

Minutes

Item 2

Meeting title:	Council	
Date:	Wednesday 22 January 2014	Time 3.00pm
Location:	Building 2, Highfield	
Present:	Dr G Rider (<i>Chair</i>); Mr M Burrow, Professor J Falkingham, Mr D Gilani*, Mr P Greenish, Mr M Killingley, Ms S Kumar, Professor D McGhee, Professor D Nutbeam, Mr T O'Brien, Dr D Price, Dr M Read, Ms R Rivaz, Mrs H Smith, Professor P Smith, Mr J Trewby, Professor A Wheeler and Professor J Vickers.	
In attendance:	Mr L Abraham (Clerk to Council), Mr M Ace (Chief Operating Officer), Mrs T Harrison (Registrar), Professor A Neill (Pro Vice-Chancellor (Education)), Professor J Petts (Pro Vice-Chancellor (Research)); Ms S Pook (Director of Finance) and Mr M Spearing (Pro Vice-Chancellor (International)).	
Apologies:	None	

* not present for restricted business.

The Chair welcomed members to the meeting.

Council received a presentation from Professor Peter Smith, Director of the Institute for Life Sciences. Professor Smith outlined the Institutes vision, how it engaged across the University and the concept of driving interdisciplinary networks. The presentation then illustrated the future challenges for the Institute and outlined the enterprise engagement partners. Members thanked Professor Smith for his presentation and the earlier tour of the Life Sciences Building.

30 Obituary

The Chair reported with regret the death of Professor Peter De Groot, the former Head of Physics, who had sadly died on 10 January 2014. Council stood as a mark of respect.

31 Minutes of the meeting held on 13 November 2013

Michael Burrow, in his capacity as Chair of the Audit Committee, proposed the following wording change to minute 23:

Removal of the second paragraph, and be replaced with “The Chair of the Audit Committee summarised for Council the key points contained in its Annual Report to Council, notably the four High Risk issues raised by the internal auditors during the year relating to the UKBA review, the mobile phone review, compliance with the UUK Halls of Residence code and the risk management review. The Committee had, however, received excellent support from the

Vice-Chancellor, Treasurer, Director of Finance, Chief Operating Officer and both the Internal and External Auditors”.

Council agreed to this amendment.

RESOLVED That the amended minutes of the meeting held on 13 November 2013 be approved and signed and that the minutes be published on the open access SUSSED site.

The Chair highlighted that information on the World Rankings was contained in the Vice-Chancellor’s report to Council and that a report on progress of Technology Transfer will be presented to a future Council meeting.

32 Matters Arising

None.

33 Declarations of Interest

There were no declarations.

34 Publication of unrestricted papers

RESOLVED That the papers circulated that were not deemed “Commercial in Confidence” or Restricted be published on the open access SUSSED site with the exception of the Risk Register.

35 Vice Chancellor’s Report (Agenda Item 6)

Council considered the Vice-Chancellor’s report, dated 22 January 2014.

The Vice-Chancellor introduced his report highlighting the following:

Autumn Statement – The Management Team was digesting and considering the implications of the Government decision regarding the removal of the cap on student numbers.

Student Applications – Council was pleased to note that application numbers had increased, but that further work would be done in this area to enhance and increase conversion of student applications to firm acceptances.

Superannuation – Council noted the progress of a review into the sustainability of USS, and recognised that action may have to be taken to address the deficit within the fund caused by low investment returns. Council will be kept fully informed of further issues arising from this work.

National Physical Laboratory – Council was pleased to note that an academic visit was to be undertaken to view the site and fully assess the opportunities for the University.

RESOLVED To note the Vice-Chancellor’s report.

36 University Strategy Refresh (Agenda Item 7)

Council considered a report from the Director of Strategy and Planning which updated the Council on progress made since the October meeting to develop a 2020 Vision for the University and to communicate the emerging themes and ideas to staff.

Council noted that a detailed full draft of the Vision 2020 statement will be presented for consideration at the March meeting together with a high level overview of the supporting strategy plans and financial projections.

Council members stated that the vision statement needed to highlight points of distinction and that academic acceptance and support was vital to its success in the changing environment.

Council asked whether some members of the University community could come to a future meeting to discuss how the refresh process has involved and engaged them. Professor Falkingham undertook to arrange this as part of the Council visit and tour of the Social and Human Sciences Faculty in May.

Professor Alex Neill, Pro Vice-Chancellor for Education then gave a verbal update on the Education Strategy. Professor Neill stated that the University would develop multi-disciplinary research and education and also investigate other such areas to add to Southampton's distinctiveness. The University would also seek to increase the number of internships for students in order to make their studies more meaningful and to provide them with context to enrich the learning experience. The University would continue to develop a framework to support entrepreneurial students.

Other areas of focus would be the "Major/Minor" model of study that was used in the USA and also accelerating the use of IT for students and MOOCs. It was noted that staff training in the latest IT advancements was vital for IT and MOOC success.

The Registrar then gave a verbal update on the Student Experience Strategy. Council noted that a major aspiration of Professional Services was to have all student administration operating online within the next 3 years. This would mean investing in resources and training staff and would result in the benefit of students having more face-to-face time available for interacting with the academics, their peers and focussing more on their studies rather than the administration of their course.

Council noted the aspiration to start engaging with potential students earlier, creating a "Golden Thread" that ran from first point of contact, through engagement, to when a student arrived at the University. It was hoped this would build a sense of community by working collaboratively and innovating in the way potential students are communicated with, raising awareness of what Southampton had to offer.

Council members welcomed the approaches outlined in the updates and also commented that more work was required to communicate what was distinctive about education at Southampton, focussing on the choice, flexibility and interdisciplinary elements in the

current strategy.

RESOLVED that Council notes progress with the University Strategy.

37 Southampton Business School (Agenda Item 8)

Council considered a report from the Dean of the Faculty of Business and Law and Associate Dean (Business School, Strategy and Engagement) which described progress in developing the case for the creation of the Southampton Business School.

Professor Howells highlighted the special emphasis of the School on engagement with business and its connectivity to other faculties in the University. He also highlighted that the School would be demand led in its approach – listening to students and stake-holders in addition to exploiting new markets such as digital e-business and e-security themed programmes.

Council noted that the current Management School had improved its rankings, introduced new Masters programmes and had attracted new staff and was working towards a “soft” launch of the Business School in October 2014.

Council members were then asked to outline what more information or assurances were required to enable the Council to confirm support for the School.

Council members made the following comments:

- What financial commitments are needed to enable the School to be successfully established?
- What are the cash flow implications and potential impact of investments in this project on other University growth plans?
- There are many Business Schools; what will be distinctive about the Southampton Business School?
- Has there been clear analysis of the market to ensure demand exists? Are competitors fully understood?
- A Risk/Opportunity profile is required especially to help the University grow the School.
- Are the requirements of students known? As student numbers increase, how is a good student experience to be preserved?
- What measures of success will be being used?

The Dean thanked Council for the comments received and undertook to incorporate responses to the issues raised within the next report to Council on the School.

RESOLVED that the report be noted and that comments made by the Council are noted for the next stage of the process.

38 USMC – Multi-Disciplinary Campus (Agenda Item 9)

Council considered a report from the Chief Operating Officer and the Pro Vice-Chancellor (International) which sought to advance the thinking of a large scale multi-disciplinary campus in Malaysia.

The Chief Operating Officer and Pro Vice-Chancellor for International presented the report and highlighted the main confidence tests that must be applied in order to drive forward the Campus in Malaysia and to reach its student recruitment target. These included:

- Market driven courses based on market analysis
- Strong management team in place at the campus together with the resources to deliver the vision both in the UK and in Malaysia
- The exploration of a potential partnership to realise the estate ambitions
- To be a financial success within agreed timescales.

Council noted that competitor Universities were also seeking to build campuses in the same location although Southampton had the advantage at the current time of having an operating campus in the region.

Council members made the following comments:

- Leadership and educational provision would need to be of the highest standard
- Was Malaysia the correct place?
- What milestones will be used to keep track of progress?
- What was the scale of financial and reputational risk for the University?

The Vice-Chancellor assured Council that all education programmes offered at the Malaysia campus would have been planned and quality assured by University of Southampton academics and would match the same standards of quality assurance as any University course.

It was agreed that a paper answering all of the points made and setting out the next steps of the business case would be presented to Council in May.

RESOLVED that Council accept the broad principles and objectives as set out in the report, agree that the confidence tests are appropriate but also make additional comments as set out above, and ask for formal response to those be set out together with the next steps in the business case in a report to Council in May 2014.

39 Report from the President of the Students' Union (Agenda Item 10)

Council considered a report from the President of the Students' Union which provided an update on various matters since the last meeting.

Council was pleased to note the various updates contained within the report.

Council was particularly pleased to note the student success stories; volunteers helping in disadvantaged schools, the building of a medical school in Ghana and various charity activities including involvement with the BBC's Children in Need campaign.

RESOLVED that the report be noted.

40 Risk Register (Agenda Item 11)

Council considered a report from the Chief Operating Officer which set out the updated

University Risk Register as at January 2014.

Council was pleased to note that student recruitment risk had been given sharper focus and other less major risks had been consolidated to produce a more workable register. It was highlighted that the Council may wish to consider the implications and potential mitigations in a separate annual workshop to ensure the best attention was given to the register.

RESOLVED that the Risk Register be noted.

41 November Management Accounts (Agenda Item 12)

Council considered a report from the Director of Finance which set out quarterly management accounts.

It was noted that the student fee income and salary commitments offered no concern and while the other income sources were less stable, an increased surplus was being budgeted for.

RESOLVED that the November Management Accounts be noted.

42 Indicative Performance Targets for 2013/14 and Update on the Development of KPIs (Additional Item)

Council considered a report which was added to the agenda subsequent to publication, from the Director of Strategy and Planning which proposed indicative targets for 2013/14 that would inform an assessment of the University's performance at year end for a selection of Key Performance Indicators. The report also updated Council on the proposed next steps for the presentation of KPI reports.

RESOLVED that

- (i) annual assessment of University performance be moved to July, with the next KPI report being due in July 2014;
- (ii) for 2014/15 and beyond, proposed targets be approved by the Senior Salaries Committee in the July of that year and subsequently presented to the July Council meeting for information;
- (iii) the development of the approach to KPIs be noted; and
- (iv) the presentation on league tables recently given to the University Executive Group be presented to Council to provide context for the further development of KPIs.

Restricted Items

43 Human Resources Matters (Restricted Item 14)

Council considered a restricted report from the Director of Human Resources

RESOLVED that the recommendations contained in the report be approved.

The meeting concluded at 6.17pm