

APPROVED

Minutes of the meeting of the University Executive Board held on Tuesday 18 July 2017, Room RS1.09, Regent Street.

PRESENT:

Professor A Bligh	Professor M Kirkup
Professor G Megson	Professor A Linn
Mrs K Hayes	Professor G Petts ((Chair)
Professor K Mey	
Professor A Hughes	

IN ATTENDANCE: Professor S Brookhouse
Ms A Powell (Secretary)

Mr D Burt

APOLOGIES: Professor D Dernie
Professor G Megson

Ms S Enright
Professor R Dannreuther

16.274 ANNOUNCEMENTS

16.274.1 **Welcome:** All were welcomed to the meeting.

16.274.2 **Apologies:** Apologies are detailed above.

CHAIRS ANNOUNCEMENTS

16.274.3 Members received updates on meetings the University had held with HEFCE. Members were congratulated on the development of the transformation plan, for presentation to Court. Members were reminded that the plan is subject to Court approval and considerable work is required to realize the plan. Members anticipated Court could make some immediate interim appointments for the finance and operations areas.

16.275 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

16.275.1 **AGREED** members confirmed the draft minutes of the meetings held on 04 July 2017 (Document Ai) and 05 July 2017 as an accurate record.

16.275.1.1 **ACTION** UEB Secretary to finalise the minutes for publication and circulation to members.

16.275.2 **MATTERS ARISING** Members reviewed the actions from the meetings on 04 July and 05 July noting all actions had been completed or initiated.

16.275.3 **Final University Budget 2017-18 (16.262.5)** Members discussed the complexity of the estates plan and budget allocations. The Board agreed to hold a dedicated meeting of UEB in September 2017 to discuss the prioritizing of estates activity, once the financial position is clear.

16.275.3.1 **ACTION** UEB Secretary to schedule a dedicated UEB meeting in September 2017 to discuss the prioritizing of estates activity, once the financial position is clear.

16.276 **Committee Review**

16.276.1 Presented by the Academic Registrar. Members considered the outcomes of a committee review that aimed to improve efficiency, effectiveness and decision making within the University (Documents C and Ci). UEB noted the decisions agreed at Academic Council.

16.276.2 Members discussed in detail recommendations to disband committees and working groups. Members considered whether Faculty Boards, groups and committees required central support to undertake such activity. Some members sought to retain faculty advisory activity, agreeing that this could be supported locally.

16.276.3 **AGREED** UEB approved the recommendations related to the governance and operation of committees at paragraphs 5.1 to 5.9 and 5.14 (Document C) and approved the disestablishment of the following committees:

- Corporate Social Responsibility Group
- Westminster Group
- WIUT Partnership Development Group
- IMBG Estates
- IMBG BI
- IMBG Underpinning Technologies
- Global Engagement Working Group
- Scholarships Committee (noting that governance for this area is likely to be reviewed through a work-stream in the transformation plan)
- Faculty Employability Committee
- Faculty Admissions Advisory Groups
- Faculty Exchanges Advisory Group
- Faculty Advisory Board

16.276.4 **AGREED** UEB agreed to retain operation of the Global Engagement Strategy Board.

16.276.4.1 **ACTION** Academic Registrar to inform staff, Committee Chairs and Secretaries of the decisions made by Academic Council and University Executive Board.

16.277 **Strategic discussion**

16.277.1 Presented by Nous. Members received and considered a PowerPoint summarizing the strategy and transformation plan for presentation to the Court of Governors. Members reviewed the content, timings and sequencing of messages and proposed a number of changes to be finalized.

16.277.1.1 **ACTION** Nous to update and finalize the presentation for the Court of Governors meeting on 19 July 2017.

16.277.2 UEB discussed the need to communicate executive ownership for delivery of the transformation plan and strategy (subject to Court's approval on 19 July 2017). The Board agreed that UEB members individually and collectively own the implementation and oversight of the transformation plan and strategy. Members discussed the governance and oversight arrangements for monitoring progress of the work-streams

and projects. Members were informed that a standing item at UEB meetings for 2017-18 would be monitoring the progress of projects in the transformation plan, allowing scrutiny and oversight of each project.

16.277.3 **AGREED** The Board agreed that UEB members individually and collectively own the implementation and oversight of the transformation plan and strategy.

16.277.3.1 **ACTION** UEB Secretary to schedule a 45 minute standing item for each UEB meeting in 2017-18 to review (individual) project aims, outputs and progress.

16.277.4 The board assigned UEB members to lead on, and, be accountable for the four priority projects for income growth:

- Improve home recruitment – Director, Communications, Recruitment and External Affairs
- Increase International Student Revenue – Deputy Vice-Chancellor, Global Engagement
- Home Foundation Year– Director, Communications, Recruitment and External Affairs
- Retain more students - Deputy Vice-Chancellor, Student Experience

16.277.5 Members were informed that the 05 September 2017 UEB is a critical date for the University, by this point UEB will know if the transformation plan can be realized, and what further action is needed.

16.277.6 Members considered messages to be communicated to staff following Court's decisions on 19 July 2017. UEB noted that all staff would receive an email communication by 21 July 2017, and an Open Briefing session will be scheduled for the first week of August 2017.

16.278 **ANY OTHER BUSINESS**

Recruitment update

16.278.1 UEB received an update on student recruitment activity in clearing. Members were informed that there are 1.3% fewer student in clearing sector-wide and the challenge for the University is to work on conversion of students once grades have been attained. Members acknowledged that some of the main institutions seem to be competing downwards (in a lower tariff segment) and becoming more aggressive in attaining students. Members discussed possible tactics for student recruitment for 2017-18 and 2018-19, confirming that process improvements were needed for 2018-19.

16.278.2 Members discussed the need to achieve baseline targets and the actions that should be taken as soon as applicant grade confirmations had been achieved. Members discussed attracting international students and confirmed its zero tolerance for UKVI compliance.

16.278.2.1 **ACTION** Deans to: 1) offer immediate responses to applicants once A level grades are confirmed, 2) communicate where there is flexibility to attract additional numbers on courses.

Staffing Issues

16.278.3 **AGREED** UEB discussed progress made on faculty and Corporate Service staffing proposals and agreed that UEB would approve these by correspondence by 02 August 2017.

16.278.3.1 **ACTION** UEB Secretary to liaise with UEB members to collate, circulate and receive responses to staffing proposals for the Board by 2 August 2017.

16.279 Items for information

***Faculty Executive Group Minutes**

16.279.1 Members received and noted for information the minutes of the Faculty Executive Group meeting for Architecture and the Built Environment held on 14 May 2017.

Revised UEB Meeting schedule 2017-18

16.279.2 Members received and noted for information the additional UEB Committee meeting dates and locations scheduled for 2017/18

16.280 DATES OF FUTURE MEETINGS

15 August 2017 10.30