UNIVERSITY OF BIRMINGHAM
COUNCIL
22nd April 2015 at 3.30pm
MINUTES

Members present: Mr Ed Smith CBE (Pro-Chancellor, in the Chair); Mr Derrick Anderson; Professor Kathleen Armour; Ms Joulie Axelithioti (Postgraduate Officer); Dame Christine Braddock; Mr Martin Devenish; Professor Sir David Eastwood (Vice-Chancellor and Principal); Professor Peter Fryer; Mr Robert Halton; Mr Malcolm Harbour CBE; Mr Richard Haywood (Deputy Pro-Chancellor); Ms Sukhvinder Kaur-Stubbs; Mrs Caragh Merrick (Treasurer); Dr Norman Price OBE; Dr Ranjit Sondhi CBE; Professor Adam Tickell (Provost and Vice-Principal).

Also present: Professor Anthony Arnall (Acting Pro-Vice-Chancellor and Head of College); Professor Jeff Bale (Pro-Vice-Chancellor); Mr Ian Barker (for Minutes 15/24(1) and 15/26), Professor Saul Becker (Pro-Vice-Chancellor and Head of College); Professor Eric Jenkinson (for Minute 15/24(3) and 15/25); Mr Chris Granger (Director of Finance); Professor John Heath (Pro-Vice-Chancellor); Mrs Colette McDonough (Assistant Secretary); Professor Myra Nimmo (Pro-Vice-Chancellor and Head of College); Ms Heather Paver (Director of HR); Professor Malcolm Press (Pro-Vice-Chancellor); Mr Lee Sanders (Registrar and Secretary); Professor Michael Whitby (Interim Pro-Vice-Chancellor).

Apologies: Professor David Adams (Pro-Vice-Chancellor and Head of College); Mr Alan Davey CBE; Mr David Davies OBE; Professor Jon Frampton; Mr Richard Keys; Ms Poppy Wilkinson; Professor Richard Williams OBE (Pro-Vice-Chancellor and Head of College).

Papers: The minute book contains copies of all written papers or reports to which reference is made below unless indicated otherwise.

15/19 Visit to Mondelez International

Reported:
(a) the success of the visit to Mondelez International;
(b) that Professor Peter Fryer was thanked for his contribution to the success of the visit;
(c) that the Vice-Chancellor and Principal would also write, on behalf of Council, to Emma McLeod to thank her and her colleagues at Mondelez International for hosting the visit.

15/20 Minutes of previous meeting

Resolved: that the minutes of the meeting held on 4th February 2015 be approved (CO.15.04.01). There were no matters arising from the minutes.
15/21 Pro-Chancellor’s Items

Noted that:
(a) Professor Andrew Sanders had resigned as a member of Council following his appointment as Head of Law, Politics and Sociology at the University of Sussex. An election of members of Senate was being arranged to appoint his successor, noting Council was keen to ensure discipline mix and gender diversity of the members of Senate serving on Council;
(b) the proposed arrangements for the next Effectiveness Review of Council would be considered at the next meeting of Council on 1st July 2015;
(c) the one-to-one meetings of members of Council with either the Pro-Chancellor, Deputy Pro-Chancellor or Treasurer would be held over the summer. The outcome of these meetings would be reported to Council in October 2015 and would also inform the Effectiveness Review of Council.

15/22 Vice-Chancellor’s Items

Considered: a report from the Vice-Chancellor (CO.15.04.02).

Reported: that Council thanked Professor Richard Williams for his leadership of the Midlands Energy Research Accelerator, a £60m investment announced in the final budget of the current Government.

15/23 Strategic Framework 2015-2020 Update and Draft

Considered: progress with development of the Strategic Framework having regard to the session earlier in the day (CO.15.04.03).

Reported that:
(a) the Strategic Framework 2020 process had been launched with a discussion at the Council Strategy Day on 8th October 2015. There had since been extensive internal consultation via focus groups, questionnaires, and other fora. UEB and the University Leadership Forum had contributed, including through scenario planning sessions;
(b) the draft document had now been prepared and was attached at Appendix 1 to Paper CO.15.04.03, noting that this was a working document and was still under development;
(c) a central premise of the draft was that the University would need to be well placed to thrive in uncertain times;
(d) the four core themes of the Strategic Framework were Research, Education, Influence (encapsulating engagement, impact, global, and civic) and Resources (including people, finance, and estate);
(e) the Strategic Framework would be a living, primarily electronic document, with a counterpart hard copy version for specific uses. It would also serve as the foundation for updated College/Professional Services and other sub-strategies, which would be developed over the next two years. The College of Social Sciences would model this approach with their outline strategy being available for Council in July 2015;
(f) a draft approach to the Key Performance Targets (KPTs) had also been prepared and was attached at Appendix 2 to Paper CO.15.04.03. This draft dashboard was intended to demonstrate the proposed approach rather than provide a full set of KPTs for review;
(g) a broad consensus had emerged from the session earlier in the day, noting that Council would receive assurance on progress with development of the sub-strategies via Strategy, Planning and Resources Committee (SPRC).
Resolved that:
(i) members of Council would submit any further comments on the Strategic Framework to the Provost and Vice-Principal by Friday 1st May 2015, [NOT FOR PUBLICATION]
(ii) the final draft of the Strategic Framework document and Key Performance Targets would be submitted to Council for approval on 1st July 2015 (via SPRC on 16th June 2015);
(iii) progress with further development of the digital presentation of the Strategic Framework would also be shared with Council.

15/24 Report of the Strategy, Planning and Resources Committee

COMMERCIAL IN CONFIDENCE

Considered: a report from the meeting of the Strategy, Planning and Resources Committee held on 17th March 2015 (CO.15.04.04).

(1) Birmingham Institute of Forest Research

Considered: the business case for the Birmingham Institute of Forest Research (BIFoR) for November 2013 to 31st July 2024.

Reported that:
(a) BIFoR was a university-wide initiative to provide fundamental science, social science and cultural research of direct relevance to forested landscapes anywhere in the world. It would be an unprecedented experimental facility to study ecosystem-scale processes determining the terrestrial carbon sink (and, hence, climate) for more than a decade;
(b) there were inevitably risks associated with being novel science but these were being actively managed through the sourcing of independent expert review by leading researchers in the area. This advice had confirmed that the proposed design represented the best chance of the experiment working;
(c) BIFoR was founded by a £15m gift to be used (i) to set up the unique field facility (BIFoR FACE); (ii) to cover running costs of BIFoR FACE; and (iii) to set up new Chairs in Plant Pathology and in Forest Biogeochemistry, along with BIFoR FACE technical staff. It was also expected that the project would attract further philanthropical donations;
(d) to (g) [NOT FOR PUBLICATION]

Resolved that:
(i) the proposal for BIFOR be approved as set out in Paper SPR.15.03.06;
(ii) a total cost of up to £16m be approved as the capital cost of BIFOR on the basis that a maximum of £8m of the total capital cost be funded by the University;
(iii) [NOT FOR PUBLICATION]

(2) Recruitment and Admissions

Considered: a summary of applications, offers and acceptances as at 1st April 2015 (Appendix 4 to Paper SPR.15.03.06).

Reported that:
(a) to (e) [NOT FOR PUBLICATION]
(f) the first round of the HEFCE match funded Post Graduate Support Scheme
(PSS) closed on 31st March. In total, over 500 applications had been received against a total of 224 available scholarships;

(g) [NOT FOR PUBLICATION]

(h) the Interim Pro-Vice-Chancellor (Research and Knowledge Transfer) was leading implementation of the strategy approved by UEB to grow postgraduate research student recruitment.

Resolved: [NOT FOR PUBLICATION]

(3) [NOT FOR PUBLICATION]

15/25 Life Sciences Strategy

Considered: an update on progress made towards establishment and delivery of the University Life Sciences Strategy (CO.15.04.05).

Reported that:

(a) the University Life Sciences Strategy had been approved by UEB on 17th November 2014 and identified the areas of research where MDS should focus its activity and investment. These areas had been selected either because MDS had world leading researchers working within them, or MDS had the potential to become world leading in the future;

(b) the Strategy was designed around three key priorities which would drive investment and development, generating high quality outcomes and impact:
   (i) delivery of a co-ordinated, high-quality and focused life sciences research programme;
   (ii) delivery of high-quality biomedical teaching which maps onto areas of research excellence;
   (iii) driving the local, regional and national life sciences economy.

(c) [NOT FOR PUBLICATION]

(d) given the collaborative and cross-cutting nature of the areas of focus of the Institutes, and their role in leading development and delivery of institutional Life Sciences research strategy, institute membership, subject to performance and strategic fit, would also extend to relevant staff from other UoB Colleges, most notably from LES and Engineering and Physical Sciences, but also, where relevant, from Social Sciences and Arts and Law. This extended institute membership would be agreed in discussion between the Institute Directors and relevant Heads of College;

(e) delivery was dependent upon an initial capital investment of £2.9m and £1m for pump-priming and support for key leadership posts;

(f) the Life Sciences Strategy presented valuable opportunities for further collaboration with Birmingham Health Partners (for example, in respect of the Institute of Translational Medicine). Given the importance of the University’s links with Birmingham Health Partners, the evening presentation before the November 2015 meeting of Council would be used to brief members of Council on the opportunities for future collaboration presented by the national healthcare agenda;

(g) the Life Sciences Strategy would enable the University to focus on areas of strong research performance informed by the outcome of REF 2014 and would ensure that MDS was better positioned for the next REF.

Resolved: that the progress made towards establishment and delivery of the University Life Sciences Strategy be endorsed and noted.
15/26 Disposal of Manor House Site

COMMERCIAL IN CONFIDENCE

Considered: the proposed disposal of the Manor House Site (CO.15.04.06).

Reported that:

[NOT FOR PUBLICATION]

Resolved: that disposal of the Manor House be approved on the terms set out at (d) above and the negotiation and approval of the detailed terms of the transaction be delegated to the Pro-Chancellor, Treasurer and Vice-Chancellor.

15/27 Senior Appointments Update

Reported:

(a) progress with the following senior appointments (CO.15.04.07):
   (i) Pro-Vice-Chancellor and Head of College, Engineering and Physical Sciences;
   (ii) Pro-Vice-Chancellor (International);
   (iii) Pro-Vice-Chancellor (Research and Knowledge Transfer);
   (iv) Deputy Pro-Vice-Chancellor (Equalities);
   (v) Deputy Pro-Vice-Chancellor (Staffing);
   (vi) Director of Estates.

(b) that Professor Richard Williams was congratulated on his appointment as Principal and Vice-Chancellor of Heriot-Watt University;

(c) that the changes to the senior leadership team were being managed to ensure continuity of leadership and effective succession planning, noting that the comprehensive induction of new members and executive coaching of the senior leadership team supported this transition;

(d) the University continued to seek opportunities wherever possible to strengthen the diversity of the leadership team, noting that the executive search agencies engaged by the University were routinely briefed on this priority and invited to explain how their search process would be tailored to ensure opportunities for strengthening the diversity of the leadership team were maximised.

Resolved: that the approval of the appointment of the Pro-Vice-Chancellor and Head of the College of Engineering and Physical Sciences by members of Council be sought by correspondence.

15/28 Report of the Audit Committee

Noted: the report of the meeting of the Audit Committee held on 10th March 2015 (CO.15.04.08).

15/29 Report of the Senate

Noted: the report of the meeting of the Senate held on 25th March 2015 (CO.15.04.09).

15/30 Capital Projects over £5m

COMMERCIAL IN CONFIDENCE

Received: a report from the Director of Estates (CO.15.04.10).
**Affixing of the University Seal**

**COMMERCIAL IN CONFIDENCE**

**Received:** a report noting the transactions which had required use of the University Seal since the last meeting of Council (CO.15.04.11).

**Items Approved between Meetings of Council**

**Noted:** a report on the following two items of business which had been approved between meetings of Council (CO.15.04.12):

(i) Sale of 1 Washington Wharf;
(ii) Appointment of Gemma Woodward as a co-opted member of the Investment Sub-Committee

**Endorsed:** the sale of 1 Washington Wharf as set out at Paragraph 1 of Paper CO.15.04.12.

**Any Other Business**

(1) **Professor Malcolm Press**

On behalf of Council, the Pro-Chancellor thanked Professor Malcolm Press for his service as Pro-Vice-Chancellor (Research and Knowledge Transfer) and wished him every success in his new role as Vice-Chancellor of Manchester Metropolitan University.

**Programme of Meeting 2014/15 and 2015/16**

**Noted:** the programme of meetings of Council:

**2014/15**
30th June 2015, 5.00pm, Council Presentation and Dinner
1st July 2015, 9.00am, Council Meeting

**2015/16**
Tuesday 13th October 2015, 6.30pm, Council Dinner
Wednesday 14th October 2015, 9.00am to 5.00pm, Council Strategy Day
Thursday 26th November 2015, 5.00pm, Council Presentation and Dinner
Friday 27th November 2015, 9.00am, Council Meeting
Tuesday 2nd February 2016, 5.00pm, Council Presentation and Dinner
Wednesday 3rd February 2016, 9.00am, Council Meeting
Wednesday 20th April 2016, 10.00am, Council Strategy Day and Dinner
Tuesday 28th June 2016, 5.00pm, Council Presentation and Dinner
Wednesday 29th June 2016, 9.00am, Council Meeting