

## UEB Business Cycle 2025-26

This is not a prescriptive list; please suggest those items of a strategic nature you wish to propose under these or other headings or additional contributors, if appropriate.

Business/Item	Contributor/s	Comments
Planning, budgeting and resource allocation cycle – including: <ul style="list-style-type: none"> <li>• Risk management</li> <li>• Performance review and monitoring</li> <li>• Competitor analysis and benchmarking</li> <li>• Student numbers planning</li> <li>• Strategic Plan</li> </ul>	Vice-President for Education Chief Financial Officer/Director of Finance Chief Operating Officer University Secretary Director of Strategic Planning and Change	
Capital Planning Cycle Estates strategy	Chief Financial Officer/Director of Finance Director of Estates & Facilities Management	
External Environment Scanning and National Developments	Chief Operating Officer University Secretary Head of Policy	
Information / Briefings	All	Please identify specific topics
Faculty or Corporate Strategic Issues	Faculty Vice-Presidents Faculty Directors of Operations Chief Operating Officer	
Research and Innovation Strategic Issues Corporate strategic partnerships	Vice-President for Research and Innovation Director of Research Partnerships & Innovation Faculty Vice-Presidents	
Learning and Teaching Strategic Issues	Vice-President for Education Faculty Vice-Presidents University Secretary Deputy Chief Operating Officer (Student) Associate Director of Student Administration & Academic Affairs Head of Academic Programmes Office Director of Student Recruitment, Marketing & Admissions	
International Strategic Issues	President & Vice-Chancellor Chief Operating Officer Director of Global Engagement	
Civic Engagement	Chief Operating Officer Director of Research, Partnerships & Innovation	

Corporate projects and initiatives	All UEB members University Secretary Professional Services Directors Commercial Director	
UEB sub-groups	University Secretary's Office	In liaison with sub group chairs and secretaries
HR strategic issues	Director of Human Resources	
Reputation/brand	Vice-Chancellor Chief Operating Officer Deputy Director MARC (Communications)	
Student applications/admissions/ recruitment/marketing/access	Chief Operating Officer Director of Student Recruitment, Marketing & Admissions Deputy Director of Global Engagement	