



COUNCIL (STRATEGIC MEETING)

Open Minutes

Of the meeting held on Tuesday, 06 February 2024 and Wednesday, 07 February 2024 at Missenden Abbey.

Present:

- Maggie Galliers (Pro Chancellor and Independent Member [Chair]);
- Andy Cole (Independent [Deputy Chair]);
- Professor Nick Braisby (Vice-Chancellor);
- Anna Crabtree (Independent [Chair of Resources Committee]);
- Dr Susan Rosser (Independent [Chair of Audit Committee]);
- Irene Kirkman (Independent);
- Dr Annet Gamell (Independent);
- Sadie Groom (Independent);
- Brian Lewis (Independent);
- Marek Pruszewicz (Independent);
- Jackie Westaway (Independent);
- Justin Sullivan (Independent)
- Peter Robinson (PSE Representative);
- Dr Russel Stone (Senate Representative);
- Professor Karen Buckwell-Nutt (Senate Representative)
- Brandon Tester (Students' Union President)
- Mikhail George (Student Co-opted Member)

In attendance

- Professor Damien Page (Deputy Vice-Chancellor)
- Professor Paul Morgan (Pro Vice-Chancellor (Education));
- Ellie Smith (University Secretary and Clerk to Council)
- Trevor Gabriele (Chief Financial Officer);
- Ian Harper (Commercial and Business Director);
- Dr Emma Tomsett (Minute Secretary);
- Gordon McKenzie (Chief Executive Officer, GuildHE) – Future Government Landscape item only;
- Professor Florin Ioras (Director of Enterprise and Research) – Research Strategy item only;
- Paul Robinson (Director of Estates) – Estates Master Plan item only;
- Matthew Rogers (Head of Civic Engagement and Communications) – Civic Engagement item only

Apologies:

- Karen Satterford (Co-opted Member)
- Ze'ev Portner (Academic Member)
- Andy Cole (Deputy Chair) – 7 February only
- Dr Annet Gamell (Independent Member) – 7 February only

Day 1: Introduction and overview of agenda

- 24.01 The Chair welcomed members to the meeting and noted two apologies for meeting as outlined above. A warm welcome was extended to Peter Robinson, the new PSE Elected Representative.
- 24.02 Council wished King Charles III well following his recent medical diagnosis.
- 24.03 The Chair reflected on the many successes achieved by BNU in the past year including the investiture of the University's first Chancellor, Jay Blades MBE, who had had a highly beneficial impact for BNU through his pride in the role, his engagement with students and his promotion of the University; the High Wycombe estate development, which the Students' Union (SU) President and the Co-opted Student Member agreed were being extremely well received by students; the University's best National Student Survey results; the award of a Silver in the Teaching Excellence Framework exercise; Ofsted's rating of BNU's apprenticeship provision as Good; and achieving a financial surplus.

Future Government Landscape: election opportunities and threats for HEIs

- 24.04 Council considered a talk from the Chief Executive Officer (CEO) of GuildHE on future opportunities and threats for the Higher Education sector from the forthcoming election and possible change of government. The following key opportunities and threats were highlighted to Council:
- a) the challenging financial outlook for the next government
 - b) the challenges to the sector's financial stability - with 40% of providers anticipating being in deficit in 2023-24 and increasing reliance on international student income according to recent research from PriceWaterhouseCoopers (PWC) commissioned by Universities UK - and optimism bias that this position would improve in the next few years
 - c) the inherent tension between political parties wanting to cut net migration, the complex nature of Higher Education (HE) finances and no party being willing to discuss increasing tuition fees
 - d) The Labour Party was interested in talking to the sector and had suggested it would introduce a "fairer deal for students", but did not necessarily consider HE a priority. If there was a change in government, additional funding for the sector should still not be expected imminently, given Labour's focus on financial discipline and driving economic growth without necessarily increased public spending
 - e) Details on Labour's formal policy positions were limited, but Labour had discussed expanding the Apprenticeship Levy into a Working and Skills Levy. Labour had also indicated support in principle for the Lifelong Learning Entitlement, but might envisage it as involving more modularized Continuous Professional Development (CPD). Labour also appeared to intend to end the negative rhetoric around universities and the culture wars of recent years. Labour had also indicated that if it formed the next government there might be significant changes to the sector regulator and the regulatory burden

- f) there was cross-party consensus that the United Kingdom's (UK) skills gap needed to be filled, potentially through higher and other technical qualifications, which were likely to exist beyond one further parliament if Labour won the next election
- g) there was also political consensus around building the UK's strengths in Research and Innovation.

24.05 In response to queries from Council members, the CEO commented that

- a) the government's changes to visa rules for dependents of international students appeared to be already having an impact on recruitment and it was possible that further quick changes would follow, particularly with the ongoing review of the Graduate Visa route
- b) he felt there was some uncertainty about whether the Office for Students would actually allow a provider to fail
- c) Student Number Controls might be considered by the next government, but these might be targeted at certain subject areas or on certain types of programme provision, for example on three-year degree programmes but not on sub-degree or accelerated degree provision in order to promote these
- d) providers and their Councils needed to have clarity on their mission, values and impact on their local region. There could be opportunity for BNU as a provider that prioritised vocational and part-time programmes and CPD if the future government placed value on activities that would expand CPD and the public sector workforce. It would be essential to maintain BNU's current surplus position and developments to other parts of BNU's campus would also be beneficial
- e) there could be benefit to the sector experiencing little change rather than an interventionist government
- f) the appeal of the UK to international students always varied by the real costs, rhetoric within the UK about international students and whether students felt they would be welcomed in the UK, and visa options. Countries such as Canada and Australia were actively trying to outcompete the UK, although their populist governments were also trying to restrain some of their international recruitment. Countries such as China were also actively investing in their own universities meaning studying abroad might become less attractive in future
- g) government officials would be concerned that 80% of providers surveyed by PWC had informed PWC that they would be at risk if they lost international markets
- h) the current government was very concerned about franchised provision (FP) and it was likely they would introduce some controls on it, but this was not politically segregated. All parties would be concerned if it seemed that students were getting a poor education at the cost of substantial amounts of government money
- i) GuildHE had regular meetings with the Labour Party to discuss HE. Labour was particularly interested in discussing regulation with GuildHE.

24.06 Both the Vice-Chancellor and the CEO commented that there were some relatively simple reforms to student finance, such as changes to student loan repayment thresholds, that if made would make universities more attractive to young people. The CEO commented that such changes would also release billions of government funding for alternative investment, which could perhaps be put towards the sector.

24.07 The Chair thanked the CEO for a highly informative and stimulating talk.

24.08 The Chair also thanked the University Executive for their extensive preparation for the meeting and the excellent quality of the papers.

Sector Updates

- 24.09 The Vice-Chancellor thanked Council for giving up their time for a two-day meeting and outlined the agenda. In response to the talk from the CEO of GuildHE, the Vice-Chancellor noted that many sector developments and government policy movement now challenged the sector's existing business model.
- 24.10 Council received the following sector updates from the Vice-Chancellor:
- a) the report from PWC highlighted the severe financial challenges faced by the sector and the serious impact of any loss of international markets, which might cause some providers to fail. Officially, the Department for Education (DfE) had no funds to bail out a provider, but their actions in reality might be determined by the nature of the provider. It might be harder to allow a regional provider outside London to fail, so the DfE might instigate consortia of providers
 - b) the sector was facing a 'perfect storm': falling entry rates for 18-year-olds; continuing erosion of public trust in providers; challenges to international recruitment; continued high inflation rates; ongoing industrial disputes with academic staff trade unions; increased contributions by employers to the Teachers Pension Scheme (costs would rise to 28% in 2024) and government action to curtail FP
 - c) student recruitment was not immune to these challenges. Recruitment for September 2023 had held for Home students but fallen for International students. International recruitment for January 2024 had increased, and looked promising for April, although much would depend on BNU's ability to convert applicants into enrolled students. However, UCAS applications were down 1.5% following the equal-consideration deadline of 31 January, although by comparison the sector was down by 3%.
 - d) the sector was experiencing on-campus tensions, but BNU was not
 - e) Tribal had recently undertaken analysis of BNU's cost base against an idealised model of how a provider should be run, on which the University Executive Team (UET) expected to report to Council in April. Early indications were that there would be some income opportunities for BNU. BNU was not, however, an over-resourced institution
 - f) the Vice-Chancellor had written an article for WonkHE in response to the publication of the Office for Students (OfS) report on its quality assessment of BNU's Business and Management programmes. He thanked Independent Members Sadie Groom and Marek Pruszewicz for their guidance on BNU's communications strategy on the report which appeared to have worked. Recent discussions with the OfS had been more positive and constructive. BNU had also learned why it had been selected for investigation. BNU's metrics, though above baseline, had been identified as being in the lowest quartile of the sector for these programmes. The OfS had then also considered providers' Notifications and from within a subset of providers had then selected the largest institutions.
 - g) FP remained politically sensitive following a recent National Audit Office report which had suggested there should be concern about FP as it was associated with higher levels of fraud. The report had made some indirect recommendations for providers: the OfS should inform providers what their responsibilities were and what good practice was. BNU continued to work extensively on the framework for FP. The Vice-Chancellor, Deputy Vice-Chancellor and Commercial and Business Development Director had written an article that would be published by the Higher Education Policy Institute in March on the benefits of FP which also contained recommendations for best practice, a draft of which was in the meeting papers. FP offered flexibility of choice to students, accessed new markets and helped widening participation as 78% of students at partners were the first in their families to enter HE.

Partnerships: Future Scenarios

- 24.11 Council considered a paper from November 2023 by the Commercial and Business Development Director (CBDD) with updated student numbers at BNU's seven largest partners. Council also considered four quality assurance models for BNU's future FP activity until 2027/28 out of 11 modelled by the CBDD which were intended to achieve the Thrive 28 strategic target of reducing partner student numbers to 30% of all BNU students:
- some larger partners ceasing enrolments in 2025 (scenario 2)
 - some larger partners' enrolments reduced, and then ceased from 2026 (scenario 5)
 - one large partner instigating teach-out this year (scenario 10)
 - managed reduction at larger partners (scenario 11).
- 24.12 Council considered the scenarios' advantages, inherent risks and whether their income reduction trajectories were manageable. Council also considered the consequences of scenario 11, which was favoured by the CBDD, for financial planning and a gap analysis of what increased BNU-taught recruitment would be needed to compensate for reductions in partner numbers if scenario 11 was selected as the preferred model.
- 24.13 In response to a query, the CBDD confirmed that BNU was increasing its fees for its largest partners.
- 24.14 Council held a robust discussion of the scenarios, with small groups considering each scenario before feedback was reported in a plenary session. The following key wider points emerged from the discussion:
- a) it should not be forgotten that profitability from partner students was higher than it was for BNU-taught students. If BNU was to lose all of its partner students now, its current financial surplus would turn to a substantial deficit through the loss of approximately £21million in contribution
 - b) it might be worth reviewing whether the 30% target in the Thrive 28 Strategy was still right
 - c) instead of prioritising reducing partner student numbers only, BNU could focus on higher quality FP, recognising FP as a strength, and becoming a sector leader on FP. Maintaining FP would ease the pressure to increase taught student numbers and also on BNU's accommodation needs
 - d) there was a regulatory risk even if BNU only reduced its FP numbers to, for example, 50% of its total student population: it would remain a high provider of FP as the sector was currently operating with 4.6% of the student population at FP. This might bring greater attention and pressure from the regulator, although if the regulator was focused on the quality of FP, it might wish to work with BNU if BNU had high-quality partners
 - e) the action eventually taken must also reflect BNU's values, and have strategic and ideological clarity. There were reasons other than financial reasons why BNU had originally wanted to reduce its FP, such as negative impacts on student surveys, reputation and league table performance, although the Vice-Chancellor confirmed that there had been improvements in some of these metrics in 2023. The Deputy Chair commented that, while finance was important, if BNU could not achieve strategic alignment from its FP, it should not be involved in it. The discussions also indicated there was an inconsistency between BNU's strategy and its financial planning
 - f) BNU's vulnerability around FP partly came from having two very large partners; growing medium-sized partners to enable reduction of the largest two partners seemed worthwhile.

The CBDD confirmed he had asked BNU's Partnerships team to grow middle-sized and international partners to allow BNU to reduce the two largest partners

- g) consideration should also be given to 'flipping': to encourage partners to recruit students who were designated BNU-taught students, but whose teaching was delivered at partner campuses.
- 24.15 The CBDD assured Council that BNU already did significant, robust quality assurance of its FP, but was looking to further strengthen this through actions such as introducing an Ofsted-style inspection regime. UET was also considering a different relationship with partners under which partners recruited BNU-taught students and hosted them at their campuses, but BNU academics taught the students.
- 24.16 The Chair thanked Council and the CBDD for a very helpful discussion and noted that it appeared that scenario 11 was emerging as the preferred option. Council did not think FP by definition should be avoided, but wanted high-quality FP and was concerned about BNU's reliance on two large partners. Council requested that UET brought a paper to Council's April meeting about the next steps and future strategic direction on FP.

Action: University Executive Team

Research Strategy

- 24.17 Council considered the University's new Research Strategy. The Deputy Vice-Chancellor (DVC) outlined BNU's aspiration to become a research-rich institution with every academic staff member undertaking research, which had not been achieved anywhere else in the sector yet. BNU's strategy was also the first to be an inclusive research strategy. Implementation of the strategy had begun with a requirement that every academic staff member publish one research output in 2024. Staff were enthusiastic and development support was being put in place for them. Publishing research outputs was also now embedded in promotion pathways. BNU was also undertaking a workload project to ensure staff had time to undertake research. BNU had recruited five new research professors, four of whom were from the global majority, who were already research active and had track records of obtaining substantial research funding.
- 24.18 In response to questions, the DVC confirmed that
- a) the common route to obtain a doctorate for academic staff would be a part-time PhD programme, but BNU was encouraging staff to follow the PhD by publication route as this was faster and enabled outputs from the beginning
 - b) meeting the target for all staff to publish would involve performance management and every staff member would have a five-year research development plan with targets
 - c) there was no need to change staff contracts as the national contract stated that academic staff must do research.
- 24.19 Council welcomed the Strategy.

Research Degree Awarding Powers

- 24.20 Council also considered an update on BNU's progress with its Research Degree Awarding Powers (RDAP) application. The Director of Enterprise and Research advised Council that BNU had already met one metric and updated Council on progress against, and the action plan for achieving, the three remaining metrics. Work was ongoing with Schools, who had specific targets, and every new member of staff recruited must now meet, or be working

towards meeting, the RDAP criteria. The plan was to submit the application by December 2025, with RDAP awarded in late 2026 or early 2027.

24.21 Council welcomed the update.

Day 2: Reflections on previous day's sessions

24.22 The Chair welcomed members to the second day and noted two additional apologies as recorded above. The Chair again welcomed the new PSE Representative to Council, who outlined his role as Head of Brand and Creative.

24.23 Council received reflections on day 1 from the Vice-Chancellor, who commented that the discussions had been extremely helpful. The University Executive Team would take away the following key messages relating to ongoing challenge to the University as a corporate body, and to its fundamental purpose as a seat of higher education:

- a) UET needed to consider partnerships afresh, recognising the challenges but also the opportunities they offered
- b) financial position remained key, with partnerships being a key part of BNU's financial surplus
- c) the Research Strategy identified what was needed to further develop BNU.

Missenden Abbey

24.24 Council considered an update on the redevelopment plan for Missenden Abbey (MA) from the Chief Finance Officer (CFO), which had been approved originally by Council in 2021 following recommendation by the MA Board. The intention was that the recently-launched MA School would become a beacon of excellence nationally and internationally and that the Abbey would become a four-star boutique hotel. Redevelopment of the Abbey was planned using the lowest risk strategy: a series of phases, which could be stopped and started as required, to develop a self-sufficient events and conferencing facility, a purpose-built wedding and events space and the hotel itself. The plan anticipated the Abbey could contribute £400,000 and the School £900,000 to BNU by year 5 of the plan. The MA Board was also being reconstituted with new Directors with industry experience.

24.25 Council held a robust discussion of the update from which the following key points emerged:

- a) there was some concern that the phases might be in the wrong order, and that redevelopment should begin with the bedrooms
- b) one Independent Member with construction expertise commented that the time period for the development was potentially too long, and it would be worth considering shortening the programme. It was also important to look at the project through the angle of profit / loss as the construction industry would
- c) the need to review the business plan again, preferably a 10-year plan
- d) one member queried if it was necessary to use the Abbey to develop the School and whether students could undertake placements in London hotels. The Vice-Chancellor advised that what made the School unique was the training at a BNU-owned site, where BNU could control the quality. The training would be uniquely tailored to the education offered by the School and would create highly-skilled graduates who had been trained in a practical environment. The hospitality industry wanted such graduates, and no other UK hotel school currently produced them. Industry feedback on the School had been extremely positive
- e) there was concern about when BNU would see a return on its investment. The CFO advised that BNU would begin to make the money it invested in MA back in Year 6 or 7 of the plan
- f) MA could become a potential beacon for BNU's excellence.

- 24.26 Council's Governance Committee had highlighted the conflict of interest of the Vice-Chancellor being the Chair of the MA Board. The Vice-Chancellor assured Council that this was a temporary measure; it was planned that one of the new Directors would assume the role permanently. The new Chair would also become an independent member of Council.
- 24.27 Council remained supportive of the project and understood the vision as it was agreed, but asked to review the business plan to enable it to recommit to the project. It was agreed that the business plan would be reviewed by Resources Committee before being re-presented, hopefully with a recommendation from the Committee, to Council.

Action: Chief Finance Officer

Development of an Estates Master Plan

- 24.28 Council considered a presentation on the development of a BNU estates master plan (EMP) from the Director of Estates and a presentation on accommodation capacity planning from the Commercial and Business Development Director. The EMP would be developed with the help of a specialist architect, a condition surveyor, cost consultant and commercial agents.
- 24.29 Council agreed the following general principles should underpin the EMP:
- a) developing what appealed most to students. BNU should develop profiles of its students to identify what they needed, as it would vary. The Student Co-opted member commented that students needed accommodation because it suited their timetables: if they only had half days of scheduled teaching they would want to be able to stay in accommodation as it was cheaper than commuting from home, but if their teaching was consolidated into 1-2 days they might be content to live at home
 - b) delivering high-quality academic provision
 - c) a consideration of what HE and the student experience might be in 10-20 years. Buildings should be easily repurposed if the delivery of HE changed, for example to being mostly online
 - d) sustainability
 - e) consultation with students
 - f) considering how much BNU wanted to develop a digital campus with digitally-enabled buildings.
- 24.30 The following additional points also emerged from the discussion of the presentation:
- a) using MA for student accommodation had only been considered as overflow accommodation. If it was ever to be used as student accommodation, it would need a supporting infrastructure as it was isolated
 - b) if a decision was made to move BNU's Uxbridge campus further into East or South London, it might change the competitive landscape for Nursing placements.
 - c) obtaining external funding for estates development should be considered
 - d) redeveloping the estate offered an opportunity to build greater visual identities for all Schools, which would help student engagement and retention.
- 24.31 It was agreed that the full draft EMP would be considered by Council in detail at an extended future meeting.

Action: University Executive Team / Director of Estates

Student Accommodation capacity planning

- 24.32 Following the previous discussion at Council's meeting in November 2023, the CBDD informed Council that UET had further reviewed four development options at Hughenden

Park Student Village (HPSV) to increase student accommodation capacity. It was recommending market-testing interest in the Design, Build, Finance, Operate option, and exploring a particular option to refinance HPSV with Aviva, and the Sale and Leaseback (S&L) option. It was also recommending continuing to engage with the property developer Andrew Harman on the S&L option.

- 24.33 The following key points emerged from Council's discussions of the recommendations:
- a) there was an element of risk in using a voluntary ex ante transparency notice with the S&L option as any objections raised would likely be serious. It would be important to understand how robust Andrew Harman's funding was for the first phase and how viable it was for him to raise funds for the following phase
 - b) there was concern about Andrew Harman's apparent lack of experience of projects of this size
 - c) it could be worth waiting until the impact on the construction industry of the new Buildings Regulations being introduced in April 2024 was known, although it was recognised that BNU could not wait too long to take action.

OfS Business and Management Quality Assessment Report

- 24.34 Council received the Office for Students' (OfS) *Quality Assessment report: Business and management at Buckinghamshire New University October 2022 – May 2023*. The Vice-Chancellor informed Council that UET did not accept the following aspects of the report:
- a) the claim that there was a break down in academic governance
 - b) the OfS's partial use of evidence and data and the lack of balance in the report. The assessors had spent no more than 15 minutes in each of the 9 teaching sessions they had observed
 - c) the statement that there was an increased level of withdrawals – the withdrawal rate for Home students had not changed
 - d) being assessed against the OfS' revised regulatory framework when the data used for the assessment pre-dated the revisions.
- 24.35 The Vice-Chancellor noted that staff in the School of Business and Law had been very distressed by the report, which they felt was unfair.
- 24.36 However, the University also accepted that there were some valid concerns about didactic teaching, up-to-date teaching materials, and the quality of the material in the University's Virtual Learning Environment (VLE). There was also a challenge in the comments from the assessors that teaching materials did not include enough theoretical / conceptual academic underpinning. If this was the case, it was an issue, but the assessors had also not understood that BNU took a vocational, practical approach to education. UET also recognised that BNU needed to adopt a more flexible understanding of what students needed, such as more flexible timetables.
- 24.37 The Vice-Chancellor noted that the concerns raised were endemic across the sector, but UET would work with staff to continue to raise their aspirations and expectations. The Vice-Chancellor was very confident that BNU in general offered a very high-quality academic experience – BNU's latest results in the NSS and the TEF indicated this – but did not want to lose sight of the report's useful points which could further improve BNU's teaching.
- 24.38 The Pro Vice-Chancellor (Education) outlined actions taken in the School of Business and Law and across BNU to ensure a consistent standard of academic experience, including

greater use of active learning, formative assessments and monitoring staff:student ratios. Micro-teaching was now part of the recruitment process and there was now an expectation that every teaching session must have some captured content to compliment in-class teaching. BNU was also training staff in 'digital by design' to develop high-quality digital resources. The Pro Vice-Chancellor was leading intense monitoring sessions with Schools on various metrics such as module pass rates and non-submission rates in order to resolve any identified issues. The module pass rate for Business and Management modules had improved from 48% to 80%.

- 24.39 The DVC had also seconded a senior inspector from Ofsted to review and redesign BNU's quality monitoring processes. All Schools would now have to produce a self-evaluation report.
- 24.40 Council thanked all staff involved with the investigation. Council, while recognising not all of the report was fair and that it had been a difficult experience for staff, took the report very seriously. Its responsibility was to hold UET to account and the assessors had identified concerns with aspects of BNU's provision. It was very pleased to hear the progress made, and supported the focus on quality improvement across the University. All BNU students already received good quality education, but Council wanted it to be excellent quality. It was agreed that the Pro Vice-Chancellor and Deputy Vice-Chancellor would bring a paper to Council's meeting in April outlining the quality processes being developed and plans for the academic framework, with an appendix on specific actions for the Business and Management programmes, and with initial analysis of performance.

Action: Pro Vice-Chancellor (Education) and Deputy Vice-Chancellor

Civic Engagement

- 24.41 Council received a presentation from the Head of Civic Engagement and Communications (CE&C) outlining BNU's new Public and Community Engagement strategy. Recent national research had shown a decline in public opinion towards providers. Combined with the media's negative discourse on HE, there was greater onus on providers to engage with local communities in order to show their value. Based on the national survey, BNU had undertaken research on public perceptions of BNU in summer 2023. 71% of respondents stated BNU was important locally, which was above the national average of 61%. Feedback indicated that the local community knew BNU was doing valuable work, but it was not communicated enough; communication was accordingly an important pillar in the strategy.
- 24.42 Council welcomed the new strategy. In response to queries the Head of CE&C confirmed that the Brunel Engine Shed would be used to engage with the local community and that the Strategy covered all BNU campuses.
- 24.43 The Chair commented that the Strategy's language could be even more ambitious to include reference to being an 'anchor organisation' in High Wycombe. The Chair also suggested the bullet points under Priority 2 could be reordered as the Gypsy-Roma-Traveller-Showmen-Boater communities were smaller parts of the BNU community.
- 24.44 The Vice-Chancellor advised Council that BNU had established a Civic Engagement Committee to steer the work. The Strategy would fundamentally change how BNU engaged with the local community as existing work would be re-focused and strengthened and augmented with new activity. The research undertaken in 2023 would be repeated with the hope that public perceptions of, and the visibility of BNU, would improve further.

Reflections on Day 2

- 24.45 Council received reflections on the meeting. The Vice-Chancellor thanked Council for their feedback, support and challenge, which the UET would consider going forward. The Vice-Chancellor noted that a central question running through many discussions had been about what BNU must do, as a corporate body, and what BNU should do, as a seat of higher education. While the pressures of the former are growing, they should not deflect a relentless focus on the latter; BNU's core mission should not be neglected.
- 24.46 The Chair invited feedback from members. Members commented that the University was facing many serious decisions and choices. It could be helpful to present them together in one 'big picture' to understand the impact of them all, the financial picture and what trade-offs might be needed. Members also welcomed the excellent presentations and the valuable discussions.
- 24.47 The Chair summarised some of the key points that had emerged for her during the meeting, including that Council and Resources Committee would have to make trade-offs on some decisions as BNU could not necessarily rely on its financial surplus given the number of providers forecasting a deficit in 2023-24; International markets were challenging; and Tribal's analysis would feed into future decisions. The Chair hoped UET had found the meeting helpful and constructive.