

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 10
SEPTEMBER 2024 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Dr S Jarvis Professor J Jones Professor C Kalantaridis	Professor A Linn Dr T Moore I Wilmot (Deputy Chair)
IN ATTENDANCE:	C Benyon (Minute 24.5) K Brown (Minute 24.6 to 24.7) P Harding (Minute 24.8)	J Lamarque (Secretary) E McMillan (Minute 24.10)
APOLOGIES:	Professor D Anand	

24.1 ANNOUNCEMENTS

24.1.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.

24.1.2 **Apologies:** Members noted apologies as recorded above.

24.1.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.

24.1.4 **Requests to discuss starred items and business not on the agenda:** Members did not make any requests to discuss starred items or items of business not on the agenda.

Chair's business

24.1.5 The Chair updated members on the recent Court of Governors away day, league tables and the National Student Survey (NSS) results.

24.2 MEMBER PRIORITIES FOR 2024/25 ACADEMIC YEAR

24.2.1 All members gave an update on their priorities for the 2024/25 academic year.

24.3 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

24.3.1 The University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group reported on the Campus Camps Group, building work and activity around fire safety.

24.4 TERMS OF REFERENCE AND SCHEDULE OF BUSINESS

24.4.1 **APPROVED** Revised terms of reference and membership to be adopted with immediate effect (Document UEB 240910A).

24.4.2 **AGREED** Members confirmed that the schedule of business for 2024/25 (Document UEB 240910A) delivers the responsibilities in the terms of reference.

24.5 STUDENT RECRUITMENT UPDATE

24.5.1 Caroline Benyon, Director of Global Recruitment, Admissions, Marketing and Communications (GRAMC) updated members on student recruitment and reported on the following:

- Good outcome in Clearing, where colleagues handled a total of 5,718 calls
- The University had anticipated and prepared for the reduction in postgraduate international student numbers

- The University will maximise undergraduate recruitment opportunities and opportunities from portfolio development
- The University continues to comply with UKVI requirements
- Personalisation of applicant journey and experience

24.5.2 Members heard that the Director of GRAMC is an active member of the University Planning Committee, contributing to realistic target setting.

24.5.3 In response to a member's query as to whether moving submission deadlines was successful, the Director of GRAMC reported that the impact will be known after enrolment.

24.5.4 In response to a member's query on student deposits, the Director of GRAMC confirmed that she would pass on the information from the Finance Team.

24.6 NATIONAL STUDENT SURVEY OUTCOMES

24.6.1 Sal Jarvis, Deputy Vice-Chancellor (DVC) for Education and Kitty Brown, Director of Strategy, Planning and Performance (SPP) presented the NSS outcomes report (Document UEB 240910B).

24.6.2 The Director of SPP commented on the University's position in relation to the sector benchmark, referred to activities in School and Professional Services Department operating and action plans and links with key observations from the workstream charter.

24.6.3 The DVC (Education) commented that support is in place for leaders to make progress and encouraged colleagues to engage with SPP.

24.6.4 A member asked if the NSS outcomes report was accessible to College Executive Groups and the DVC (Education) replied that it would be shared with Heads of Schools.

24.6.4.1 **ACTION** Secretary to forward the NSS outcomes report to Heads of Schools.

24.6.5 In response to a member's query on managing plans to ensure progress, the DVC (Education) reported that the Teaching Committee considers the Education key performance indicator report at every meeting.

24.6.6 The Director of SPP spoke to members about what is needed to ensure effective monitoring of progress including activities taking place, roles and responsibilities, indicators and metrics, and operating plans.

24.6.7 The DVC (Education) reported that she will meet with College leadership teams in October to discuss monitoring and that monitoring will focus on Schools and Colleges, the Academic Registry, the Continuation Team and Estates Planning and Services.

24.6.8 The Director of SPP agreed to produce a simple model that shows the current position and action needed to progress.

24.7 STUDENT MODULE EVALUATIONS (SME) SURVEY

24.7.1 Christos Kalantaridis, Pro Vice-Chancellor (PVC) for Teaching Excellence and Student Experience presented proposed changes to the Student Module Evaluation Survey (Document UEB 240910C).

24.7.2 Members noted the timings proposed to enable within the cohort and the intention to pilot the approach with the Westminster Business School in September 2024, with other Colleges adopting the new approach in January 2025.

24.7.3 The Director of SPP reported that there is inconsistent engagement with SMEs in the University and that the proposed approach will drive changes to expectations.

- 24.7.4 Members discussed the proposals and asked for further work to be carried out to allow Colleges to gather live information on each module, to enable feedback to lecturers on how they are doing and to implement the new approach across all Colleges this semester working with the Course Representatives.
- 24.7.5 The DVC (Education) commented that as it proposed to move from an end of module to an in-module survey, the questions need revised and that an NSS style survey can be carried out at the end of Level 3, Level 4 and Level 5 to provide comparative data.
- 24.7.6 **AGREED** SME proposals to be revised and approved either via Chair's action or by correspondence¹.
- 24.8 MANAGEMENT ACCOUNTS JULY 2024 (INCLUDING INITIAL 2023/24 OUTTURN)**
- 24.8.1 Phil Harding, Interim Director of Finance, presented the Management Accounts for July 2024 (Document UEB 240910D), which included the initial 2023/24 outturn.
- 24.8.2 Members heard that the draft year end results demonstrate a strong operating performance for 2023/24 resulting in a surplus of £28m. The Interim Director reported that figures have improved relative to Quarter 3 providing further comment on staff costs, the outturn for Colleges, year end and capital expenditure.
- 24.8.3 The Interim Director confirmed that budgets were being issued to budget holders and an updated version of the budget is being produced based on the downturn in student recruitment.
- 24.8.4 In response to a member's query, the Interim Director confirmed that the shortfall on fee income is likely to be greater than the contingency.
- 24.9 TECHNICIAN REVIEW**
- 24.9.1 The Head of College (HoC), Design, Creative and Digital Industries presented a proposal for a strategic technicians' review (Document UEB 240910E).
- 24.9.2 The HoC proposed that this is the right point in the workforce planning cycle to carry out the review to identify how technicians fit into our workforce.
- 24.9.3 Members noted that the Head Technician at Harrow would carry out the review with senior support from the USCOO – the UEB lead - and the Director of People, Culture and Wellbeing.
- 24.9.4 **APPROVED** Technicians' Review to be implemented with immediate effect in line with the operational plan presented.
- 24.10 DRAFT ANNUAL REPORT NARRATIVE FINANCIAL YEAR 2023/24**
- 24.10.1 Elaine McMillan, Clerk to the Court of Governors and Head of University Governance (Clerk to the Court) presented the draft annual report narrative for the financial year ending 31 July 2024 (Document UEB 240910F).
- 24.10.2 The Clerk to the Court reported that the format of the report had been revised to make the document more engaging and asked for comment particularly on the approach to reporting on strategic risks.
- 24.10.3 Members commented that:
- the Education section is much clearer; however, some of the examples could be reduced if necessary.
 - The narrative needs to be clearer about where progress has been made to close gaps.

¹ Post-meeting note: The Secretary sent the revised paper to members for comment and approval on 18 September 2024

- Some narratives about the strategic objectives are significantly longer than others and this should be addressed in the next edit.
- The risk section is too detailed and should be reduced to provide a clearer, more strategic view.

24.11 STUDENT CONTINUATION

- 24.11.1 The DVC (Education) informed members that the latest Office for Students data shows that the University is performing at benchmark for student continuation.
- 24.11.2 Members heard that overall attrition is the same as last year for postgraduate and better than last year for undergraduate and that the first sit pass rate and overall pass rate have also improved.
- 24.11.3 Members noted the importance of ensuring every student is allocated their Personal Tutor in Week 1, of colleagues contacting students as soon as it is realised that they are not engaging and of Module Leaders reaching out to their students.

24.12 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

- 24.12.1 **AGREED** Members confirmed the minutes of the meeting held on 22 July 2024 (Document UEB 240910G) as an accurate record of the meeting.
- 24.12.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 240910H).

24.13 ANY OTHER BUSINESS

- 24.13.1 Members did not report any other items of business.

24.14 MEETING EVALUATION

- 24.14.1 The Chair outlined the key communication points and risks identified through discussions at the meeting.
- 24.14.2 Members commented that the content of the meeting was suitable for the start of term.

24.15 QHT FUNDED PROJECTS 2023/24 YEAR-END UPDATE

- 24.15.1 Members noted the development year-end review of Quintin Hogg Trust funded live projects (Document UEB 240910I).

24.16 DORMANT DONOR FUND DISBURSEMENT YEAR-END UPDATE

- 24.16.1 Members noted the dormant donor fund disbursement year-end update (Document UEB 240910J).

24.17 SCHEDULE OF DELEGATION

- 24.17.1 **AGREED** Members recommend the updated schedule of delegation to the Governance and Nominations Committee (Document UEB 240910K).

24.18 DATES OF FUTURE MEETINGS

Regular meetings are 10.30am to 12.30pm (unless alternative time stated below) in Room RS109, Regent Street and via Microsoft Teams.

24 September 2024 - evening (UEB dinner)	25 March 2025
25 September 2024 – all day (UEB away day)	8 April 2025
8 October 2024	29 April 2025
22 October 2024	13 May 2025

5 November 2024
26 November 2024
10 December 2024
7 January 2025
21 January 2025
11 February 2025
25 February 2025
27 February 2025 – away day and dinner

27 May 2025
10 June 2025
24 June 2025
7 July 2025 - evening (UEB dinner)
8 July 2025 – all day (UEB away day)
22 July 2025
5 August 2025