



The  
University  
Of  
Sheffield.

Office UEB/2017/2410/01  
Of The  
President &  
Vice-Chancellor.

## Minutes University Executive Board

**Date:** 3 October 2017

**Present:** Professor G Valentine (GV) (in the Chair),  
Professor N Clarke (NC), Mrs H J Dingle (HJD), Mr A Dodman (AD),  
Professor S Fitzmaurice (SF), Professor M J Hounslow (MJH),  
Professor D Petley (DP), Professor Dame Pamela J Shaw (PJS),  
Professor C Watkins (CW)

**In attendance:** Dr T Strike (TS), Mrs R Birch (item 3), Mr I Wright (items 4 & 5), Dr C Edgar, Mrs L McCarthy and Mr R Sykes (item 7)

**Apologies:** Professor Sir Keith Burnett (KB), Professor W Morgan (WM)

**Secretary:** Mr M Borland (MB)

### 1. Minutes of the meeting held on 26 September 2017 (UEB/2017/0310/001)

The Minutes of the meeting held on 26 September 2017 were approved as an accurate record, subject to an amendment to show that the research award to the School of Clinical Dentistry was £980k.

The format of the Minutes should be amended to draw out the actions more clearly.

### 2. Strategic Plan 2016/21: Annual Review of Performance (UEB/2017/0310/02)

UEB reviewed the Key Performance Indicator (KPI) assessments for the University and Faculties in advance of the University level assessment being reported to Council on 16 October. Attention was drawn to the process that enabled UEB to make a formal judgement and that the overview of progress at the University level, including 'status' and 'direction of travel' was informed by, but not dictated by the numerical indicators.

Comments made in discussion included:

- There was a time lag for some of the data and more timely internal data could be considered.
- Some of the judgements in the review could reflect the current position, rather than the time period for the relevant data.
- It would be beneficial to capture the dependencies between KPIs.

UEB felt that there were currently too many KPIs within some of the Strategic Plan Themes and that there were too many underlying indicators with differing levels of significance for the University.

UEB agreed to recommend to the President & Vice-Chancellor that the number of indicators be reduced down to focus on the most significant indicators and the following specific amendments be made:

- 2.3 Bibliometric indicators: A KPI related to 4 star outputs should be retained, the exact nature of which to be proposed by DP.
- 4.1 International student recruitment: The 'Distribution of international intake' measure and the 'EU student intake' measure be removed.
- 4.3 Our students' global engagement: consider whether the measures are the most appropriate measures for this KPI.
- 5.6 Reserves: To move this KPI from the 'Our Public Responsibility' theme to 'The Challenge of Resource' theme.
- 6.7 Staff costs: To consider removal of this KPI as it was part of the financial reporting to Council

It was also agreed to recommend to the President & Vice-Chancellor that the existing set of KPIs are presented to council and the report include the following:

- Some of the external comparative data is by necessity time lagged and theme owners would be considering using more current data in reporting, accepting this may cause some loss of inter-institutional comparability.
- UEB were of the view that there were too many underlying indicators with differing levels of significance for the University and work had begun to reduce the number down.

#### Actions

The University Secretary to liaise with Strategic Plan theme leads to seek agreement on the composite KPIs and to then report the revised set of KPIs to the Provost & Deputy Vice-Chancellor

To discuss KPI 7.3 Gender pay gap with colleagues in HR and feedback to the University Secretary.

### **3. Planning Round 2017/18: UEB Planning Steer and Process Overview** (UEB/2017/0310/03)

(Rhiannon Birch in attendance for this item)

- 3.1 UEB received a paper which proposed a strategic steer for UEB consideration and discussion, and provided an outline of the planning process including an overview of changes for 2017/18. Attention was drawn to the timescale with Faculty meetings led by the Provost & Deputy Vice-Chancellor taking place earlier in the cycle and the collective UEB discussion of Faculty narratives would take place at the Away Day in May 2018.
- 3.2 During discussion it was clarified that faculties would not be precluded from providing additional faculty-specific issues in their steer to departments alongside the institutional steer. It was felt that it was important that all areas of the University received the same institutional steer. It would be beneficial to enable faculty action plans to continue to develop ambitions and to take advantage of opportunities.
- 3.3 UEB agreed:
  - a) That the Faculty meetings led by the Provost & Deputy Vice-Chancellor would, in addition to the FVP and FDO, also include the FDLT, FDRI and the faculty lead on student recruitment.
  - b) To include an additional point in the Planning Steer to articulate the ambition in key areas of the business and develop Faculty action plans to achieve this.
  - c) To amend the language so that faculties are asked to respond to the five areas listed in developing their action plans.

In terms of next steps the approved planning steer will provide a foundation for discussions led by the Provost & Deputy Vice-Chancellor with Faculties and Professional Services and will be circulated as part of the planning launch documentation.

#### **4. International Staff Support**

(UEB/2017/0310/04)

(Ian Wright in attendance for this item)

- 4.1 UEB considered a paper regarding the University's visa reimbursement policy which set out the institution's current approach and the results of a benchmarking exercise.
- 4.2 It was commented that the benchmarking exercise showed that the University's current position was not out of line with other institutions
- 4.3 UEB recommended to the President & Vice-Chancellor that the University waits to review its visa reimbursement policy until further detail is known about the future UK immigration system for non-UK EU nationals.

#### **5. Gender Pay Gap**

(UEB/2017/0310/05)

(Ian Wright in attendance for this item)

- 5.1 UEB reviewed the University's draft Gender Pay Gap Report 2017 and considered when would be an appropriate publication date. Attention was drawn to the legislative requirement that all organisations calculate and report their gender pay gap following strict criteria. As a consequence of new criteria in the calculation, the figure for the University's gender pay gap would appear higher than the figure previously reported.
- 5.2 During discussion it was noted that the majority of Russell Group Universities have indicated that they will publish their gender gap report in the new year, or even as late as March 2018.
- 5.3 UEB recommended to the President and Vice-Chancellor that publication of the Gender Pay Gap Report 2017 should be in the new year at the earliest.

#### Actions

- 5.4 FVPs to remind HoDs of:
  - i) the new professorial salary review process which requires each HoD to reflect on the performance of the professoriate, to submit nominations for those individuals whose performance merits consideration for a salary review, and to provide appropriate feedback to individuals;
  - ii) to encourage HoDs to consider carefully the gender pay gap in their departmental context;
  - iii) to encourage more women to apply for Faculty leadership roles when such posts are being recruited to.
- 5.5 To update UEB as other institutions published their gender pay gap reports.

## **6. Recruitment Strategy Update**

(UEB/2017/0310/06 – to follow)

(Christina Edgar, Louise McCarthy and Rob Sykes in attendance for this item)

- 6.1 UEB considered a paper which proposed a strategy for Student Recruitment at the University from 2017 to 2021. Attention was drawn to the fact that aspects of the strategy related to the UEB reconfiguration of the Strategic Advisory Group on Student Numbers and Fees (SAG SNF) and it was also linked to the Student Recruitment elements of the Student Services Review.
- 6.2 Comments made during discussion included:
- Further engagement work to ensure there was an appropriate level of 'buy in' would be important.
  - It should not be assumed that best practice can be found in one place.
  - Enhancing links with the Planning Round process should be an aim.
  - Some immediate actions could be undertaken but for some aspects of the strategy there was a limit as to actions that could be undertaken mid-recruitment cycle.
  - The strategy should assist decision-making so that resources are used most effectively.
  - Translation of the strategy into action points would be beneficial.

UEB recommended to the President and Vice Chancellor the endorsement of the strategy and the proposed approach to its delivery.

UEB expressed its thanks for the work undertaken so far and agreed:

- a) The importance of wider engagement work regarding this agenda and that SAG SNF and the UEB/HoDs Forum (who could work on recruitment as a shared challenge) would have important roles to play in achieving wider engagement.
  - b) As part of its role SAG SNF could consider making recommendations to UEB.
  - c) The Head of Student Recruitment to provide UEB with an update on the key recruitment actions.
  - d) The Head of Student Recruitment to discuss Faculty representation on SAG SNF with FVPs to ensure that it was appropriate in terms of the individual's lead role and empowerment in supporting the Faculty's delivery of recruitment targets.
6. In terms of next steps the outputs of the discussion would inform a detailed piece of work to draw out further, in consultation with departments and Faculties via SAG SNF leads, the themes and activities to be prioritised in the upcoming recruitment cycle and beyond.

## **7. Joint Council and Senate Task and Finish Group**

(UEB/2017/0310/07)

UEB considered a paper that proposed a joint Council and Senate task and finish group in respect of how those bodies might reasonably discharge their academic assurance duties.

During discussion it was suggested that the term 'academic standards and quality' can include research, in line with the QAA's definition, and PGR membership of the group would be beneficial. It was noted that Professor Lorraine Maltby was the proposed Chair of the Senate Effectiveness Review and would consequently be a member of the Joint Council and Senate Task and Finish Group, and that Professor Maltby could bring a PGR perspective to the work of Joint Task and Finish Group.

UEB advised the President & Vice-Chancellor that the paper be amended to provide greater clarity in the introduction on the scope of the work.

Following endorsement from the President and Vice-Chancellor the paper would go to the 16 October Council meeting for approval.

## **8. Senate Effectiveness Review**

(UEB/2017/0310/08)

UEB considered a paper regarding a recommendation to Senate that it appoint nominated representatives to a small sub-group who will propose to Senate the scope and terms of reference of a Senate effectiveness review of its role in the assurance of academic standards and quality. Attention was drawn to the fact that the Review would be a review of Senate by Senate.

UEB advised the President & Vice-Chancellor that the paper be amended to include the following:

- Council has asked that Senate consider the appointment of an external adviser to support the review
- The focus of the review would be on academic standards and quality
- Members of Senate would be invited to join the Working Group, with the President & Vice-Chancellor selecting members of the Working Group on the advice of Faculty Vice-Presidents.

Senate's approval of the working group would be sought at its next meeting on 11 October.

## **9. Report of the Risk Review Group (Meeting held on 27 September)**

(UEB/2017/0310/09)

- 9.1 UEB received a report which proposed a revised set of corporate risks following review by the Risk Review Group. Attention was drawn to the proposals that the three existing risks pertaining to the external environment are nested under one overarching risk relating to the external landscape, and two new risks are added to reflect current concerns and challenges covering: ensuring high quality education and a high-quality student experience; and delivering high-quality research.
- 9.2 UEB endorsed the changes to the 2017/18 corporate risks, which will be recommended to Council for discussion at its meeting on 16 October.

## **10. Capital Update**

(UEB/2017/0310/10)

- 10.1 UEB noted the report.

## **11. Annual Report on Value for Money**

(UEB/2017/0310/11)

- 11.1 UEB noted the report.

## **12. Round table**

- (a) USS: HJD reported that the deadline for responding to the consultation had been extended to 6 October.
- (b) Fellowship: MJH reported a previous member of staff had gained an EPSRC Fellowship that would be taken at the University.

- (c) Connecting Capability Fund: DP updated on the prioritisation process for selecting a bid to go forward.
- (d) UEB Away Day: GV reported that the morning session would focus on teaching excellence and the afternoon session would focus on REF 2021, with a plenary session to conclude.
- (e) UEB strategic discussion themes: Suggestions for themes for strategic discussion should be sent to GV.
- (f) Faculty Forums: GV reminded faculties that Faculty Forums would need establishing, where they did not currently exist, as they would have a key role in UEB engagement with faculties.