ANNUAL REPORT FROM THE BOARD OF GOVERNORS

The Annual Meeting at which Staff can respond to this report and ask questions of the Chairman and Vice-Chancellor will be held on Wednesday 3rd December at 1.30 in Park Building, room 1.23. This year the main focus of this report and the open meeting is the Strategic Plan 2004-2008. The draft version of the plan can be found on the web at web.port.ac.uk/staff/draftstratplan.pdf

FROM THE CHAIRMAN

The Vice-Chancellor and I look forward to meeting as many of you as possible and hearing your views and answering your questions on the plan and on other matters that are of interest to you.

Last year I reported on the considerable achievements of the University during the period of the Strategic Plan 1998-2003.

The highlights included:
- Much increased student applications and recruitment.
- Enhanced quality in teaching and research.
- A broadened curriculum.
- Greatly improved facilities.
- The success of our marketing.
- Sound governance and financial strength.

The 2002/3 Session has seen continuing success and further progress has been made on all of the areas highlighted last year:
- IIP Institutional status has been achieved, a welcome confirmation of the good management of the University.
- New Directions Lectureships and Academic Leaders initiatives were introduced, and have attracted the kind of people we need to help us meet the challenges of delivering innovative courses.
- Applications and recruitment increased again and reached record levels.
- James Watson Hall and the new Nuffield Sports Centre were opened.
- The Richmond Building will be handed over in the coming weeks, further enhancing our facilities and bringing the Business School into what has become the university quarter of the city.
- Every Faculty was in financial surplus and the University increased its financial strength.

This continuing success deserved recognition and the Board warmly welcomed the proposal to pay a performance success bonus to staff.

The Board now receives an Academic Update at each Board meeting. These updates serve the dual purpose of informing governors of the work of departments and preparing governors to be better ambassadors for the University. Having this first hand insight into the academic work of the university is a real bonus. We are currently preparing a list of academic topics for future meetings so now is the time to volunteer!

In the last year progress has been made on a number of areas prompted by legislation and government initiatives. Governor committees have reviewed progress on Disability Discrimination Policy, Race Equality Policy and Student Complaint procedures. Risk Management has been kept under review and preparations for the QAA Audit have been monitored. The University’s Self Evaluation Document will be presented to the Board in December for approval.
The Strategic Plan 2004-2008 is currently out for consultation and is being amended as appropriate as responses are received by the Vice-Chancellor. The intention is that the plan will be finalised in the next few weeks and approved by the Board at its meeting on 10th December. The Board will continue to monitor progress against the objectives of the plan each March and in addition will continue to receive a quarterly update on the University’s key operational measurements.

Set out on page 3 is the current draft of the Headline Aims for the period 2004-2008. Until the strategy is approved these Aims are not to be quoted outside the University. I expect that every member of staff will feel that there is at least one Aim to which he or she can contribute. If we are going to deliver this strategy then staff must adopt it and feel motivated and able to make it happen. Please take time to study the Aims and to consider your personal and departmental contribution to the ongoing success of the University.

The strategy is simple and clear. If we are to continue to be successful we must continue to grow. Growth gives us flexibility, it enhances employment and career opportunities, it provides the funding for improved facilities, it improves our reputation and attractiveness to both students and staff.

If we are to deliver growth then we must deliver quality: Quality of curriculum, of teaching and student learning experience, of research, of staff development, of retention and reward, of facilities, and of governance and financial stability. The list goes on.

For us **Growth** and **Quality** are inseparable... you can’t have one without the other!

In our city we need to provide leadership in social and economic regeneration and reach out to those not traditionally represented in this University.

I am now in my fifth and last year as Chairman of the Board of Governors and in this my last report to staff I would like to pay tribute to you for having achieved so much. We can take pride in what has been achieved and look forward to the future with confidence.

Let me conclude by thanking my fellow governors for the support they give me and the selfless service they give to the University of Portsmouth.

**J S Lamb**  
Chairman of the Board of Governors

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FROM THE VICE-CHANCELLOR

We are currently preparing two documents of major significance to the University. The new Strategic Plan is our current view of our ambitions for the next five years. I say ‘our current view’ because a number of important national issues are only now moving towards resolution. The Bill which will allow home undergraduate fees of up to £3000 will be introduced to Parliament in the next few days. The Research Assessment consultation has, we believe, led to significant criticisms of the Roberts report. That might mean that HEFCE takes a different route from that recommended in the report. A number of opportunities to bid for additional support are now being clarified, and the review of FE in Portsmouth is also moving towards a conclusion.

These external issues will affect our ability to deliver to the Plan, but I think that the fundamental ambitions to expand our student numbers, to be research active and to be closely involved in the growth of prosperity in our region remain. The expansion to 20000 students in Portsmouth by 2010 requires us to grow at much the same average annual rate as over the past five years, and we will only do this if the additional students bring with them additional funding to enable new staff appointments and new buildings and other facilities. I am well aware that we are virtually full, both in terms of staff capacity and our physical plant. However, there are
many good ideas for new developments around the university and we have proved our ingenuity in devising and recruiting to new courses. We can only continue to do this if we expand. Otherwise, we will need to sacrifice some presently successful courses to make way for new ones.

Our research activity will necessarily be spread unevenly across the institution, but I hope that we will hold firm to the view that the university needs to continue to have involvement in international quality research. With growing links into the local and regional economy, I would hope that all of our subject areas have research and/or knowledge transfer activities to complement and inform their teaching.

The Self Evaluation Document for the QAA is different, in that it goes into considerable detail about our quality assurance and enhancement processes. A “good audit” is vital to the ambitions of the university to continue to recruit students and to grow. The nature of the exercise requires us to recognise areas where we can still improve – which is not a problem as long as we are aware of issues and have policies to deliver the necessary changes. Such a document inevitably focuses on procedures and I shall take every opportunity to add that a major guarantor of quality and standards is the professionalism of staff in every area of the university.

I believe that we can look forward to the next Planning period, and to the Audit, with confidence because we have been successful in many areas over the past five years. For that, I am grateful for all the hard work and commitment shown by all our staff and for the personal support which you give to me.

John Craven
Vice-Chancellor

MISSION
The University of Portsmouth will continue to be a centre of excellence and innovation in education, student experience and employability, aspiration-raising, research, knowledge transfer and in community leadership.

HEADLINE AIMS
• To have 20,000 fte students in Portsmouth by 2010 if funding is available.
• To ensure an excellent learning experience for all students.
• To offer an attractive, flexible and challenging curriculum in areas of high market demand.
• To ensure that our progression rates, retention rates and employment rates of graduates are above national benchmarks.
• To encourage applications and provide support to students from groups traditionally under-represented in Higher Education.
• To provide leadership in the continuing social and economic regeneration of Portsmouth through the promotion of education and enterprise.
• To maintain and enhance national and international quality research activities and respond to the reconfigured RAE process in a creative and constructive fashion.
• To be the first choice provider of skills development, enterprise, innovation, knowledge transfer and support for private, public and voluntary sector organisations of all sizes in our region and more widely in appropriate sectors of the economy.

We will seek to achieve these aims within a context that ensures that
• all of our activities will be of high ethical standards and of excellent quality using appropriate external comparators
• we recruit, retain and reward staff who enable us to deliver our objectives and to treat staff equitably
• we ensure that all of our buildings, communication network and other facilities are of a quality to enable us to deliver our objectives
• we ensure good governance and continuing financial strength
MEMBERS OF THE BOARD OF GOVERNORS -
AS AT 1 NOVEMBER 2003

INDEPENDENT MEMBERS (13)

Jim Lamb – (Chairman of the Board of Governors) Formerly Director of Finance and Planning, IBM UK Ltd
John Bannell – Director of Professional Services, Chesterton International Property Consultants
Sheila Clark – Chief Executive, Portsea Island Primary Care Group
Dr Martin Copp – (Deputy Chairman of the Board of Governors) Director, Brockhampton Holdings plc
David Ferguson – Director, IT and Engineering Strategy, Royal Mail
Kevin Haven – Barrister, currently at the Chambers of Mr David Phillips QC
Derek Holmes – Consultant, formerly Director, Warings Contractors Ltd
Linda Naylor – Partner Grant Thornton
Peter Stemp – Formerly Director of Human Resources, Unum Ltd
Vacancy
Colin Webb – Formerly General Manager Press Association
Phillip Webb – Chief Executive, PITO
Vacancy

COOPTED MEMBERS (9)

External

Anna Graham – NHS Projects Co-ordinator for Servier Laboratories
Richard Hastilow CBE – Chief Executive, Royal Institute of British Architects
Lynn Lee – Principal, St Vincent College, Gosport
Lynda Phillips – Senior Partner, BKR Haines Watt, Chartered Accountants
Adrian Ryder – Managing Associate, manage2develop, Business Development Services
Dianne Smith – Headteacher, Admiral Lord Nelson School

Internal

Barrie Davies – Academic Staff
Peter Courtnell – Support Staff
Lewis Price – President of The Students’ Union – ex officio

ACADEMIC COUNCIL NOMINATED TEACHING STAFF (2)

Lynn Pevy – Brian McCormack

VICE-CHANCELLOR OF THE UNIVERSITY - ex officio

Professor John Craven