ACTION BY: DVC

4 **OPERATIONAL MATTERS**

4.1 **Review of UK/EU Undergraduate Fees for 2014/15 Entry**

4.1.1 The DVC presented this proposal which sought the Board's approval of UK/EU Undergraduate Fees for 2014 entry. No increase in the £9,000 fees cap was expected

during the term of the current government. In addition, there would be no inflation increase (a 2.5% RPI increase having been assumed in the BU2018 Strategy). The University's Fees Board recommended that the fees remained unchanged from that agreed by the Board in April 2012, with £6,000 for standard Foundation Courses and £9,000 for all other courses. A middle tier would continue to be retained within the fees framework to provide future flexibility if required.

- 4.1.2 The Board **approved** the recommendation of the Fees Board, UET and ULT that UK and EU undergraduate fees for entrants in 2014-15 remain unchanged as described above.

4.2 **Laboratory Upgrades Phase 2**

- 4.2.1 The COO presented this paper which sought approval for changes to the School of Applied Science's laboratory areas in Dorset House in order to make them fit for purpose. The existing facilities were in a poor state of repair and improvements would help to provide a better experience for Biological Sciences and Forensic Sciences students as well as the PG Research community. The project cost was forecast at £[Confidential] with an estimated completion date of October 2013. The proposals were recommended to the Board by the FRC who had considered them at their previous meeting.

- 4.2.2 The Board **approved** the proposals for the Laboratory Upgrades Phase 2 as set out in the paper.

4.3 **Honorary Awards Task Group (6 March 2013): Nominations for 2013 Honorary Awards**

- 4.3.1 The Chair presented this paper which sought the Board's approval of 12 nominated candidates to receive invitations to accept honorary awards at the University's 2013 graduation ceremonies. The nominations were selected by the Honorary Awards Task Group from those submitted by staff and students, and had been approved by Senate at its meeting on 20 March 2013.

- 4.3.2 The 12 nominations for 2013 Honorary Awards, as set out in the minutes of the Honorary Awards Task Group meeting of 6 March 2013, were **approved**.

4.4 **Schedule of Future Meetings 2013/14-2015/16**

- 4.4.1 Following on from the Board's approval of a new model schedule for meetings of the Board and its committees, the calendars of dates for 2013/14 to 2015/16 were **approved**.

- 4.4.2 The calendars would be translated into a list format, including timings and venues, and circulated to Members in due course.

ACTION : Circulate full list of meeting dates for 2013/14 to 2015/16.
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ACTION BY: Clerk to the Board

5 **STANDING REPORTS**

5.1 **VC's BU Update Report**

- 5.1.1 The VC presented his update report to the Board and highlighted key points of interest. External sector developments included evidence of an increased threat to universities' cyber security. Work being undertaken by Universities UK and the Government to mitigate this risk and the University had been invited to join the UUK's Cyber Security Working Group. The Government had also launched a review to boost growth opportunities for universities and businesses led by Sir Andrew Witty. Key points arising from the 2013 budget were noted, including the increase in Departmental

savings to be required for the 2015-16 spending review, which may lead to further cuts for the HE sector. The Government had also published its response to the consultation on the introduction of student numbers for alternative providers. Controls for alternative providers would be introduced in 2014-15 using a similar method to that used for HEFCE funded institutions. They would also be required to submit data to HESA.

- 5.1.2 On BU activity, the Student Journey Project remained on-track and the two-week Festival of Learning was due to be launched on 3 June. Board members were also welcome to attend the inaugural conference of the Phi Mu Chapter (England) of Sigma Theta Tau International (the prestigious international nursing scholarship society). Prof Rosser would provide details to any Members who were interested.

5.2 **SUBU Update Report**

- 5.2.1 The SUBU President highlighted key points from her regular report to the Board on SUBU activity. Annual visioning days had taken place to discuss SUBU's vision and values and strategic themes. SUBU had received Gold status in the Green Impact awards and would be submitting several nominations for this year's NUS awards. Full Time Officer elections had taken place resulting in two new officers (John Gusman, VP Education and Annie Hall, VP Communications) and two officers being re-elected (Murray Simpson as President and Sophie Chaytor-Grubb as VP Lansdowne). SUBU drop-in sessions had also taken place at Partner Institutions. Finally, a deficit was expected in the SUBU Annual Accounts for the first time due to reduced commercial income and increased spend on representation. Discussions were on-going in respect of a possible increase in the block grant.

- 5.2.2 Members **noted** the report.

5.3 **Chair's Report**

5.3.1 Chair's Action and Use of the University Seal

The report was noted.

5.3.2 Any other matters

There were no other matters to report.

6 **COMMITTEE REPORTS**

6.1 **Audit, Risk & Governance Committee (8 March 2013)**

The minutes were noted. The Board also **approved** delegated authority to the Committee to approve the appointment of External Auditors on behalf of the Board at its forthcoming meeting on 24 May 2013, in order to avoid delays in the appointment and facilitate planning for the 2013-14 academic year.

6.1.1 Risk Register

The Risk Register was **noted**. The DVC noted risk GCLR5, that "...we lose UK Border Agency Tier 4 or Highly Trusted Sponsor status" and informed Members that the UKBA had since renewed the University's 'Highly Trusted Sponsor' status to November 2016. This would be reflected in the next iteration of the risk register.

6.2 **Finance & Resources Committee (7 February 2013 and 22 March 2013)**

The minutes were **noted**.

6.2.1 Management Accounts

The management accounts were **noted**.

6.3 **Remuneration Committee (6 March 2013)**

The minutes were **noted** and the Chair reminded members that they were to be treated as confidential.

6.4 **Senate (20 March 2013)**

The minutes were **noted**. The Chair also noted the helpful presentation on the role of the Senate which had been made to Members at the previous evening pre-dinner presentation. The Self Evaluation Document which had been prepared for the QAA's Institutional Review of the University was another useful source of information on the University's academic governance processes and could be made available to members on request. It was agreed that it would be helpful for the Board to receive assurances that it was carrying out its responsibilities in respect of the University's educational character if it were to receive an annual report from the Senate, similar to that received from the ARG each year. It was also agreed to consider further the possibility of the Board adopting an on-line process for dealing with routine matters, similar to that used for the 'Electronic Senate' meetings.

ACTION : Develop an annual Senate activity report for the Board.

ACTION BY: VC

ACTION : Consider the introduction of on-line Board meetings for routine business, similar to that used for electronic senate meetings.

ACTION BY: Clerk to the Board

6.5 **Academic Standards Committee (14 February 2013)**

The minutes were **noted**.

6.6 **Education & Student Experience Committee (4 February 2013)**

The minutes were **noted**.

6.7 **University Research Ethics Committee (6 March 2013)**

The minutes were noted. The Chair informed members that the Independent Chair of the Committee, Dr Chapman, would be standing down in June and thanked him for his excellent contribution. The VC and PVC were seeking to recruit a new independent Committee Chair.

6.8 **University Research & Knowledge Exchange Committee (14 January 2013)**

The minutes were **noted**.

6.9 **University Research & Knowledge Exchange Committee (4 March 2013)**

The minutes were **noted**.

7 **ANY OTHER BUSINESS**

7.1 The Chair informed members of the sad deaths of Dr Bernard Dyer and Dr Bernard McManus and noted their exceptional contributions and dedication to the University.

7.2 Members noted that this was the last meeting for Dr Barnwell who had reached the end of his maximum term of office. The Chair thanked him for his outstanding contribution to the work of the Board and hoped that he would stay in touch with members and University staff.

7.3 The Deputy Chair informed members that the July pre-dinner presentation would be on the work of the School of Design, Engineering & Computing and that the Board Briefing session would be on the University's contribution to the local economy.

8 DATE OF NEXT MEETING

The next meeting of the Board will take place on **Friday, 5 July 2013**, preceded by a dinner on the evening of **Thursday, 4 July 2013**.