

MINUTES

STRATEGY AND PERFORMANCE COMMITTEE

Date:	Tues 22 October 2019	Time:	1530 (refreshments from 1500)
Location:	Boardroom, University House, Leek Road Campus		

Notes:

1. *Items marked with an asterisk (starred items) were for information only or regarded as noncontentious. Starred items will not be discussed and will be assumed to have been noted or approved unless a request to unstar a named item is received from a Board member in advance, or at the commencement, of the meeting.*
2. *Items classified as Confidential, and their subsequent minutes (highlighted here in blue), will be redacted before publication of the agenda and minutes on the University's public website.*

Members		
Professor Liz Barnes	Vice Chancellor	P
Connor Bayliss	Student Governor (President, Students' Union)	P
Glenn Earlam (Deputy Chair)	External Member	P
Tony Evans	External Member	P
Colin Hughes (in the Chair)	External Member	P
Doug Rouxel	Academic Staff Representative	P
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Dr Simone Clarke	Director of Academic and Strategic Planning	IA
Professor Ieuan Ellis	Pro Vice Chancellor – Place and Engagement	A
Professor Martin Jones	Deputy Vice Chancellor	IA
Andrew Proctor	Pro Vice Chancellor - Digital	A
Sue Reece	Pro Vice Chancellor – Student Experience	IA
Lauren Rooke	Assistant Clerk to the Board of Governors (minutes)	IA

P = Present; T = via telephone; A = Apologies; IA = In Attendance

1 MEETING MANAGEMENT							
105	Apologies for Absence were received from Professor Ieuan Ellis and Andrew Proctor.						
106	There were no new Declarations of Interest .						
107	<p>Membership of the Committee for 2019/20:</p> <table border="0"> <tr> <td>Constitution</td> <td>MEMBERSHIP</td> </tr> <tr> <td>External Members</td> <td>[Vacancy] Glenn Earlam (Deputy Chair) Tony Evans Colin Hughes</td> </tr> <tr> <td>Student Representative</td> <td>Connor Bayliss (President, Students' Union)</td> </tr> </table>	Constitution	MEMBERSHIP	External Members	[Vacancy] Glenn Earlam (Deputy Chair) Tony Evans Colin Hughes	Student Representative	Connor Bayliss (President, Students' Union)
Constitution	MEMBERSHIP						
External Members	[Vacancy] Glenn Earlam (Deputy Chair) Tony Evans Colin Hughes						
Student Representative	Connor Bayliss (President, Students' Union)						

	<p>Staff Representative Doug Rouxel (Academic Staff Rep)</p> <p>Vice Chancellor Professor Liz Barnes</p> <p>In attendance Ian Blachford, Chief Operating Officer & Clerk to the Board Professor Ieuan Ellis, PVC – Place and Engagement Sally McGill, Chief Financial Officer Professor Martin Jones, Deputy Vice Chancellor Sue Reece, Pro Vice Chancellor - Student Experience Andrew Proctor, Pro Vice Chancellor – Digital Dr Simone Clarke, Director of Academic & Strategic Planning</p>
108	The Minutes of the last meeting of the Committee , 11 June 2019 SP/07/01, were signed as a true and accurate record.
109	<p>Matters arising:</p> <ul style="list-style-type: none"> • Membership – It was noted that there was currently no Chair of the Committee following the departure of Richard Cotterell. • Minute 2549 (BofG) – it was noted that the committee would review target student numbers across subjects and areas (including apprenticeships) at the February 2020 meeting, which would allow a clearer picture.
110	The committee received and noted the Overview of Annual Committee Business for 2019-20 SP/07/02.
2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)	
111	<p>The Committee received the Terms of Reference for the Committee 2019-20 SP/07/03.</p> <p>These were approved for onward approval by the Board of Governors.</p>
112	<p>The committee received a presentation delivered by the Deputy Vice Chancellor and Director of Academic and Strategic Planning on Distance-Learning Provision. The following main points were covered:</p> <ul style="list-style-type: none"> • It had been agreed at the Spring 2019 meeting of the Committee that a review of this area would come to the first Committee meeting of the academic cycle. • The presentation set out the difference between distance-learning and blended learning; the current distance-learning landscape within the University for both undergraduate and postgraduate students; the backgrounds of these learners (including BAME, MOD and IMD) and their geographical catchments; student outcomes; competition and sector trends; and possible future approaches. <p>Members commented as follows:</p> <ul style="list-style-type: none"> • Tony Evans asked about the practical application of the data and next steps, with Martin Jones confirming that workshops would shortly start taking place in order to help the University build on this. • Glenn Earlam asked about delivery models for both on- and off-campus students, and it was agreed that there was significant value in students being able to pause videoed lectures where necessary, and to overlay other resources. Sue Reece noted that this was particularly useful for international students, highlighting however that this delivery model sometimes led to a greater desire from students for one-to-one personal time with tutors. Liz Barnes noted that various models of on-line wraparound support were available and could be considered. • Members discussed the importance of learning from the example of MOD distance-learning and identifying similar cohorts that could reproduce the success of these students (noting the very different profile of MOD learners and its limitations). • Further discussion focused around exploring market competition and avenues for collaboration.
113	<p>The committee received a report entitled Evaluating the Delivery of the University's Strategic Plan – Innovative and Applied Learning SP/07/04, introduced by the Pro Vice Chancellor – Student Experience and the Director of Academic and Strategic Planning. The following main points were noted:</p> <ul style="list-style-type: none"> • In November 2018, the Board of Governors, on the recommendation of this Committee, had accepted a proposal for the introduction of two new complementary reports intended to provide insights and assurance on the progress that was being made in the delivery of the current Strategic Plan and the achievement of the Key Performance Indicators. • At each meeting of the committee a report was to be provided on one of the three strategic pillars in the Strategic Plan. This report, which focused on the Innovative and Applied Learning pillar, was intended to be read alongside the KPI report. • The report aimed to bring together key actions being taken to deliver the Strategic Pillar, drawing together some information that board members may have received previously in more detail and/or in different contexts. The

	<p>information provided was deliberately high-level, highlighting flagship projects and initiatives, the majority of which had regional and/or national significance. Outcomes (other than delivery of the University KPIs covered in the accompanying report), where known, were provided, as well as risks and risk management work, related to individual initiatives or the delivery of the overarching strategic pillar.</p> <ul style="list-style-type: none"> The report included a table setting out progress on current aims; outcomes other than those measured by KPIs; and risks/mitigation. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Sue Reece highlighted the importance of the work detailed in the report into student mental health. Connor Bayliss noted that progress was well underway on the joint initiative on student mental health and resilience with Keele and other partners. <p>It was agreed that the report on the Delivery of the Strategic Plan (Innovative and Applied Learning) be referred to the Board for noting.</p>
114	<p>The committee received and discussed a KPI Report SP/07/05, introduced by the Director of Academic and Strategic Planning. The following main points were noted:</p> <ul style="list-style-type: none"> This was the third report of this type prepared for Strategy and Performance Committee, which documented current performance in relation to the Key Performance Indicators to be achieved during the lifecycle of the current Strategic Plan, which ends in 2021. Progress was good in relation to the principal KPIs. A RAG (Red/Amber/Green) rating had been assigned to each of the KPIs to indicate progress to date. Since the previous report had been received by the committee, the following changes had been made to the RAG rating of KPIs: <ul style="list-style-type: none"> The University was awarded "Gold TEF" in June 2019 and therefore this had moved from amber to green The University's level 5 to 6 progression was now 86.1%, less than 4 % from the target of 90% and therefore moved from red to amber. Timely completion for PGT-Master and PGT-PGCE had been added and these were both red. The University had dropped further below the PRES satisfaction to 80.3% (from 83.4%), NSS quality of teaching, academic support and assessment of feedback had now dropped further below the target and therefore had all moved from amber to red In 2018/19 the University agreed that the target for NSS assessment & feedback would increase from 80% to 83%. In the latest NSS results the University's results from assessment & feedback had moved from 80.5% to 79%, therefore this metric was now rated as red. This paper complemented other papers on the agenda for Strategy and Performance Committee, in particular item 2.8, the progress report evaluating the delivery of the Strategic Plan (Talented People). Annex A provided dates when the data relating to each KPI was updated, as previously requested by the Committee. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Glenn Earlam asked for clarification on the Timely Completion measure and its application across cohorts, and this was provided by Simone Clarke. (Liz Barnes added that historically, the University had focused on retention rather than timely completion, but that as the Committee were aware, significant work had been done to mitigate this and refine the University's approach.) Tony Evans asked about KPIs and performance measures used across the sector on this area, and it was confirmed that sector-wide, a similar measure was used by the majority of competitors. Liz Barnes underlined the importance of continuing to keep focus on performance at course level, without becoming blinkered by the achievement of the three main KPIs. Glenn Earlam asked about the data available around conversion rates and Sue Reece noted that the new CRM system in place gave better oversight of the recruitment and conversion journey than many HEIs would have, and that from next year, more granular data on this would be available. Members highlighted the importance of focusing on timely completion and retention to at least as great a degree as on recruitment. <p>It was agreed that the KPI Report be referred to the Board of Governors for noting.</p>
115	<p>The committee received and discussed a paper on Student Recruitment & Enrolment Position 2019-20 SP/07/06, introduced by the Pro Vice Chancellor – Student Experience, who noted the following main points:</p> <ul style="list-style-type: none"> Recruitment had now closed for new admissions for 2019-20, and the paper provided an overview of the enrolment position across full-time and part-time on-campus undergraduate and postgraduate students (as well as figures for DIL). The report highlighted highest- and lowest-performing courses with regard to enrolment-to-target, as well as school and departmental progress on targets.

	<ul style="list-style-type: none"> The appendices provided data on on-campus students filtered by academic school and country of domicile. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Discussion focused around the use of the data, and the importance of capitalising on this by growing or cutting courses as required via careful portfolio review. [REDACTED] Glenn Earlam asked about the evolution of business courses and it was agreed that business as a discipline was evolving quickly, with niche courses now more likely to appeal to potential employers, rather than generalised business studies. Glenn Earlam asked about recruitment target levels and Sue Reece confirmed that these were set following discussion with the Schools, analysis of performance of the course over the past three years, and market movements. (It was also clarified that contingency was built into budgets for lower recruitment to target.) Sally McGill noted that this data would shortly be considered by Sustainability and Resources Committee, with an emphasis on financial outcomes. Liz Barnes asked for clarification on the potential conversions to completion of enrolment referred to in the report, given that recruitment had now closed to new admissions, and this was given by Sue Reece. <p>It was agreed that International Recruitment should be revisited by the Committee at a later date.</p>
116	<p>The committee received and discussed a Student Progression Report (Outcomes and Attainment) SP/07/07, introduced by the Pro Vice Chancellor – Student Experience. The following main points were noted:</p> <ul style="list-style-type: none"> The report drew on information related to academic progress and degree rates from the Annual Quality and Standards and Student Success Report for 2018/19, which was prepared annually for Academic Board and shared with the Board of Governors. The Report comprised a review of student achievement for the previous academic year and included a review of the delivery and impact of planned quality assurance and enhancement work. For the 2018/19 academic year, the paper detailed: <ul style="list-style-type: none"> Student progression rates for undergraduate first-degrees, including students studying at UK partners, and timely progression University-level and School-level trends; Good degree rates, including for special student groups such as BAME and commuter students; An overview of relevant quality enhancement work such as the continued outcomes of the 2017-18 Student Journey Project and the Quality Enhancement Plan 2019-20. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Sue Reece noted that the University fully acknowledged the significant issues with outcomes and attainment for BAME students. Doug Rouxel asked for clarification on data in sections 2.5 and 2.6 and this was given by Simone Clarke.
117	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
118	<p>The committee received and discussed a Summary of Changes to Academic Regulations SP/07/09. The following main points were noted:</p> <ul style="list-style-type: none"> The University had rewritten its regulatory framework to more effectively enable student success and progression and to provide the regulations in a format that was more accessible to students; the report summarised these changes and the outcomes of the impact assessments conducted.

	<ul style="list-style-type: none"> An update on this would be shared with the Board of Governors via Strategy and Performance Committee on an annual basis. <p>Members commented as follows:</p> <p>NONE</p> <p>It was agreed that the Summary of Changes to Academic Regulations report be referred to the Board of Governors for noting.</p>
119	<p>The committee received and discussed a League Table Performance Update SP/07/10, introduced by the Deputy Vice Chancellor. The following main points were noted:</p> <ul style="list-style-type: none"> One of the three University KPIs was that by 2021 the University would be “In the top 50% in the UK League Tables”. The results for the Complete University Guide had now been published and the University was ranked 58th out of 131 institutions, meaning that the relevant KPI had now been achieved. Within the three national league tables the University was placed in the top 50%: <ul style="list-style-type: none"> Complete University Guide – 58th (rise of 15 places) Guardian University Guide – 37th (rise of 7 places) The Sunday Times Good University Guide – 53rd (rise of 4 places) The paper provided an analysis of results for two of the three national league tables, together with the results of the THES World Rankings, and the priorities identified by the League Table Group for work in 2019/20. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Glenn Earlam asked about NSS performance and its subsequent effects. Simone Clarke confirmed that it was likely that next year would be challenging in terms of league table performance and that work was underway to mitigate this. Simone further noted that Graduate Outcomes data was still an unknown quantity and could bring down the University’s performance further (depending on the dataset used). <p>It was agreed that the League Table Performance report be referred to the Board of Governors for noting.</p>
120	<p>The committee received and discussed a Research and Innovation Report SP/07/11, noting the following main points:</p> <ul style="list-style-type: none"> The paper outlined actions which had been taken in respect of the implementation of the University’s Research, Innovation and Impact Strategy. The report had a particular focus on academic pathways, the research environment, preparing for REF2021, understanding and implementing best practice in research and enterprise support, and growing our research income (including funding and bidding activity for both research and innovation). <p>Members commented as follows:</p> <ul style="list-style-type: none"> Discussion centred around the emergent successes and continuing challenges of the research environment at the University. It was acknowledged that research income received for the financial year of £1.3m was disappointing, but that the University was now on a better trajectory and that progress was being made.
3 FOR INFORMATION	
121	<p>The committee received for information the OfS Registration Action Plan Update SP/07/12 from the Pro Vice Chancellor – Student Experience.</p>
4 ADDITIONAL MATTERS	
122	<p>Have we made a positive impact on our students today?</p> <p>It was agreed that the extensive work on distance-learners and their experience, and the continued focus on retention and timely completion were all important areas.</p>
123	<p>There were no additional matters.</p>
124	<p>Items to be referred to Board of Governors:</p> <p>For approval</p> <p>a) Minute 111 – Terms of Reference for the Committee 2019-20</p> <p>For information</p> <p>b) Minute 113 – Evaluating the Delivery of the University’s Strategic Plan (Innovative and Applied Learning)</p>

	c) Minute 114 – KPI Report d) Minute 118 – Summary of Changes to Academic Regulations e) Minute 119 – League Table Performance Report
125	Next meeting: Tuesday 25 February 2020 (Boardroom, University House)