



**The
University
Of
Sheffield.**

**Office
Of The
President &
Vice-Chancellor.**

UEB/2017/1219/01

Minutes University Executive Board

Date: 12 December 2017

Present: Professor G Valentine (GV) (in the Chair),
Professor J Derrick (JD), Mrs H J Dingle (HJD), Mr A Dodman (AD),
Professor Dawn Hadley (DH), Professor M J Hounslow (MJH),
Professor W Morgan (WM), Professor D Petley (DNP), Professor Dame
Pamela J Shaw (PJS), Professor C Watkins (CW)

In attendance: Dr T Strike (TS); Ms T Wray (TW) and Ms C Hamilton (CH)
(items 2 and 3); Mr R Gower (RG) (item 4); Ms M Nolan (MN) (item 5);
Ms R Birch and Dr C Edgar (item 8)

Apologies: Professor Sir Keith Burnett (KB)

Secretary: Mr D T Swinn (DTS)

1. Minutes of UEB held on 28 November 2017 (UEB/2017/1212/01)

The Minutes of the previous meeting held on 28 November were approved as an accurate record.

2. UG marketing campaign

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

- 2.1 UEB received a presentation about the new marketing campaign (see also Minute 3, below). The campaign had been informed by market insight from key stakeholder groups which had demonstrated the need to increase understanding and awareness of the University's strengths and competitive position. A values-led approach was proposed, which could be aligned with strategic priorities around the themes of 'Explore, Challenge, Influence'. The recently established Marketing and Communications Forum would support this work by fostering greater understanding and consistent use of branding and related guidelines whilst allowing for local flexibility where appropriate. Additional work sought to enhance the connection between marketing and recruitment activity, including regular testing and refinements in response to feedback and intelligence. It was clarified that the current focus was on the home undergraduate but that there was already consideration of how to apply the campaign internationally. In due course it was anticipated that the campaign could also be tailored to support staff recruitment.

- 2.2 Following discussion, UEB endorsed the approach subject to the comments below.

Actions:

- (a) Ensure that, however it was applied, the institutional context of 'Explore, Challenge, Influence' was clear and could not mislead;

- (b) Further consider how to translate the campaign message to faculty and disciplinary level; avoiding unintended adverse consequences and maximising value whilst ensuring colleagues' awareness and understanding;
- (c) The membership of both the Marketing and Communications Forum and the Student Recruitment Forum would be shared with UEB to ensure that they included all necessary staff.

3. Visual identity

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

- 3.1 UEB received a presentation about the refresh of the University's visual identity and branding that sought to ensure that template materials were easy to use for a variety of purposes across different digital platforms, and the planned next steps in the process. A collaborative approach would engage faculty-based marketing and recruitment staff in the provision of feedback and clear guidance and direction regarding the consistent use of branded material. UEB welcomed the standardised yet adaptable approach, which included options to vary templates within defined parameters. All templates and supporting guidance on use would be provided by Corporate Communications.
- 3.2 UEB endorsed the initiative and recommended the following:

Actions:

- (a) It was essential that the refreshed visual identity was embraced by all areas of the University, including the AMRC;
- (b) Consultation about options for colour schemes, particularly in presentation templates, should include academic colleagues;
- (c) UEB members should promote to staff the importance of using refreshed materials and why this was the case.

4. Closed Minute and Paper

5. Closed Minute and Paper

6. Closed Minute and Paper

7. Maths School proposal

(UEB/2017/1212/06)

- 7.1 UEB discussed an update on developments in the sector and considered whether the University should put in an expression of interest to bid for a specialist mathematics sixth form School in the city. UEB noted the wider policy background and the operating models employed in existing examples, the demand for A level maths places in the city and existing provision, and an analysis of potential risks and benefits. It was also noted that SoMAS was heavily involved in current Faculty initiatives and was already working with local maths teachers. UEB agreed that it would be inappropriate for the University to commit to an initiative of this scale at present and recommended that the University did not proceed.

8. Briefing on the registrations position as at 1 December 2017

(UEB/2017/1212/07)

(Rhiannon Birch and Christina Edgar in attendance for this item)

- 8.1 UEB received and noted an update on the 1 December student registrations position and considered how intelligence gathered during the previous cycle could inform the

current round of student recruitment and target setting. Attention was drawn to successes, particularly in recruitment of home and overseas PGT students, which had offset the initial impact of below target UG recruitment. Although there was an impact of below target UG recruitment over three years, it was pleasing to note that 2017/18 tuition fee income targets had been exceeded whilst holding or enhancing tariff for home UG students. UEB also noted the decrease in PGR student registrations against target and the wider contribution of these students to the University. The variable performance in different areas of the University further demonstrated the need to diversify recruitment across different student categories and in different markets. In addition, above target recruitment had resource implications and should also be considered when setting targets for 2018.

- 8.2 An overview of the current applications position was reported, which compared favourably to the University's competitors in terms of volume and quality. Wider work with Corporate Communications and Faculties to attract and convert applications was reported, as well as positive feedback from attendees at Open Days.
- 8.3 Following discussion, GV thanked all of those involved for their work in achieving the current position and UEB agreed the following actions and next steps.

Actions:

- (a) FVPs should share and celebrate relevant positive elements, whilst using all of the available information to inform future activities and departmental target, and taking into account aspects of the PLA;
- (b) Further thought should be given as to how to develop progression from PGT to PGR study;
- (c) Further consideration would be given to the signalling potential of different recruitment methods to students, especially interviews;
- (d) A draft communication about Open Days would be prepared on behalf of FVPs for them to circulate to HoDs.

9. Draft agenda for the UEB-HoDs Away Day, 8 January 2018

(UEB/2017/1212/08)

- 9.1 UEB endorsed the content of the draft agenda, subject to timings of items being finalised to ensure sufficient discussion time.

10. Round Table

- (a) Customer First Accreditation: HJD reported that Unicus and ACS had both again been awarded this prestigious accreditation.
- (b) Financial Statements 2016/17: The Annual Report and Financial Statements would be published during week commencing 18 December.
- (c) Knowledge Exchange Framework: DP reported that HEFCE had launched its consultation on the KEF. KEF would not replace the HEIF formula and minimal funding would derive directly from KEF performance but KEF entry would be necessary to qualify for HEIF.
- (d) Computer Science:
 - (i) The Department was part of a consortium led by the University of Bath that had been selected to establish an Institute of Coding.
 - (ii) The Department had been awarded HEFCE Catalyst funding to create a MSc in data security, building on the success of the recently launched, HEFCE funded data analytics course.

- (e) Citations data: PJS reported that analysis by Clarivate Analytics had placed Rob Field in the top 1% citations for clinical medicine between 2005-15.
- (f) Commonwealth Reception: The Lord Lieutenant for South Yorkshire had asked the University to nominate a senior professor from the Commonwealth to attend a reception at Buckingham Palace on 14 February. MJH would attend.
- (g) Forthcoming UEB meetings: GV reported that the 19 December would proceed as scheduled with three business items. Meetings on 2 January and 16 January were cancelled.
- (h) Annual Planning Round: Members' views were sought as to the most effective way to consider individual plans before the Away Day discussions, when the cumulative impact and overall position would be considered. It was suggested that Members present a brief SWOT analysis at a UEB meeting, with the plans themselves made available in the Reading Room.
- (i) Yorkshire Universities: GV reported that recruitment of a new CEO was underway. The group had agreed to focus on the value of universities to the Northern Powerhouse, devolution and Industrial Strategy.