

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 7
OCTOBER 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Professor D Anand Professor C Dormor Professor C Kalantaridis	Professor A Linn K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	I Adnan (Minute 25.21) M Baldwin (Minute 25.23) V Barton (Minute 25.21) C Benyon (Minute 25.25) K Brown (Minute 25.23 to 25.24) C Emery (Minute 25.25)	J Lamarque (Secretary) D Lewis (Minute 25.25) A Musani (Minute 25.21) S Shaikh (Minute 25.21) Dr M Sprio (Minute 25.24) M Barik Ullah (Minute 25.21)
APOLOGIES:		

25.19 ANNOUNCEMENTS

- 25.19.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 25.19.2 **Apologies:** Members noted apologies as recorded above.
- 25.19.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 25.19.4 **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.
- Chair's business**
- 25.19.5 The Chair updated members on the next Teaching Excellence Framework exercise, the recent UEB away day and Personal Tutoring.
- 25.19.6 Members discussed Personal Tutoring and the different methods in the Colleges.

25.20 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 25.20.1 The University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group informed members that a business continuity workshop had taken place recently and went well.
- 25.20.2 Members heard that campuses had not been affected by recent external demonstrations and that colleagues will monitor and deal with any future demonstrations as before.
- 25.20.3 A member commented that colleagues in various networks are supportive of each other and feel supported by the University.

25.21 UWSU SABBATICAL OFFICERS PRIORITIES FOR 2025-26

- 25.21.1 Adil Musani – UWSU President, Vivian Barton – UWSU Vice-President (VP) Activities, Muhammad Barik Ullah – UWSU VP Undergraduate Education, Shifa Shaikh – UWSU VP Postgraduate Education presented the UWSU Sabbatical Officers priorities for 2025-26 (Document UEB 251007A).
- 25.21.2 The Chair thanked the Sabbatical Officers and updated members on recent events.

- 25.21.3 A member commented that engagement and interaction between postgraduate students and tutors needs to be encouraged and is an area that UEB members can help with.
- 25.21.4 Members discussed the UWSU presence at Harrow and the UWSU President reported that a welcome festival took place at Harrow, which was a huge success. In response to a suggestion that enrolment moves from Marylebone to Harrow, the Head of College for Design, Creative and Digital Industries (DCDI) confirmed that she would be happy to work with the UWSU to increase the UWSU presence.
- 25.21.5 Members also discussed the Zone29 project and a suggestion for a gym at Marylebone.
- 25.22 FEEDBACK FROM SEMESTER 1**
- 25.22.1 The USCOO reported on welcome events and enrolment, which both went well.
- 25.22.2 Members heard that:
- The Student Centre is working well and responding faster to queries and there is 24/7 access since the introduction of AI tools.
 - The WestFest event at Harrow was very successful.
 - The College of DCDI and the College of Liberal Arts and Sciences held combined events; feedback and numbers are still a work in progress.
- 25.22.3 Members received an update on uptake of student accommodation.
- 25.22.4 The Head of the College (DCDI) encouraged colleagues to speak positively about the Harrow campus and to use the campus for occasional UEB and Executive and Operational Leadership Forum (EOLF) meetings.
- 25.22.5 A member suggested creating a formal plan for returning students, including a welcome pack for Level 5 and Level 6 students.
- 25.22.5.1 ACTION USCOO** to lead on establishing a team to connect with the Colleges to create a welcome pack for returning students.
- 25.22.6 The Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange (RKE) updated members on the recent PhD event.
- 25.23 UPDATE FROM THE EXECUTIVE DIRECTOR, PERFORMANCE IMPROVEMENT AND INNOVATION (Confidential)**
- 25.23.1 Mark Baldwin - Executive Director, Performance Improvement and Innovation - presented the Graduate Outcomes survey report 2022-23 (Document UEB 251007B) and the National Student Survey (NSS) and the Postgraduate Taught Experience Survey 2025 outcomes report (Document UEB 251007C), noting that:
- [Redacted]
- 25.23.2 [Redacted]
- 25.23.3 [Redacted]
- 25.23.4 [Redacted]
- 25.23.5 Members comments included:
- [Redacted]
- 25.23.6 [Redacted]

25.23.7 [Redacted]

25.24 POSTGRADUATE RESEARCH EXPERIENCE SURVEY (PRES) OUTCOMES

25.24.1 Dr Margherita Sprio - Head of the Graduate School - presented the PRES outcomes report (Document UEB 251007D).

25.24.2 The DVC (RKE) informed members that the overall satisfaction rate for postgraduate research students was 82% and the University's response rate was high compared to the rest of the sector. Members heard that postgraduate research students' experience is a major focus for the coming year.

25.24.3 The Head of the Graduate School confirmed that such high performance in student satisfaction is unusual in the sector, and this success is due to the Virtual Research Environment (VRE). She also reported that the University does well on quality of supervision and assessment, yearly checking and progressions.

25.24.4 Members heard that areas for improvement are understanding of research culture, resourcing and technical resourcing.

25.24.5 The Head of the Graduate School explained that there will be a mid-year review on action plans in February 2026 and regular meetings with PhD Coordinators. She reported that the Schools are not comparable in terms of research and Coordinators have been asked to communicate and share research seminars and events.

25.24.6 The Head of the Graduate School reported that the whole sector performs poorly on research culture and acknowledged that there is work to be done on this area. Members noted that Readers and Professors will be encouraged to engage proactively with doctoral researchers.

25.25 STUDENT RECRUITMENT UPDATE (Confidential)

25.25.1 Caroline Benyon - Director of Global Recruitment, Admissions, Marketing and Communications (GRAMC), Craig Emery - Head of Marketing and Campaigns and Dan Lewis - Student Recruitment and Outreach (SRO) Manager presented an update on student recruitment.

25.25.2 [Redacted]

25.25.2.1 **ACTION** Director of GRAMC to circulate slides showing trends.

25.25.3 [Redacted]

25.25.4 [Redacted]

25.25.4.1 [Redacted]

25.25.5 [Redacted]

25.26 STUDENT CONTINUATION UPDATE

25.26.1 The Chair withdrew this item from the agenda due to time constraints.

25.27 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

25.27.1 **APPROVED** Members confirmed the minutes of the meeting held on 9 September 2025 (Document UEB 251007F) as an accurate record of the meeting.

25.27.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 251007G).

25.28 ANY OTHER BUSINESS

25.28.1 Members did not raise any other items of business.

25.29 FOREIGN INFLUENCE REGISTRATION SCHEME

25.29.1 Members noted the update on the Foreign Influence Registration Scheme (Document UEB 251007H).

25.30 UPDATE ON INFORMATION COMPLIANCE

25.30.1 Members noted the update on Information Compliance (Document UEB 251007I).

25.31 SUB-COMMITTEE TERMS OF REFERENCE AND MEMBERSHIP

25.31.1 **APPROVED** EDI Committee, Sustainable Development Goals Coordinating Group and University Planning Committee terms of reference and membership 2025-26 (Document UEB 251007J) to be implemented with immediate effect.

25.32 UPDATED CODE OF PRACTICE FOR GIFTS AND HOSPITALITY

25.32.1 **APPROVED** Updated Code of Practice for Gifts and Hospitality (Document UEB 251007K) to be implemented with immediate effect.

25.33 DONOR AND SPONSOR RELATIONS POLICY AND GIFT ACCEPTANCE PANEL ANNUAL REPORT

25.33.1 **AGREED** Members recommend the revised Donor and Sponsor Relations Policy and revised Gift Acceptance Panel terms of reference and membership (Document UEB 251007L) to the Court of Governors.

25.33.2 Members noted the Gift Acceptance Panel Annual report (Document UEB 251007L).

25.34 DATES OF FUTURE MEETINGS

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

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