



**Joint Board and Academic Board strategy day notes – 28 September  
2017  
15 Hatfields, SE1**

**1. Agenda for the day**

The Chair welcomed governors, Academic Board members and Executive members to the meeting. New governors and members of Academic Board were introduced to the meeting.

The Chair noted that there were currently two contrasting themes for the meeting to consider as part of the day: 1) under-recruitment for 2017/18; and 2) the improving reputation of the University, for example achievement of TEF silver; moving up the University league tables, and being named University of the Year for Graduate Employment.

**2. External environment**

The Vice Chancellor presented a review of the external policy environment.

The meeting noted opportunities, including to:

- develop non-accredited training courses and the CPD offer;
- grow direct recruitment internationally and trans-national education (TNE), including through a potential joint venture with Applied Science University, Bahrain.
- develop the “family of educational institutions” concept to cover further education, secondary education, apprenticeships and enterprise

It was agreed that new business developments should be aligned with the corporate strategy and support LSBU’s core business.

The meeting noted challenges, including:

- the current political environment, including uncertainty over “Brexit”;
- the current political debate around university fee levels;
- recognition that the new regulator, the Office for Students, is likely to make significant changes to the sector and the regulatory environment.

It was noted that LSBU is well-placed to tackle uncertainties in a difficult environment, but that the HE sector, as a whole, faces challenges to promote the value of HE among the general public.

**3. Progress of the Corporate Strategy to 2020**

The Deputy Vice Chancellor presented a progress report on LSBU's Corporate Strategy to 2020.

The meeting discussed the following points:

- the importance of metrics which, even though proxy measurements, provide performance insights into challenges and successes.
- the importance of the National Student Survey (NSS). Course Directors are a very significant factor in influencing NSS outcomes and are working to raise student satisfaction. It was noted that universities in urban areas tended to perform less well in the NSS.
- other key areas which impact on student satisfaction include estates, IT, and digital materials, which are separate key change projects.
- readiness to address the subject level Teaching Excellence Framework (TEF), likely to begin in 2019/20.
- the executive is leading a drive towards simplification of business processes at School level.
- continued communication of positive messages to staff and a revised internal communication strategy is being developed.
- as noted above, recruitment is a key challenge which needs to be addressed at every level of entry and study mode.

### **Present**

Board of Governors: Jerry Cope (Chair), David Phoenix, Sodiq Akinbade, Steve Balmont, Shachi Blakemore, Duncan Brown, Julie Chappell, Michael Cutbill, Peter Fidler, Hilary McCallion, Mee Ling Ng, Tony Roberts, Suleyman Said

Additional members of the Academic Board: 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  
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

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  
Sally Skillett-Moore, Deputy Director, Teaching Quality and  
Enhancement

Apologies: Douglas Denham St Pinnock, independent governor  
Carol Hui, independent governor  
Kevin McGrath, independent governor