

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 13  
FEBRUARY 2024 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Dr S Jarvis Professor C Kalantaridis	Professor A Linn Mr I Wilmot
IN ATTENDANCE:	Professor D Anand <sup>1</sup> C Benyon (Minute 23.113 to 23.115) H Jones (Minute 23.118) J Lamarque (Secretary)	E Maddison (Minute 23.113 to 23.115) Dr T Moore A Norris (Minute 23.117) M O'Brien
APOLOGIES:	Professor J Jones	

**23.111 ANNOUNCEMENTS**

- 23.111.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, including Dr Thomas Moore, who was recently appointed as Interim Head of College (HOC), Liberal Arts and Sciences, and Michaela O'Brien, Head of the School of Media and Communication attended on behalf of Janet Jones, HOC, Design, Creative and Digital Industries.
- 23.111.2 **Apologies:** Apologies were received as noted above.
- 23.111.3 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items or items of business not on the agenda.
- 23.111.4 The University Secretary and Chief Operating Officer (USCOO) recommended that the treasury management mid-year review (agenda item 14.0) is discontinued, and the report produced annually.
- 23.111.5 **AGREED** Members supported the recommendation to remove the requirement for a mid-year treasury management review from 2024/25.
- 23.111.6 **Chair's business:** The Chair invited the Deputy Vice-Chancellor (DVC) for Education to update members on the National Student Survey. Members heard that there have been good response rates on smaller courses and the DVC asked HOCs to ensure that larger courses are targeted for survey completion.

**23.112 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE**

- 23.112.1 The DVC (Education)/Co-Chair, Staying Safe: Business Continuity Group reported on the measles epidemic, mitigating circumstances and how to support students and confirmed that advice from Public Health will be issued on receipt.
- 23.112.2 In response to a member's query, the Co-Chair confirmed that communications on measles and its symptoms have been circulated.
- 23.112.3 The Co-Chair reported on the timing of closure of the Hideaway at the Regent Street campus due to building works.

<sup>1</sup> Interim Deputy Vice-Chancellor (Employability and Global Engagement)

**23.113 STUDENT RECRUITMENT UPDATE**

- 23.113.1 Caroline Benyon, Director of Global Recruitment, Admissions, Marketing and Communications (GRAMC) and Emilie Maddison, Head of International Recruitment (IR) presented an update on student recruitment.
- 23.113.2 The Director of GRAMC briefed members on campaign highlights which included:
- Enhanced website and progress on social media
  - New UG prospectus and strong presence on the road
  - Outreach work and Saturday Skills Club
  - Producing new campus tour videos
  - Hello Westminster posted to Home students with a letter from the Vice-Chancellor, and sent in digital form to International students.
  - Evaluation of the Offer Holder calling campaign
- 23.113.3 The Director of GRAMC reported on the latest applications, turnaround time, unconditional offers and changes to the process for quality control for international students.
- 23.113.4 The Head of IR reported on shifting markets, numbers of Confirmation of Acceptance of Studies issued, immigration changes from the Government and the team's priorities.
- 23.113.5 Members discussed new transnational education partnerships and the induction and transition process for international students.

**23.114 REPUTATION, MARKETING AND RECRUITMENT STRATEGY**

- 23.114.1 The Director of GRAMC presented the Reputation, Marketing and Recruitment Strategy (Document UEB 240213A).
- 23.114.2 In response to a member's query on Postgraduate Research (PGR), the Director confirmed that there are some references to PGR and agreed to revisit this area.
- 23.114.3 A member asked how the Strategy connected with the Schools and Colleges and the Director reported that there are layers below the Strategy, such as the strategic operating plan and School marketing plans, that go into more detail in specific areas.
- 23.114.4 **APPROVED** Reputation, Marketing and Recruitment Strategy to be implemented with immediate effect, subject to the minor changes discussed.

**23.115 UG, PG AND OTHER FEE PROPOSALS 2025/26**

- 23.115.1 The Director of GRAMC presented the Undergraduate (UG), PG and other fee proposals (Document UEB 240213B).
- 23.115.2 In response to a member's query, the Director of GRAMC confirmed that deadlines had been brought forward to allow international students more time to apply for visas.
- 23.115.3 A member asked if the market had been tested on fee increases and the Head of IR confirmed that key competitors had been reviewed and the proposed fees are lower.
- 23.115.4 In response to a query on price bands and non-refundable deposits, the Head of IR explained that price bands are part of longer-term planning, but there are time constraints for 2024/25. The USCOO reported that non-refundable deposits will help ensure that only those who are seriously considering Westminster will follow through on their application, therefore reducing the otherwise considerable unnecessary workload that is created.
- 23.115.5 **AGREED** Members recommend the UG, PG and other fee proposals 2025/26 to the Resources Committee for approval.

**23.116 EQUALITY, DIVERSITY AND INCLUSION (EDI) POLICY**

- 23.116.1 Dibyesh Anand, Co-Chair of the EDI Committee presented the updated EDI Policy (Document UEB 240213C).
- 23.116.2 Members comments included clarification of affiliations in section 2.1 and a check on the links in sections 5.1 and 5.2.
- 23.116.3 **AGREED** Members recommend the EDI Policy to the Governance and Nominations Committee, subject to the minor alterations discussed.

**23.117 EDI ANNUAL REPORT 2022/23**

- 23.117.1 The Co-Chair, EDI Committee and Andy Norris, Head of Culture and Inclusion presented the EDI Annual Report for 2022/23 (Document UEB 240213D).
- 23.117.2 The DVC (Research and Knowledge Exchange) commented that the Research Excellence Framework Task and Finish Group has been established as a sub-committee of the Research and Knowledge Exchange Steering Committee.
- 23.117.3 A member suggested that the appendix on protected characteristics should be included in the main body of the report next year.
- 23.117.4 Members noted that unconscious bias training has been rolled out for all colleagues and requested an update on uptake and its impact.
- 23.117.4.1 **ACTION EDI Committee Co-Chair** to lead a discussion session with UEB members to help pull out additional actions that will make even more positive impacts.
- 23.117.4.2 **ACTION UEB Secretary** to schedule in an EDI follow-up session.
- 23.117.5 **AGREED** Members recommend the EDI Annual Report 2022/23 to the Governance and Nominations Committee.

**23.118 REVISED SUSTAINABILITY POLICY**

- 23.118.1 Holly Jones, Interim Head of Sustainability presented the revised Sustainability Policy (Document UEB 240213E).
- 23.118.2 In response to a member's query, the Head of Sustainability confirmed that promotion of the United Nations Sustainable Development Goals is part of the curriculum and encompass the portfolio, under UNSDG 4.7 which has been adopted as a target earlier this year.
- 23.118.3 **APPROVED** Revised Sustainability Policy to be implemented with effect from May 2024.

**23.119 STUDENT CONTINUATION**

- 23.119.1 The DVC (Education) reported that UG attrition for Home students is almost identical to last year and that there was a large increase in attrition for PG Overseas students - 5.5% of which had occurred by 9 October 2023.
- 23.119.2 Members heard that nearly every student has a Personal Tutor (PT), 50% of PTs have accessed the learner analytics dashboard and added notes; however, there are variations in use of the dashboards between Schools.

**23.120 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**

- 23.120.1 **AGREED** Members confirmed the minutes of the meeting held on 23 January 2024 (Document UEB 240213F) as an accurate record of the meeting.

- 23.120.2 Members reviewed a summary of the actions from previous meetings (Document UEB 240213G) and noted those that were now complete.
- 23.120.3 **Chair's business (Action 23.71.5.1)** The USCOO circulated information on the Report and Support platform prior to the meeting and members discussed whether colleagues were fully aware of the service.
- 23.120.3.1 **ACTION Heads of College** to promote the Report and Support platform within their College.
- 23.121 ANY OTHER BUSINESS**
- 23.121.1 Members did not raise any other matters for discussion.
- 23.122 TREASURY MANAGEMENT MID-YEAR REVIEW**
- 23.122.1 **AGREED** Members recommend the Treasury Management mid-year review (Document UEB 240213H) to the Resources Committee.
- 23.123 DATES OF FUTURE MEETINGS**
- Regular meetings are 10.30am to 12.30pm in Room RS109, Regent Street or via Microsoft Teams.
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|------------------------------|-----------------------------|
| 28 February 2024             | 28 May 2024                 |
| 11 March 2024 (UEB dinner)   | 11 June 2024                |
| 12 March 2024 (UEB away day) | 25 June 2024                |
| 28 March 2024                | 9 July 2024 (UEB dinner)    |
| 16 April 2024                | 10 July 2024 (UEB away day) |
| 30 April 2024                | 23 July 2024                |
| 14 May 2024                  | 7 August 2024               |