UNIVERSITY OF FORWARD THINKING WESTMINSTER

**APPROVED**

Minutes of the meeting of the University Executive Board held on Tuesday 09 May 2017, Room RS109, Regent Street.

PRESENT:

Professor A Bligh
Professor R Dannreuther
Professor A Hughes
Professor M Kirkup
Professor A Linn
Professor G Petts (Chair)
Mr M Webb

IN ATTENDANCE: Professor S Brookhouse (16.214-(16.220)
Ms A Powell (Secretary)
Ms L Neil (16.216)
Professor J Stockdale (16.214-16.220)

APOLOGIES: Professor D Dernie
Ms S Enright
Mrs K Hayes
Professor G Megson
Professor K Mey

**16.214 ANNOUNCEMENTS**

16.214.1 **Welcome:** All were welcomed to a meeting of the University Executive Board.

**Apologies:** Apologies are detailed above.

**16.215 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING**

16.215.1 Minutes of the meeting held on 02 May 2017 are to be approved by Chair's action and circulated to members.

16.215.1.1 **ACTION** Chair to confirm the minutes of the meeting on 02 May 2017. UEB Secretary to finalise the minutes for publication and circulation to members.

**16.216 Recruitment update**

16.216.1 Presented by Director, Admissions, on behalf of Director Communications, Recruitment and External Affairs. Members received and considered real-time recruitment data, offering both University level and faculty level performance for undergraduate (UG) and postgraduate (PG) provision. Members noted:

- Postgraduate applications and acceptance levels are strong.
- Undergraduate applications are lower than last year, however acceptances were up in four out of five faculties.

16.216.2 Members discussed the increased market competition for media, arts and design students and the level of responsiveness for staff within the faculty.

16.216.3 **AGREED** UEB agreed that the Deputy Vice Chancellor, Global Engagement and Director, Recruitment schedule a meeting with faculty of Media, Arts, and Design's Associate Directors to improve performance prior to clearing.

16.216.3.1 **ACTION** Deputy Vice Chancellor, Global Engagement and Director, Admissions to schedule a meeting with faculty of Media, Arts, and Design's Associate Directors to improve performance prior to clearing.

16.216.4 UEB noted that there were courses that were failing to recruit satisfactory numbers. Deans were reminded that the University would not subsidise shortfalls in achieving baseline recruitment figures. Deans are expected to take remedial action in-year.

16.216.4.1 **ACTION** Deans to monitor their ability to attain their baseline recruitment figures and to take remedial action in-year.

16.216.5 **AGREED** Members agreed to schedule an item on 23 May meeting of UEB to consider the data for these courses, and determine actions to be taken.

16.216.5.1 **ACTION** UEB Secretary to schedule a recruitment item for UEB on 23 May and invite the Associate Director Corporate Planning and Risk to present this item.

16.216.6 Members discussed strengthening foundation course opportunities with external partners and communicating the outcomes of the Teaching Excellence Framework in June 2017.

16.216.7 Members discussed validation progress for foundation year awards in computer science and bioscience. Members noted that these awards were pending validation approval. The Deputy Vice Chancellor as Chair of the Curriculum Review and Innovation Committee agreed the courses could be advertised subject to validation approval.

16.216.7.1 **ACTION** Chair of the Curriculum Review and Innovations Committee (CRIC) to inform CRIC of the Chair's action taken for foundation year awards in computer science and bioscience.

16.216.7.2 **ACTION** Director Recruitment to advertise the foundation year awards in computer science and bioscience for 2017/18 with the standard 'subject to validation approval' university text.

**16.217 Head of Department Review Proposal**

16.217.1 Presented by Vice Chancellor on behalf of the Provost. Members received and considered a proposal to approve a review process for Heads of Department (HoDs) that aligns and complements existing key University decisions and systems (Document C).

16.217.2 The Director Finance and Operations provided members, for context, with an update on UCU review negotiations.

16.217.3 **AGREED** UEB discussed the *Indicators to inform assessment* in the proposal and agreed the inclusion of three additional indicators - student experience/ satisfaction; achievement of recruitment objectives and staff engagement - mapped to relevant key performance indicators.

16.217.3.1 **ACTION** HR Director and the Head Resourcing & Reward to revise the document to include three additional indicators - student experience/ satisfaction; achievement of recruitment objectives and staff engagement - mapped to relevant key performance indicators.

16.217.4 **AGREED** UEB agreed the paper and its recommendations. Members understood that the process is designed to review Heads of Department as managers, not as academics.

16.217.5 **AGREED** UEB discussed the opportunity to implement the process before September 2017. Members agreed that a process to discuss with Heads of Department performance against university benchmarks in June 2017 would be useful.

16.217.5.1 **ACTION** Provost to discuss with the Director HR& ODW, implementation of a process to asses Heads of Department performance against university benchmarks in June 2017.

**16.218 Partnership Scrutiny Panel Proposal**

16.218.1 Presented by Deputy Vice Chancellor, Global Engagement. Members considered a proposal to establish a Partnership Scrutiny Panel as a sub-committee of UEB (Document D). Members noted the terms of reference for the panel and its remit to a) determine the suitability of other institutions to act as prospective partners for the University; and b) review these partnerships to inform decisions about the renewal and discontinuation of partnerships. Members were conscious of the need to ensure that the new process offered an agile approach to informed decision making.

16.218.2 Members discussed the frequency of panel meetings and reporting arrangements to be included in the terms of reference documents.

16.218.3 **AGREED** UEB approved the establishment of a Partnerships Scrutiny Panel. Members requested the Panel produce an annual report for UEB detailing the number of partnerships, highlighting partnership changes, discontinued partnerships and new partnerships. Members requested the annual report details partnership activity assessed against key performance objectives.

**16.219 Draft Five Year Financial Forecast – May 2017**

16.219.1 Presented by Director Finance and Operations. Members received a progress report (Document E) on the preparation of the five-year financial forecast in light of the UPG (Integrated Planning) process and in conjunction with the proposed new strategy for the University. The Board noted a HEFCE summary of financial results and forecasts 2016.

16.219.2 Members considers the content of the report and the income and expenditure table presented. Members noted that further iterations of the forecast would follow an implementation plan for the new strategy, with a final version to be submitted to Court for consideration on 19 July 2017. The Board noted that banks require a sustainable plan before considering how to support the University through this period.

**16.220 Management Information Pack – April 2017**

16.220.1 Presented by Director Finance and Operations. Members discussed the Management Information Pack for April 2017 and the University's current performance (Document F).

16.220.2 Members considered its research performance as a something that makes the university unique amongst its local competitors.

16.220.3 Members noted a reported reduction in the size of the 'clearing pool' for 2017/18 undergraduate places. Members discussed the need to continue monitoring recruitment activity.

16.220.4 **AGREED** Members agreed to schedule a UEB in October to review recruitment based on the previous year's experience and prepare for the current year's activity.

16.220.4.1 **ACTION** UEB Secretary to schedule an annual UEB recruitment review item for October.

**16.221 A Faculty Proposal from Westminster Business School**

16.221.1 Presented by PVC and Dean Westminster Business School. Members received and considered a business case for Westminster Business School (Document H).

16.221.2 **AGREED** UEB approved the recommendations in the paper and noted the implications the faculty has identified. The Board requested the PVC and Dean Westminster Business School works closely with HR teams to implement the changes.

**16.222 ANY OTHER BUSINESS**

**Capital Projects and Summer Works update**

16.222.1 Members received and considered an update on estates and summer works following the verbal update provided to UEB on 25 April The update provided details of the works to be undertake and the costs of these works. Member noted that papers would be presents to the Finance and Property Committee on 11 May 2017.

16.222.2 **AGREED** The Board agreed the University accept the tender for the refurbishment of FABE metal and wood workshops at Marylebone and agree the all- inclusive spend outlined.

16.222.3 **AGREED** The Board agreed the University accept the tender for the refurbishment of learning spaces at Marylebone and Harrow and agree total spend outlined.

16.222.4 **AGREED** The Board agreed the University accept the tender for the refurbishment of spaces at Marylebone adjacent to refurbishment areas and agreed the all- inclusive spend outlined.

**Early Release Scheme**

16.222.5 The Board discussed feedback received from Academic staff unable to apply for the early release scheme. Members discussed the communication from UCU to its members following the scheme's announcement. The Board noted that the University valued negotiations with the unions and accepted their response on behalf of its members. UCU had not accepted the Early Release Scheme and the University subsequently is unable to offer the scheme to this staff group.

**16.223 ITEMS FOR INFORMATION ONLY**

**FACULTY EXECUTIVE GROUP MINUTES***

16.223.1 Members received and noted for information the minutes of the Faculty Executive Group meetings for:

- Westminster Business School held on 29 March 2017*
- Westminster School of Media, arts and Design held on 29 March 2017*.

**16.224 DATES OF FUTURE MEETINGS**

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|---|---|---|---|
| 23 | May | 2017 | 10.30 |
| 06 | June | 2017 | 10.30 |
| 13 | June | 2017 | One day event |
| 20 | June | 2017 | 10.30 |
| 04 | July | 2017 | 10.30 |
| 18 | July | 2017 | 10.30 |
| 15 | August | 2017 | 10.30 |