

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 8 SEPTEMBER 2020 VIA MICROSOFT TEAMS

PRESENT:	Dr P Bonfield (Chair) Mr J Cappock (Deputy Chair) Professor A Hughes	Dr S Jarvis Professor M Kirkup Professor A Linn
IN ATTENDANCE:	Professor S Brookhouse Professor R Dannreuther (Minute 20.7) Mr A Dutch (Minute 20.5) Mrs J Lamarque (Secretary)	Mrs E McMillan (Minute 20.7) Mr R Poole (Minute 20.6) Mr J Woolston (Minutes 20.1.4 to 20.1.7)
APOLOGIES:	Mr M Baldwin	

20.1 ANNOUNCEMENTS

- 20.1.1 **Welcome:** The Chair welcomed all members and attendees to the meeting. Members noted that Stephen Brookhouse attended on behalf of Mark Baldwin.
- 20.1.2 **Apologies:** Apologies were received as noted above.
- 20.1.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items or to raise matters not on the agenda.
- Chair's business**
- 20.1.4 The Chair invited Joe Woolston, Director of Strategy, Planning and Performance (SPP), to discuss the University's position in the recently published Guardian League Table.
- 20.1.5 The Director of SPP updated members on the metrics and data used in the league table.
- 20.1.6 Members had a discussion on the data and actions to improve the University's ranking.
- 20.1.7 The Chair confirmed that the Director of SPP will lead on improvements and report back to UEB at a future meeting.

20.2 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

- 20.2.1 The minutes of the UEB meetings held on 11 and 18 August 2020 (Document UEB 200908A) were agreed as an accurate record.
- 20.2.2 Members reviewed a summary of the actions from previous meetings (Document UEB 200908B) and confirmed those that were now complete.
- 20.2.3 **COVID Being Safe, Feeling Safe Team update (Actions 19.149.7.1 and 19.149.8.1)** the University Secretary and Chief Operating Officer (USCOO) confirmed that the pre-return to work training module is available on line and was featured in his most recent Being Safe, Feeling Safe colleague update.
- 20.2.4 **University risk register – periodic review 3 (Action 19.150.3.1) AGREED** New risk relating to the impact of COVID to be included in the Strategic risk register with immediate effect.

- 20.2.5 **Any other business – Recording Microsoft Teams meetings (Action 19.155.1.1)** The USCOO confirmed that the recording facility on Microsoft Teams is being used on a trial basis until October 2020.
- 20.3 TERMS OF REFERENCE, SCHEDULE OF BUSINESS AND SUB-COMMITTEE STRUCTURE**
- 20.3.1 The USCOO presented updated terms of reference, draft schedule of business and the new sub-committee structure (Document UEB 200908C).
- 20.3.2 Members heard that there had been minor amendments to the terms of reference to reflect the priorities of the Board, and that the Equality, Diversity and Inclusion Committee and the Professors and Readers Awarding Committee have been added to the UEB sub-committee structure.
- 20.3.3 **APPROVED** Updated terms of reference, schedule of business and sub-committee structure to be implemented for 2020/21.
- 20.4 COVID BEING SAFE, FEELING SAFE TEAM UPDATE**
- 20.4.1 The USCOO updated members on discussions from the last COVID Being Safe, Feeling Safe Team meeting.
- 20.4.2 The briefing covered areas of concern and how they have been or are being resolved.
- 20.4.3 The USCOO informed members that he has identified three possible scenarios the University may need to respond to for Semester 2 – lockdown, halfway house or no significant outbreak. The Deputy Vice-Chancellor (DVC) for Education requested that a decision on possible scenarios is taken quickly for timetabling purposes.
- 20.4.4 **AGREED** Semester 2 scenarios to be discussed at the University Planning Committee meeting on 15 September 2020.
- 20.4.5 Members discussed face coverings and field trips.
- 20.5 STUDENT RECRUITMENT UPDATE – POSITIONS, LESSONS LEARNT AND PLANS**
- 20.5.1 Adrian Dutch, Director of Global, Recruitment and Admissions (GRA), presented an update on student recruitment.
- 20.5.2 The update included information on recruitment against baseline targets and predictions related to COVID and arrangements for new international students. The Director of GRA informed members that the focus for recruitment is moving to Autumn pre-sessional and January starts.
- 20.5.3 The Director of GRA informed members that UK Visas and Immigration had expressed concerns regarding the number of institutions who had accepted Duolingo and confirmed that the University's exposure to this issue is low.
- 20.5.4 Members discussed communications for new and returning students and considered that University communications should be followed up by an email from the Course Leader where possible.
- 20.5.5 The Director of GRA informed members that from September 2021 the University will revert to the pre-COVID requirements for English language.
- 20.5.6 Members heard that the Director of GRA is consulting with the Heads of School in the College of Design, Creative and Digital Industries (DCDI) to agree a single pathway for interviews and portfolio reviews and with Information Systems and Support (ISS) about remote working phone platforms.
- 20.6 UPDATE ON MAJOR IT PROJECTS – CAPITAL EXPENDITURE**

- 20.6.1 Russell Poole, Director of ISS, presented an update on capital expenditure on major IT projects (Document UEB 200908D).
- 20.6.2 The Director of ISS informed members that for the last financial year £6.5m was allocated to ISS capital; however, the onset of COVID-19 and some projects being paused as detailed in the report has resulted in an underspend of £2.6m.
- 20.6.3 Members heard that the Finance and Property Committee approved an allocation of £7m for 2020/21.
- 20.6.4 The Chair commended ISS for the work carried out to support remote working and Clearing.
- 20.6.5 Members and the Director of ISS discussed:
- impact of the underspend from 2019/20 on 2020/21;
 - whether there is the right balance of investments;
 - learning and teaching post-COVID and connecting digital projects with estates projects; and
 - distribution of devices to colleagues.
- 20.6.6 A member suggested an update to the Asset management policy regarding approval for Apple Mac devices.
- 20.7 PROFESSORS AND READERS AWARDING COMMITTEE TERMS OF REFERENCE AND OUTCOMES REPORT FOR 2019/20**
- 20.7.1 Elaine McMillan, Clerk to the Court of Governors and Head of University Governance, and Roland Dannreuther, Chair of the Professors and Readers Awarding (PRA) Committee, presented the Committee terms of reference and membership and the outcomes report for 2019/20 (Document UEB 200908E).
- 20.7.2 The Chair of the PRA Committee informed members that equality and diversity is considered at the start of the year and there have been significant changes over the past two years (e.g. in 2019/20 all new Professors were female).
- 20.7.3 Members discussed with the Committee Chair:
- communication of the Committee's decisions to applicants and role of the Heads of Colleges and Heads of School;
 - options for a new member with a science/enterprise academic background; and
 - different career pathways and the criteria for the Learning and Teaching route to Professorship.
- 20.7.4 As members had not had an opportunity to review the proposed revised terms of reference, the Chair postponed discussion of the Committee's terms of reference.
- 20.7.5 The Chair of the PRA Committee highlighted that changes in membership need to be confirmed before the first Committee meeting of 2020/21.
- 20.7.5.1 **ACTION UEB Secretary** to arrange an additional meeting of UEB members to discuss the PRA Committee terms of reference and membership.
- 20.7.5.2 **ACTION Chair of PRA Committee** to pursue potential science/enterprise members and produce an information pack for the additional meeting.
- 20.7.5.3 **ACTION Members** to review the criteria for Professorships in preparation for the discussion.
- 20.8 MANAGEMENT ACCOUNTS PACK – JULY 2020 (INCLUDING INITIAL 2019/20 OUTTURN)**

- 20.8.1 The USCOO presented the Management Accounts pack for July 2020, which included the initial 2019/20 outturn (Document UEB 200908F).
- 20.8.2 The USCOO informed members that COVID impacted on income generation, accommodation fees and cancellation of summer schools.
- 20.8.3 Members heard that capital expenditure was slightly over budget related to the move out of 101 New Cavendish Street and refurbishment of student residences at the Harrow site.
- 20.8.4 Members noted that the year-end cash position is just under £86m after capital expenditure of £22m, borrowings have reduced by 10% and there will be a year-end pension adjustment for the Local Government Pension Scheme.
- 20.8.5 **AGREED** Management accounts pack to be submitted to the Finance and Resources Committee meeting on 17 September 2020.

20.9 RESEARCH TIME

- 20.9.1 The Pro-Vice Chancellor (PVC) for Research presented a paper seeking views and guidance on the allocation of time for research activity (Document UEB 200908G).
- 20.9.2 The PVC for Research briefed members on a review of three key areas of research time allocation – the approach to allocation of research time in the Workload Allocation Model (WAM); providing opportunities for those not active in research to be involved; and internally funded research.
- 20.9.3 **AGREED** WAM Tariff Group to consider current approaches to the allocation of time for research activity and to agree any changes following consultation. The DVC (Education) confirmed that this would be added to the agenda of the next WAM Tariff Group meeting.
- 20.9.4 **AGREED** Research and Knowledge Exchange Office to prepare and disseminate guidelines for line managers on the support mechanisms available for colleagues new to research.
- 20.9.5 **AGREED** A task and finish group with wide representation (including Heads of School, Finance and Human Resources) to consider the current Sabbatical policy and propose a revised policy that takes account of our current structure.

20.10 REORGANISATION IN THE CENTRE FOR EDUCATION AND TEACHING INNOVATION (Commercial in Confidence)

- 20.10.1 The DVC (Education) presented a proposal to reorganise the Centre for Education and Teaching Innovation (CETI) (Document UEB 200908H).
- 20.10.2 **(Redacted)**
- 20.10.3 **(Redacted)**
- 20.10.4 Members discussed and supported the proposal.
- 20.10.5 **APPROVED** DVC Education to implement the proposed reorganisation of the CETI.

20.11 FINANCIAL REGULATIONS – REVISED

- 20.11.1 **AGREED** Financial Regulations 2020/21 update (Document UEB 200908I) to be recommended to the Finance and Resources Committee.

20.12 DATES OF FUTURE MEETINGS

22 September 2020 1-5pm (Away day)	09 February 2021	25 May 2021
13 October 2020	23 February 2021	08 June 2021
27 October 2020	8 March 2021 - evening (Away day)	22 June 2021
10 November 2020	9 March 2021 - all day (Away day)	12 July 2021 - evening (Away day)
24 November 2020	23 March 2021	13 July 2021 - all day
08 December 2020	13 April 2021	27 July 2021
12 January 2021	27 April 2021	10 August 2021
26 January 2021	11 May 2021	

20.13 ANY OTHER BUSINESS

- 20.13.1 **Revised terms of reference for Equality, Diversity and Inclusion (EDI) Committee**
APPROVED Revised membership of the EDI Committee (Document UEB 200908J) to be implemented with immediate effect.
- 20.13.2 **JISC and online provision in China**
Members discussed the issue of online provision in China, which primarily impacts journalism courses.
- 20.13.3 Members discussed in detail the options of Alibaba and Blackboard China as solutions to the issue.
- 20.13.4 **AGREED IN PRINCIPLE** University to adopt the JISC/Alibaba solution for online content in China.
- 20.13.4.1 **ACTION USCOO and Deputy Vice-Chancellors** to continue to explore the solution and communicate with UEB members before confirming the decision.
- 20.13.5 **China Media Centre**
The Pro Vice-Chancellor for People and Culture received confirmation to proceed with the decision made at a previous meeting.