

**Board strategy day report  
held at 10.00 am on Thursday, 24 September 2020  
MS Teams**

**Present**

Jerry Cope (Chair)  
Michael Cutbill (Vice-Chair)  
Duncan Brown  
John Cole  
Peter Fidler  
Mark Lemmon  
Nicki Martin  
Hilary McCallion  
Mee Ling Ng  
Jeremy Parr  
David Phoenix  
Rashda Rana  
Tony Roberts  
Deepa Shah  
Maxwell Smith  
Vinay Tanna  
Harriet Tollerson

**In attendance**

Pat Bailey  
Michael Broadway  
Richard Flatman  
James Stevenson

**1. Welcome**

The Chair welcomed governors to the meeting.

**2. General update**

The Vice Chancellor updated the Board on the challenges and opportunities for the university and group.

The main challenges are:

- Brexit;
- Decline in league table position;
- Pensions;
- The coronavirus pandemic, both at home and internationally;
- Ever-changing policy environment; and
- Negative press coverage of the sector.

The Board noted the actions being taken to address these challenges including reviewing accountabilities of tiers 1 and 2 of the senior leadership, investment in strategic areas, expansion of the LSBU Group and diversification of the Group's activities. The executive is also focused on reducing the complexity of the university's course portfolio.

The Board welcomed the ambition and the clear direction for the Group but noted the challenges with management capacity. The Board requested that it is kept up-to-date with strategic initiatives.

### **3. LSBU Global**

The CBO and the Associate PVC International updated the Board on the creation of LSBU Global, which aimed to expand LSBU's transnational education (TNE) offer selectively across the world. The creation of LSBU Global anticipated high international demand for higher education over the next 20 years.

The Board supported the strategic aims of LSBU Global, which were linked to the Group Strategy, 2020-25.

The Board discussed the current four stage due diligence process for new partners, which included ethical and academic quality considerations, and having regard to LSBU's original charitable mission. The Board noted the continual monitoring of current partnerships through a management board. The Board noted the potential opportunities to partner with NGOs. The Board requested the CBO to propose a risk framework for new partnerships for approval by the Board.

Peter Fidler's existing authorised declarations of interest were noted.

The Board supported a values driven, partnership approach to TNE which aligns with the Group's overall strategy and mission, and enhances the Group brand.