UNIVERSITY OF BIRMINGHAM

COUNCIL

3rd October 2018 at 9.00 a.m.

MINUTES

Members present: Mr Ed Smith CBE (Pro-Chancellor, in the Chair); Mr Derrick Anderson; Ms Deborah Cadman OBE; Professor Sir David Eastwood (Vice-Chancellor and Principal); Mr Malcolm Harbour CBE; Dame Lin Homer; Professor Tim Jones (Provost and Vice-Principal); Mr Harjinder Kang; Mr Mick Laverty; Mrs Caragh Merrick (Treasurer); Ms Joanne Park (Guild International Officer); Mr Reece Roberts (President of the Guild of Students); Professor Karen Rowlingson; Mr David Stead; Mr Richard Swann.

Also present: Professor David Adams (Pro-Vice-Chancellor and Head of College); Professor Kathleen Armour (Pro-Vice-Chancellor (Education)); Professor Richard Black (Pro-Vice-Chancellor and Head of College); Ms Erica Conway (Finance Director); Ms Cathy Gilbert (Director of External Relations) – for Minutes 18/67 and 18/68; Professor Laura Green (Pro-Vice-Chancellor and Head of College); Professor Robin Mason (Pro-Vice-Chancellor (International); Mrs Colette McDonough (Assistant Secretary); Ms Carolyn Pike (Director of Legal Services) – for Minute 18/68; Mr Lee Sanders (Registrar and Secretary); Professor Andy Schofield (Pro-Vice-Chancellor and Head of College) Professor Glyn Watson (Dubai Provost) – for Minute 18/68; Professor Michael Whitby (Pro-Vice-Chancellor and Head of College).

Apologies: Mr Alan Davey CBE; Mr David Davies OBE; Mr Richard Haywood (Deputy Pro-Chancellor); Dame Una O'Brien; Professor Hisham Mehanna; Professor Corey Ross; Professor Nicola Wilkin. Professor Tim Softley (Pro-Vice-Chancellor (Research and Knowledge Transfer).

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

18/62   Membership and Terms of Reference

Noted: the membership and terms of reference of the Council (CO.18.10.**01**).

Reported that:
(a)   Dame Christine Braddock and Sir Terry Morgan had resigned from the Council in August *[NOT FOR PUBLICATION]*.
(b)   this created two vacancies on Council and one vacancy on Audit Committee;
(c)   it was proposed that:
    (i)   Ms Jacqueline Taylor be invited to join Council earlier than originally planned, having been appointed by Council in June 2018 to serve with effect from 1st August 2019;
    (ii)   Mr Harjinder Kang be invited to replace Dame Christine Braddock as a member of the Audit Committee;
    (iii)   Ms Jacqueline Taylor be invited to also join the Audit Committee.

Resolved that:

(i)   Ms Jacqueline Taylor be invited to join Council and Audit Committee as soon as possible, noting that her term of office on Council would be for four years;

(ii)   Mr Harjinder Kang be appointed as a member of Audit Committee from 3rd October 2018 to 31st July 2021.

[NOT FOR PUBLICATION]

18/63   Minutes of previous meeting

Resolved: that the minutes of the meeting of Council held on 27th June 2018 be approved (CO.18.10.**02**).

18/64   Matters Arising

(1)   Minute 18/44, USS Update

Reported that:

(a)   the Joint Expert Panel had published its report and recommendations on the 2017 USS valuation;

(b)   Universities UK was consulting with USS employers on their views on the recommendations of the Joint Expert Panel. The deadline for responses was 30th October 2018. The Council USS Sub-Group would meet to consider and agree the University's response to this consultation;

(c)   USS was also conducting its own consultation on the operation of the USS cost sharing rules 76.4 to 76.6. The deadline for responses was 2nd November 2018;

(d)   a further update would be provided at the next meeting of Council.

[Note: The Vice-Chancellor and Principal declared an interest in this agenda item by virtue of his position as Chair of USS].

(2)   Minute 18/50, Update on University's Engagement with Degree Apprenticeships

Reported: that UEB would be considering a progress report on the University's engagement with Degree Apprenticeships later in the month. A briefing for members of Council would then be placed on Board Intelligence.

18/65   Pro-Chancellor's Items

(1)   Amendment of Charter and Statutes

Reported: that the Privy Council had, with effect from 27th June 2018, approved the amendments to the University's Charter and Statutes agreed by Council in April 2019. The main change being the dissolution of Court.

(2)   One-to-One Meetings

Reported:

(a)   the outcomes of the one-to-one meetings between the Pro-Chancellor, Deputy Pro-Chancellor and Treasurer and members of Council for 2017/18;

(b)   that the discussion of these outcomes focused on the size of papers for Council. Members advised that they would find it helpful if they could be displayed on Board Intelligence in a way to make clearer those papers which were the highest priority for reading in advance of the meeting;

(c)   it was also suggested that it would be helpful for members of Council to be able to

review complex presentation slides in advance of the meeting.

Resolved that:
(i)   the best way of implementing this request would be identified and actioned for the next meeting of Council in November;
(ii)   complex presentation slides would be placed on Board Intelligence in advance of the meeting where possible.

18/66   Vice-Chancellor's Items

Noted: a report from the Vice-Chancellor (CO.18.10.**04**)

(1)   Director of Hospitality and Accommodation Services

Reported that:
(a)   ***[NOT FOR PUBLICATION]***
(b)   Paddy Jackman had been appointed to cover the role on an interim basis, having significant relevant experience in higher education, including at Imperial College.

18/67   Recruitment and Admissions Update

COMMERCIAL IN CONFIDENCE

(1)   Update

Considered: the Recruitment and Admissions Update (CO.18.10.**05**).

Reported that:
(a) to (e)   ***[NOT FOR PUBLICATION]***
(f)   members of Council congratulated the University on the successful outcome of recruitment for 2018 entry.

(2)   Undergraduate Recruitment and Marketing - New Developments and Initiatives

Considered: the new developments and initiatives for undergraduate recruitment and marketing (CO.18.10.**06**).

Reported that:
(a) to (d)   ***[NOT FOR PUBLICATION]***

Resolved: that Council was strongly supportive of the new developments and initiatives in undergraduate recruitment and marketing.

18/68   University of Birmingham Dubai

COMMERCIAL IN CONFIDENCE

Considered: Phase 2 of the University of Birmingham Dubai, establishment of the International Branch Campus in Dubai as a contribution to achieving the Birmingham 2026 plan (CO.18.10.**07**).

Reported that:
(a)   work over the last two years had seen the opportunities in Dubai grow. The University's initial criteria and assumptions remained valid and confidence and knowledge of operating in the market had grown significantly, along with potential

opportunities beyond delivering degree programmes;

(b)   ***[NOT FOR PUBLICATION]*;**

(c)   the rationale for the University considering a large scale overseas campus had been agreed with Council and remained valid:

    (i)   extending the University's reach and reputation: developing our global reach by being the first global top 100 university to develop a full campus in Dubai;

    (ii)   income and growth diversification;

    (iii)   diversifying and mitigating risk;

    (iv)   supporting the University's strategic global ambition;

    (v)   pursuing the University's global ambition to the benefit of students and staff;

(d) to (h)   ***[NOT FOR PUBLICATION]***

(i)   the Sub-Group of Council had met on 11th September to consider the business case and the issues in detail and had made the recommendations to Council set out in Paper CO.18.10.**07**;

(j)   a comprehensive session on Phase 2 of the University of Birmingham Dubai had been held earlier as part of the Council Strategy Day to consider progress with the Dubai Campus, the major issues involved, and the recommendation to proceed with Phase 2. This session had been led by the Pro-Chancellor and Chair of Council, Vice-Chancellor and Principal and the Provost and Vice-Principal with the support of Professor Glyn Watson, Dubai Provost, Cathy Gilbert, Director of External Relations, Erica Conway, Finance Director, Carolyn Pike, Director of Legal Services, Professor Una Martin, Deputy Pro-Vice-Chancellor (Equalities), Stephen McAuliffe, Academic Registrar and Trevor Payne, Director of Estates. The issues raised and considered in detail by members of Council during the session had been as follows:

    [NOT FOR PUBLICATION]

(k)   at the end of the Strategy Day morning session, having considered the issues before them and the recommendations of the Sub-Group in detail, all members of Council present had confirmed their support for proceeding with Phase 2;

(l) to (m)   ***[NOT FOR PUBLICATION]***

(n)   it was proposed that Mr Harjinder Kang, Lay Member of Council, and Professor Nicola Wilkin, Academic Member of Council, be invited to join the Council Dubai Sub-Group;

(o)   the Dubai Project Team be thanked for all of their work and commitment to the project to date.

Resolved that following these detailed discussions, and on the recommendation of the Council Sub-Group for Dubai, Council:

(i)   approved proceeding with ***[NOT FOR PUBLICATION]*** a campus to open in September 2021;

(ii)   approved the establishment of the campus and the build in 2 phases ***[NOT FOR PUBLICATION]***

(iii)   ***[NOT FOR PUBLICATION]***

(iv)   accepted the opportunities, risks and liabilities of establishing a campus in Dubai and approved the business case;

(v)   ***[NOT FOR PUBLICATION]***

(vi)   approved the building design which reflects the University's aspirations and reputation;

(vii)   ***[NOT FOR PUBLICATION]***

(viii)   approved the continuation of the Sub-Group with delegated authority from Council and the revision of the membership of the Sub-Group as set out at (n) above.

18/69   Student Surveys

(1)   National Student Survey 2018

Considered: the outcome of the National Student Survey (NSS) 2018 (CO.18.10.**08**).

Reported that:
(a)   the University's overall satisfaction score in the 2018 National Student Survey (NSS) was 85.99%. This was 5th of the 22 reported institutions in the Russell Group, compared to 4th of 16 in 2017;
(b)   *[NOT FOR PUBLICATION]* It was noted that NSS scores were expected to be included in subject-level TEF and that the University would model its position in this when the metrics were released in November;
(c)   in relation to assessment and feedback, the University was 140th out of 150 institutions on the 'comments on my work have been helpful' measure. *[NOT FOR PUBLICATION]*;
(d)   Heads of College were arranging for the gaps between their high and low scoring subjects in each NSS question to be reviewed. This would enable each College to establish what good practice could be adopted or adapted from their high scoring areas;
(e)   *[NOT FOR PUBLICATION]*
(f)   the President of the Guild of Students reported the actions which the Guild was taking to improve their performance in respect of NSS Question 26 ('the students' union effectively represents students' academic interests');
(g)   members of Council expressed concern about the outcome of aspects of the 2018 NSS, especially in relation to assessment and feedback, and expressed its support for the actions being taken to address this as set out above and in Paper CO.18.10.**08**.

Resolved: that a progress report on implementation of the actions being taken to address the outcome of the 2018 NSS would be reported to Council (via SPRC) in April 2019.

(2)   Postgraduate Taught Experience Survey 2018

Considered: the outcome of the Postgraduate Taught Experience Survey 2018 (CO.18.10.**09**).

Reported that:
(a)   Birmingham had one of the largest postgraduate student populations in the UK, especially at PGT level. It was a very diverse group which included a large number of international students, distance and part-time learners, those studying professional qualifications etc;
(b)   85% of PGT student survey respondents were satisfied overall this year (compared to 84% last year), higher than Sector and RG averages (both 80%). The University was ranked in the highest quartile sector-wide and in the highest quartile of the Russell Group (RG) in the sample. The University scored above Sector and RG averages in all question areas and achieved improvements for every question except two compared to 2017. In particular, the University had achieved significant improvements within the 'Dissertation' question area, an area identified by last year's PGT review for action;
(c)   the OfS was expected to announce a Postgraduate Taught National Student Survey;
(d)   as reported to Council in June 2018, actions to develop the University's approach to postgraduate studies were in the process of being implemented. A series of

visits to explore good practice at universities in Australia, Europe, and the US were undertaken in 2017, which had informed the University's plans in this area. Initial steps to improve this situation were undertaken in Autumn 2017. *[NOT FOR PUBLICATION]*. Professor Gavin Schaffer had now started in his new role as Postgraduate Dean, the senior academic lead responsible for postgraduate matters, both PGT and PGR (bringing these previously separate, but inter-related areas together in a co-ordinated way). Professor Schaffer would be developing the new postgraduate strategy which would include the development of the role of the Graduate School and would be taking forward the series of recommendations set out in Paper CO.18.10.**09** to address the outcome of PTES 2018.

18/70   Research Grants Performance 2017/18

Considered: the Research Grants Performance 2017/18 (CO.18.10.**10**).

Reported:
(a)   the very strong improvement in research awards performance, reaching record levels overall and exceeding the annual target for the second consecutive year;
(b) to (g)   *[NOT FOR PUBLICATION]*
(h)   that the University and its academic staff were congratulated on the success of the 2017/18 research grants performance, particularly recognising the leadership and role of the Pro-Vice-Chancellor (Research and Knowledge Transfer) in this;
(i)   that new academic hires were expected to further raise the University's research grants performance.

18/71   Strategy, Planning and Resources Committee

Considered: a report from the meeting of Strategy, Planning and Resources Committee held on 24th September 2018 (CO.18.10.**11**).

(1)   2017/18 Financial Outturn

Considered: the 2017/18 Financial Outturn (CO.18.10.**12**).

Reported: *[NOT FOR PUBLICATION]*

18/72   OfS Registration

Noted: the update on the details of the University's OfS Registration (CO.18.10.**13**).

18/73   Revision of Guild Byelaws

Resolved: that the revision of the Byelaws of the Guild of Students be approved (CO.18.10.**14**).

18/74   Scheme of Delegated Powers of Council

Reported: that this agenda item had been deferred to the next meeting of Council.

18/75   Council Code of Practice on Corporate Governance

Noted: that the Council Code of Practice on Corporate Governance had been updated (CO.18.10.**16**).

18/76 Forward Programme of Business 2018/19

Noted: the forward programme of business of Council 2018/19 (CO.18.10.**17**).

18/77 Items Approved between Meetings of Council

Noted: the items of business approved since the last meeting of Council (CO.18.10.**18**).

18/78 Capital Projects over £10m

COMMERCIAL IN CONFIDENCE

Received: a report from the Director of Estates (CO.18.10.**19**).

18/79 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.18.10.**20**).

18/80 Any Other Business

Noted: that the evening presentation for November Council would be on the subject of the Birmingham Business School, led by Professor Catherine Cassell, Dean of the School.

18/81 Programme of Meetings

Noted: the programme of meetings of Council for 2018/19:

Tuesday 27th November 2018, 5.00pm, Council Presentation and Dinner
Wednesday 28th November 2018, 9.00am, Council Meeting
Tuesday 29th January 2019, 5.00pm, Council Presentation and Dinner
Wednesday 30th January 2019, 9.00am, Council Meeting
Thursday 4th April 2019, 9.00am, Council Strategy Day and Dinner
Tuesday 25th June 2019, 5.00pm, Council Presentation and Dinner
Wednesday 26th June 2019, 9.00am, Council Meeting