

**Board of Governors and Academic Board joint strategy day**

**9.45am for 10am to 3.30pm on Thursday 28<sup>th</sup> September 2017  
at 15 Hatfields, Chadwick Court, London, SE1 8DJ**

**P R O G R A M M E**

*Theme: positioning LSBU for 2018-2020*

<i>Time</i>	<i>Topic</i>	<i>Presenter/s</i>
9.45	Tea and coffee (adjacent to conference room)	
10.00	<b>Welcome</b> – start of joint session: Board of Governors and Academic Board	Jerry Cope
10.05	<b>Joint session:</b> <ul style="list-style-type: none"> <li>• <b>External environment</b></li> <li>• questions / discussion</li> </ul>	David Phoenix All
11.15	Tea and coffee (adjacent to conference room)	
11.30	<b>Joint session:</b> <ul style="list-style-type: none"> <li>• <b>progress of the corporate strategy to 2020</b></li> <li>• questions / discussion</li> </ul>	Pat Bailey All
12.45	<b>Buffet lunch</b> (adjacent to conference room) Members of the Academic Board depart after lunch	All
13.45	<b>Session for the Board of Governors:</b> <ul style="list-style-type: none"> <li>• <b>LSBU brand development and portfolio</b></li> <li>• questions / discussion</li> </ul>	Nicole Louis All
14.45	Tea (adjacent to conference room)	All
15.00	<b>Conclusions</b>	JC
15.30	<b>Close</b>	

<i>No.</i>	<i>Time</i>	<i>Item</i>	<i>Pages</i>	<i>Exec Lead</i>
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**Attendance**

Board of Governors:	Jerry Cope (Chair), Douglas Denham St Pinnock (Vice-Chair), David Phoenix (Vice Chancellor), Sodiq Akinbade, Shachi Blakemore, Duncan Brown, Julie Chappell, Michael Cutbill, Peter Fidler, Hilary McCallion, Kevin McGrath, Mee Ling Ng, Jenny Owen, Tony Roberts and Suleyman Said			
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Apologies:	Steve Balmont and Carol Hui			
Members of the Executive:	Pat Bailey, Deputy Vice Chancellor Mandy Eddolls, Executive Director of Organisational Development and Human Resources Richard Flatman, Chief Finance Officer Paul Ivey, Pro Vice Chancellor (Research and External Engagement) Nicole Louis, Chief Marketing Officer Ian Mehrtens, Chief Operating Officer James Stevenson, University Secretary & Clerk to the Board of Governors Shân Wareing, Pro Vice Chancellor (Education and Student Experience)			

With:	Michael Broadway, Deputy University Secretary Joe Kelly, Governance Officer			
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Additional members of the Academic Board:	Stephen Barber, Reader and Programme Manager, Business Craig Barker, Dean of Law & Social Science Janet Bohrer, Director of Academic Quality Development Office Patrick Callaghan, Dean of Applied Sciences Kirsteen Coupar, Director of Student Services Charles Egbu, Dean of Built Environment & Architecture Janet Jones, Dean of Arts & Creative Industries Patricia Godwin, SU Vice President (Education) Mike Molan, Pro Vice Chancellor (Enhancement), Dean of Business Shushma Patel, Acting Dean of Engineering Lesley Roberts, Head of Skills for Learning Warren Turner, Dean PVC Health & Social Care			
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Apologies:	Gurpreet Jagpal, Director of Enterprise			
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Shushma Patel, Acting Dean of Engineering  
Lesley Roberts, Head of Skills for Learning  
Warren Turner, Dean PVC Health & Social Care

Apologies: Gurpreet Jagpal, Director of Enterprise

# Board Strategy day

Sept 2017

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# Corporate Strategy – driving reputational improvement

2018 Guardian Table (does not include latest DLHE or NSS results)

Rank 2018	Change from 2017	Institution	Guardian score/100	Satisfied with course	Satisfied with teaching	Satisfied with feedback	Student to staff ratio	Spend per student/10	Average entry tariff	Value added score/10	Career after 6 months
32	14-	City	67	84.6	86.2	73.4	18	7.4	138.3	5.8	82.6
58	38	West London	59.3	76.7	82.6	72.9	15.6	5.8	118.8	6.4	68.9
70	4	Middlesex	55.9	81.5	81.7	74.9	16.6	6.6	117.2	5.1	71.4
81	7	Kingston	53.8	79.8	80	71	18.8	6.2	118.3	5.2	64.4
92	15	London South Bank	50.6	81.6	83.9	71.6	17	4.3	105.9	5.7	75.9
95	3	Greenwich	49.7	81.8	83.1	71.6	17.8	3.6	131	5.8	65.3
102	8-	Hertfordshire	47.8	82.9	85.9	70.1	17.6	4.1	118.3	4.2	77.7
105	1	St Mary's, Twickenham	46.5	85.2	87	67.9	17.9	3.2	122.1	3.7	69
107	8	East London	46.4	80.9	85.7	75	16.8	4.4	114.3	5.5	51.9
108	4	Westminster	46.2	81.4	80.9	68.6	17.9	4.3	117.7	6.7	57
117	1	London Met	37.2	79.8	82.1	72.4	18.1	2.5	103.9	3.4	59.1



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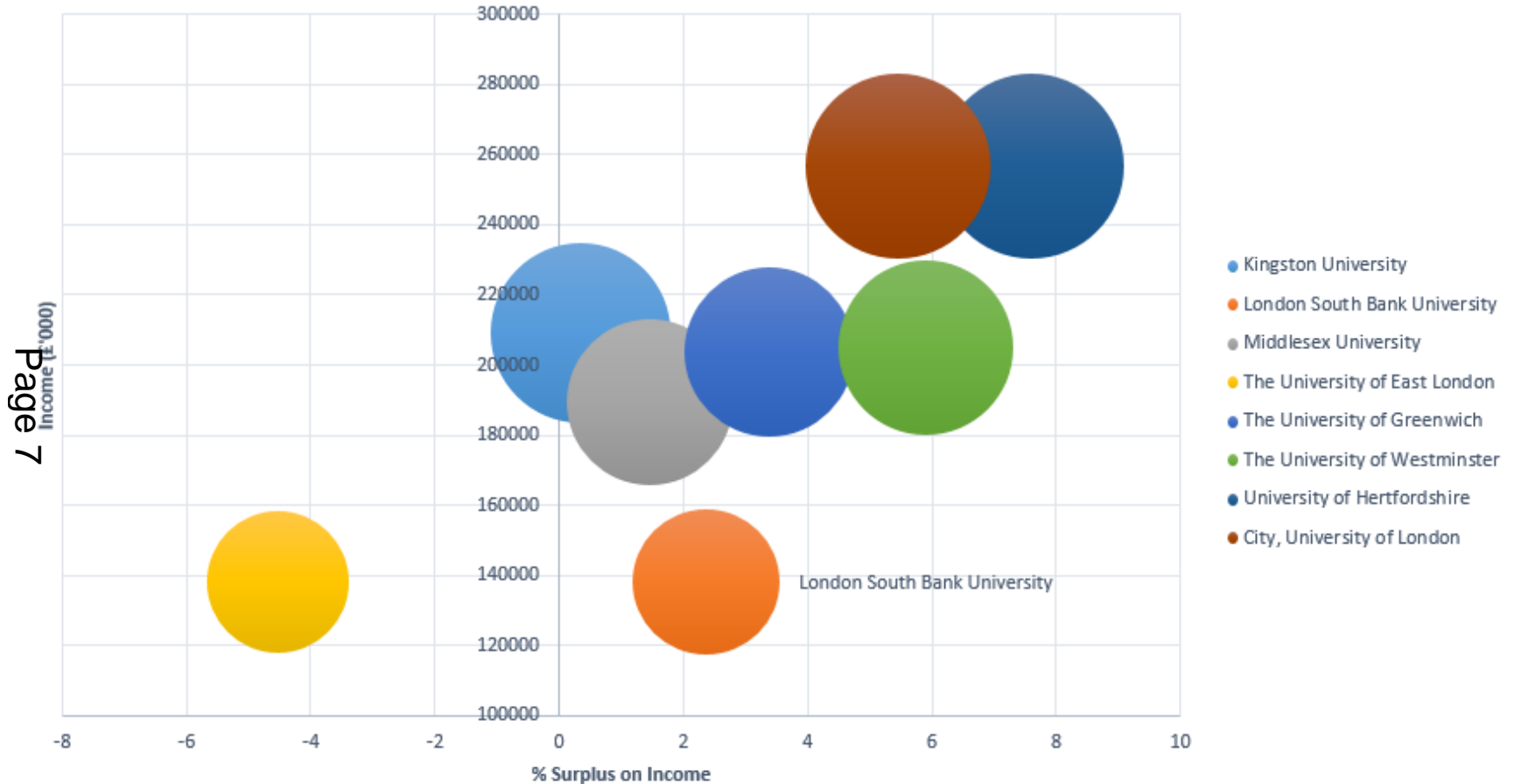


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# Shape and Effectiveness

2015/16 Income, Surplus on Income and Student FTE (Size of bubble)



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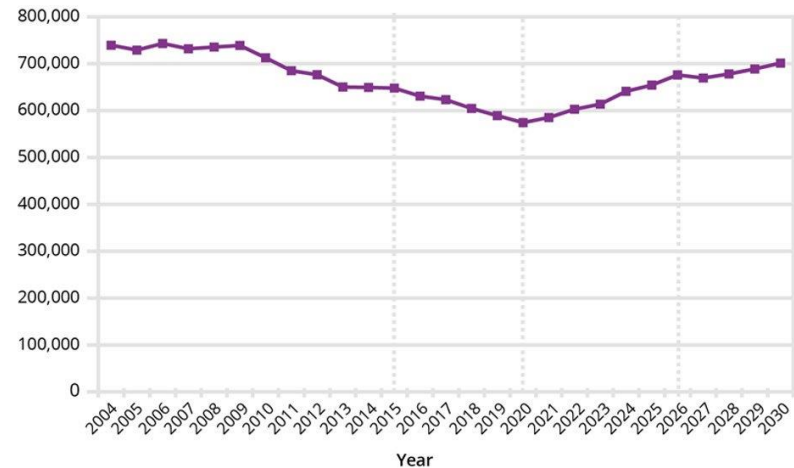
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# External Environment

- Brexit (2019)
  - Student numbers
  - Structural funds
  - Research funds
- Fees debate
  - £9250?
  - Differential fees?
  - Health – bursaries to loans
  - Tertiary funding review and vfm review via Education select Committee
- Demographics
  - 75000 fewer 18 year olds from 2015-2020 – *but this isn't the main driver behind drop in applications*
- Apprenticeships and 2 year degrees

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18-year-olds in England – ONS mid-year population estimates aged to 18-year-olds



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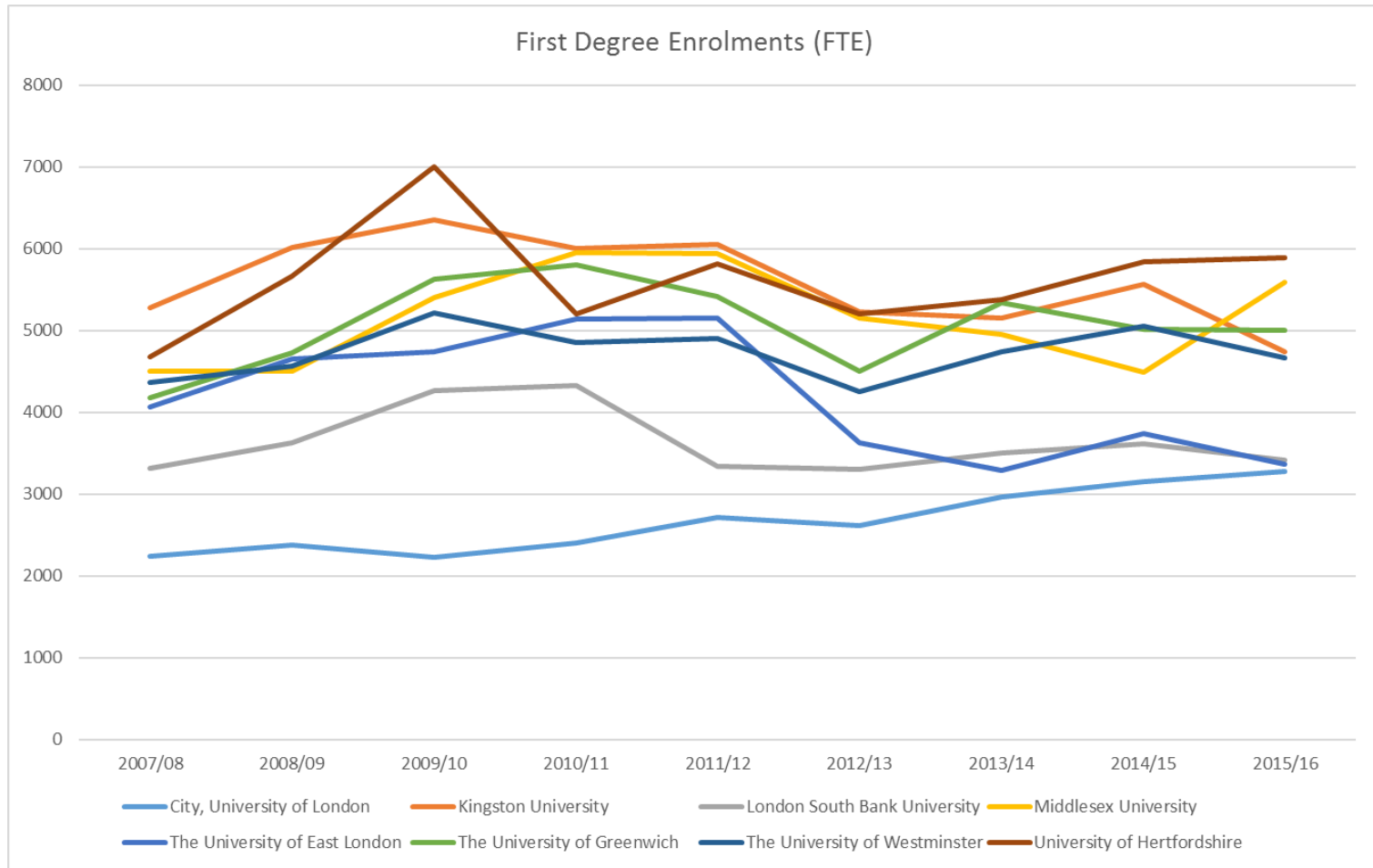
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# First Degree Enrolments

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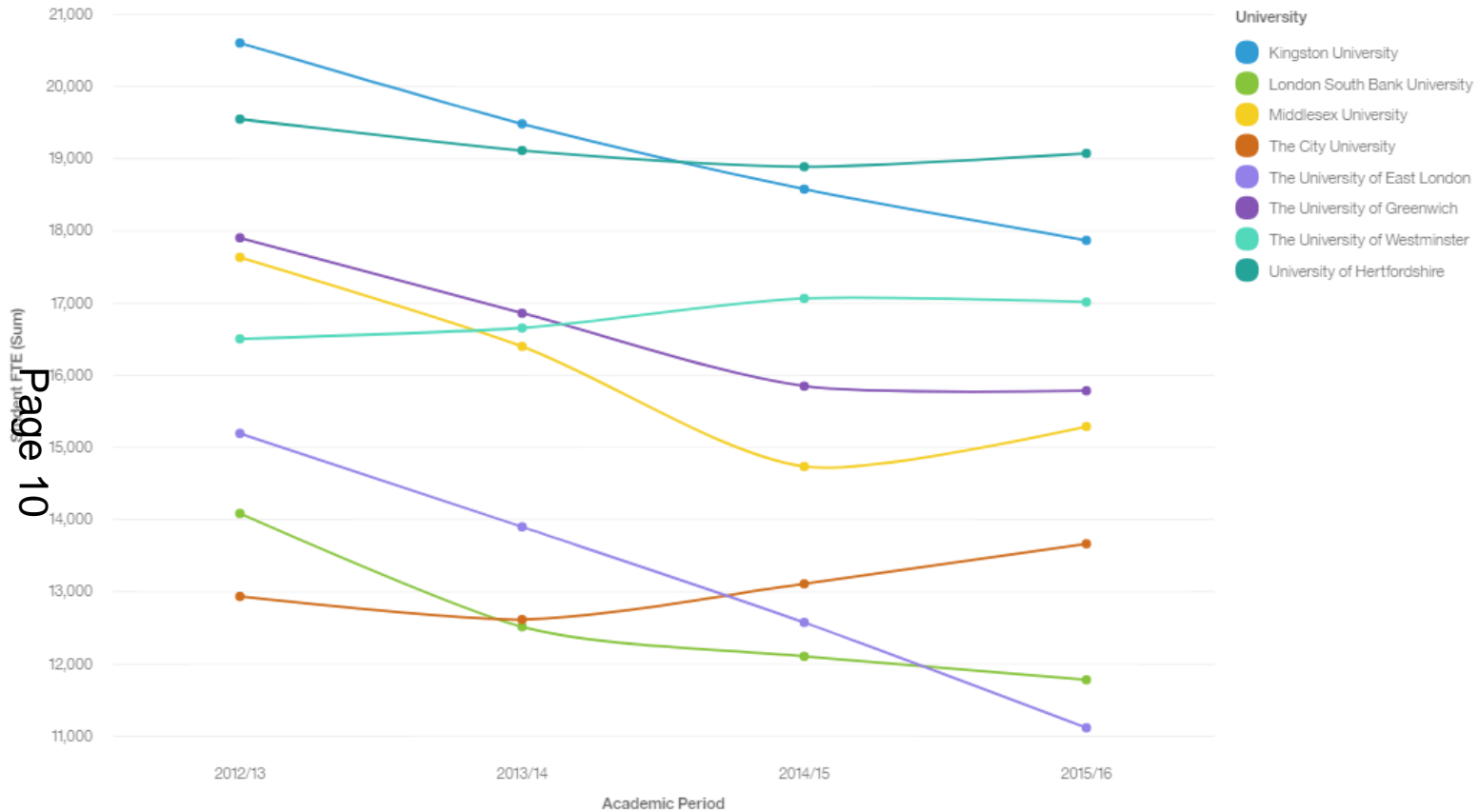


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# Changing demand

2012/13 to 2015/16 Student FTE by Competitor Group



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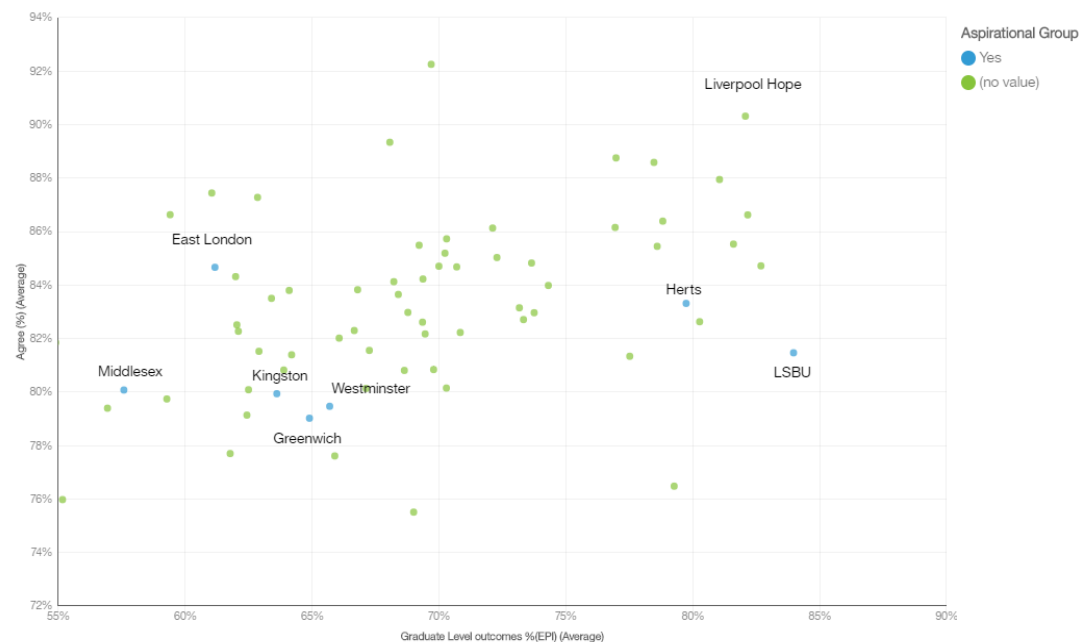
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# Regulatory environment and competition

- Guidance for Research Excellence 2021
  - Staff inclusion
  - Impact to 25%
- Information
  - GDPR – data
  - CMA – course information
- TEF and ‘quality metrics’
  - LEO data
  - OfS – new QA code

2016/17 - UK Post 1992 Universities - NSS Overall Satisfaction (Y Axis) by DLHE Graduate Outcomes (X Axis)



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# Assumptions

- Success as a university requires continued delivery against core metrics in teaching outcomes and research
- Obtaining £170M by 2020 is unlikely in current climate without seeking acquisitions

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The new environment opens up opportunities for new products such as apprenticeships and two year degrees but specialist delivery/cost base may require specialist vehicles

- There are additional market opportunities in areas such as CPD, unpackaged products and overseas developments

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# Board of Governors Strategy Day

Sept 2017

## Corporate Strategy: progress towards 2020

Pat Bailey

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# Reputational improvement

27 KPIs agreed/reviewed by Bd of Governors

Each School has data sets covering:

- Finances
- Student and staff numbers
- Key metrics (progression rates, NSS, DLHE, LT positions)

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School Roadmaps align with Corporate Roadmap, covering:

- Teaching & Learning
- Student Experience
- Employability
- Research & Enterprise
- Access
- Internationalization
- People & Organisation
- Resources & Infrastructure

+ League Tables

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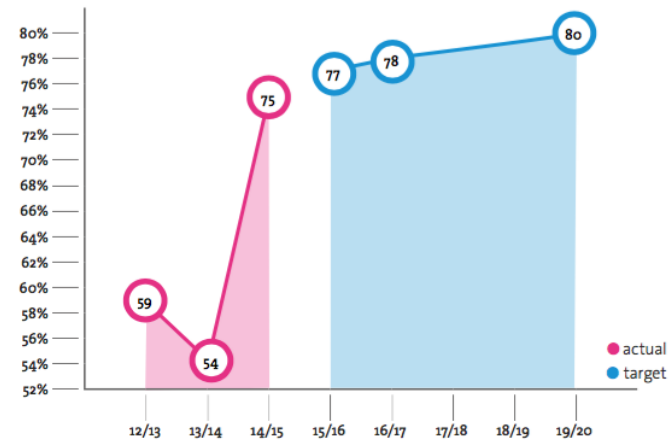
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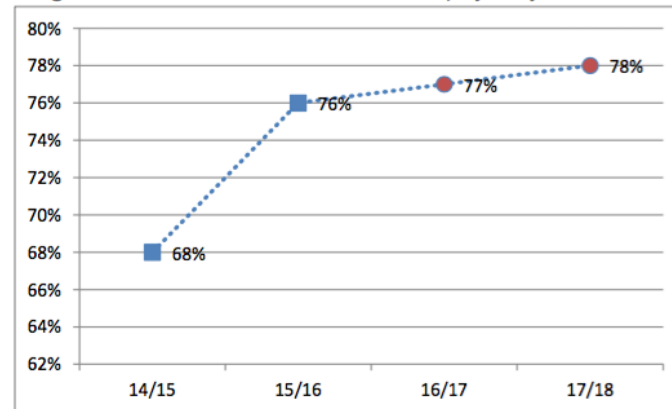
# 1) Teaching & Learning

- We're strong on professionally accredited courses (real world relevance)
- NSS (and TEF) also give measures of Teaching Quality (TQ) and Learning Environment (LE)
- CRIT is establishing mechanisms for sharing best practice, linked to DEL initiatives

DHLE entry to employment or further study (EPI)



Progress: KPI 1 – DLHE Graduate Level Employability – EPI Cohort



# 2) Student Experience

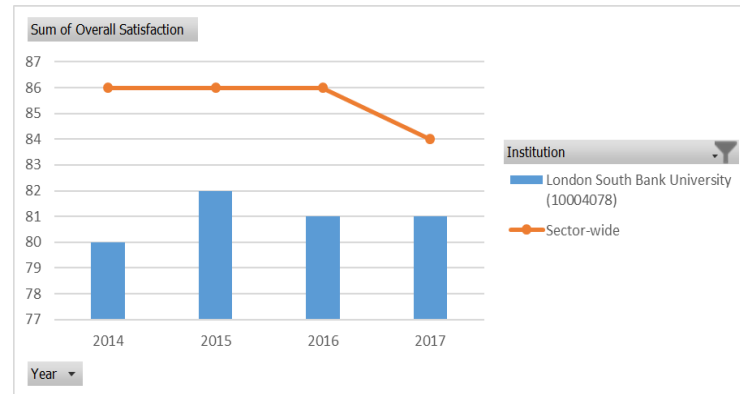
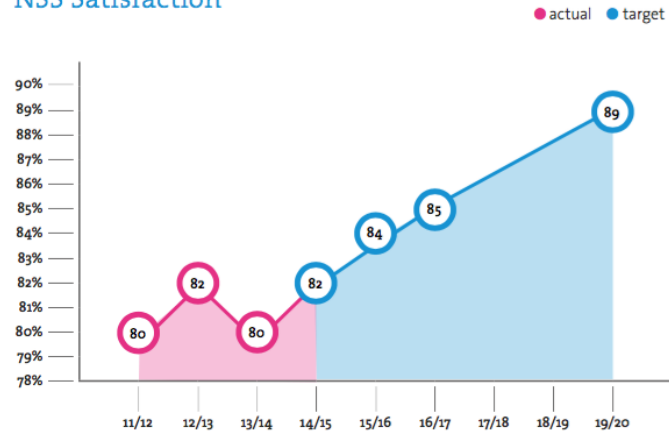
- Student engagement through SEC, clubs and societies, and initiatives such as the new 'interns' scheme

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Targeted input from 'Skills for Learning' team has had big impact

- Apprenticeships a major area for LSBU – ca 400 in 2017/18, and 2000 by 2020

NSS Satisfaction



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# 3) Employability

- All students having the opportunity for work experience as intern, placement or professional practice

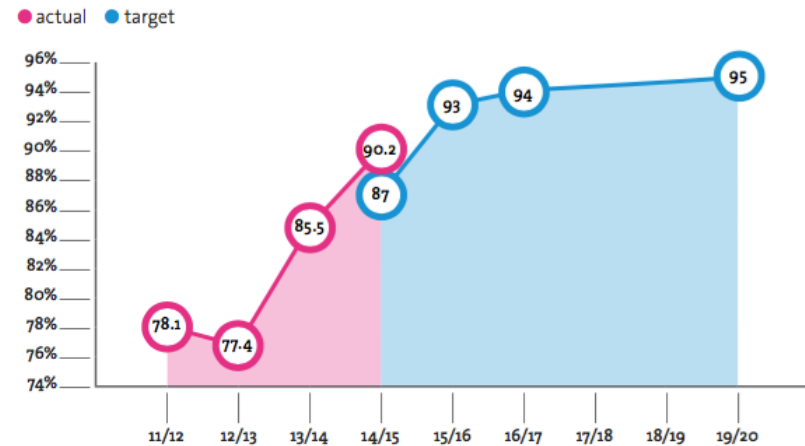
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Apprenticeship scheme obviously links directly with employers and employability

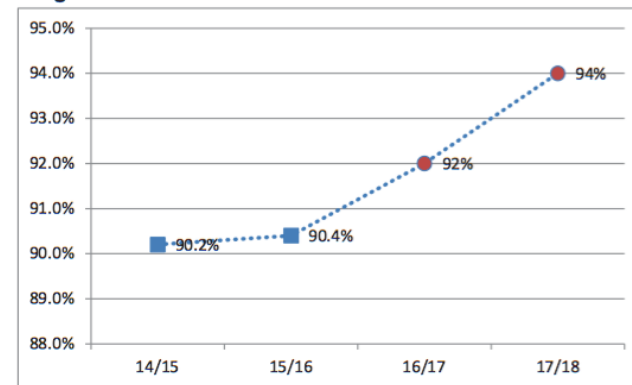
- Employment Agency being launched
- In top quartile of DLHE

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DHLE entry to employment or further study



Progress: KPI 6: DLHE Positive Outcomes

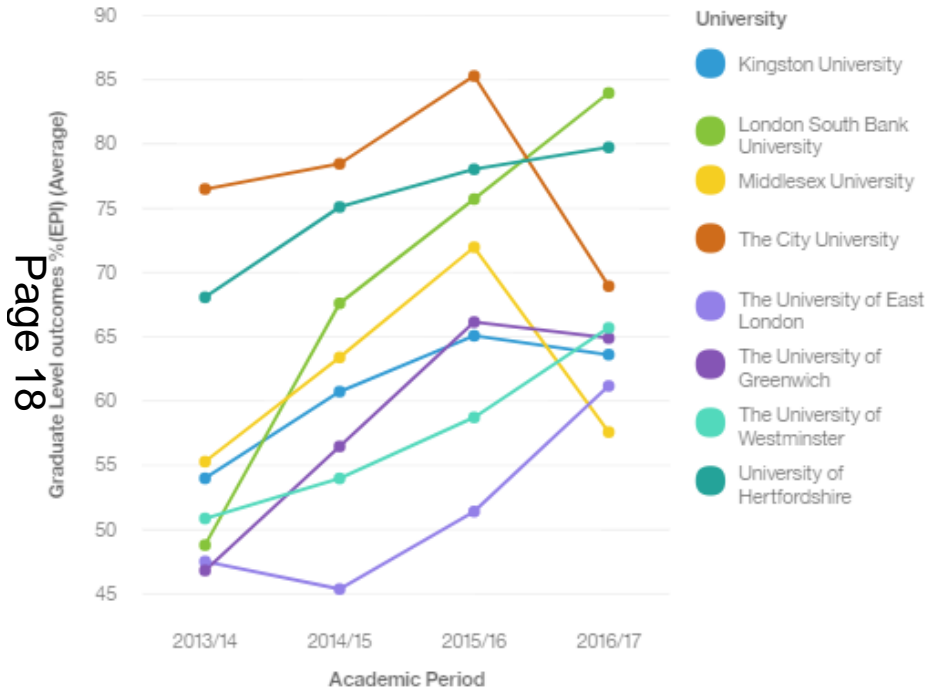


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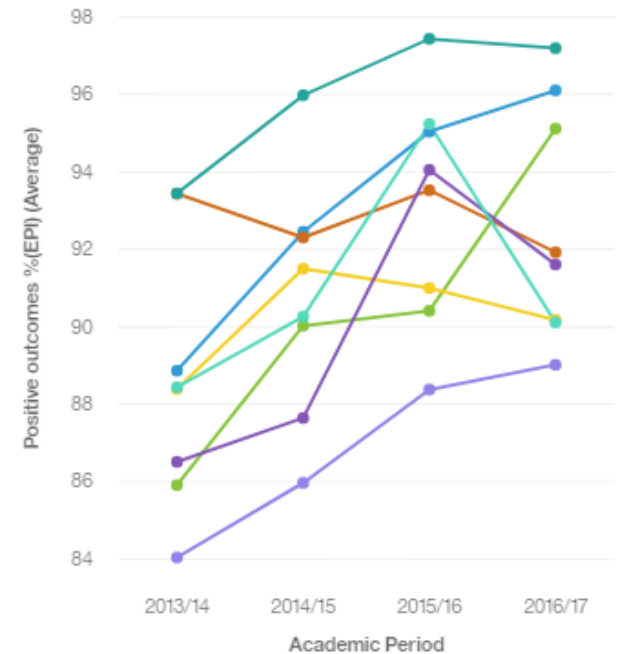
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# DLHE Outcomes vs competitors

Graduate Level Outcomes (DLHE EPI Cohort)



Positive Outcomes (DLHE EPI Cohort)



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# 4) Research & Enterprise

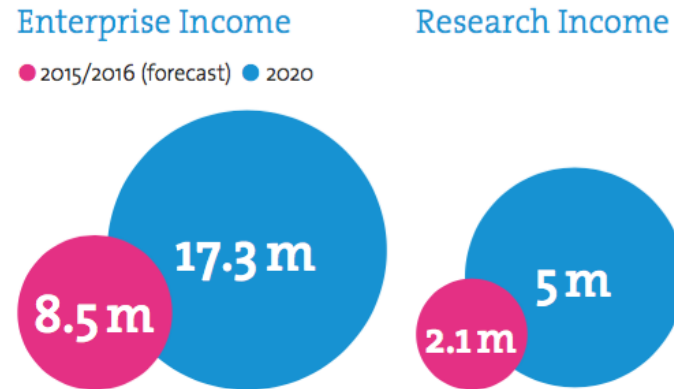
- Research & enterprise income remains a challenge, but have hit R targets and good pipeline – TWI notable

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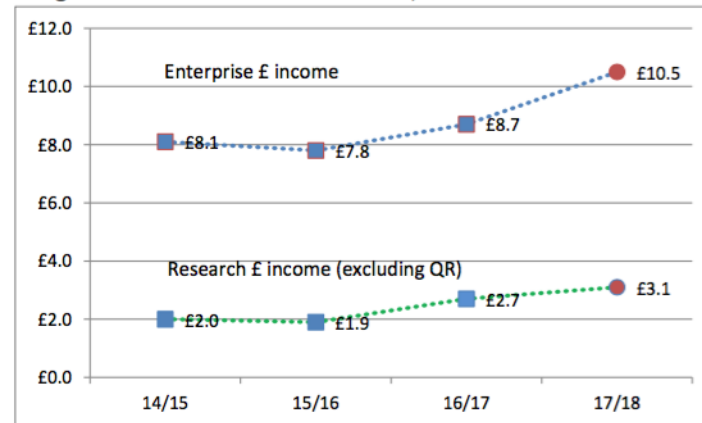
Research Centres and Groups now set up, aligning us for REF2021

- AURA data provides annual snapshot, plus quarterly reports to Schools

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Progress: KPIs 8 & 9: Research & Enterprise income



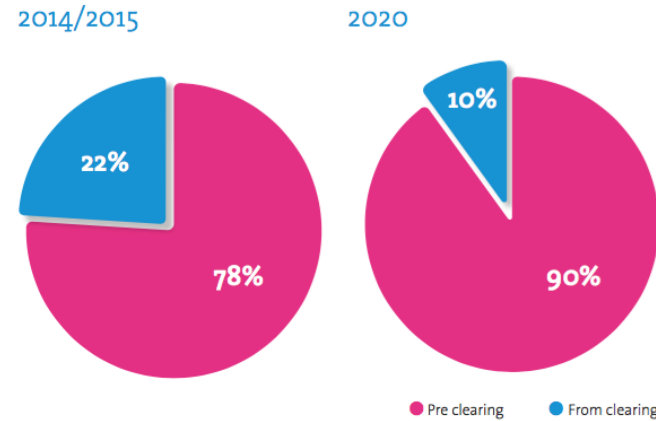
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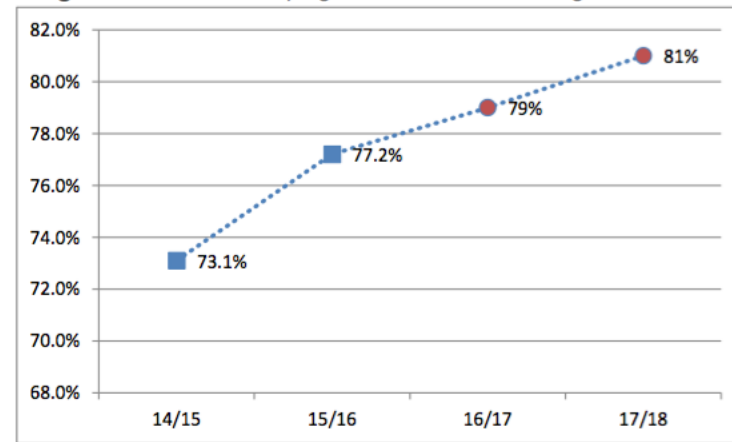
# 5) Access

- Less dependence on 'clearing' is planned, but this is challenging
- Our record of taking students from LPNs or through non-traditional entry routes strongly contributed to our TEF silver
- Skills for Learning' team are helping support students who struggle with some of the core skills

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Progress: KPI 15: Year 1 progression % - FT First Degree students



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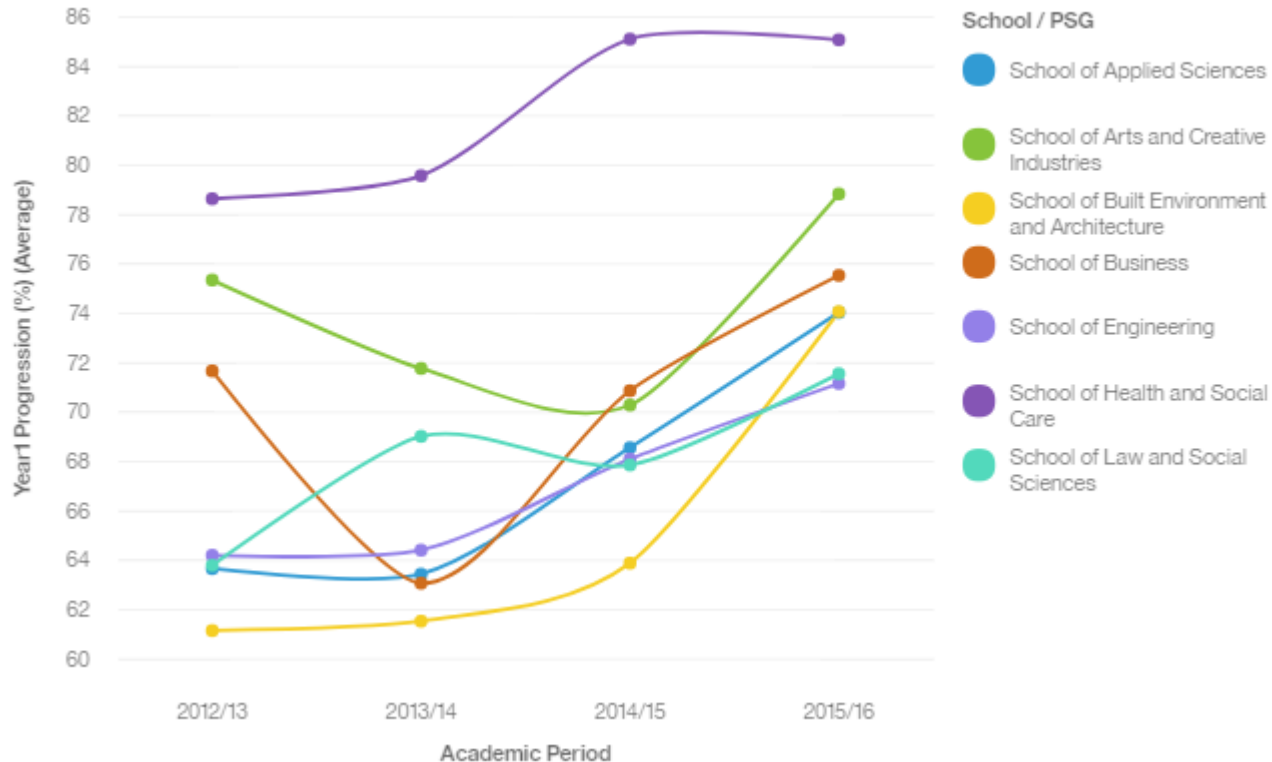


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# Progression Rates (Yr 1-to-2) in Schools

Year 1 to Year 2 Progression % (FT First Degree Students)



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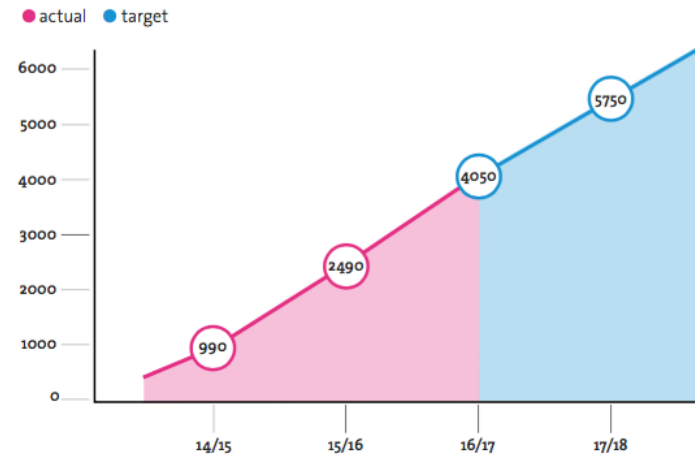
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# 6) Internationalisation

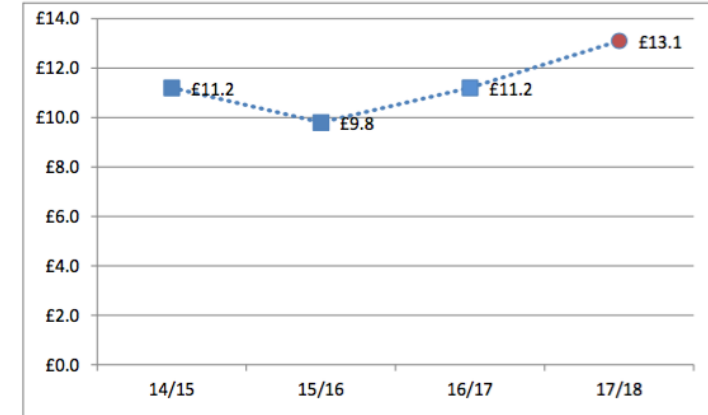
- Our relatively low % of int'l students (cf Sector, esp. London) gives us potential in a touch market given Brexit and UKVI
- Restructured int'l recruitment team will improve targeted recruitment to LSBU
- BUE numbers rising fast: 2400 (16/17); 3900 (17/18); 6500 (18/19); 10,000? (19/20)

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TNE student numbers



Progress: KPI 17 – Oversea Student fees £ms (including TNE partners)



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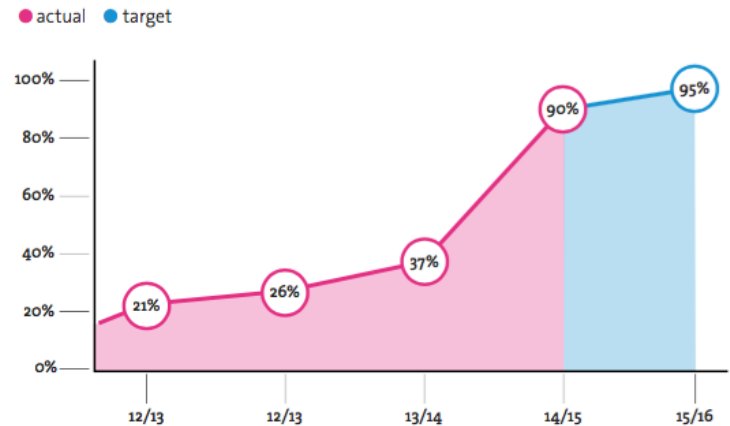
# 7) People & Organisation

- Employee Engagement Survey triggered new initiatives; Pulse Survey at Easter showed big improvement in staff engagement and confidence
- Academic Framework is impacting positively on those staff; similar structure being explored for PSGs
- EDI includes 4 networks, and working towards gender and RE charter marks

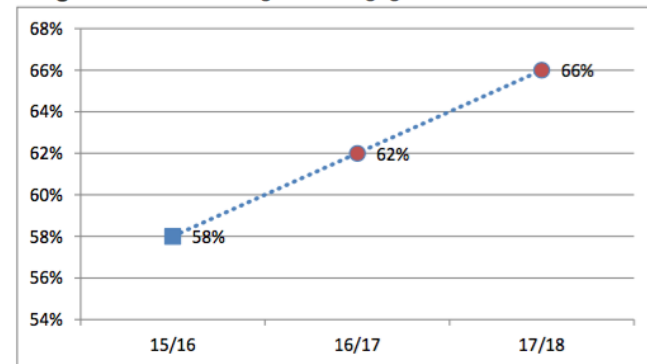
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Appraisal completion rates



Progress: KPI 18: Average Staff Engagement Score



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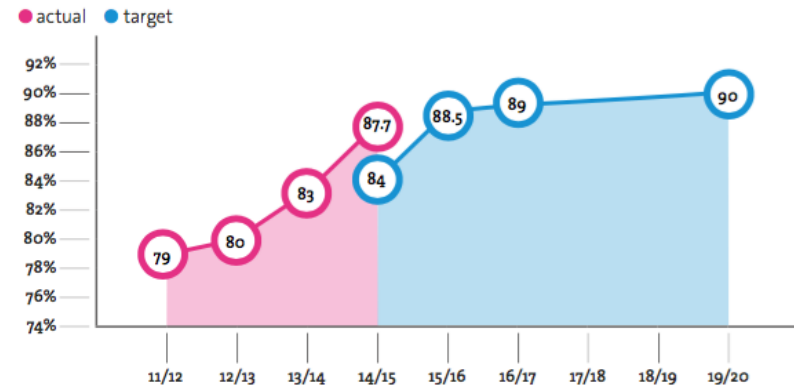
# 8) Resources & Infrastructure

- Only university to hold 4 Excellence in Customer Service Awards – hope to see this reflected in NSS feedback

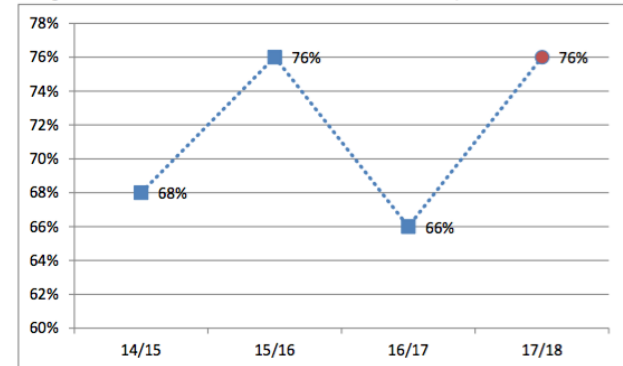
Commitment to embedding sustainability across LSBU, and have already met 2020 carbon reduction target

- Major plans for development of the Estate (incl. St. George's Q)

Student satisfaction ratings with facilities and environment



Progress: KPI 24: Institute of Customer Service - % positive index score



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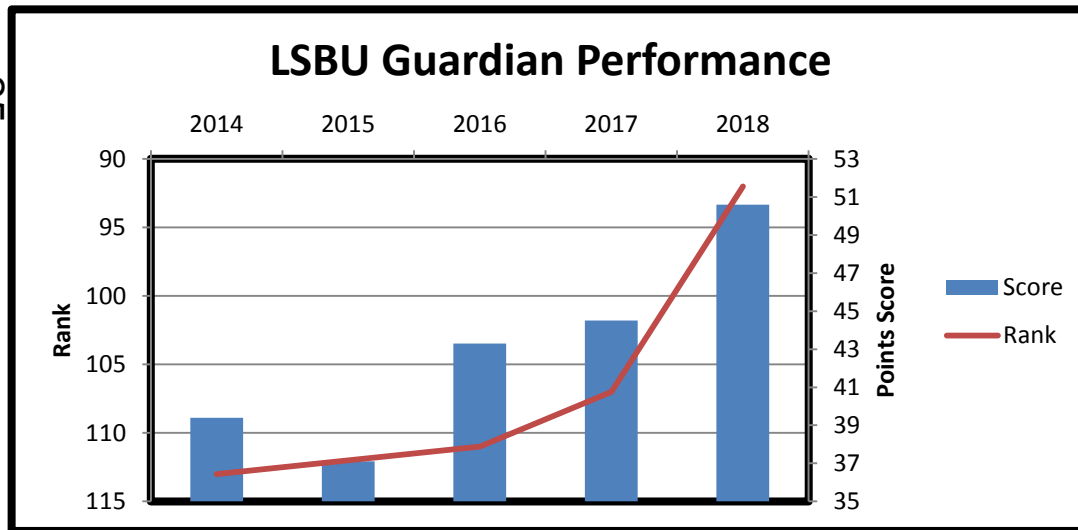
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# League Tables

Table	2015	2016	2017	2018
CUG	120/123	119/126	115/127	108/129
Guardian	112/116	111/119	107/119	92/121
Sunday Times	122/123	120/127	120/128	106/128

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# Reputational improvement in 2017

- TEF Silver (valid for 3 years; subject TEF soon)
- Entered both international league tables for 1<sup>st</sup> time
- QS 4 stars
- Guardian – top100
- Up 14 places in Times/ST league table;
- University of the Year for Graduate Employment
- THE Entrepreneurial University of the Year

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# Key challenges

- Branding and student recruitment (esp. UG)
- Apprenticeships
- Family of educational providers
- Impact of fees debate, and 5% surplus p.a.
- Core metrics (for TEF and subject-TEF)

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# Core projects

- Student Journey (incl. SRS and IPTE)
- Digital Environment
- LSBU's 'educational offer' (incl. portfolio)
- Estates (incl. St. G's Q and Passmore Centre)
- Diversification (e.g. CPD)

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