

STAFFORDSHIRE UNIVERSITY BOARD OF GOVERNORS

COMMITTEE TERMS OF REFERENCE

STRATEGY AND PERFORMANCE COMMITTEE
Composition
<ul style="list-style-type: none">▪ 4 independent Governors▪ 1 staff Governor▪ 1 student Governor▪ Vice Chancellor (Professor Liz Barnes)
In Attendance
<ul style="list-style-type: none">▪ Deputy Vice Chancellor (Professor Martin Jones)▪ Chief Operating Officer and Clerk to the Board (Ian Blachford)▪ Chief Financial Officer (Sally McGill)▪ Pro Vice Chancellor – Place & Engagement (Professor Ieuan Ellis)▪ Pro Vice Chancellor – Digital (Andrew Proctor)▪ Director of Academic & Strategic Planning [Vacancy]
Quoracy
<ul style="list-style-type: none">▪ For a meeting to be quorate, two independent Governors must be present.▪ If a meeting is quorate but fewer than half the members present are independent Governors, a majority of those independent Governors present shall be able to require a decision to be deferred to the next meeting. No decision shall be deferred more than once under this process.▪ "Independent Governor" refers to a Governor who is not a staff or student Governor.
Special Conditions
None
No. of Scheduled Meetings Per Year
Three
Key Performance Indicators
In 2021 we will be: <ul style="list-style-type: none">▪ In the top 50% in the UK League Tables▪ Gold Standard Teaching Excellence Framework (TEF)
We will achieve this through our core strategies:
Talented People <ul style="list-style-type: none">▪ Every course will be in the top 50% for graduate level employment after the first six months, as measured by the Destination of Leavers in Higher Education (DLHE) survey
Connected Communities <ul style="list-style-type: none">▪ 1000 of our students on campus will be international studying undergraduate or postgraduate qualifications▪ 45% of our research outputs will be internationally co-authored as measured by Scopus▪ All students will have a work-related experience during their studies and 20% of our full-time undergraduates will have undertaken either an international study, work placement or exchange opportunity
Innovative and Applied Learning

- Every course will be in the top 50% in either the National Student Survey (NSS) or Postgraduate Taught Experience Survey (PTES)
- 85% overall satisfaction in Postgraduate Research Experience (PRES) for full-time and part-time students
- 90% satisfaction rating for the quality of teaching on my course measured by the National Student Survey (NSS) for full time and part time undergraduate students
- 85% satisfaction rating for the quality of academic support as measured by the National Student Survey (NSS) for full time and part time undergraduate students
- 83% satisfaction for assessment and feedback as measured by the National Student Survey (NSS) for full time and part time undergraduate students
- 40% or greater of our REF submitted staff will be delivering world leading and internationally recognised research

Monitoring of University-level Risk

The University is committed to implementing a risk management framework, to enable an appropriate and proportionate level of risk management across the University and to ensure that key risk related issues are addressed in a timely fashion.

The objectives are to:

- Continuously develop risk management to raise its profile across the University
- Further integrate risk management into the culture and decision making of the University
- Manage risk, including the University's risk appetite

The following risks are overseen by this Committee:

Risk	Risk Appetite Level
Digital capacity	Hungry
Employability	Open – Hungry
Employer engagement	Open - Hungry
International partnerships	Cautious - Moderate
Learning & Teaching enhancement	Open - Hungry
Academic portfolio development	Open - Hungry
Quality assurance	Cautious - Moderate
Civic engagement	Open - Hungry
Research funding	Open
Student enterprise	Open
Student recruitment	Open - Hungry
Student support	Open - Hungry
UK partnerships	Cautious - Moderate

	Approach to achieving aims and objectives	Potential Reward/Benefit from Risk taking
Avoid	Safe; exposure to only the very lowest levels of risk	Very Low
Cautious	Guarded; as little risk as reasonably possible	Low
Moderate	Balanced; exposure to middle-ground risks	Medium
Open	Creative; elevated levels of risk exposure	High
Hungry	Pioneering; substantial levels or risk exposure	Extremely High

Strategy

- a) To ensure that the Committee can provide assurance to the Board of Governors that the University has in place a robust Strategic Plan to drive the strategic direction of the University and that this is being effectively delivered.
- b) To ensure that the Committee can provide assurance to the Board of Governors that the University has in place supporting strategies to underpin the delivery of the Strategic Plan and that this is being effectively delivered.
- c) To ensure that the committee is briefed on developments within the Higher Education sector, Education sector more generally and national regional developments, in order to provide assurance to the Board of Governors that the University is best placed strategically to respond.
- d) To ensure that the Board of Governors has the knowledge and information to determine the educational character and mission of the University.
- e) To report to the Board of Governors any matters which might affect the Board's responsibility for the determination of the educational character and mission of the University, and/or its delivery of the Strategic Plan and supporting strategies.
- f) To be informed of the developments within the Staffordshire University Multi Academy Trust and its activities, and to ensure that the Board of Governors continues to have oversight of the benefits, performance and risks of the MAT to the University.

Performance





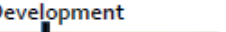





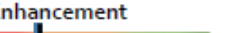


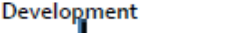
















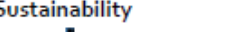

- g) To ensure that confidence can reasonable be placed in the soundness of both the University's management of academic standards of its awards on campus and through partners.
- h) To ensure that the University has in place appropriate arrangements for the review of the product portfolio, that this meets the demands of students and employees, forward-looking and are consistent with the educational character and mission of the University.
- i) To ensure that the University has in place appropriate arrangements for the monitoring of performance and measuring impact.
- j) To review the Key Performance Indicators (KPIs) throughout the academic year for ongoing appropriateness.
- k) To receive on a timely basis, regular reports on the performance of the University against the identified KPIs to ensure that performance is on track to deliver against the annual milestones, and that where performance is below expectations that appropriate plans are in place.
- l) When considering the performance of the University against its key performance indicators, appropriate consideration will also be given to relevant external benchmarking and competitor information tables.
- m) To regularly receive reports on the University's ranking within the established league tables and supporting analysis, information regarding actions being taken to improve these positions, and forecasting future performance where possible.

Other

- n) To consider, on behalf of the Board of the Governors, any other matters as referred to the Committee from time to time by the Board.

- o) To be aware that the Board of Governors and its sub-committees continue to have oversight and governance of all appropriate matters for Staffordshire University and for Staffordshire University Services Limited.

Appendix: Risk Appetites

Financial HLR 3	Operational HLR 2, HLR 8	Student Experience HLR 5, 6, 10, 12	External HLR 1	Strategy and Reputation HLR 1, 4, 7	Infrastructure HLR 9, 11
Financial Sustainability  Cautious	Health and Safety  Avoid – Cautious	Quality Assurance  Cautious – Moderate	UK Partnerships  Cautious - Moderate	Academic Portfolio Development  Open – Hungry	Business Transformation  Hungry
Investment Strategy  Cautious	Business Continuity  Avoid – Cautious	Employability  Open – Hungry	International Partnerships  Cautious – Moderate	Learning and Teaching Enhancement  Open – Hungry	Digital Capacity  Hungry
Procurement  Cautious	People and Organisational Development  Open	Student Support  Open – Hungry	Employer Engagement  Open – Hungry	Research Funding  Open	Estates  Moderate
Pensions  Cautious	Legal Compliance  Cautious	Student Recruitment  Open - Hungry	Civic Engagement  Open – Hungry		Cyber Security  Cautious
Financial compliance/control  Cautious	Equality Diversity and Inclusion  Cautious – Moderate	Student Satisfaction  Moderate – Open			Commercial Services  Open – Hungry
Insurance  Cautious	Regulation and Compliance  Avoid	Student Enterprise  Open			Environmental Sustainability  Open
Fraud  Avoid					