



The
University
Of
Sheffield.

Office UEB/2019/0204/01
Of
The President &
Vice-Chancellor.

Minutes University Executive Board

Date: 12 March 2019

Present: Professor K Lamberts (KL) (in the Chair),
Professor John Derrick (JD), Mrs H J Dingle (HJD),
Professor S Fitzmaurice (SF), Professor M J Hounslow (MJH),
Professor W Morgan (WM), Professor D Petley (DP),
Professor Dame Pamela J Shaw (PJS), Mr R Sykes (RS),
Professor G Valentine (GV), Professor Craig Watkins (CW)

In attendance: Dr T Strike (TS); Ms S Duke (SD) (item 2); Mrs T Wray (TW), Ms C Vernon (CV) and Ms C Hamilton (CH) (item 3); Dr R Birch (RHB) (item 5)

Apologies: Mr A Dodman (AD)

Minute Secretary: Mr D T Swinn (DTS)

1. Minutes of UEB held on 12 February 2019

1.1 The Minutes of the UEB meeting held on 12 February were approved as an accurate record.

2. Closed Paper and Minute

3. Reputational Study Insights

(Tracy Wray, Carrie Vernon and Claire Hamilton in attendance for this item)

3.1 UEB received and noted an update report and accompanying presentation providing insights into the findings of a Reputational Study by the Knowledge Partnership, and the World 100 Brand Tracker. A Reputational Study Steering Group had been established, chaired by KL, to provide direction and oversight of related institutional activities. UEB noted the background to this work; highlights from the Brand Tracker; an overview of the Steering Group, the methodology used for the reputational study and the resulting insights and recommendations; and proposed next steps.

3.2 It was noted that although some of the results were positive, e.g. the strength and further potential to maximise advocacy by staff, students and alumni, the results had confirmed a number of known longstanding issues where further work was required. Of particular note was the need to convey consistent and coherent messages about institutional strengths, differentiation and distinctiveness, business engagement, internationalisation and regional engagement.

3.3 The following points were noted in discussion:

- (a) Student recruitment and alumni support were specific areas that required greater consistency and coordination, with defined central ownership and oversight.

- (b) The importance of ensuring that the University's role and contribution to the city and wider SCR was communicated and understood.
- (c) An overarching strategic framework , supported by clear processes, was needed for both city-region and international activities to ensure activities were aligned and visible.
- (d) The University needed to be clear about communicating its principles and values as well as highlighting areas of excellence as distinguishing features. With respect to the latter, an effective and open process would be required to determine where to focus.
- (e) More could be done to celebrate and share success in core activities, e.g. ground breaking research findings.
- (f) The #weareinternational campaign now involved a significant number of other organisations and was no longer an element of distinctiveness.
- (g) International research partnerships carried significant potential to raise the institutional profile and enhance external perceptions of the University.

3.4 **Actions:**

- (a) Underlying information and analysis would be shared with UEB.
- (b) The Reputational Study Steering Group would continue to provide oversight.
- (c) A new communication tool would be introduced, in line with previous discussions between KL and the Chair of Council, aimed at key stakeholder groups.
- (d) Key potential influencers should be identified to guide measures aimed at raising visibility and improving global reputation, particularly in the USA.

4. **Closed Paper and Minute**

5. **Faculty Planning**

(Rhiannon Birch in attendance for this item)

The Provost and Deputy Vice-Chancellor outlined that the approach to the Planning Round would follow that taken in 2018, whereby two members of UEB would act as rapporteurs who would perform a 'critical friend' role. Each Faculty narrative had been provided in supporting papers, together with a summary of actions from earlier P&DVC-led planning meetings with each Faculty. The rapporteurs would review each plan and provide a SWOT reflection of it to enable UEB to reach a collective understanding of each plan before considering options. The interdependencies between plans and their implications in relation to University Strategy and budget setting would be discussed at the UEB Away Day in May.

5.1 **Closed Minute**

5.2 **Closed Minute**

6. **Round Table**

- (a) Researchfish: DP reminded Members that responses from all departments were needed by 14 March.