



## University Executive Board

### Minutes of the Meeting of 5 March 2018

#### Attending

Professor Shearer West (Chair), Professor John Atherton, Dr Paul Greatrix, Professor Jeremy Gregory, David Hill, Chris Jagger, Jaspal Kaur, Kerry Law, Professor Todd Landman, Professor Nick Miles OBE, Professor Sarah O'Hara, Professor Kevin Shakesheff, Breda Walls, Rowena Hall (Secretary)

#### Apologies

Professor Dame Jessica Corner, Professor Graham Kendall, Professor Andrew Long, Margaret Monckton, Professor Chris Rudd

#### Attending

Professor Svenja Adolphs (for minute 17.90), Jo Clews (for minute 17.89), Haf Merrifield (from minute 17.87 to 17.88), Dr Eleanor Sibley (from minute 17.87 to 17.88), Dr Lisa Stocks (until minute 17.84), Tim Watkinson (until minute 17.82.2)

## PART I

### 17.95 Minutes of the meeting held on Monday 5 February 2018

The minutes of the meeting held on Monday 5 February 2018 (UEB/17/97) were confirmed as a true record.

### 17.96 Chair's Business

- .1 The Vice-Chancellor provided an update on the ongoing industrial action and extended her thanks to Tim Watkinson, Director of Communications and Advocacy, the Faculty Pro-Vice-Chancellors and Heads of School for their support during this time. The involvement of ACAS was welcomed. The Vice-Chancellor confirmed that she was working to maintain and promote a civil tone amongst staff and students at the University whilst industrial action continues. A civil tone had largely been maintained but in particular, on social media, the tone of communications had become unpleasant at times. It was NOTED by UEB that some claims for financial compensation by students had been received. UEB NOTED whilst the strike action was ongoing the level of teaching/contact hours lost to individual students was not clear and Schools had not yet had full opportunity to mitigate disadvantage to students. UEB AGREED that guidance should be provided to Schools on the mitigation of lost contact hours.]

	<b>ACTION:</b>	<b>OWNER:</b>
1.	The Industrial Action Taskforce would provide guidance to Schools on how to approach the mitigation of lost contact hours	PMG

- .2 It was reported that, subject to agreement by Nominations Committee, Perrett Laver had been instructed to assist with the process of appointing a new Chair of Council. It was anticipated that the successful candidate would be appointed to Council at the beginning of the next

academic session and begin their tenure as Chair of Council the following year. The process would be overseen by Nominations Committee with Dame Elizabeth Fradd, who is the Deputy Chair of Council, as lead. A number of other Council appointments would be required in the next year.

- .3 The Vice-Chancellor reported that the recruitment processes for the Provost and Deputy Vice-Chancellor, the Director of Estates, the Director of Advancement and the APVC for Knowledge Exchange and Industrial Strategy were all in train.
- .4 During a visit to UNMC, the Vice-Chancellor had attended a UNMC Board meeting, a Crops for the Future Board meeting and Graduation, which included the award of an Honorary Degree to the Sultan of Selangor.
- .5 The Malaysian Ministry of Agriculture had not yet provided funding to extend the Crops for the Future project. The Crops for the Future Board continued to lobby the Ministry of Agriculture for confirmation of future funding.

### 17.97 Inter Campus Collaboration

UEB RECEIVED paper UEB/17/98 from the PVC GE.

UEB NOTED that following circulation of a paper outlining the extent of ongoing Inter Campus activities and receipt of comments from UEB members, four areas of activity had been identified as areas of priority:

- Analysis of Flow of Funds
- Quality assurance and the Quality Manual
- Engagement of staff in the University's vision for its global footprint
- Student Mobility.

UEB AGREED the priority areas for action and that these would be progressed in line with the breadth of each activity outlined in the paper. UEB NOTED that the first two priorities were fundamental buildings blocks which when completed would facilitate the achievement of the third and fourth priorities. UEB further NOTED that these priorities were somewhat mechanistic and that Inter Campus vision would be considered as part of the forthcoming UEB Global Engagement Away Day.

	<b>ACTIONS:</b>	<b>OWNER:</b>
1.	Director of Inter Campus Collaboration would provide regular reports on the progress of the priority actions to be circulated to UEB.	PVC GE
2.	Inter Campus Collaboration should return to UEB as an agenda item for further discussion at relevant key points.	PVC GE

### 17.98 Nottingham Global Online

UEB RECEIVED paper UEB/17/99 from the PVC ESE.

UEB NOTED that there were a number of models available to the University to develop its online provision and considered the University's current approach. UEB AGREED that the University should continue with its portfolio approach for online provision and that online activities should be reviewed to determine the current margins achieved and to consider the global pricing framework.

	<b>ACTIONS:</b>	<b>OWNER:</b>
1.	A review of the margins achieved for ongoing online provision activities would be commissioned.	PVC ESE

2.	The CDO would join the Global Online Provision group.	PVC ESE / CDO
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### 17.99 Size and Shape Update

UEB RECEIVED paper UEB/17/100 from the CMCO.

UEB NOTED the continuing challenges of international recruitment, in particular the sector wide decrease in international PGR recruitment. UEB further NOTED that an external relations team would be reviewing confirmation and clearing activity and international conversion activity. The CMCO confirmed a forecasted income deficit for 2018/19 onwards which had resulted largely from the over estimation of HEFCE income in the model used in the Medium Term Financial Plan.

UEB NOTED the recruitment planning activity and AGREED the 2018 entry targets and associated income targets.

It was REPORTED that the CFO had confirmed that the University's contingency fund should be used to address the deficit for the 2018/19 year, but that alternative mitigations for the income deficit would be required in future years. UEB AGREED this approach.

	<b>ACTION:</b>	<b>OWNER:</b>
1.	The CFO would consider alternative mitigations for the income deficit from 2019/20 onwards.	CFO

### 17.100 University Strategy Implementation Update

UEB RECEIVED paper UEB/17/102 presented by the Director of the Strategic Change Unit.

UEB NOTED that the report brought together and tracked the progress of implementation of the University's priorities framed around the strategic plan and linked to the University Risk Register and its KPIs.

UEB AGREED that the full report should be available to UEB members and a high level summary should be provided to UEB quarterly.

	<b>ACTIONS:</b>	<b>OWNER:</b>
1.	A high level strategy implementation summary would be presented to UEB quarterly.	PMG
2.	The full strategy implementation report would be made available to UEB members.	PMG
3.	The Director of the Strategic Change Unit would work with the CFO to include financial information in the strategy implementation update.	PMG / CFO

### 17.101 Enterprise Risk Management

UEB RECEIVED paper UEB/17/103 from the Registrar.

UEB NOTED that it had been agreed that an enterprise risk management report consisting of the full risk register, visual overview and an assurance map would be brought to UEB twice a year. A quarterly update of the changes to the Risk Register Risk would be circulated to UEB and the Head of Risk and Information Management would meet with risk owners quarterly and monthly where risk was red. UEB NOTED that whilst red risks were not discussed within a specific risk agenda item at monthly meetings, they were fundamental to many other agenda items.

	<b>ACTIONS:</b>	<b>OWNER:</b>
1.	The Head of Risk and Information Management would consider extending the interpretation of the governance risk to include risks relating to the external policy environment and how more significant operational risks might be included.	PMG
2.	The cover sheet of each UEB paper should signal the areas of corporate risk for specific items.	Secretary

### 17.102 IAS Recommendation Tracking

UEB RECEIVED paper UEB/17/109 from the Vice-Chancellor.

UEB NOTED that there was a new reporting system in place for audit actions and that the Vice-Chancellor had committed to ensuring that the number of overdue priority actions were driven down. This would be achieved by a combination of the Director of Internal Audit assessing the materiality of older outstanding actions and UEB members making the closure of outstanding items a priority.

UEB AGREED that UEB members should make the closure of outstanding audit actions a priority. UEB further AGREED that the management response to recommended audit actions should be more robust in determining the priority levels of an action.

	<b>ACTIONS:</b>	<b>OWNER:</b>
1.	UEB members would make the closure of outstanding audit actions a priority.	CFO
2.	The IAS Recommendation Tracking Report would include base line information on the number of completed actions in a given period.	CFO
3.	Outstanding Project Transform audit actions would be reviewed as whole by the CDO and Director of Internal Audit.	CFO / CDO

### 17.103 Strategic Development Fund Review Group Recommendations

UEB RECEIVED paper UEB/17/104 presented by Professor Svenja Adolphs.

UEB NOTED that the Strategic Development Fund Review Group had recommended two proposals for SDF funding.

UEB NOTED the Applied English proposal which planned to build on a track record of distance learning development. UEB AGREED that the proposal should be pursued as part of Global Nottingham Online subject to clarification of the overall finances of the project by the CFO.

UEB NOTED the Engineering proposal 'Delivering S2020 PGT Growth'. UEB AGREED that a group should convene to provide more scrutiny to the proposal before a decision would be made. The group would focus on how the project was proposed to be delivered and how this would fit with wider projects to support and develop recruitment growth.

	<b>ACTION:</b>	<b>OWNER:</b>
1.	A group consisting of the FPVC SS, FPVC E, CMCO and CSMO would meet to scrutinise the Delivering S2020 PGT Growth proposal	FPVC SS, FPVC E, CMCO and CSMO

### 17.104 Any other Business

It was REPORTED that:

1. the Subject Level TEF submissions had been made to HEFCE.

2. workshop sessions for the Research Information System would be held over the next six weeks. Communications to staff would be sent out shortly.
3. the legal documentation supporting the bid for new medical student numbers had been signed by the Vice-Chancellor and the Vice-Chancellor of the University of Lincoln.
4. the Government's Fees and Funding Review would focus on four areas: choice, value for money, access and skills provision.
5. the University's access and participation plan would be reviewed in accordance with the OfS guidance in preparation for submission by 30 April.

**17.105 Circulated Items**

UEB RECEIVED paper UEB/17/105 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.