



University Executive Board

Minutes of the meeting of 15 November 2022

Present

Professor Shearer West (Vice-Chancellor), Neil Crout (PVC RKE), Dr Paul Greatrix (Registrar), Professor Jeremy Gregory (FPVC Arts) David Hill (CDO), Jaspal Kaur (Director of Human Resources), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FPVC Social Sciences), Professor Katherine Linehan (PVC EDI and People) until minute 22.120, Professor Nick Miles (Provost UNNC), Professor Sarah Metcalfe (Provost UNM) via Teams, Professor Sarah Speight (PVC ESE), Margaret Monckton (CFO), Professor Jonathan Van-Tam (FPVC Medicine and Health Sciences) save for minutes 22.114 to 22.118, Professor Zoe Wilson (FPVC Science)

Attending

Rowena Hall (Secretary), Dan Tilley (Director of Sport), Andrew Naylor, Chief Executive Officer, Nottingham Technology Venture for minute 22.113, Ruth Eccles, (Head of Professional and Work-based Learning) for minute 22.115, Helen Pennack (Chief Marketing and Communications) for minute 22.118 and 22.119, Neil Davidson (Associate Director of Insight and Analysis) for minute 22.118, Nicola Anderton (director Of Digital Marketing) for minute 22.119.

Apologies

Professor Robert Mokaya (PVC GE)

22.110 Welcome, Apologies, Quoracy and Declarations of Interest

- .1 The Chair welcomed the Director of Sport, Dan Tilley, to the meeting as an observer.
- .2 The Secretary confirmed that the meeting was quorate and there were no declarations of interest.

22.111 Minutes of 4 October 2022 Action Log

- .1 The minutes of the meeting held on 4 October 2022 were confirmed as a true record.
- .2 The Action Tracker was NOTED.

22.112 Chairs business

- .1 The Vice-Chancellor circulated an update to UEB members prior to the meeting.
- .2 UEB discussed the sector and government approach to the Plan B alternative to Horizon Europe.

22.113 Midlands Investment Vehicle

- .1 UEB RECEIVED the paper (UEB/22/137) from the Chief Financial Officer and the Chief Executive Officer of Nottingham Technology Ventures which provided an update on the plans for eight universities to partner to establish the Midlands Investment Vehicle (MIV).
- .2 UEB NOTED that the MIV had been established as a separate legal entity with headline terms having been agreed and each university having invested the required seed capital. Negotiations to finalise the Framework Agreement, which would govern the ongoing relationship between the MIV and each university, were advanced.



- .3 Recruitment for the CEO of MIV was underway and the CFO would be a member of the interview panel.
- .4 Consideration was given to the challenging economic climate and any possible impact on MIV's ability to meet the investment target. The CEO of Nottingham Technology Ventures provided reassurance that feedback from potential investors remained strong.
- .5 UEB APPROVED the University to enter into the Framework Agreement following finalisation of the terms by the Midlands Innovation Board.

22.114 Vice-Chancellor's Objectives 2022/23

- .1 UEB RECEIVED the paper (UEB/22/143) from the Vice-Chancellor which provided a summary of her objectives for 2022/23, and associated milestones and indicators of success as agreed with the Chair of Council. The paper would be submitted to the next meeting of Council for discussion prior to the publication of the objectives.
- .2 UEB discussed the objectives, and a number of suggestions were made for further consideration:
 - .1 the inclusion of an external facing objective which might focus on the Vice-Chancellor's membership of the boards of UUK and the Russell Group and her role as incoming Chair of U21.
 - .2 the milestones and success measures for an objective on staff wellbeing.
- .3 There was some discussion on which activities or initiatives might improve staff wellbeing. It was suggested that improving the capacity and capability of senior leadership would be the most significant intervention.
- .4 The publication of the objectives of all UEB members was considered. As a first step it was AGREED the UEB members would share their objectives at the next UEB Away Day.

	ACTION	OWNER	DUE
.5	To consider the feedback and discuss with the Chair of Council before the paper was submitted to the next meeting of Council	Vice-Chancellor	17 November

22.115 UoN Degree Apprenticeships Review Part 1

- .1 UEB RECEIVED the paper (UEB/22/138) from the PVC ESE which provided information about the current apprenticeship provision, cost benefit analysis and options for the future direction of provision. The paper was for UEB's discussion and feedback. A further paper would be submitted to UEB in December and would request approval of the strategy and operating model for apprenticeship provision.
- .2 A number of UEB members observed that apprenticeship provision had detracted from core activity in some areas. In addition, there was often a lack of capacity and capability to deliver. The high administrative burden and cost of delivery were highlighted. However, there was the potential for apprenticeship programmes to support the development and fostering of relationships with industrial partners.
- .3 It was acknowledged that apprenticeships was a policy imperative for the government and that there would be a reputational consequence associated with the cessation of apprenticeship provision or as a result of a poor outcome of OFSTED inspections.
- .4 The PVC ESE observed that there was a coalescence of views around option three as set out in the paper, which would see the University position itself as a specialist provider with a strategic, highly selective and focussed portfolio of apprenticeships, teaching out those areas that did not align with the portfolio.



- .5 For the next iteration of the paper, UEB requested an assessment of the long-term opportunities open to the University through the provision of the apprenticeships and the options for a centralised administrative operating model which might alleviate some of the challenges of delivery.

	ACTION	OWNER	DUE
.6	To draft a decision paper on the provision of apprenticeships at the University for submission to UEB	PVC ESE	December 2022

22.116 Computer Science Expansion

- .1 UEB RECEIVED the paper (UEB/22/139) from the FPVC Science which set out an option for growth of the School of Computer Science in both teaching and research. Feedback from UBE on the proposals was sought.
- .2 The FPVC Science outlined the position of the School following previous strategic investment and the importance of its continued, but managed, growth to the Faculty of Science business plan. The delivery of the proposed growth plan would centre on the Castle Meadow Campus whilst maintaining a strong presence on Jubilee Campus.
- .3 UEB was supportive of the outline plans for growth, and of their further development and that of the associated business case. The clear fit with plans for Castle Meadow and Campus Digital Nottingham were NOTED.
- .4 Areas for further work and consideration included:
 - .1 to work with the Chief Finance Officer and the Finance team to understand the investment required and financial modelling.
 - .2 to work with the PVC ESE to understand the relationship between the growth plans and timetabling.
 - .3 to articulate clearly how the growth plan might increase the quality of teaching and research within the School as well as increasing its size. How would the growth impact on the University’s Performance Framework and the targets set out for each of the Key Performance Indicators.
- .5 The Director of Sports suggested E-Sports as an area for further consideration for inclusion in the Castle Meadow Campus plans.

	ACTION	OWNER	DUE
.6	To further develop the business case for the growth plan and to ensure the points raised by UEB were addressed	FPVC Science	21 December

22.117 Alternative Solutions Group

- .1 UEB RECEIVED the paper (UEB/22/140) from the Registrar which outlined a proposal to establish an Alternative Solutions Group to be run as a pilot for 12 months. The Group would comprise a range of staff charged with considering some of the challenges faced by the University and providing insights and a diversity of thought to UEB discussions. The Group would comprise a range of staff newer to higher education and/or the University, and its focus would be on topics scheduled for discussion at UEB Away Days.
- .2 UEB NOTED that the establishment of the Group would offer developmental opportunities for staff and help identify future leaders.
- .3 UEB AGREED the establishment of the pilot Alternative Solutions Group and provided the following feedback for further consideration by the Registrar:



- .1 the mechanisms for identifying members for the Group.
- .2 the importance of the identification of an appropriate Chair for the Group.
- .3 whether there was scope for the Group to be Tri-Campus.
- .4 whether internal experts could be invited to provide additional guidance on particular topics.
- .5 a mechanism for feeding back to the Group on the how their inputs to UEB were received and considered.
- .6 the name of the group may need further work

	ACTION	OWNER	DUE
.4	To further develop the proposals for the establishment of the Leadership Development Group.	Registrar, Associate Director of Governance, Helen McNamara	6 January

22.118 League Tables Analysis and Action Plan

- .1 UEB RECEIVED the paper (UEB/22/141) from the Chief Marketing and Communications Officer and Associate Director of Insight and Analysis. The paper provided analysis of the University’s position in domestic league tables and the factors affecting those positions.
- .2 The Associate Director of Insight and Analysis demonstrated modelling which indicated the likely impact on league table position of changes in individual metric performance.
- .3 The areas which had been identified as having the biggest negative impact on league table performance for the University were NSS scores, Entry Standards (tariff) and Student Staff Ratio.
- .4 It had been determined that the best approach to addressing decline in league table performance would be to make significant progress towards achieving the targets set out for each of the University Key Performance Indicators (KPIs). There was an accompanying action plan for each.
- .5 UEB NOTED that for metrics used in the league tables where there was no direct alignment to a KPI: student staff ratio, spend, and academic and employer reputation, activity and plans would be delivered by members of the League Tables Working Group.
- .6 It was AGREED that a summary of the University’s league table position should be submitted to a UEB annually in the autumn following release of the last league table for that year.

	ACTION	OWNER	DUE
.7	To schedule an annual report on league table positions on the UEB forward plan.	Secretary	30 November

22.119 Strengthening our Brand Messaging

- .1 UEB RECEIVED the paper (UEB/22/142) from the Registrar and Chief Marketing and Communications Officer, and a presentation from the Director of Digital Marketing, outlining new and evolved brand messaging.
- .2 The marketing approach was place-based with narratives for each campus. The foundations for the approach were beautiful campuses and the experience they create; graduate employability; and research with impact and knowledge exchange.
- .3 The next steps would be to develop the approach for Faculties, Schools, Departments and programmes where appropriate.



- .4 UEB welcomed the presentation, was very supportive of the concept of the evolved brand messaging and made suggestions for further refinement of the approach which included:
 - .1 the addition of brand elements focussed on medicine and health sciences' locations.
 - .2 thorough review and further consultation on the use of specific words, such as the single word identification for campuses, references that might tie to the University to particular activities and those that might create reputational risk. The approach should also be future proofed.

	ACTION	OWNER	DUE
.5	To progress the refinements directed by UEB and to provide an update when completed.	Chief Marketing and Communications Officer	31 January

22.120 Roundtable

- .1 The Registrar provided an update on a recent visit to the University by the team established by the Government's independent adviser on antisemitism, Lord Mann, and on the industrial action due to take place the following week.
- .2 Chief Financial Officer roadshows were ongoing with a further round planned for January 2023.
- .3 The draft TEF submission would come to UEB for approval in January. Following any further required amendments, the Vice-Chancellor would sign and approve the final version for submission.
- .4 The FPVC Arts confirmed that an updated framework for the UEB/Head of School buddy system would be circulated before the end of the year.
- .5 Discussions were ongoing between the University and the Nottingham University Hospitals NHS Trust (NUH) in connection with the Medical School building. The FPVC MHS reiterated that no decisions had been made and potential options continued to be evaluated.
- .6 The Memorandum of Understanding between the University and NUH was at an advanced stage of negotiation and would be signed by Vice-Chancellor on behalf of the University at a formal ceremony.
- .7 Interviews for the substantive Head of the School of Medicine position were scheduled for the end of December. With the support of UEB, the priority for the search remained leadership skills.
- .8 A student-focused incident management exercise would take place in the School of Medicine in early 2023. The Registrar recommended that the Associate Director of Operational Resilience and Director of Student and Campus Life should be approached for their advice and support with the exercise. If successful, the exercise should be rolled out to other parts of the University.

	ACTION	OWNER	DUE
.9	To liaise with the Associate Director of Operational Resilience and Director of Student and Campus Life in the planning and execution of the student focused incident management exercise.	FPVC MHS	15 December