

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 8 OCTOBER 2019 IN ROOM RS109, REGENT STREET.**

---

PRESENT:	Mr J Cappock (Deputy Chair) Professor R Dannreuther Professor M Kirkup	Professor A Linn Professor J Stockdale
IN ATTENDANCE:	Mr I Alzaid (Minute 19.13 to 19.14) Mr M Baldwin (Minute 19.16) Mrs J Lamarque (Secretary)	Ms C Lloyd (Minute 19.17 to 19.18) Mr J Woolston (Minute 19.17 to 19.18) Mr S Wylie (Observer) (Minute 19.13 to 19.16)
APOLOGIES:	Dr P Bonfield (Chair)	Professor A Hughes

---

**19.13 ANNOUNCEMENTS**

19.13.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, in particular Mr Simon Wylie, an independent governor who was attending as an observer as part of his induction to the Court of Governors.

19.13.2 **Apologies:** Apologies were noted as above.

19.13.3 **Requests to discuss starred items:** There were no requests to discuss starred items.

**Chair's business**

19.13.4 There were no items of Chair's business.

**19.14 UNIVERSITY OF WESTMINSTER STUDENT'S UNION (UWSU) PRESIDENT PRIORITIES**

19.14.1 The UWSU President informed members of his priorities for the coming year and answered members' questions.

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

19.15.1 The minutes of the UEB meeting held on 10 September 2019 (Document UEB 191008A) were agreed as an accurate record.

19.15.2 Members reviewed a summary of the actions from previous meetings (Document UEB 191008B) and confirmed those that were now complete.

19.15.3 **UWSU student officers 'meet and greet' (Action 19.1.3.1)** The Deputy Vice-Chancellor (DVC) Education confirmed that he had circulated the Vice-President: Welfare's report on the BME attainment gap to members.

19.15.4 **UWSU student officers 'meet and greet' (Actions 19.1.5.1, 19.1.5.2, 19.1.5.3, 19.1.5.4 and 19.1.5.5)** The University Secretary and Chief Operating Officer (USCOO) confirmed that he and the Vice-Chancellor had made the introductions.

19.15.5 **Brexit risks – update (Action 19.8.2.1)** The USCOO informed members that he had flagged concerns with the Procurement team and was informed that there are no difficulties at the moment in procuring teaching and research materials from the EU.

- 19.15.6 **Any other business (19.12.1.1)** The USCOO informed members that following his discussion with the Academic Registrar, it was suggested that the charge for graduation tickets will gradually taper down.
- 19.15.7 **Update on Clearing (Actions 18.189.3.1 and 18.195.4.1)** The DVC (Education) informed members that this was the last year of there being different Foundation courses with the old Life Sciences and Computer Sciences offering their own courses. These courses had lower pass rates than those on the new model. In the current academic year, all foundation courses now follow the same model with core courses provided through CETI.
- 19.15.8 **National Student Survey (NSS) action plans update (Action 18.199.7.2)** Members confirmed that the Director of Strategy, Planning and Performance (SPP) had conducted an NSS target session with them.
- 19.15.9 **UEB activity review (Actions 18.201.1.1 and 18.201.1.2)** The USCOO confirmed that he had instructed the Director of HR and the Academic Registrar to conduct a review of disciplinary procedures.
- 19.15.10 **Research reserves/managing contribution from research grants (Action 18.182.5.1)** The Pro Vice-Chancellor for Research informed members that all are agreed on the need to manage contributions from research grants responsibly and in full recognition of the funder's expectations going forward. He stated that all are committed to the pragmatic management of historical reserves in the context of the relevant School budgets.
- 19.15.11 **Risk management policy and procedures (11 September 2018, Minute 18.7)**  
**RATIFIED** Members supported the USCOO's decision, taken on behalf of UEB, to recommend the amended text in the policy to the Audit Committee.
- 19.16 TIMETABLING WORKING GROUP – PROGRESS AND OUTCOMES REPORT**
- 19.16.1 The Timetabling Working Group Chair presented the Working Group's progress and outcomes report (Document UEB 191008C).
- 19.16.2 Members were informed that the Working Group was established a year ago as an outcome of the transformation process and that work to date has been dominated by fact finding and exploration working alongside external consultants.
- 19.16.3 Members discussed the main issues reported such as the number of points of contact and time scales. The Working Group will look at redefining the process to make it more efficient, so that students can receive accurate timetables on time and have the confidence that they are not going to change.
- 19.16.4 Members noted that a dashboard would assist the Timetabling team to see where each course is in terms of confirming their full timetable, preventing late production of course timetables.
- 19.16.5 A member asked about the current reporting mechanism for late timetable information and was informed that this was dealt with by email. Members commented that the Heads of College would like to know which courses are late submitting their details. Members noted that late timetabling data impacts on the student experience and should be addressed by line managers. A member suggested that anyone involved in course timetabling should have achieving deadlines as one of their objectives.
- 19.16.6 The Working Group Chair informed members that the timetabling software is adequate and it is the level of constraints in our system that needs further exploration.
- 19.16.7 **AGREED** Members noted the broad implications of the paper and supported the recommendations.

- 19.16.8 **AGREED** Members supported the suggestion of a dashboard to assist with the management of timetable production. The Working Group Chair agreed to discuss the suggestion with the Director of SPP.
- 19.16.9 Members discussed the suggestion of a seconded academic role in the Centre for Education and Teaching Innovation (CETI). The Working Group Chair agreed to explore the suggestion with the Associate Heads of Colleges and the Head of CETI. Should there be support for the suggested role a proposal including outcomes and deliverables will be presented to UEB.
- 19.16.10 **AGREED** UEB will consider the feasibility of a new large teaching space/lecture theatre in future estate planning for the Cavendish Campus.
- 19.16.11 The Timetabling Working Group will report back to UEB with a proposal for quick improvements to the process.
- 19.17 STUDENT NUMBER PLANNING (SNP)**
- 19.17.1 The Director of SPP presented slides on the SNP process (Document UEB 191008G).
- 19.17.2 Members were informed that we should move into Phase 2 of SNP in 2019 or 2020 and noted that Phase 2 would move from quantity to quality driven planning, raising our tariff and bringing in higher calibre students. Phase 3 would incorporate new subject areas and the impact of digital learning.
- 19.17.3 A member commented that Phase 2 needs to include proactive research on specific market segments and there should be structured systematic research on what other institutions are offering. The Director SPP informed members that the data is available; however, we could use it more effectively.
- 19.17.4 The Director of SPP briefed members on planning related matters including enrolment forecasting and tuition fee forecasting.
- 19.17.5 Members discussed Foundation and Level 4 student numbers with the Director of SPP.
- 19.17.6 Members discussed the numbers presented and proposed the adoption of these numbers as the targets for the SNP process. Until there is a steer and direction of travel it will be difficult to run the SNP process in Phase 1.
- 19.17.7 **ENDORSED** Members endorsed the proposed target of 21-22,000 students by 2023-24.
- 19.17.8 The Director of SPP confirmed that he will attend College Executive Group meetings.
- 19.17.8.1 **ACTION Director of SPP** to forward SNP process presentation to UEB members via the UEB Secretary.
- 19.17.8.2 **ACTION Heads of Colleges** to cascade the information in the presentation to their teams.
- 19.18 DRAFT RESIDENTIAL DEVELOPMENT PLAN – UPDATE**
- 19.18.1 The Director of Student and Academic Services (SAS) presented an update of the draft Residential Development Plan (Document UEB 191008D).
- 19.18.2 The Director of SAS informed members that student number planning (SNP) is a key factor in the residential development plan and having a steer on future numbers is helpful. The Director invited members to email her directly with any questions or comments, focussing on the student experience rather than the buildings.
- 19.18.3 Members noted that the paper is a progress report with the final plan due for submission to UEB on 10 December 2019 for approval.
- 19.18.4 Members discussed the issues and opportunities around the estate.

**19.19 UNIVERSITY NOMINEES FOR THE UNIVERSITY TECHNICAL COLLEGE (UTC) GOVERNING BODY**

- 19.19.1 Members received and approved the nominations for the UTC governing body (Document UEB 191008E).

**19.20 POLICIES FROM THE INFORMATION GOVERNANCE ADVISORY GROUP**

- 19.20.1 Members received and noted the policies from the Information Governance Advisory Group (Document UEB 191008F).

**19.21 DATES OF FUTURE MEETINGS**

<b>UPC</b>	15 October 2019
<b>UEB</b>	22 October 2019
<b>UEB</b>	12 November 2019
<b>UPC</b>	19 November 2019
<b>UEB</b>	26 November 2019
<b>UEB</b>	10 December 2019
<b>UPC</b>	17 December 2019
<b>UEB</b>	14 January 2020
<b>UPC</b>	21 January 2020
<b>UEB</b>	28 January 2020
<b>UEB</b>	11 February 2020
<b>UPC</b>	18 February 2020
<b>UEB</b>	25 February 2020
<b>UEB - away day</b>	9 March 2020 – evening (location to be confirmed) 10 March 2020 - all day (location to be confirmed)
<b>UPC</b>	17 March 2020
<b>UEB</b>	24 March 2020
<b>UPC</b>	21 April 2020
<b>UEB</b>	28 April 2020
<b>UEB</b>	12 May 2020
<b>UPC</b>	19 May 2020
<b>UEB</b>	26 May 2020
<b>UEB</b>	09 June 2020
<b>UPC</b>	16 June 2020
<b>UEB</b>	23 June 2020
<b>UEB</b>	14 July 2020
<b>UEB - away day</b>	27 July 2020 – evening (location to be confirmed) 28 July 2020 - all day (location to be confirmed)
<b>UEB</b>	11 August 2020
<b>UPC</b>	18 August 2020

**19.22 ANY OTHER BUSINESS**

**UCU dispute**

- 19.22.1 The UEB member responsible for liaison with the academic unions informed members that there was a meeting between the UCU and UCAS on 3 October 2019 on the ongoing dispute over the academic calendar. Members noted that the meeting did not achieve an agreement and all parties have agreed to meet again.

**Managing Industrial Action**

- 19.22.2 The USCOO informed members that a Managing Industrial Action planning group has been set up and three meetings of the group arranged. The UCU ballot closes on 30 October and the earliest date that industrial action could take place is 15 November 2019.

**Confidential staffing matter**

- 19.22.3 UEB members discussed and endorsed the proposals as detailed in the paper submitted by the USCOO.