

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 16 APRIL 2024 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS

PRESENT:	Professor P Bonfield (Chair) Professor D Anand Dr S Jarvis	Professor J Jones Professor C Kalantaridis Professor A Linn
IN ATTENDANCE:	L Cole (Minute 23.157) A Foderaro (Minute 23.155) C Hinge (Minute 23.155) H Jones (Minute 23.158)	E McMillan (Minute Taker) Dr T Moore Professor G Saunders (Minute 23.154) E Standen (Minute 23.157)
APOLOGIES:	I Wilmot	

23.153 ANNOUNCEMENTS

- 23.153.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 23.153.2 **Apologies:** Apologies were received as noted above.
- 23.153.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 23.153.4 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items.
- Chair's business**
- 23.153.5 The Chair updated members on discussions to agree objectives for University Executive Board (UEB) members for 2024/25 and for the second half of 2023/24 for members in new roles. The Chair noted that as a group the objectives clarify and bring together what needs to be done to take the University's priorities forward next academic year.
- 23.153.6 The Chair confirmed that UEB members would have an opportunity to talk through the objectives as a team and identify synergies and dependencies.
- 23.153.6.1 ACTION UEB Secretary** to schedule an objective sharing session for members.
- 23.153.7 In response to a member's query, the Chair confirmed that UEB objectives have been recorded in an online form currently and once approved will be aligned with the online PDR system that opened earlier in the week.
- 23.153.7.1 ACTION UEB members** to enter their objectives into the online PDR system (when agreed by the Remuneration Committee).
- 23.153.8 The Chair briefed members on external factors that may impact the University including potential Government policies and a new programme to connect with London businesses.
- 23.153.9 The Chair informed members that the University had received feedback from the Graduate Outcomes survey for the 2021/22 cohort and noted that benchmark data has not yet been released.
- 23.153.10 The Chair informed members of the appointment of a new Director of Strategy, Planning and Performance who will work with colleagues to produce a periodic report for UEB on leading indicators and trends related to performance against the Being Westminster objectives.

23.154 ARTIFICIAL INTELLIGENCE POLICY UPDATE

- 23.154.1 Professor Gunter Saunders, Associate Director for Digital Engagement and Library Services (DELS) joined the meeting and presented proposed updates to the Policy on the safe use of generative artificial intelligence (AI) (Document UEB 240416A).
- 23.154.2 Members discussed the fast pace of change in this area of teaching and learning and confirmed that in addition to the policy there are guidelines for colleagues and students that are updated as regularly as is necessary.
- 23.154.3 Members heard that engagement with the training modules – including the mandatory module – has been disappointing and that there will be a further push in the new academic year when the modules have been updated.
- 23.154.3.1 ACTION All members** to complete the mandatory AI ethics module.
- 23.154.4 The Associate Director (DELS) informed members that a pilot project is running for academic colleagues and a series of pilot projects on use of AI by Professional Services colleagues will commence soon.
- 23.154.4.1 ACTION UEB Secretary** to schedule an update from the Associate Director (DELS) on progress in use of generative AI for a meeting in May 2024.
- 23.154.5 **APPROVED** Updated policy to be implemented with effect from 30 April 2024.
- 23.154.6 **AGREED** Policy to be reviewed in three months' time.

23.155 BUSINESS CASE FOR THE EXPANSION OF 115 NEW CAVENDISH STREET LABORATORIES

- 23.155.1 Chris Hinge - Director, Estates Planning and Services and Alessandra Foderaro – Deputy Director (Capital Development) joined the meeting and presented the business case for conversion of office space into a new science laboratory (Document UEB 240416B).
- 23.155.2 Members noted that the total budget remains unchanged; however, the proportion of the project budget to be spent in the 2023/24 financial year has been increased (and the spend in 2024/25 decreased accordingly).
- 23.155.3 The Deputy Director (Capital Development) confirmed that the proposed expenditure is affordable within the 2023/24 budget.
- 23.155.4 A member recognised the focus on physical laboratories and supported the expansion; however, expressed disappointment that online or virtual laboratories had been discounted entirely. The Interim Head of College for Liberal Arts and Sciences (LAS) confirmed that discussions around online/virtual laboratories will continue.
- 23.155.5 **APPROVED [REDACTED]**

23.156 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 23.156.1 The Deputy Vice-Chancellor (DVC) for Education/Co-Chair, Staying Safe: Business Continuity Group informed members that the Group is discussing how the University will respond to Martyn's Law in preparation from instruction from Government on requirements.
- 23.156.2 The Chair informed members that the Risk and Resilience Manager, colleagues in the Health and Safety team and the University Secretary and Chief Operating Officer (USCOO) are reviewing and revising policies and procedures around incident management, emergency response and business continuity to align with and reflect good practice in the University and externally.

23.156.3 The Co-Chair, Staying Safe: Business Continuity Group informed members that the Group decided to pilot incorporating business continuity planning into the operational planning process and that this approach would be piloted by a number of Professional Services areas.

23.157 APPRENTICESHIPS STRATEGY

23.157.1 Linsey Cole – Director, Business Engagement and Emma Standen – Deputy Registrar (Quality and Standards) joined the meeting and presented a proposed strategy for the University's approach to apprenticeships (Document UEB 240416C).

23.157.2 Members noted that the strategy was the result of a review of apprenticeships requested by UEB that included consideration of approaches in other institutions in the sector.

23.157.3 Members heard that some providers make a loss on apprenticeship provision; however, recognised that there were benefits and put in place mitigations to reduce the loss.

23.157.4 The Deputy Registrar presented a summary of the risks associated with apprenticeship provision, highlighted the uncertainty regarding Government's view and funding of apprenticeships as the General Election approaches and provided additional context for the recommendations in the report.

23.157.5 Members discussed the timing of launching a new apprenticeship in Nursing, the potential impact of apprenticeship delivery on College contribution rates, impact on the Teaching Excellence Framework outcomes, and Cyber Essentials certification.

23.157.6 **AGREED** All recommendations to be taken forward as presented.

23.157.7 Members noted that the Nursing Delivery Board in the College of Liberal Arts and Sciences will lead on planning for the new apprenticeship in that area.

23.157.8 Members noted that the work on identifying and allocating income and expenditure related to apprenticeships will take place outside UEB.

23.157.9 **AGREED** Members supported the plan to develop new short courses to meet needs of apprenticeship employers.

23.157.10 Members confirmed their commitment to continuing to deliver apprenticeships through consolidating and growing the existing portfolio aligned to the Commissioning Brief. Members identified the need to communicate the benefits to colleagues.

23.158 MID-YEAR SUSTAINABILITY REPORT

23.158.1 Holly Jones, Head of Sustainability joined the meeting and presented the mid-year report (Document UEB 260416D), which summarises current activities towards sustainable development.

23.158.2 A member suggested that there is an opportunity to build on student partnerships through initiating and communicating co-creation sustainable development projects.

23.158.2.1 ACTION Head of Sustainability to invite members to the sustainable development showcase event.

23.158.3 The Chair highlighted education for sustainable development as a key goal for the next academic year.

23.159 UEB EFFECTIVENESS REVIEW SURVEY OUTCOMES REPORT AND IMPLEMENTATION PLAN

- 23.159.1 Elaine McMillan – Clerk to the Court of Governors and Head of University Governance presented the findings and recommendations from the UEB effectiveness review (Document UEB 240416E).
- 23.159.2 The Chair thanked the Clerk to the Court and the UEB Secretary for their work on the review.
- 23.159.3 Members considered student participation in relevant UEB and sub-committee discussions and confirmed that this would be by invitation of the Chair for specific, relevant agenda items only and that any engagement with students at committees must be a meaningful interaction for the student/s and the committee.
- 23.159.4 **AGREED** All recommendations from the review to be implemented in the timescale stated in the implementation plan.
- 23.159.5 **AGREED** Add to the recommendations communicated to sub-committee Chairs an expectation that Chairs will summarise at the end of each meeting any risks identified during the agenda discussions and any action to mitigate those risks.
- 23.159.6 **AGREED** Recommendation 4 – updates from sub-committee Chairs to be adopted by all committees that have their own sub-committees or working groups. At UEB meetings, the Chair will invite sub-committee Chairs to add any pertinent information not already scheduled for discussion by UEB during the Chair's business item on the agenda.
- 23.159.7 A member commented that the use of the Decision Time platform for committee meetings is very successful, and the training provided was welcomed by colleagues.

23.160 UPDATE ON MEMBER PRIORITIES

- 23.160.1 The Chair postponed this item to one of the two meetings in May 2024, noting that the Interim Head of College (LAS) had not yet confirmed their list of priorities.
- 23.160.1.1 **ACTION UEB Secretary** to reschedule this agenda item and circulate a list of each member's recorded priorities to members in advance.
- 23.160.2 The Chair noted that during the discussion, members should reflect on progress against their priorities and how they relate to UEB members' 2024/25 objectives.

23.161 STUDENT CONTINUATION UPDATE

- 23.161.1 The DVC (Education) confirmed that work with Personal Tutors discussed at the recent UEB away day continues.
- 23.161.2 The DVC (Education) provided an update on continuation metrics and emphasised that the priority continues to be those students who failed a module at the first attempt and how they are supported, which aims to improve continuation rates at the next measurement point in June 2024.
- 23.161.3 The Chair noted that the Pro Vice-Chancellor (PVC) for Teaching Excellence and Student Experience is working with the Senior Institutional Research Analyst to review the data sets and identify any student groups disproportionately represented in the group of students failing a module at the first attempt.
- 23.161.4 The DVC (Education) and the Head of College (LAS)/Personal Tutoring Lead reported that they have discussed the role of Personal Tutors and have agreed a longitudinal induction for international students.
- 23.161.4.1 **ACTION DVC (Education), Personal Tutoring Lead and DVC (Employability and Global Engagement)** to discuss continuation of international postgraduate students and report to the

next meeting the outcome of their discussions and their proposals to improve continuation for this group of students.

- 23.161.4.2 **ACTION Heads of Colleges** to work with their Schools to ensure students who are currently referred in an assessment are contacted by Module Leaders and Personal Tutors and offered the support they need to be successful.
- 23.161.4.3 **ACTION Personal Tutoring Lead and PVC (Teaching Excellence and Student Experience)** to contact Personal Tutors to ensure they are aware of those students who have a referral/deferral so Personal Tutors can reach out to those students and signpost support.
- 23.161.4.4 **ACTION PVC (Teaching Excellence and Student Experience)** to send to all Heads of Colleges some text for their professional development reviews (PDRs) about ensuring Personal Tutors in their Colleges contact their tutees by end of October so that objective will cascade through PDRs for all Heads of Schools and colleagues managing Personal Tutors.

23.162 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

- 23.162.1 **AGREED** Members confirmed the minutes of the meeting held on 27 March 2024 (Document UEB 240416F) as an accurate record of the meeting.
- 23.162.2 Members reviewed a summary of the actions from previous meetings (Document UEB 240416G) and noted those that were now complete.
- 23.162.3 **Student Continuation (Action 23.131.3.1)** Members noted that the Information Systems and Support solution would be considered as part of the discussion of capital investment at the University Planning Committee meeting on 23 April 2024.

23.163 ANY OTHER BUSINESS

- 23.163.1 Members did not raise any other matters for discussion.

23.164 MEETING EVALUATION

- 23.164.1 The Chair confirmed the key communication points, the risks identified through discussions at the meeting and how those risks would be mitigated.
- 23.164.2 A member commented that the meeting was well chaired, they appreciated when colleagues presenting to UEB attend the meeting in person, and that it was reassuring to see that cover is available when the Secretary is absent.

23.165 UPDATE ON APPRENTICESHIP PROVISION

- 23.165.1 Members received an update on apprenticeship provision for the period from January 2024 (Document UEB 240616H).

23.166 APPRENTICESHIP SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN

- 23.166.1 Members received the self-assessment report for 2022/23 (Document UEB 240616I), which included the School level quality improvement plan.

23.167 UWSU FINANCIAL STATEMENT TO 31 JULY 2023

- 23.167.1 Members received the UWSU financial statements for the 2022/23 financial year (Document UEB 240416J), which had been approved by the UWSU Trustee Board.

23.168 DATES OF FUTURE MEETINGS

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

30 April 2024
14 May 2024
24 May 2024 9am to 11am
11 June 2024
25 June 2024

9 July 2024 at 4pm (UEB dinner)
10 July 2024 9am to 5pm (UEB away day)
23 July 2024
7 August 2024