



**The
University
Of
Sheffield.**

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

UEB/2018/2407/05

Minutes University Executive Board

Date: 03 July 2018

Present: Professor D Petley (DP) (Chair)
Mr A Dodman (AD), Professor S Fitzmaurice (SF), Professor M J Hounslow (MJH), Professor W Morgan (WM), Professor Dame P Shaw (PS), Mr R Sykes (RS), Professor C Watkins (CW)

In attendance: Dr T Strike (TS), Dr M Butler (MB) (item 2), Mr I Wright (IW) (items 3 and 4)

Apologies: Professor Sir K Burnett (KB), Professor J Derrick (JD), Mrs H J Dingle (HJD), Professor G Valentine (GV)

Secretary: Mr D T Swinn (DTS)

1. Update from the task and finish group on senior remuneration

- 1.1 UEB received an update on recent work that took into account the recent publication of the CUC Code on Senior Remuneration, which was wider ranging than the OfS' account direction. The task and finish group had assessed the University's compliance with the Code and instigated number of practical changes to existing reporting and publishing arrangements to ensure the University's ongoing compliance. Oversight would continue to be provided through the Senior Remuneration Committee. Where necessary, staff would receive additional training to ensure that reporting requirements were met and UEB would receive further updates in due course.

2. Global Engagement Update

(MB in attendance for this item)

- 2.1 UEB received an update on Global Engagement activities under the International Strategy in advance of a forthcoming presentation to the Council Away Day on 9 July.
- 2.2 MB reported on a number of staffing changes, including two new China-based posts and greater integration of teams in Asia, which were supported a renewed focus on student recruitment, staff talent attraction and retention, and partnerships. The importance of USIC was noted and UEB welcomed positive progress towards maximising the potential benefits of the college to all five faculties. Furthermore, analysis of the institutional scholarships available to international students was identifying significant enhancements and efficiencies. A number of discussions had been held with potential institutional partners, building on work led by KB and the fostering of potential research partnerships through the WUN network. The establishment of new University Research Institutes would strengthen these efforts, as well as work with Corporate Communications to enhance the University reputation internationally.

2.3 UEB discussed the following areas of risk and opportunity:

- (a) Diversification of overseas student recruitment through strategies targeted at key markets, with a reduced reliance on agents, and increasing overall overseas PGR recruitment.
- (b) Continue to focus on addressing declining recruitment from Malaysia in addition to diversification initiatives in other SE Asian countries.
- (c) Build on initial efforts to increase engagement with and drive growth in recruitment from the Northern Consortium, including increasing market share and raising awareness amongst colleagues, supported by MB's involvement at board level.
- (d) The need to clarify and address any legacy issues following the cessation of the University's joint institute with Nanjing Tech University.
- (e) Further develop recruitment partnerships, notably by increasing the number and range of 1+1 Masters and 2+2 UG courses, which were also relevant to partnerships with EU institutions.
- (f) Increase relatively low levels of outward student mobility, which was proven to aid employability and also supported WP initiatives. It was reported that the University had undergone a successful first ERASMUS audit.
- (g) In due course UEB would receive proposals to agree a small number of corporate-level academic partners upon which to focus, informed by preliminary discussions with each faculty.
- (h) The use of targeted funding to encourage and support increased staff mobility and collaborations with HR and Corporate Communications to raise the international profile of the University and SCR to support talent attraction and retention.
- (i) Develop a strategic approach to the University's relationship with City College, led by GV.
- (j) The potential benefits of increasing engagement with international alumni, in conjunction with DARE.
- (k) Specific areas of risk and challenge included Brexit and UK immigration policy, online learning, the impact of TEF and how the University was able to work together with other organisations in the SCR to raise the profile of Sheffield.

3. Closed Minute and Paper

4. Closed Minute

5. Update on progress in developing the Strategic Change Office (SCO)

5.1 RS provided an overview of recent developments. Initial discussions had been held with relevant colleagues about the projects that were to be progressed through the SCO, which now incorporated the Process Improvement Unit following the conclusion of the PIU's previous projects. A progress reporting tool was being developed, based on that which had been used successfully for the Student Lifecycle Project. Attention was also drawn to the importance of taking into account the interdependencies across the various projects. UEB would receive a more detailed paper on 24 July.

6. Round Table

- (a) TEF: WM would bring a paper to UEB later in July to provide an update on a high level action plan agreed with FDLTs as one of the planning round outcomes.

- (b) Society for Renaissance Studies: SF reported that the University was hosting the Society's biennial conference, 3-5 July.
- (c) Faculty of Medicine, Dentistry and Health: PS reported that the Faculty had appointed a Faculty Director of Marketing, Recruitment and Communications, who would take up their post in September.
- (d) Media coverage: UEB was disappointed to note recent negative media coverage of the University's offer of LGBT-only student accommodation, upon which it had not been given the opportunity to comment further, and the need for a proactive response.

Action:

The matter would be raised with Corporate Communications

- (e) SU Sabbatical Officers: It was suggested that UEB and the incoming SU Officers might mutually benefit from an early opportunity to discuss priority activity and key issues for 2018/19, and clarification was sought about assigning 'buddy' pairings.