

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 20
JANUARY 2026 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 Professor C O'Connor K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	M Baldwin (Minute 25.105) C Benyon (Minute 25.106) P Drohan (Minute 25.107) J Haigh (Minute 25.104)	J Lamarque (Secretary) E Maddison (Minute 25.106) K Patrick (Minute 25.103 to 25.103.7) D Stubbs (Minute 25.104)
APOLOGIES:		

25.101 ANNOUNCEMENTS

- 25.101.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 25.101.2 **Apologies:** All members attended the meeting and there were no apologies.
- 25.101.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 25.101.4 **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.
- 25.101.5 **Chair's business:** The Chair introduced the meeting agenda and spoke briefly about planning for the use of Part Time Visiting Lecturers. A member updated other members on the expected timing to introduce contextual offers.

25.102 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 25.102.1 The Deputy Vice-Chancellor (DVC) for Education/Co-Chair, Staying Safe: Business Continuity Group informed members that the group's discussions focused on matters related to events and freedom of speech.

25.103 STUDENT ACCOMMODATION FEE PROPOSALS 2026-27

- 25.103.1 Kim Patrick - Head of Student Support and Residential Life (SSRL) - presented the Student Accommodation Fee proposals for 2026-27 (Document UEB 260120A).
- 25.103.2 The Head of SSRL recommended an increase of 3.7%, which is in line with the anticipated Retail Price Index increase (RPI).
- 25.103.3 Members considered the three options in the paper and heard that the University would continue to offer 20 rooms at a lower rate for students facing financial hardship and considers emergency accommodation on an ad hoc basis.
- 25.103.4 **AGREED** Student accommodation fees to increase by 3.7% for 2026-27.
- 25.103.5 Members discussed occupancy rates at Tottenham Hale and Wembley, and the Head of SSRL commented that it would be helpful to do more modelling on where students travel from and their commute. Members heard that some institutions are investing in commuter spaces for students.

- 25.103.6 Members also discussed greater flexibility of accommodation contracts in the sector and accommodating students with different study patterns.
- 25.103.7 The University Secretary and Chief Operating Officer (USCOO) informed members that the Director of Finance and Commercial Services (Director of Finance) and the Director of Estates, Planning and Services are reviewing the strategy for student residential accommodation.
- 25.104 TRAC RETURN**
- 25.104.1 David Stubbs - Director of Finance and Joanna Haigh - Head of Financial Planning and Analysis (FPA) presented a verbal update on the TRAC return.
- 25.104.2 The Head of FPA informed members that due to a software issue the TRAC return was not yet complete¹.
- 25.104.3 **AGREED** Members delegate authority to the Chair, who is the Accountable Officer, to review and sign off the TRAC return.
- 25.104.4 The Head of FPA reported that there is a slightly lower recovery of economic costs - 90% compared to 95% last year - and adjustments have been made to reach the full economic cost.
- 25.104.5 Members received assurance that the report will be submitted to the Office for Students by the deadline of the end of January 2026.
- 25.104.6 The Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange commented that charge out rates are high and above the sector norms and it would be beneficial if they were more in line with the sector. The Head of FPA responded that this is a longstanding issue due to building rental arrangements and that the TRAC team ensures that costs are accurately categorised.
- 25.105 UPDATE FROM THE EXECUTIVE DIRECTOR, PERFORMANCE IMPROVEMENT AND INNOVATION**
- 25.105.1 Mark Baldwin - Executive Director, Performance Improvement and Innovation (PII) - reported on university-wide feedback on development and training, noting that:
- Six out of the twelve Schools have completed the training and provided constructive feedback.
 - Several sessions on Feedback Fit are planned, focusing on digital tools, AI and other tools.
 - Feedback Fit sessions will be followed by Train the Trainer sessions.
 - This is a significant activity involving every academic colleague and delivered by a limited resource from the Centre for Education and Teaching Innovation.
- 25.105.2 The Executive Director PII also reported that auditing processes are in progress, and the Associate Heads of Colleges are due to report on authentic learning at the end of the month.
- 25.105.3 Members noted that an audit of the University's previous Teaching Excellence Framework (TEF) submission and the Access and Participation Plan (APP) is underway to identify planned and completed actions with the outcomes to be mapped onto the APP and/or contribute to the next TEF submission.
- 25.105.4 Members heard that the time between students submitting their work and receiving feedback is unclear currently so the team will introduce measurement of that data, which could possibly be automated, and that Heads of Colleges will work with Heads of Schools once the data is available.
- 25.106 INTERNATIONAL STUDENT RECRUITMENT STRATEGY**

¹ Therefore, there is no Document UEB 260120B for this meeting.

- 25.106.1 Members discussed the international student recruitment environment, noting the publication of the Government's International Education Strategy 2026 the previous day.
- 25.106.2 Caroline Benyon - Director of Global Recruitment, Admissions, Marketing and Communications (GRAMC) and Emilie Maddison - Head of International Recruitment (IR) joined the meeting to present the proposed International Student Recruitment Strategy (Document UEB 260120C).
- 25.106.3 The DVC (Global Engagement and Employability) thanked members for their feedback on an earlier version and summarised the focus for the proposed strategy.
- 25.106.4 The Head of IR summarised the strengths and challenges around international student recruitment, providing context to the proposed strategy and covering areas where there may be opportunities for growth, other areas where the University may reduce recruitment activities, resourcing, international partnerships, and scholarships.
- 25.106.5 Members discussed agency commission rates, learning from the Westminster Business School's recent trial of increased agency fees, leveraging the University's reputation and possible incentives for students and agents.
- 25.106.6 **APPROVED** Members confirmed the strategic priority areas of activity for international student recruitment.
- 25.106.7 **AGREED** The DVC (Global Engagement and Employability), Director of GRAMC and Head of IR will work with the USCOO to explore potential investment to support long-term global student recruitment goals.
- 25.106.8 **AGREED** The DVC (Global Engagement and Employability) will work with the Director of Transnational Education and Heads of College, and other stakeholders, on a report providing a more strategic view of global engagement, including international partnerships.
- 25.106.8.1 **ACTION UEB Secretary** to add the report to the UEB schedule of business.
- 25.107 TREASURY MANAGEMENT – REPORT, STRATEGY AND POLICY REVIEW INCL. INVESTMENT MANAGEMENT POLICY**
- 25.107.1 Paul Drohan - Specialist Finance Project Manager - presented the Treasury Management report, plan and strategy (Document UEB 260120D), which includes the updated Treasury Management Policy and Investment Management Policy.
- 25.107.2 The SFP Manager proposed an increase of the counterparty limit from £5m to £10m for the eight existing counterparties, noting that there is minimal risk in increasing the limits, which had remained at £5m for some time.
- 25.107.3 The SFP Manager also proposed inclusion of a new counterparty, which would have a £5m limit. Members heard that the proposed counterparty has a green agenda, and research shows that their strategic approach is impact investing and lending to small entities.
- 25.107.4 Members commended the work carried out by the SFP Manager.
- 25.107.5 **AGREED** Members recommend the proposed increased counterparty limit and the addition of a new counterparty to the Resources Committee.
- 25.107.6 **AGREED** Members recommend the updated Treasury Management Policy 2025-26 and the updated Investment Management Policy 2025-26 to the Resources Committee.
- 25.108 ACCESS AND PARTICIPATION PLAN (APP) UPDATE**
- 25.108.1 The DVC (Global Engagement and Employability) updated members on progress in the APP, including approval to recruit a Project Manager and establishment of an institutional research project that is on track to deliver the mid-term evaluation.

- 25.108.2 The Chair commented that Academic Council will do work on teaching, marking, equity and assessment practice at their next meeting and that students working on projects as researchers can be reflected in the APP and TEF submission.
- 25.108.3 The DVC (Global Engagement and Employability) reported on work relating to progression, access and the awarding gap and asked members to inform the APP team of any work being undertaken in Schools and Colleges on the awarding gap.
- 25.108.4 In response to a member's query, the DVC (Global Engagement and Employability) confirmed that the team will communicate to colleagues about the APP in the summer.

25.109 STUDENT CONTINUATION UPDATE

- 25.109.1 The DVC (Education) reported that Semester 1 first sit pass rates are currently being reviewed and that she has spoken to the Associate Heads of Colleges on how to respond to students who have not passed.

25.110 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

- 25.110.1 **APPROVED** Members confirmed that the minutes of the meeting held on 6 January 2026 (Document UEB 260120E) are an accurate record.
- 25.110.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 260120F).
- 25.110.3 **Chair's business – degree algorithms (Action 25.66.7.1):** The DVC (Education) informed members that she has received the first set of analysis on degree algorithms.

25.111 ANY OTHER BUSINESS

- 25.111.1 Members did not raise any other items of business.

25.112 MANAGEMENT ACCOUNTS NOVEMBER 2025

- 25.112.1 Members received the Management Accounts for November 2025 (Document UEB 260120G).

25.113 PREVENT DUTY COMPLIANCE – EXTERNAL EVENTS GROUP UPDATE REPORT

- 25.113.1 Members received the Prevent Duty Compliance – External Events Group update report (Document UEB 260120H).

25.114 HEALTH AND SAFETY ORGANISATIONAL ARRANGEMENTS

- 25.114.1 **APPROVED** The following Organisational Arrangements documents are to be implemented with immediate effect (Document UEB 260120I):

- Organisational Arrangements: Capabilities and Training for Health and Safety
- Organisational Arrangements: Auditing for Health and Safety
- Organisational Arrangements: Responsibilities for Health and Safety

25.115 DATES OF FUTURE MEETINGS

3 February 2026	26 May 2026
17 February 2026	9 June 2026
17 March 2026	23 June 2026
31 March 2026	6 July 2026 – UEB dinner
20 April – UEB dinner	7 July 2026 UEB away day
21 April – UEB meeting and away day	28 July 2026
12 May 2026	11 August 2026

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