

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 21 JULY 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS

PRESENT:	Professor P Bonfield (Chair)	Professor C Kalantaridis
	Professor D Anand	Professor A Linn
	Professor C Dormor	K Patel
	Dr S Jarvis	I Wilmot (Deputy Chair)
IN ATTENDANCE:	M Baldwin (Minute 24.245)	T James (Observer)
	K Brown (Minute 24.247)	J Lamarque (Secretary)
	A Campbell (Minute 24.247)	J Nicholas
	L Cole (Minute 24.47)	
APOLOGIES:		

24.243 ANNOUNCEMENTS

- 24.243.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 24.243.2 Members noted that Terrance James, independent governor, observed the meeting as part of his induction to the Court of Governors.
- 24.243.3 **Apologies:** There were no apologies reported. Members noted that Jeanette Nicholas - Associate Head of College (External Relations) attended on behalf of the Head of College of Liberal Arts and Sciences (LAS).
- 24.243.4 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 24.243.5 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items or to raise items of business not on the agenda. The Head of College, Design, Creative and Digital Industries had queries on the Internal Audit report on Cyber Security (Document UEB 250721G) and the update on Information Systems and Support (ISS) operational risks and mitigations (Document UEB 250721H) and agreed to contact ISS directly.

CHAIR'S BUSINESS

- 24.243.6 The Chair updated members on the sector's response to Government plans for an international student levy.
- 24.243.7 The Chair also updated members on developments in the Research Excellence and Teaching Excellence Frameworks, recruitment and the recent Court of Governors meeting.

24.244 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 24.244.1 The Deputy Vice-Chancellor (DVC) for Education/Co-Chair, Staying Safe: Business Continuity Group (SS:BCG) informed members that there will be a test of the National Emergency Alert on 7 September 2025 and that information for vulnerable colleagues and students on how to disable the alert will be sent.
- 24.244.2 The SS:BCG Co-Chair also reported on Martyn's Law, officially the Terrorism (Protection of Premises) Act, and how to keep estates safe.

- 24.244.3 Members noted that graduations take place this week and arrangements are in place to manage any potential disruption or protests; however, there is no intelligence to suggest there is anything planned.
- 24.244.4 The SS:BCG Co-Chair informed members that SS:BCG will continue to meet monthly with the Co-Chairing arrangement after her retirement.
- 24.244.4.1 **ACTION UEB** to decide who will be the academic Co-Chair once the current DVC (Education) retires at the end of July 2025.
- 24.245 UPDATE FROM THE EXECUTIVE DIRECTOR, PERFORMANCE IMPROVEMENT AND INNOVATION (PII) (Confidential)**
- 24.245.1 Mark Baldwin - Executive Director (PII) updated members following his meetings with Heads of Colleges and Heads of Schools.
- 24.245.2 [Redacted]
- 24.245.3 [Redacted]
- 24.245.4 [Redacted]
- [Redacted].
- 24.245.5 The Chair invited the Executive Director (PII) to update members on progress once a month from September 2025.
- 24.246 ESTATES BUSINESS CASES**
- 24.246.1 The Chair informed members that Estates Planning and Services withdrew the business cases for the Immersive Experience Lab at WBS (Document UEB 250721A), Virtual Production Studio Equipment at DCDI (Document UEB 250721B) and the Harrow Multi-Sport Pitch (Document UEB 50721I) at the request of the University Secretary and Chief Operating Officer (USCOO) and they will be re-submitted at a later date.
- 24.246.2 **AGREED** Applications for Office for Students and Quintin Hogg Trust funding to go ahead.
- 24.247 GRADUATE OUTCOMES SURVEY REPORT 2022/23**
- 24.247.1 Dibyesh Anand - DVC (Global Engagement and Employment), Kitty Brown - Director of Strategy, Planning and Performance (SPP), Linsey Cole - Director of Business Engagement and Graduate Futures (BEGF) and Adam Campbell - Head of Business Intelligence and Insights (BI) presented the Graduate Outcomes survey report for 2022/23.
- 24.247.2 The Director of SPP reported that limited sector data has been released, and full benchmarked sector data will not be available for a number of weeks therefore the data in the report covers the University's performance against the Office for Students threshold and demographic gaps.
- 24.247.3 Members noted that the focus of Graduate Outcomes is on UK domiciled students and that the sector does not consider international students as the response rates are too low to be viable.
- 24.247.4 The Director of SPP reported on the following:
- UK Undergraduate – slight dip in the overall employability rate but stable year on year. 61.75 for the second year running, just above the threshold.
 - Year on Year by School – six Schools are improving, and six Schools are tracking below threshold. There was a strong improvement in the School of Finance and Accounting where the previous focus is showing dividends. Arts and creative subjects can struggle to get high employment rates. The School of Computer Science and Engineering has dropped below threshold year on year and work is underway to understand why.

- Persistent issues in Social Sciences – The Schools of Humanities and Life Sciences have dipped and SPP colleagues are working with College and School teams to understand more.
- Common Aggregation Hierarchy (CAH) data is used for league tables and helps colleagues identify how the University would be seen externally.
- Access and Participation Plan (APP) demographics look at gender, ethnicity and Index of Multiple Deprivation (IMD) quintiles. The gender gap has been closing over the last few years, with a 2.7% gap between male and female. IMD (Index of Multiple Deprivation) quintiles shows a separation of the two scores. Ethnicity shows the largest gap since tracking the Graduate Outcomes survey, with the largest decrease in rate amongst Black students. The next stage of analysis will examine subject level data and how it interacts with the demographic and awarding levels when graduated.
- UK Postgraduate Taught – there has been a marginal decline year on year although it is above the 70% threshold. Some Schools are in decline; however, most Schools are above threshold. All CAH (Common Aggregation Hierarchy) subject areas are above threshold.

- 24.247.5 The Director (BEGF) informed members that her team is working with SPP, focusing on APP target groups and delivering on existing plans.
- 24.247.6 In response to a member's query about response rates and how they may affect the University's outcomes, the Director of SPP confirmed that SPP colleagues will examine response rates to support understanding and work is ongoing to examine the shape of the reporting and graduating populations. Members noted there is a dual approach for alumni – securing responses from students and students being in the right place when they respond.
- 24.247.7 The Director of SPP confirmed that further analysis will include intersectionality.
- 24.247.8 A member asked for more information on response rates by subject area or by school.
- 24.247.9 The Chair asked for a further update on Graduate Outcomes in September 2025.
- 24.248 SUSTAINABLE DEVELOPMENT GOALS COORDINATING GROUP ANNUAL REPORT**
- 24.248.1 Dibyesh Anand - Co-Chair, Sustainable Development Goals (SDG) Coordinating Group gave a verbal report on the work of the Group over the past year.
- 24.248.2 Members heard that the Group has had five meetings plus a workshop with governors and for each meeting one member will work with colleagues outside of the group to develop a workshop that is delivered within the meeting.
- 24.248.3 Members noted that the Group has focused on impact submissions and impact ranking.
- 24.248.4 Members noted that the University is in the top 300 universities of the Times Higher Education Impact Rankings despite more institutions submitting year on year.
- 24.248.5 Members heard that the Group covers operations, education, research and knowledge exchange and inclusion, with a key focus on coordination. It has supported updating of the University Sustainable Development Policy and one of the major items of focus was SDG3 Good Health and Wellbeing.
- 24.248.6 Updates on Education for Sustainable Development (4.7), as part of the University's commitment to embed SDGs in curriculum and assessment is a standing item. The Group has agreed to a schedule of business for the year 2025-26 that includes greater focus on individual SDGs and organising an SDG-themed festival in Summer 2026.
- 24.248.7 The Vice-Chancellor reminded members that they are welcome to attend the SDG Coordinating Group periodically.
- 24.249 PHISHING EXERCISE ACTION PLAN (Confidential)**

24.249.1 [Redacted]

24.249.2 [Redacted]

24.249.3 [Redacted]

24.249.4 [Redacted]

24.249.5 [Redacted]

24.250 STUDENT CONTINUATION UPDATE

24.250.1 The DVC (Education) reported that attendance is 50% overall, noting that this is not unusual in the sector, and that the University is acquiring a new attendance system.

24.250.2 Members heard that attrition is lower and first sit passes continue to climb and that the work colleagues do now to support students still taking resits is critical. Members also heard that projected continuation is higher for the third year running, however 2024/25 data is not yet available.

24.250.3 The DVC (Education) reported that 85% of Personal Tutors (PT) have made notes on the platform, and 72% of students have notes written about them, and 98.8% of students have a PT. Members noted that colleagues are developing the Learner Analytic system, which will help PTs, students, Module Leaders, UEB and the Court of Governors.

24.251 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

24.251.1 **APPROVED** Members confirmed the minutes of the meeting held on 24 June 2025 (Document UEB 250721D) as an accurate record of the meeting.

24.251.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 250721E).

24.251.3 **Student continuation update (Action 24.237.4.1):** The Heads of Colleges confirmed that they have asked PTs in their Colleges to use the dashboards and reach out to students to offer support.

24.252 ANY OTHER BUSINESS

24.252.1 Members did not report any other items of business.

24.253 MEETING EVALUATION

24.253.1 The independent governor observer commented that the meeting was engaging, well run and everyone participated.

24.254 PREVENT DUTY COMPLIANCE – EXTERNAL EVENTS GROUP PERIODIC UPDATE REPORT

24.254.1 Members received the Prevent Duty Compliance – External Events Group periodic update (Document UEB 250721F).

24.255 INTERNAL AUDIT REPORT – CYBER SECURITY

24.255.1 Members received the reasonable assurance report on Cyber Security (Document UEB 250721G).

24.256 UPDATE ON INFORMATION SYSTEMS AND SUPPORT (ISS) OPERATIONAL RISKS AND MITIGATIONS

- 24.256.1 Members received the update on ISS operational risks and mitigations (Document UEB 250721H).

24.257 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.

2024/25

5 August 2025

2025/26

16 September 2025	3 March 2026 – UEB away day
23 September 2025 – UEB dinner	17 March 2026
24 September 2025 – UEB away day	31 March 2026
7 October 2025	21 April 2026
21 October 2025	12 May 2026
4 November 2025	26 May 2026
25 November 2025	9 June 2026
16 December 2025	23 June 2026
6 January 2026	6 July 2026 – UEB dinner
20 January 2026	7 July 2026 UEB away day
3 February 2026	28 July 2026
17 February 2026	11 August 2026
2 March 2026 – UEB dinner	