

Minutes

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| Meeting title: | Council | |
| Date: | Wednesday 28 May 2014 | Time 2.00pm |
| Location: | Building 37, Highfield | |
| Present: | Dr G Rider (<i>Chair</i>); Professor J Falkingham, Mr D Gilani*, Mr P Greenish, Mr M Killingley, Mr M Burrow, Professor D McGhee, Professor D Nutbeam, Mr T O'Brien, Dr D Price, Dr M Read, Ms R Rivaz, Mrs H Smith, Mr J Trewby, Professor A Wheeler and Professor J Vickers. | |
| In attendance: | Mr L Abraham (Clerk to Council), Mrs T Harrison (Registrar), Professor J Petts (Pro Vice-Chancellor (Research)); Ms S Pook (Director of Finance), Mr M Spearing (Pro Vice-Chancellor (International)), Ms J Doyle (Director of Student Recruitment and International Relations), Professor Dame Wendy Hall (Dean of Physical Sciences and Engineering), Professor S Cox (Faculty of Engineering and the Environment), Professor Jessica Corner (Dean of Faculty of Health Sciences), Mr R Gregory (USMC Project Manager), Professor J McBride (CEO, USMC) and Mr D Mendoza-Wolfson (SUSU). | |
| Apologies: | Ms S Kumar and Professor P Smith | |

* not present for restricted business.

The Chair welcomed members to the meeting.

Council received a presentation from Professor Jane Falkingham, Dean of the Faculty of Social and Human Sciences on the work of and the challenges facing the Faculty.

63 Obituary

The Chair reported to Council the recent deaths of staff members Dr Brian Webb from Research and Innovation Services and Dr Julie Campbell from the Department of English.

Council stood as a mark of respect.

64 Minutes of the meeting held on 19 March 2014

The following amendment to the March 2014 minutes was agreed:

Minute 53, to read:

“Council received a report by the Chair of the Health and Safety Audit and Assurance Committee which reported to Council.....”

RESOLVED That the amended minutes of the meeting held on 19 March 2014 be approved and signed and that the minutes be published on the open access SUSSED site.

ACTION: Clerk to Council

65 Matters Arising

Fee Waivers and Bursaries – The Registrar stated that work was underway in this area and a full report on the way forward would be presented to the meeting of Council in October 2014.

ACTION: Registrar

The Enterprise Ecosystem – Council noted a paper setting out the Enterprise Ecosystem. During brief discussion Council suggested that in addition to recording the number of spin out start-ups, the number of successes should be clearly recorded, outlining the long term benefit to the University. The Pro Vice Chancellor for Research would report back on progress following the disbanding of the SAM Board.

ACTION: PVC Research

66 Declarations of Interest

There were no declarations of interest.

67 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.

ACTION: Clerk to Council

68 Vice Chancellor’s Report (Agenda Item 6)

Council considered the Vice-Chancellor’s report, dated 21 May 2014.

The Vice-Chancellor introduced his report highlighting the following:

Student Recruitment – Council noted the current pattern of applications and the plans to closely monitor student recruitment. Council were pleased to note the success of some of the measures being taken such as University Open Days.

Council also noted that uncertainty regarding student recruitment would be the norm as the sector continued to become unregulated.

In discussion regarding NHS funding for nursing education, it was noted that the NHS Trust was happy to support the case for maintaining the current funding agreement with Health Education England..

Work was also underway to ensure that the University competed for students more effectively. A brand review had been carried out and marketing strategy work was underway which included a refresh to the University website. The Registrar undertook to provide a full update on these activities in the autumn.

ACTION: Registrar

NPL Bid – Council was disappointed to note that the bid had been unsuccessful. Further information was being sought on the outcome of the process..

Industrial Dispute – Council was pleased to note that the dispute was now settled and proposed action had been called off.

RESOLVED To note the Vice-Chancellor's report.

69 Southampton Business School (Agenda Item 7)

Council considered a report, together with presentation by the Dean of the Faculty of Business and Law which set out further detail regarding the strategy for the implementation of the proposal to establish the Southampton Business School.

The Dean began the presentation by setting out the proposition; to build and operate a world class business school which would provide:

- global excellence;
- a unique student experience offering cross-faculty research and education programmes;
- support for innovation and enterprise; and
- a school that would be demand led and sustainable.

There would be a phased approach to the development of the School. Council noted that the Faculty of Business and Law had increased in both size and income in recent years and so management confidence in the potential for the new Business School was high. New undergraduate and masters programmes would be developed with input from both students and alumni.

Council then noted the next steps for the implementation of the project. There was a need for more market analysis to be carried out, a consolidation and refresh of the education programmes together with a need for resources, support and advice to aid the delivery. The Dean invited Council to provide feedback on the proposed strategic positioning of the School, any specific areas that required further work and any improvement to the financial case that was set out in the written report.

In response to a query as to how the new school would become demand led during its infancy, the Dean replied that analysis was being drawn from competitors and from market intelligence to identify gaps where new programmes could be developed.

Council then discussed the required investment for a new building and recognised that although the total investment was unknown at this stage, the proposed costs were not a disproportionate spend for the University as any new facilities could be used by any faculty. Council was mindful that there was an element of the investment which was irrecoverable and those costs should be set out clearly prior to any firm commitment on funding being made. It was also agreed that further detailed market analysis was needed to be sure of the market threats and opportunities.

Council discussed the leadership of the new Business School. The Dean stated that an interim Head of the Business School had been appointed and that a global search for a permanent Head would commence once agreement had been reached on long-term investment in the development of the School building.

The student experience was then raised. It was understood that further work was required in this area. Infrastructure at Highfield was almost at capacity and it was recognised that a world class business school would require excellent facilities and buildings together with appropriate surroundings.

Council then noted the cross faculty aspirations for the school. Each faculty had been tasked to include elements of the Business School's programmes into their business plans and programme offers for the coming years. Representatives from faculties expressed to Council the importance of the new Business School to the continued and future success of their own programmes. It was noted, for example, that having business education embedded into engineering courses helped students to understand how their engineering knowledge was relevant to business success. The University's Health Sciences faculty would work closely with the new school to ensure aspects of management and business were incorporated into health sciences courses and programmes. The NHS had a particular need for trained health

professionals to have an understanding of modern management practice. This multi-disciplinary approach was recognised as being distinctive relative to other business schools in the UK. Council noted that the University Executive Group were fully committed to the Business School, the multi-disciplinary approach and to working together in partnership to make it a success.

Council thanked the Business School Advisory Group for all their work on this important strategic project.

In conclusion the aspects for further work to be presented to Council were agreed as:

Financial

- The costs of creating a physical school including buildings and infrastructure scenarios clearly stating both recoverable and irrecoverable costs.

Implementation

- Management capability - the capacity within the executive to deliver the complex project;
- Leadership - both the interim and permanent leadership of the school ;
- Space - plans regarding buildings and surroundings for the school;
- Competitor analysis - understanding the competitors and shaping the Southampton Business School to be distinctive; and
- Programme Portfolio - making sure programmes would be unique and attractive while also not neglecting successful courses already being run.

The Chair pointed out that there was firm support for the Business School from across the Council but in order for firm commitment, the points raised above should be answered as far as possible. It was noted that financial aspects such as building investment costs would not be presented in full until January 2015, although estimates could be presented in October 2014.

RESOLVED that the Outline Business Case be agreed in principle and the comments made by the Council are noted for the next stage of the process.

Action: Dean of the Faculty of Business and Law

70 USMC – Creation of a Large Scale Multi-Disciplinary Campus in Malaysia (Agenda Item 8)

Council considered a report which set out the proposal for a branch campus of the University in EduCity, South Johor, Malaysia to meet a need in Malaysia for the provision of high quality multi-disciplinary international education.

The Pro Vice Chancellor (International) began the presentation of the report by reminding Council the case for a campus in Malaysia, outlining how EduCity was becoming an education hub that was attracting students from the whole of the region. Other UK institutions were finding success with their campuses in the area by offering demand led programmes.

Council noted the various “gateway” decisions that would be required as the project progressed and also noted that lessons were being learned from previous phases of the project in order to shape the future phases.

Council were pleased to note that there would be a joined up approach between the new Business School and the campus in Malaysia and a delegation would be visiting EduCity in the coming weeks when discussion would take place regarding the programme offer.

Council then raised number of issues. The potential strain on resources and how that would affect major projects at Highfield was discussed. Council were reassured that this was not seen as an issue and that in the long term, the Malaysia campus would benefit the University

as a whole greatly.

Other issues were raised including:

- the diversion of resources away from Highfield;
- senior leadership and management capacity;
- the high risk nature of a large capital overseas investment;
- student recruitment and catering for the potentially diverse cultural and religious needs of those students; and
- the need for Council to fully understand the financial implications including exit costs.

Council was reminded of the gateway approach to decision making ensured that these concerns and others that emerged could be carefully considered at each gateway stage.

Council was clear that there was strong University commitment for the project but sought reassurance that there was capability, capacity and management confidence to deliver this complex project in a highly competitive market in an overseas environment.

Council noted that a fact-finding visit to Malaysia was planned by 2 Council Members before the July Council meeting.

RESOLVED

- (i) That the overall approach to developing the campus in Malaysia be noted; and
- (ii) That Gateway 1, namely initiating the process of exercising the option on the land and initiating negotiations with potential development partners, be agreed.

ACTION: Pro Vice Chancellor (International)/USMC Project Manager

71 HEFCE Annual Assessment of Institutional Risk (Agenda Item 9)

Council received a report by the Director of Finance which set out the annual assessment of institutional risk from HEFCE.

Council was pleased to note the University was not at higher risk, as defined by HEFCE, and had no advisory notes.

RESOLVED that the Annual Assessment of Institutional Risk be noted.

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

Council received a report by the President of the Students' Union.

It was noted that the SUSU CEO had now departed and that a replacement was being actively recruited, and that the new Union President for 2014/15 would take over from 1 July. The outgoing President reflected on his year in office and thanked Council for its support on a number of issues including fee waivers and bursaries and resolving the proposed marking boycott industrial action.

Council thanked Mr Gilani, the outgoing Union President, for his participation in Council and his diligent support to the students of the University.

RESOLVED that the report be noted.

73 Nominations Committee Matters (Agenda Item 11)

Council received a verbal update from the Chair regarding matters discussed and recommended to Council from the meeting held earlier in the day.

With regard to the vacancy of the Class 4 Non-Teaching role, Council noted that the position had been advertised internally to University staff, and a report had been considered by the Nominations Committee containing 9 expressions of interest from the non-teaching staff. After careful consideration of the applicants the Committee were in clear agreement that Mr Adrian Reyes-Hughes, Head of Faculty Operations in the Faculty of Medicine be recommended to Council for the role. His experience within the NHS both at frontline and strategic level together with his experience at the University would be a valuable asset to the Council.

Council also noted that work with head-hunters was well underway to identify potential candidates to fill the Class 2 External membership vacancies.

RESOLVED

- (i) That Mr Adrian Reyes-Hughes be appointed to the Class 4 Non-Teaching vacancy from 1 August 2014 to 31 July 2017; and
- (ii) That the update regarding the Class 2 External member vacancies be noted.

Action: Registrar/Clerk to Council

74 April 2014 Management Accounts (Agenda Item 12)

Council received a report by the Director of Finance which presented the Management Accounts for April.

RESOLVED that the April Management Accounts be noted.

75 Risk Register (Agenda Item 13)

Council received a report by the Head of Strategy and Planning which was presented by the Vice Chancellor and set out the updated risk register for information.

RESOLVED that the risk register be noted.

76 Sealing of Documents (Agenda Item 14)

Received and noted a report detailing the documents sealed since the last report to Council.

Restricted Items

77 Restricted Human Resources Matter (Restricted Item 15(i))

Council considered a restricted report by the Provost and Deputy Vice Chancellor.

RESOLVED to approve the recommendations contained in the report.

78 Restricted Human Resources Matter (Restricted Item 15(ii))

Council considered a restricted report by the Social and Human Sciences Faculty HR Manager.

RESOLVED to approve the recommendations contained in the report.

The meeting concluded at 6.05pm