

The
University
Of
Sheffield.

The Senate, 18 March 2009

Report of the Vice-Chancellor

EXECUTIVE SUMMARY

This paper presents a summary of key background information on recent developments, and is based on the Vice-Chancellor's report to Council on 16 February 2009.

The Vice-Chancellor will introduce the report at the meeting and will provide members of the Senate with the opportunity to raise questions on any aspect of the report.

1. EXTERNAL ENVIRONMENT

1.1 DIUS debate on the future of Higher Education

John Denham, the Secretary of State for Innovation, Universities and Skills, announced in February 2008 a debate into the future of HE. He commissioned a series of nine reports, which were published in November under the following themes:

- International issues in Higher Education
- Academia and public policy making
- Understanding Higher Education institutional performance
- Part-time studies and Higher Education
- Teaching and the student experience
- Research careers
- Demographic challenge facing our universities
- Intellectual property and research benefits
- World leader in e-learning

John Denham has also invited a number of users to contribute to the debate, as well as the National Student Forum. The Government is expected to publish during 2009 its framework for the development of higher education over the next ten to fifteen years. This will set the context for the work of the independent review of the first three years of variable fees which will follow.

<http://www.dius.gov.uk/policy/HE-debate.html>

1.2 Secretary of State's letter to HEFCE on HE funding for 2009-10

The annual grant letter (21 January) from the Secretary of State for Innovation, Universities and Skills to HEFCE provides details of DIUS' allocations to the Funding Council for 2009-10 and priorities for the year. Further information on important aspects of the letter appear under the relevant headings in this report, as follows:

- Role of HE in the current economic situation (see 1.3)
- Limits on funded home undergraduate recruitment (see 2.1)

- Total funds allocated to the sector for teaching, research and capital development (see 3.4)

<http://www.hefce.ac.uk/news/hefce/2009/grant/>

1.3 Financial crisis: some implications for Higher Education

- Implications for universities will result from the general impact on public funding, and a specific impact already apparent is a cap on undergraduate student number growth. Historically, a slowdown in the economy and rising unemployment has meant greater demand for places in HE; however, the limiting factor is likely to be funding at both undergraduate and postgraduate level. HEFCE has announced a £50m package aimed at helping business and the unemployed to retrain at universities.
- Universities are likely to be significantly affected by greater difficulties in obtaining research funding via business, industry and charities; and venture capital for knowledge transfer activity.
- The Government sees HE as making an important contribution to minimising the impact of the recession as well as helping position the UK economy in the longer term. Relevant publications and statements include:
 - A Universities UK/Guild HE/HEFCE brochure, 'Standing together: universities helping business through the downturn', sets out the kind of support universities and colleges can offer employers, both in the current economic climate and longer term.
<http://www.hefce.ac.uk/econsoc/#brochure>
 - The Prime Minister's employment summit on 12 January 2009 had a strong emphasis on skills and particularly on the prospects for building on sustainable development initiatives and the carbon agenda. The expansion of knowledge based industries and the role of HE were acknowledged as key.
<http://www.number10.gov.uk/Page17982>
 - A New Opportunities White Paper published on 13 January 2009 sets out the Government's agenda for capturing the jobs of the future and investing in families, communities and citizens.
<http://www.hmg.gov.uk/newopportunities/>
 - The Secretary of State's annual grant letter to HEFCE stresses the need for the HE sector to "use all of its huge capacity to train, research, innovate and inspire, reaching into local communities to offer practical help to individuals and businesses through these tougher economic times while laying the foundations for the future." It also confirms continued promotion of STEM (science, technology, engineering and mathematics) disciplines as subjects employers need in the long term.

1.4 Financial crisis: implications for graduates

The graduate employment market is expected to become more difficult in the short term, with some major companies narrowing their search for graduates as they cut jobs. The most recent labour market survey shows unemployment growing fastest in the 18-24 age group. Employability is likely to become an even more significant issue for HE providers during the downturn. In one measure trailed by the Government, students who are unable to secure jobs after leaving university may be offered paid internships for three months. However, a recent report by the UK Commission for Employment and Skills predicts significant employment opportunities in sectors such as business,

education, distribution and transport over the current decade to 2017.

2. ACADEMIC STRATEGY

2.1 Student numbers

- The Secretary of State's annual grant letter to HEFCE confirms that no further additional funded student numbers will be allocated for 2009-10 and that at this stage plans for additional student numbers in 2010-11 will be put on hold. It is also likely that financial penalties will be introduced for institutions that over-recruit in terms of funded students.
- Applications from home students are currently buoyant, and in order to meet the terms of the HEFCE grant letter, numbers will need to be carefully managed during the admissions cycle to avoid any overshoot.
- The University's annual Higher Education Students Early Statistics (HESES) return was submitted in December 2009.
- The University Executive Board's Student Numbers and Fees Sub Group has agreed University-level home undergraduate quotas for 2009 entry. Work has also begun to review proposed future intakes for other categories of students as projected by academic departments. This will inform the financial forecast income projections and will lead to revised intake targets by department for the next three years. The Sub-Group has also approved the principles of the 2009-10 International Scholarship Scheme.

2.2 Academic planning

- As part of the Integrated Planning Round, vision and strategy documents have been submitted by the five Faculties and Professional Services for consideration by the University Executive Board.
- Academic departments have also received updated planning data to support detailed faculty and departmental operational planning.

2.3 University performance metrics / tables

The Times Higher Education Student Experience league table was published on 15 January 2009. More than 12,000 full-time undergraduates in all year groups were surveyed and were asked to rate their institutions on 21 wide-ranging factors chosen by the students themselves, including the helpfulness of staff, the campus environment and student welfare. Unlike the National Student Survey, this survey reported at institutional rather than subject level and there was less detail on teaching and more on the 'softer' elements of the student experience. The University ranked fourth in the table (behind Loughborough, Oxford and Cambridge) and had 228 respondents. The University ranked fourth and seventh respectively in 2008 and 2007.

3. FINANCE

3.1 Financial headlines to 31 October 2008

- The quarterly financial results to 31 October 2008 have been circulated to Council members, and are presented for the first time in a Faculty format.
- The results include internal trade, are for the University only and exclude associate and subsidiary entries. A revised forecast for the full year will form part of the next quarterly report.

3.2 Transparency Review

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- In response to feedback from HEFCE and its advisors arising from the 2006-07 TRAC return and in compliance with the TRAC guidance update of December 2008, the 2007-08 results have been carefully reviewed using reasonableness checks where possible. A high level adjustment has been calculated and applied to reflect scholarship and research activity without an output which may have been incorrectly recorded as support for research in the time allocation survey currently in use.

3.3 Resource allocation model

UEB has been reviewing the mechanism for allocating resources in the light of the Faculty structure. Having looked at models used in other institutions, discussions so far have focussed on a model that incorporates greater transparency of the costs of professional and shared services and how these are affected by activities in academic departments. UEB favours a model that provides flexibility for decision making at the Faculty level so that resource decisions can be addressed in the light of Faculty strategies. Discussions are ongoing with a view to modelling a proposed model alongside the existing financial framework before a final decision is taken for 2009-10 budget setting.

3.4 External developments

- The Secretary of State's annual grant letter to HEFCE confirms earlier announcements on funding. This indicates an increase in teaching funds of 3.2% across the sector as a whole and an increase in research funds of 4.5%. Capital funding will increase by 19%, but this is largely as a result of the re-phasing of the grant to allow expenditure to be incurred sooner than originally announced.
- The HEFCE will announce the mechanism for calculating the research grant following the outcome of the RAE in March 2009.

4. CAPITAL PROJECTS

4.1 Capital Programme

- As at December 2008 the total approved Capital Programme budget equated to £85m, 40% of which is funded by the University with the remaining 60% funded via external sponsors such as HEFCE. The cumulative spend against this budget was £46.7m with £38.6m forecast to be spent in the next four years.
- Since the financial year end a review of the Capital Programme has taken place. As part of this exercise a number of projects which have completed have been removed from the programme. Similarly, the figures quoted above do not include the full HEFCE Capital Investment Framework (CIF) project budget. These will be added once ratified by Finance Committee and Council.
- The Science Research Investment Fund (SRIF3) Programme continues to be closely monitored. However, many of the risks have been mitigated with HEFCE by front-loading HEFCE funding from delayed projects such as SIMFANI and Bio-repository to the Jessop West project. Regular update reports have been made to HEFCE.

4.2 HEFCE CIF Capital Spending

In December 2008, HEFCE wrote to all universities asking them to review capital investment plans for 2010-11 with a view to bringing forward capital expenditure. A further letter from HEFCE (7 January 2009) elaborates on the process for bringing forward expenditure on capital projects to 2009-10. The Estates Capital Sub-Group and

UEB carefully considered the possibilities, but determined that University is not in a position to accelerate expenditure from future years to 2009-10. HEFCE has been informed of the University's position.

4.3 Estates Capital Sub-Group

The ECSG has met on a number of occasions during the autumn to reassess the portfolio of projects with respect to the CIF allocation from HEFCE. Recommendations are presented separately to the Council.

4.4 Progress of SRIF3 projects

(a) Jessop programme

All three buildings Jessop West, Jessop Building and the Soundhouse are complete and in operation. Staff and students' reactions to their new accommodation have been very positive. A successful preview week was held in December 2008, when local and national media, including specialist architectural and construction press, were invited to tour all the buildings.

(b) Remote Experimental Facilities

The Remote Experimental Facilities have now been handed over to the University and the project is due to complete shortly. The final account is currently being negotiated. The project is anticipated to be underspent by approximately £200k from a budget of £4.428m.

4.5 Student accommodation: Student Village

- The 3,008 rooms at the Endcliffe Village are now fully operational with final completion being subject to some remaining drainage and minor works (due for completion by Easter) and reinstatement of the Paddock and completion of the service yard for The Edge (due for completion by October 2009).
- Construction activity is now focused on the Ranmoor site, where 1,183 rooms are due to be handed over in September 2009.
- The revised design for The Ridge (the central welfare and social facilities on the Ranmoor site) received planning approval from the City Council on 7 October 2008.

4.6 Apple disposals project

- There has been very little movement in the remaining Apple property sales over the past period, predominantly due to the serious slow down in the property market. In light of the lack of movement, and the demise of Merlin Estates Ltd, auctioning off the remaining properties is being considered.
- A number of Apple properties on Ruth Square are now being used by Accommodation and Campus Services. Consideration is being given to using the remaining properties in Ruth Square and Dorset Street for families, to provide more opportunities for students requiring this type of accommodation, particularly international students and postgraduates.
- As previously reported, the Planning Inspector upheld the Sheffield City Council decision to refuse planning permission for the Miller Homes residential development on the Tipton site, but provided clear guidance concerning the amendments necessary to make the scheme acceptable. Changes to the design and density of the scheme are currently being incorporated by the Miller team and discussed with the City Council planners. The scheme will then go out for re-consultation and a date for Planning Board determination will be set.

- In the interim, short to medium term uses for the Tapton site are being identified. Tapton Hall remains a student residence for 2009-10. Student Volunteering have been engaged to develop a student-led volunteering initiative on part of the site, which will involve members of the local community. It is hoped that this allotment activity will start at Easter.

5. LEARNING AND TEACHING

5.1 Strategic developments in learning and teaching

- The new Faculty Directors of Learning and Teaching are currently developing strategies for learning and teaching within their faculties.
- The University's third annual Learning and Teaching Conference in January took 'Teaching and the postgraduate student: people, possibilities and potential' as its theme. In addition to staff and students from more than 40 departments, colleagues from professional services and a number of external participants attended.
- A review of enterprise in the University, led by the PVC for Learning and Teaching, has started recently with the aim of clarifying the University's future goals for enterprise and examining how these may best be achieved.

5.2 Key projects

- The 'thinkglobal' Internationalisation of the Student Learning Experience project has engaged over 150 academic and professional support staff over the past 18 months. Key areas of work and support being offered, particularly at faculty and departmental levels include:
 - teaching and learning methods to support student cohesion in diverse student groups;
 - a short film giving University of Sheffield's student and staff perspectives on internationalisation, followed by a discussion;
 - supporting Confucian Heritage Culture Students (students from China, Hong Kong, Taiwan, Japan, Malaysia, Singapore);
 - developing students' intercultural skills to enhance their employability;
 - internationalisation at home: internationalising the home student experience;
 - overcoming plagiarism: supporting students' transition into UK academic culture;
 - contributing to the King Abdulaziz Sponsorship Programme (KASP) student support through the work of their committee;
 - steering discussions of the Inclusive Induction Group.

5.3 Student Satisfaction Survey results- action being taken

- The review of assessment and feedback, set up in response to SSS and NSS outcomes, is progressing well. The second group (of four), which focused on the purposes of assessment, has finished its work and will be reporting shortly.
- A review of Personal Development Planning is currently taking place.

5.4 Other student-related matters

- Those elements of the new national points based immigration system (PBS) which relate to students (known as 'tier 4') are being phased in from 2009. Implementation in the University is being steered by a PBS project group chaired by

the Director of Student Services. There are a number of new legal requirements associated with PBS, which will need to be accommodated by a combination of new central University procedures alongside activity in academic departments. Planning is well in hand and the University has now received 'A rating' from the Home Office (the best outcome) for the student elements of PBS. Discussions are now taking place on some of the implementation details.

6. RESEARCH AND KNOWLEDGE TRANSFER

6.1 Progress against KPIs

- Research Income and Net Contribution, which were on target to meet forecasts of £98.5m and £20.6m respectively, are now anticipated to show a slight shortfall.
- New research awards won in the last 12 months present a challenge for the University to meet its research income targets against an increasingly difficult external research funding landscape.
- The results of the 2008 Research Assessment exercise were published on 18 December 18. At the institutional level, the University was ranked among the top ten in the Russell Group by all the leading league table compilers. The University submitted 1,204 full time equivalent staff for assessment, which represents 90% of staff considered eligible for assessment. The proportion submitted to the previous exercise was 76%. The quality of the results seen in the context of the volume of staff and numbers of units to which the University made a submission place it firmly in the top 10 for all institutions. At departmental level, several were ranked either first (Politics and Information Studies) or second (Town & Regional Planning, Russian & Slavonic Studies, Philosophy and Mechanical Engineering) in their unit of assessment when ranked by average score per staff member (the methodology used by the Times Higher and Guardian newspapers).

The effect of the RAE2008 results on quality-related HEFCE funding (QR) is as yet unknown, but the results will feed into the QR funding formula for 2009-10. The algorithm and amount of funding awarded to each institution will be announced in March 2009.

6.2 Strategic developments and partnerships

An overarching collaboration with the National Nuclear Laboratory has been negotiated, whereby the University will engage in various research projects, research student placements and recruitment. The Vice Chancellor will sign the agreement in February.

6.3 Research and Knowledge Transfer news

- The University is a partner in one of the first consortiums to win funding from the £1.1 billion Energy Technologies Institute (ETI) programme to back research into renewable energy initiatives. Project Nova, which also involves energy specialists OTM Consulting, Cranfield and Strathclyde universities, the SMEs Wind Power and James Ingram Associates, and the research organisations CEFAS and QinetiQ, will use the funding to assess the feasibility of a new type of wind turbine, powered by vertical axis turbines. The ETI brings together industrial partners such as BP, Caterpillar, EDF Energy, E.ON, Rolls-Royce and Shell.
- A team from Engineering Materials, led by Professor Tony West, in collaboration with the University of Leeds, has won a grant of £3.47million to establish a major electroceramics research hub. The establishment of a 'hub' between the two universities will allow the team to compete with the other leading world

researchers.

6.4 Higher Education – Business and Community Interaction (HE-BCI) Survey

- The HE-BCI Survey measures the knowledge transfer interactions between universities and business and the community, and is the predominant source of data used in the HEIF formula.
- The total income to be reported in the latest 2007-08 HE-BCI return will increase from c. £44.3m to £54.3m. Two thirds of this large increase is due to a change in the data collection methods used for measuring collaborative research, with reported income up by £7.2m, but actual increases were also reported for contract research (up 3.3% to £21.9m), consultancy (up 10% to £4.7m), CPD (up 25% to £3.1m) and regeneration and development activities (up 60% to £3.9m). Income for equipment and facilities related activities fell slightly to £5.2m, but remains above the national average. Income from licences and patents fell to £175K, which is below the Russell Group average of £1.1m.

6.5 Research student matters

- The University has been awarded two EPSRC Doctoral Training Centres as well as a stake in three additional Centres through collaboration with the lead institutions. Income to the University across the five Centres is expected to be in the region of £13.5million over eight years.

7. GOVERNANCE AND MANAGEMENT

7.1 Report of the meeting of the Senate held on 3 December 2008

Matters considered and approved by the Senate included the following:

- A report from the Vice-Chancellor covering the following matters:
 - an update on the University's financial position and the current economic climate, including the work being undertaken by the Rapid Response Group to identify and prepare for scenarios which might have a serious impact on planned activities;
 - an update on UEB business, including ongoing work to ensure openness and transparency in UEB's decision making, consideration of a revised resource allocation model and review of the capital pipeline, recommendations concerning which are presented separately to the Council (see Agenda item 7).
- Approval of a revised governance structure for learning and teaching, bringing learning and teaching under a single committee of Senate.
- Approval of revised arrangements for the management of quality in taught programmes designed to reflect the University's new faculty structure whilst retaining the assurance of an institution-wide overview.
- Approval of recommendations for the future management of teaching space.
- The establishment as a new University Research Institute of the Chemical Engineering Life Science Interface Institute (ChELSI).
- The appointment of Senate representatives to serve on the new Senate Budget Committee.

7.2 UEB strategic debate of size and shape

At a meeting held on 6 January 2009, UEB initiated debate on the long-term size and

shape of the University and agreed a number of next steps.

- The continuing role of the University as a 'full service' institution was confirmed, as was the commitment to maintain and enhance the nexus between teaching and research.
- In recognising as a critical success factor the need for a significant pgr student population, UEB also agreed that work should be undertaken to articulate a pgr strategy at both University and Faculty levels.
- In terms of strategic leadership at senior levels, a development programme will be provided for UEB and Heads of Department.
- In the context of the current economic downturn, UEB has initiated discussion on possible actions to enhance the employment prospects of graduates in 2009 and beyond.
- Market research and competitor analysis will be undertaken to ensure the University's continuing competitiveness in terms of, for example, the undergraduate programme portfolio and approach to developing and implementing its strategic mission.
- Revision of the University's corporate plan (Our Shared Vision) will include careful consideration of goals and measures to ensure that these have meaning at both institutional and local levels.

8. HUMAN RESOURCES

8.1 Outstanding achievements

These include the following who have received external recognition:

- **Professor Barry Hancock** (Clinical Oncology) has been awarded an OBE for his services to medicine in the New Years honours.
- **Dr Andrew McGonigle** (Geography) has received a prestigious Rolex Award for Enterprise, for the development of a device which can help in the prediction of volcanic eruptions.
- **Elena Rodriguez-Falcon** (Mechanical Engineering) has been appointed a Senior Fellow of the Higher Education Academy and has also received an ExxonMobil Excellence in Teaching Award, in association with the Royal Academy of Engineering.

8.2 Pay negotiations

- All unions with the exception of UCU have agreed to new national level pay negotiating arrangements known as the New Joint Negotiating Committee for the Higher Education Staff. These new arrangements include a single table; a timetable for submission and negotiation of pay claims; and a dispute procedure. The timetable starts in March when HEIs have been advised of their individual funding position by HEFCE.
- On 8 December 2008, UCU submitted a pay claim for RPI plus 5% or 8% whichever is the higher, to be effective from 1 August 2009. This claim came with a call for a meeting to discuss this before the end of January 2009. ACAS are now involved.
- The University has recently reconfirmed its commitment to participating in the 2009 pay bargaining round and has signed up to a collective code of conduct for employers. A statement has been issued to Heads of Departments (APPENDIX 1).

8.3 Immigration: points based system

Since the opening of Tier 2 (skilled workers) in November 2008, the University has successfully issued 4 certificates of sponsorship (both new applications and applications for extensions). Sheffield is one of only four universities to hold a license under Tier 5 in respect of the entry of individuals under the Government Assisted Exchange programme, the route of entry for sponsored researchers. As with Tier 2, the University has offered to work with the UK Border Agency to pilot Tier 5 entry.

8.4 Leadership development

Following consideration of an external report, the UEB has agreed to tender for external providers to deliver a bespoke Leadership Development Programme for Heads of Department. This is expected to commence in the academic year 2009-10. The current HeadStart programme will be reviewed and the HeadWay programme will be absorbed into the new Leadership Development Programme.

8.5 Professorial pay review

Since reporting to Council in April 2008, progress has been made on the Professorial Salary Structure Review, the purpose of which is to improve transparency and fairness, whilst continuing to attract and retain the best academic talent. Following extensive consultation with Professors and Heads of Departments, a three-banded pay structure has been developed, to be launched in February with implementation later in the year.

8.6 Promotions, Staff Review and Exceptional Contribution Awards

- With effect from 1 January 2009, 229 staff have been promoted across the University. At the higher levels, 39 staff were promoted to Grade 9 (Senior Lecturer level), 17 conferred the title of Reader, and 16 promoted to Personal Chair or equivalent. The number of senior promotions has reduced this year, particularly at Senior Lecturer level (53 in January 2008, 52 in January 2007), while the number of promotions overall has risen by about 10% (206 in January 2008, 212 in January 2007), with the increased numbers spread across Grades 5 to 8.
- The participation rate in the Staff Review and Development Scheme for 2007-08 was 81%, exceeding the University's target of 80%. This is an increase of 6% on 2006-07.
- Exceptional Contribution Awards (ECAs), which relate to the 2007-08 Staff Review, were awarded to 259 staff from Grades 1 to 9 in January 2009. This is a similar proportion of ECAs as in previous years, with circa 5% of staff receiving them. For 30 of these staff this year's award followed an ECA in 2006-07 and was therefore consolidated into an additional increment.

8.7 Staff Wellbeing Group

The first meeting of the Staff Wellbeing Group, chaired by Professor Phil Powrie, was held in December 2008. The Group will review the University's approach to staff wellbeing and respond to the recommendations of the 2008 HSE inspection on work-related stress and managing sickness absence. Its membership is wide-ranging, involving senior academic and professional service colleagues and trade unions representatives. The Group will report by the end of 2009.

8.8 Workforce information

- The University's pay bill in 2008 (1 August 2007 to 31 July 2008) was 56.4% of total expenditure. This follows a downward trend over the past eight years. The pay bill costs in 2008 increased by 5.2% compared to 2007.

- Salary costs as a proportion of total expenditure at other Russell Group universities range from 44% at Cambridge to 61.9% at Kings College London, with Leeds at 61.1%, Nottingham (2007 figures) at 57.4% and Manchester at 57.6%.
- Information on pay bill costs as a percentage of total expenditure is attached as APPENDIX 2.

9. MEDIA COVERAGE AND EXTERNAL RELATIONS

9.1 Events

- The fifth Lecture in the Firth Series was delivered to a capacity audience of 400 on 12 November 2008 by Baroness Susan Greenfield, the eminent neuroscientist. Her lecture explored the impact of new technologies on the human brain.
- Another capacity audience gathered on 10 December 2008 to hear the architectural historian and presenter Dan Cruickshank deliver the sixth lecture in the Firth Series, entitled 'The Impact of TV'.
- A visit by the author and Sheffield alumnus Lee Child on 19 and 20 November 2008 included 'An Audience with Lee Child' which was repeated due to the demand for places.
- Professor Vanessa Toulmin, Director of the National Fairground Archive and holder of a personal chair in early film and popular entertainment, delivered her inaugural lecture on 17 December 2008, entitled 'Professor Vanessa's 20 Performing Wonders'.
- The University's winter degree congregations took place on 15 and 16 January 2009, involving six ceremonies over both days. Honorary degrees were conferred on Professor Bob Boucher (DEng), Sir Stephen Gomersall (LittD) and Professor Janet Hemingway (DSc). Approximately 1,800 students and 6,000 guests attended the ceremonies.

9.2 External relations

- As part of the University's External Affairs strategy, a new External Affairs and Knowledge Transfer Committee has been established, reporting to the Senate. Chaired by the Pro-Vice-Chancellor for External Affairs, the committee meets on a monthly basis and draws its membership from across all faculties and professional services departments. The Committee's immediate priorities are to ensure that the University's External Affairs activity is clearly focused on those activities that will enhance reputation and build relationships with key influencers.
- Following the negative local press coverage about student behaviour during Fresher's week, a successful campaign was launched in the run up to Christmas in conjunction with South Yorkshire Police to help reduce incidences of antisocial behaviour. The campaign was a success with very few complaints of misconduct received.
- The University also led on a joint initiative with South Yorkshire Police, Sheffield Hallam University and UoS/SHU Student Unions aimed at promoting messages to students about how to avoid being the victims of crime. Similar collaborative activities will continue over the coming months.
- International visits have taken place or are planned as follows:
 - The Pro-Vice-Chancellor for External Affairs had a productive visit to Japan in January 2009, the programme for which included the launch of the Doshisha Centre; introductory meetings with the Japan Society for the Promotion of

Science; meetings with the Vice-Minister for Education and representatives from the Ministry of Education, Culture, Sports, Science and Technology (MEXT) to shape a unique agreement for the University to train Japan's top civil servants in university administration practices; and meetings with the University of Osaka. The British Ambassador for Japan has subsequently visited the University for an introductory meeting.

- Following the successful visit of His Highness Sheikh Dr Sultan Bin Mohammed Al Qasimi to the University in November 2008, a return visit is being planned to Sharjah in March 2009. The students who took part in the performance of His Highness' play 'Nimrod' have been invited to perform at venues in Sharjah. The visit will also include alumni receptions at the British Embassies in Dubai and Riyadh.
- Graduation ceremonies have taken place in St Lucia and Trinidad. The visits will also include alumni receptions at the respective British Embassies and a meeting with the President of Dominica, a Sheffield alumnus.

9.3 Media coverage

- 905 clips were received during November-January from a range of publications and broadcast media including BBC 1, BBC Radio 4, La Republica, Financial Times, Guardian, Independent on Sunday, Times Higher, BBC Countryfile, New Scientist, Times Literary Supplement, Architects Journal, British Dental Journal and regional press and media.
- In December, a BBC-commissioned report by Professor Danny Dorling and colleagues from the Department of Geography received significant national coverage, including the BBC 1 National News and a live broadcast from the University on BBC Look North. It featured on almost all local radio stations, and was subsequently picked up in several national newspapers including the Daily Telegraph and the Guardian. This story alone generated a total of 62 cuttings, not including online articles.
- The second phase of a study into alcohol pricing and promotion by Dr Petra Meier, (ScHARR) also received extensive coverage generating £38,934 in AVE (Advertising Value Equivalent).

9.4 Awards

SheffieldVolunteering, based in the Union of Students, was officially recognised as 'Volunteering Team of the Year' and was commended as an 'Exceptional winner' at the Higher Education Volunteering Awards 2008.

Pay negotiations: message to Heads of Department

9 January 2009

Dear Colleague

2009 Pay Negotiations

As you may be aware some discussion has begun at national level regarding the 2009 pay negotiations although the formal negotiations are not scheduled to begin until the end of March, as the current pay agreement runs from July 2006 until July 2009.

We have been recently asked by the UCU about our commitment to national pay bargaining: we have confirmed that we remain committed to national (UK-wide) bargaining and that we support the new JNCHES (Joint National Committee for Higher Education Staff) national bargaining framework. Most Trade Unions and UK Universities have felt able to sign up to this new framework, and we do hope that the UCU will find a way to join other colleagues in this national framework. Within the University we will continue to seek to work with trade union colleagues to address our shared challenges.

As I have already discussed with both Heads of Departments and Trades Unions, in light of the current economic climate, and the increases in our costs that are running ahead of our income, we face significant future financial challenges. In this we are no different from most, if not all, other universities, as indicated in a recently released report of 8 December 2008, entitled "HE Finance Pay and Data Review", available through UCEA at www.ucea.ac.uk. Despite the very considerable strain the recent increases are placing on our finances, we remain committed to seeking to implement nationally agreed pay awards as we have shown in the recent 5% rise for staff in October 2008 which followed the 3% rise in March 2008. We are however, deeply concerned about the current actions of the UCU who submitted a pay claim on December 8th of "RPI plus 5% or 8% whichever is the higher" to be paid from August 2009. UCU have also warned of "further appropriate measures to pursue the claim" should a January 2009 meeting be declined despite the fact that the UCU has signed an agreement that runs until July 2009.

Our continued approach to pay negotiations will reflect our commitment to ensuring that our students receive an outstanding education and learning experience, consistent with maintaining our reputation as a world class research-led institution.

As you know, I am keen that the UEB work closely with Heads of Department and thus am writing in advance to let you know our position, as attached, on these important matters. We will also use our 24th February meeting as an opportunity for further briefings and discussion on this and other staffing issues.

With good wishes

Professor Keith Burnett
Vice-Chancellor

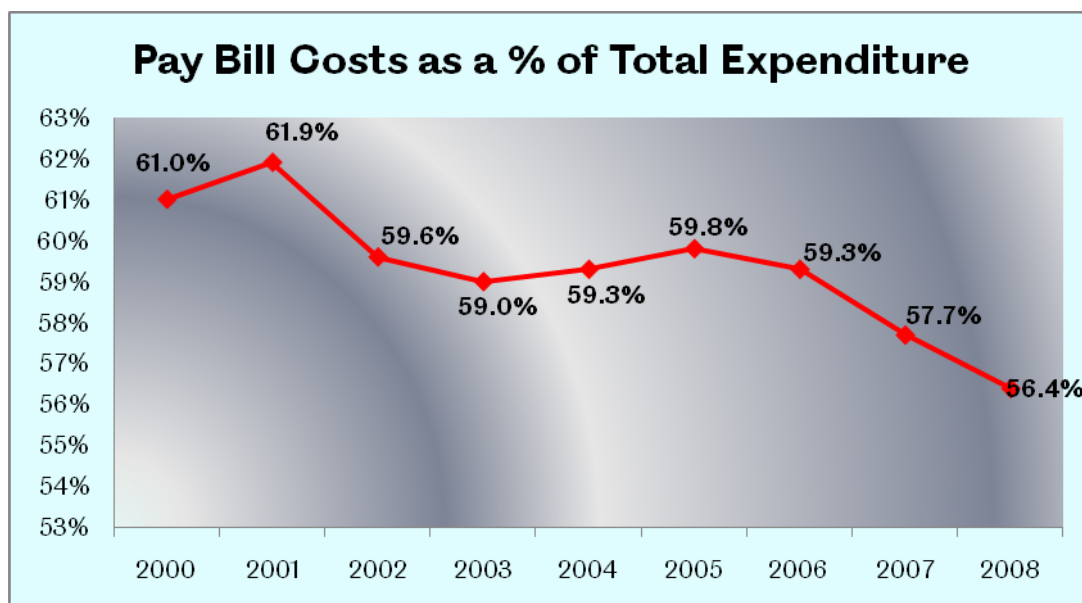
The University of Sheffield's statement on pay negotiations and dispute resolution

The University of Sheffield is committed to participating in the 2009 collective pay bargaining round. The UCEA guidance to universities participating in the process can be found at [UCEA Guidance](#).

Following discussion within the Russell Group, at the UEB, and at the University Council on 14 July 2008, the following principles were agreed, which will govern the approach the University of Sheffield takes to pay negotiations:-

- The experience of our students will be paramount and our approach will reflect our commitment to ensure that students receive an outstanding education.
- Our approach will be consistent with the objective of maintaining our position as a world-class research-led institution.
- In order to compete on a world stage we will operate professional employment policies and practices and this includes modern, competitive and fair pay and reward systems.
- We aspire to working closely with the trade unions to recognise and reward excellence.
- We support and promote excellence in teaching and research and in the performance of all our staff in the development of our students.
- As employer we are supporting the current UCEA collective approach to pay bargaining but will keep this under review.
- We will work hard to avoid disputes and pursue a constructive employee relations agenda.
- If industrial action is taken, we will respond appropriately on the basis of the principles outlined above. Partial performance of any kind cannot be accepted. This applies equally to all staff, whether they are part of the academic or support communities.
- Partial performance will lead to pay being withheld, taking into account the impact on the University's performance and/or commitment to its students. This is not only in accordance with the legal framework but reflects common employment practice.

January 2009



In the 2008-09 academic year, the figures will include the 5% salary increases awarded in October 2008 as well as the usual promotions and salary progressions which occur in January each year. This may show as an increase in salary costs as a proportion of total expenditure, although this effect will be felt across most Universities who were also part of the long-term pay deal of 2006-09.

The above figures have come from the Annual Report 2007-08 which has just been signed off. We will endeavour to deliver interim details on these staffing costs throughout the year.

Headcount as at 31 October 2008 (end of first quarter) was 5,891 and FTE was 5,169. This compares to figures at the start of the 2008-09 financial year of 5,749 (headcount) and 5,108 (FTE).