UNIVERSITY OF FORWARD THINKING WESTMINSTER

APPROVED

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 17 APRIL 2018 IN RS109, REGENT STREET.

PRESENT:	Professor G Megson (Chair) Mr J Cappock Professor R Dannreuther	Professor M Kirkup Professor A Linn
IN ATTENDANCE:	Mr M Baldwin Mrs J Lamarque (Secretary) Ms L Neil (Item 17.170)	Professor J Stockdale Mr I Wilmot (Items 17.165-167) Mr J Woolston
APOLOGIES:	Mr D Barratt (attendee) Professor S Brookhouse (attendee)	Professor A Hughes

17.161 ANNOUNCEMENTS

17.161.1 **Welcome**: The Chair welcomed all members and attendees to the meeting.

17.161.2 **Apologies**: The apologies were noted as above.

17.161.3 **Requests to discuss starred items**: The Chair agreed a request to discuss starred item 3.7 (Document UEB 180417H) UTC Trustee Board nominations (refer to Minute 17.162.3).

17.162 Chair's business

17.162.1 The Chair informed members that Dr Peter Bonfield would be taking up his new role as Vice-Chancellor from 1 May 2018. The new senior staff structure has been announced. Appointees to the role of Heads of College will take up their new positions with effect from 1 August 2018. Portfolios of the two Deputy Vice-Chancellors and the Pro Vice-Chancellor portfolios of the new Heads of Colleges are to be reviewed and finalised.

17.162.2 The Acting Vice-Chancellor confirmed that he will continue to chair the UEB Transformation meetings and, from 15 May 2018, the new Vice-Chancellor will chair UEB meetings.

17.163 UTC TRUSTEE BOARD NOMINATIONS

17.163.1 Members received and considered proposals for the University's nominees for membership of the Sir Simon Milton Westminster University Technical College (UTC) Trustee Board (Document UEB 180417H).

17.163.2 **AGREED** UEB postponed this item to a future meeting to allow the new Vice-Chancellor to participate in the decision.

17.164 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

17.164.1 The minutes of the UEB meeting held on 13 March 2018 (Document UEB 180417A) were agreed as an accurate record.

17.164.2 Members reviewed the actions from the previous meeting (Document UEB 180417B) and confirmed those that were now complete:

- **TEF B pilot report (Action 17.149.4.1)**. The Deputy Vice-Chancellor (DVC) (Student Experience) confirmed that a TEF Steering Group has been set up to include the Director, Corporate Planning and Performance (CPP), the University Secretary and Chief Operating Officer (USCOO), and the Deputy Vice-Chancellor (DVC) (Global Engagement). The new Heads of Colleges would be invited and dates have been set aside.

- **Recruitment (Actions 17.117.4.1, 17.117.4.2 and 17.130.3.1)**. The Director of Admissions presented members with confirmation and clearing grades (refer to Minute 17.170).

- **UWSU Subvention Bid (Action 17.132.10.1)**. The USCOO confirmed that the payments to the University of Westminster Students' Union will be made in the current financial year.

- **University risk register (Action 17.123.3.1)**. The Director CPP confirmed that the risk register is complete and had been submitted to Audit Committee on 10 April 2018.

- **Any Other Business (Action 17.127.1.1)**. The Acting Vice-Chancellor confirmed that the criteria for rejection of applications for voluntary severance have been agreed.

- **General Data Protection Regulation Briefing (Action 17.101.11.1)**. The USCOO confirmed that the current Information Compliance Manager will take on the additional role of GDPR Data Protection Manager. This will be incorporated into the internal audit function in due course.

- **Table 2 – Agreed resource envelopes (Actions 2.8B and 2.8C, UEB extended meeting 8 January 2018)**. The USCOO confirmed that the structure enables current funding to continue until April 2019. This position is being kept under review and will be amended if required.

17.165 DRAFT UNIVERSITY BUDGET 2018-19

17.165.1 Members received and considered the draft University budget for 2018-19 (Document UEB 180417C), presented by the Director of Finance.

17.165.2 Members were informed that the final budget has been prepared using the initial student baseline intake targets and revised for current application and offer positions, planned staff pay spend envelopes and non-pay spending envelopes. Previous versions of the budget were presented to UEB on 16 January and 13 February 2018.

17.165.3 The draft (final) FY18-19 budget is expected to deliver a £12m surplus before a contingency provision of £5m producing a net FY18/19 surplus of £7m.

17.165.4 Members were informed that figures are based on activity known now, with no aspirational or additional targets. The endowment figure may be revised once the outcome of the Quintin Hogg Trust (QHT) bids are known. Staff costs includes the pension adjustment, which can be revised later if necessary.

17.165.5 Other operating expenses have been adjusted for non-discretionary spend such as QHT rent and includes a 2% inflationary increase. This budget line does not include potential savings not yet realised.

17.165.6 **AGREED** Draft final University budget 2018-19 to be submitted to the Finance and Property Committee for review and onward submission to the Court of Governors for approval.

17.165.6.1 **ACTION Acting Vice-Chancellor** to submit a summary of QHT bid outcomes at subsequent UEB meeting.

17.165.6.2 **ACTION Director of Finance** to add a note to the Strategic Planning and Performance line in the Professional Services budget clarifying that this is a combination of two previous budget lines.

17.166 DRAFT FIVE-YEAR FORECAST

17.166.1 Members received and considered the draft five year forecast (Document UEB 180417D), presented by the Director of Finance.

17.166.2 Members noted that tuition fee income has been revised since the last draft submission (13 February 2018) to reflect the current application and acceptance position, planned growth in specific programmes, and efficiency saving targets across all discretionary non-pay spend year-on-year.

17.166.3 The revised five year forecast delivers a surplus before contingency in each year, however highlights the need to deliver increased income from FY19/20 onwards to improve financial sustainability and generate sufficient surpluses for investment. Members discussed options for improving income from endowments and donations, and noted that Other Income is a flat rate, as are donations and endowments.

17.166.4 Members discussed the marketing strategy and the alternative views on marketing partners per College, rather than one for the whole university.

17.166.4.1 **ACTION USCOO** to review the marketing strategy, giving consideration to this discussion.

17.166.5 The Director of Finance informed members that staff costs show a year on year increase, plus the increase in FRS pension. Other operating expenses show a 5% saving year on year and depreciation increases in anticipation of capital activity.

17.166.6 **AGREED** Draft five-year forecast to be submitted to the Finance and Property Committee for review and onward submission to the Court for approval.

17.167 DEBTOR POLICY AND PROCEDURE

17.167.1 Members received and considered the proposed Student fees and other charges policy 2018-19 (Document UEB 180417E), presented by the Director of Finance.

17.167.2 Members noted that the removal of the power to apply ‘full hold’ sanctions to long overdue debtors following approval of the Student debt management policy (SDMP) on 16 February 2016, coupled with the significant delay between approval and publication of the policy, has resulted in a significant increase in bad debts over the last two financial years.

17.167.3 Members noted that the updated and retitled Student fees and other charges policy 2018-19 does not seek to change the debt recovery sanctions or to reintroduce the ‘full hold’ sanction. It is intended to provide greater clarity to the fee payment process and bring together into one document the policy for management of tuition fees and other charges. Reintroducing the ‘full hold’ sanction will be considered for future iterations of the policy only if there is evidence that the current ‘results hold’ sanction is not effective.

17.167.4 **AGREED** Revised and retitled Tuition fee and other charges policy 2018-19 to be implemented for FY18/19.

17.168 STAFF REDUCTIONS UPDATE

17.168.1 The USCOO provided an update on progress with Professional Services and academic staff reductions on behalf of the Director, Human Resources and Organisational Development (HROD).

17.168.2 Members discussed the pools of senior academic staff 'at risk', whether or not additional roles ought to be included, and commented that there is some confusion due to the use of different role titles in specific faculties.

17.168.2.1 **ACTION USCOO** to inform the Director HROD of the query raised regarding the pool of 'at risk' individuals.

17.169 PGR TEACHING TRAINING PROVISION

17.169.1 Members received and noted a memorandum from the Chair of the Graduate School Board on teaching training provision for postgraduate research students (Document UEB 180417F), presented by the UEB Chair. Academic Council received the memorandum for information on 11 April 2018.

17.169.2 Members noted that as part of the transition arrangements for transfer of teaching training provision from Westminster Business School (WBS) to the Centre for Teaching Innovation (CTI) arrangements are in place for delivery of the Postgraduate Certificate of Higher Education to staff.

17.169.3 The memorandum relates to the Postgraduate Certificate for Special Study in Supporting Learning (PGCert SSSL), which is not being offered currently to postgraduate research students.

17.169.4 The Pro Vice-Chancellor (PVC) and Dean WBS informed members that the faculty have delivered the Doctoral Researcher Development Programme; however, attendance has been very poor. WBS also delivered the PGCert SSSL in the first semester. Members noted that delivery of the module is labour intensive.

17.169.5 Members discussed options for provision of teaching training and the PGCert SSSL. Following discussions, the PVC and Dean WBS confirmed that the faculty will deliver the module for one final year and then hand over to the CTI.

17.170 ADMISSIONS AND RECRUITMENT POSITIONING

17.170.1 Members received and considered proposals for the University's approach to admissions and recruitment (Document UEB 180417G), presented by the Director of Admissions.

17.170.2 **AGREED** The University will apply the grades required for confirmation and clearing in August/September 2018 as outlined in the paper. Exceptions may be made on academic judgement on individual cases.

17.170.3 Members noted the information provided on offer levels for 2020 and beyond and postponed a decision on grades for entry in September 2020. This decision will be considered in December 2018, the time at which the enrolment numbers for 2018 are known.

17.170.4 **REJECTED** Members did not support proposals relating to cessation of recruitment and publication of grades on the University Clearing pages.

17.170.5 UEB will consider recruitment numbers and, if necessary, any adjustment of Clearing grades at the meeting on 17 July 2018.

17.170.5.1 **ACTION UEB Secretary** to add this item to the schedule of business.

17.171 CURRICULUM REVIEW AND INNOVATION COMMITTEE (CRIC) – TERMS OF REFERENCE AND MEMBERSHIP.

17.171.1 Members received a proposal for updates to the CRIC terms of reference and membership (Document UEB 180417I), as approved by Academic Council on 11 April 2018.

17.171.2 **APPROVED** Terms of reference to be amended as proposed with effect from 1 August 2018. CRIC will report solely to Academic Council and will no longer have a split reporting line to both UEB and Academic Council.

17.172 MANAGEMENT INFORMATION PACK – March 2018

17.172.1 Members received and noted the MI Pack for March 2018 (Document UEB 180417J).

17.173 RESEARCH INSTITUTES

17.173.1 Members received and noted the following decisions - taken by correspondence between meetings - on a proposal for a revised research infrastructure as part of the Transformation Plan (Document UEB 180417K).

17.173.2 **ENDORSED** Members supported:

- The rationale for an alternative approach to research management in line with the proposals agreed by Court of Governors on 15 July 2017.
- The proposed introduction of virtual research institutes.
- The proposed introduction of a Research Office in line with the outcomes of the Professional Services review.
- The formalisation of a Research Hub, on the model of the planned virtual Student Hub, in order to provide an integrated infrastructure for research planning and support.
- Proposals for improved accountability in relation to the allocation of research time to staff and the use of research-related funding.

17.173.3 **AGREED** UEB mandate Transformation Project 15 'Focusing research in high value and impact areas' to undertake a fuller analysis of current resource allocated to research and the processes underlying it.

17.173.4 **AGREED** The University will embed the proposed research institutes within the College structure for 2018-19 as a transitioned move to independent research institutes. This enables UEB to assure the Court that such a transformation will deliver the required benefits.

17.173.5 **AGREED** The University will appoint three Associate College Heads for Research and Enterprise who will each simultaneously be Director of one of the cross-cutting virtual institutes to explore the value of those entities in practice and ensure cross-institution planning and oversight.

17.173.6 As part of the decision making process members reviewed the proposed next steps, and reviewed and advised on key interdependencies arising from this phase of Transformation Project 11. Outcomes will be communicated as outlined in the paper.

17.174 TRANSFORMATION PROJECT CLOSURE REPORTS

17.174.1 Members received and noted for the record the following closure reports, which have been considered at a UEB Transformation meeting (Document UEB 180417L):

I. Aligning the student experience
II. Develop new marketing strategy for growth
III. Increase home student recruitment – portfolio

17.175 TEACHING FUNDING IN THE PERIOD FROM APRIL 2018 TO JULY 2019

17.175.1 Members received and noted the letter from the Chief Executive, Office for Students to OfS-funded higher education providers (Document UEB 180417M).

17.176 UEB SCHEDULE OF BUSINESS 2017-18

17.176.1 Members received and noted the updated UEB schedule of business 2017-18 (Document UEB 180417N).

17.177 ANY OTHER BUSINESS

17.177.1 There was no further business reported.

17.178 DATES OF FUTURE MEETINGS

With the exception of those noted below all meetings are from 10.30am to 12.30pm and take place in Room RS109 (Vice-Chancellor's Boardroom), 309 Regent Street

Transformation	24 April 2018
UEB	1 May 2018
Steering Group	8 May 2018 in the WBS Boardroom, Marylebone
UEB	15 May 2018
Transformation	22 May 2018
UEB	29 May 2018
Steering Group	5 June 2018
UEB	12 June 2018
Transformation	19 June 2018 in Room CH2.25, Cavendish House
UEB	26 June 2018
Away day	3 July 2018 at Chiswick
Steering Group	12 July 2018
UEB	17 July 2018
Transformation	24 July 2018
UEB	31 July 2018
Steering Group	7 August 2018
UEB	14 August 2018