



The
University
Of
Sheffield.

The Senate, 8 October 2008

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 14 July 2008.

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 Secretary of State's speech on widening adult participation in HE, 22 May 2008

The Secretary of State for Innovation, Universities and Skills has urged the six million adults of working age currently with A-Levels or equivalent qualifications to undertake HE to improve their prospects. The speech highlighted a range of Government policies, including employer-based training, and the new 'University Challenge', which will give the chance for 20 towns or regions to develop new university campuses. In addition, DIUS will consult on giving all employees a right to a dialogue with their employer about their skills development to encourage more businesses to invest in their staff as a driver of future business performance.

1.2 'Preparing Britain for the Future' – Government Draft Legislative Programme

The Government released its Draft Legislative Programme on 14 May 2008 setting out its plans for legislation for 2008-09. This includes an Education and Skills Bill to:

- ensure all schools achieve 30% of students obtaining five GCSEs at A-C grade including English and Mathematics;
- transfer funding and responsibility for delivering 16-18 education and training to local authorities and create a Young People's Learning Agency;
- secure a demand-led skills system serving employers and learners, including creating an adult advancement and careers service within a new post-19 Skills Funding Agency;
- strengthen workplace skills training, including creating a right for employees to request from their employer the time to undertake relevant training.

1.3 HEFCE Matched Funding Scheme for Voluntary Giving

The matched funding scheme for voluntary giving starts on 1 August 2008 and will run for three years. Funding is available to match eligible gifts raised by English higher education institutions and directly funded further education colleges. For details see:

http://www.hefce.ac.uk/pubs/circlets/2008/cl11_08/

1.4 DIUS higher-level skills consultation launched 14 April

This Government consultation urges much more involvement of employers in designing and paying for university courses. It covers:

- improved information, advice and guidance on HE for young people;
- new progression routes to HE
- strengthening the STEM (Science, Technology, Engineering and Mathematics) offer in schools;
- meeting business needs for graduates, including language skills;
- employer engagement: successful HE-business partnerships.

<http://www.dius.gov.uk/press/14-04-08.html>

2. ACADEMIC STRATEGY

2.1 Student numbers

- Following SMG agreement of student number targets for 2008-09 to 2012-13 for all categories of students, individual department level targets have now been agreed. These are currently being incorporated into the 2008-09 budget setting process.
- The Faculties of Engineering and Pure Science have indicated a wish to bid for Additional Student Numbers (ASNs) funded through the HEFCE teaching grant for 2009-10 onwards. This bid will support HEFCE's priority for student number growth in Science, Technology, Engineering and Mathematics (STEM) subjects. It is also likely that a smaller bid will be made for numbers in the health related area, as the School of Nursing and Midwifery are developing a BMedSci programme and the Department of Sociological Studies has recently introduced a post-qualifying MA. These bids will be developed over the coming months with the expectation of submission in late 2008.
- HEFCE is due to visit the University in July 2008 to undertake a three-day audit of the annual Higher Education Students Early Statistics (HESES) submission. The HESES return is a student based statutory return used by HEFCE to confirm that the HEFCE teaching grant received by the University is appropriate to the number and types of students we teach. During its review, HEFCE will seek assurance that the funding provided is based upon sound data and that the systems generating the data are appropriately managed and operated.
- The Faculty of Medicine has won funding for Continuing Professional Development (CPD) provision for health professionals based in the East Midlands Strategic Health Authority area. Negotiations are now underway to clarify details of the award, which is likely to amount to circa £230k per year in income. In addition, the Clinical Psychology Unit has recently received confirmation of funding from the Department of Health's initiative on Improving Access to Psychological Therapies (IAPT) for a September 2008 start. The Universities of York and Sheffield have been awarded training commissions, with the aim of running equivalent but separate courses.

2.2 Student recruitment and admissions (including outreach and access)

- Student Recruitment, Admissions & Marketing (SRAM) are rolling out an enhanced admissions service to all academic departments which recruit undergraduate students. Tailored to the needs of individual departments, this may include one or more of the following: initial sift of applications, centralised decision-making on behalf of departments, automated invitations to departmental Open Days, enhanced offer-making guidance on "non-standard" applications.

- SRAM have implemented an automated system to support departments with the processing of postgraduate applications. Feedback to date indicates that the system, which enables departments to keep track of their outstanding (i.e. awaiting a decision) applications, update the reasons for delays in processing a decision, summarises fee deposit payments information and contains a "News" element, has been well received. SRAM plan to extend the system to undergraduate applications in the 2008-09 application cycle.
- In light of substantial forthcoming changes in 14-19 UK education, SRAM have appointed a UK Qualifications Officer (two year post, externally funded) to support the University in terms of keeping abreast, and assessing the impact, of developments on relevant strategies and policies, and reviewing admissions entry requirements and processes. Working closely with the UK Recruitment and the Outreach and Access teams, the Qualifications Officer will engage with local and regional schools, colleges and networks, where appropriate
- Saturday 28 June will see the first Open Day of the year, followed by two in July and one in September. There are currently 2500 students registered for the June Open Day, compared to 2024 at this point last year, and c. 7-8000 visitors are expected to be on campus for the day.
- Professor Sir Harry Kroto will be at the University for a two-day visit, part of which will be devoted to outreach activities. The event will offer scientific activities to groups of local young pupils.
- The University's Frank Buttle Trust Commitment to Care Leavers status has recently been renewed for a further two years, following the successful submission of a monitoring report to the Trust. The University has worked in close collaboration with SHU and other external agencies to provide a comprehensive programme of activities for students currently in care, to raise awareness of opportunities (and support) that exists in higher education.

2.3 Academic planning

- The University is currently in the process of agreeing the Academic Development Committee (ADC) budget for 2008-09. In the meantime, the Corporate Planning Office has modelled a range of budgetary scenarios for the ADC to review. Budgets will be set at departmental level according to the principles of the Financial Planning Framework. Planning Support Officers have contacted departments with previously approved business plans to review the achievement of these plans and to obtain a plan of action where income has not been achieved.
- The ADC has recently agreed that the target rate of return will, from 2008-09, apply to all postgraduate taught fees. This means that fee income from continuing postgraduate taught students will be returned to the department at a rate of 70%.
- The University of Sheffield and Sheffield Hallam University are to submit a joint proposal to HEFCE for the delivery of executive education to SMEs (small and medium enterprises) in South Yorkshire. The proposal seeks to offer novel learning opportunities for executives and owner/managers from regional SMEs in the first instance.

2.4 National University performance metrics / tables

- The 2009 Good University Guide was published on 24 April 2008. This is a web-based resource which, in 2008, was reported in the Independent. The University was ranked 26th overall (out of 113 institutions) and 15th (out of 21 institutions) within the Russell Group plus York. For individual measures within the institutional table, Sheffield's highest rank is for entry standards, good honours and completion (all ranked 19th).

Sheffield's lowest rank for an individual measure is academic services spend (ranked 40th). Sheffield appears in 41 subject tables and in 20 of these is ranked in the top 10.

- The 2009 Guardian University Guide was published on 1 May 2008 and is aimed at students seeking to start University in 2009-10, focusing heavily on teaching and excluding measures relating to research. The interactive subject tables compare 47 subject areas taught at 149 institutions in the UK. The University is ranked 38th in the 2009 Guardian University Guide, compared with 27th in the 2008 Guide. Sheffield was ranked 18th within the Russell Group plus York in 2009 (21 institutions), compared with 17th in 2008 (20 institutions). Sheffield appears in 31 of the 46 Guardian Subject Tables and is in the top 10 in 10 of these subjects.

Analysis suggests that a number of factors have contributed to Sheffield's fall in position including (a) a drop in Sheffield's NSS feedback score, and (b) a change in the way the institutional table is calculated. It should also be noted that there is only a small difference in the scores for institutions ranked between 21 and 40 in the table (5.7 points), which means that a small change in overall score can result in a large change in overall position for these institutions.

- The annual Performance Indicators in Higher Education in the UK for 2006/07 were published nationally by HESA on 5 June 2008. The Performance Indicators are designed to reflect the diversity of the HE sector and currently cover the areas of (a) widening participation, (b) non-continuation rates and projected learning outcomes, (c) research output, and (d) the employment of graduates (not published until 17 July 2008).

The University has maintained or improved its percentage scores between 2007 and 2008 for 18 of the Indicators (out of a total of 35 Indicators with a sufficient population at Sheffield to be included in both 2008 and 2007). Of particular note are the Indicators relating to young, full-time entrants in 2006-07 from state schools or colleges. The University's score for first degree entrants has increased year-on-year (from 82.6% for 2002/03 entrants to 85.3% for 2006/07 entrants).

The Performance Indicators include a benchmark designed to take into account the differences between institutions. This is derived from the sector average which is adjusted for each institution to account of the subject of study; qualifications on entry; and age on entry. The University performs significantly better than the benchmarks set for the following indicators:

- young, full-time first degree entrants in 2006/07 from state schools and colleges (85.3% against a benchmark of 80.1%);
- all undergraduate entrants in 2006/07 from state schools and colleges (85.3% against a benchmark of 80.1%);
- mature full-time undergraduate entrants in 2006/07 with no previous experience of higher education and from low participation neighbourhoods (12.6% against a benchmark of 7.7%);
- non-continuation following year of entry for young full-time other undergraduate entrants (8.6% against a benchmark of 15.8%);
- non-continuation following year of entry for all full-time other undergraduate entrants (6.3% against a benchmark of 13.2%).

3. FINANCE

3.1 Current financial headlines and financial forecast 2008-09

- The quarterly financial results to the period ended 30 April 2008 will be circulated to Council members during the week commencing 23 June.
- The annual review of the University's credit rating by Standard and Poor's has commenced. The results of this review will be available in July.
- Council approval of the HEFCE financial forecasts for 2008-09 will be covered under a separate agenda item.

3.2 Academic Development Committee (ADC) budget allocation 2007-08

- The total allocated budget is £115.2m with £0.1m still held by ADC as a contingency. The budget allocated to ADC for its Academic Planning Units has been uplifted to reflect the additional costs arising from Promotions, Exceptional Contribution Awards and other Salary Reviews. These additional costs were included within the University's Financial Forecast for 2007-08. The Planning Unit Budgets are also supplemented to reflect the closure of research accounts with underspends and also waived academic consultancy fees.
- At the ADC meetings held throughout the year members have received financial monitoring statements derived from the uBASE Budget Usage reports. There are currently 13 Planning Units where there appears to be some risk of overspend in the year and the Chair of ADC is in regular contact with the Heads to ensure that all possible actions are being taken to minimise their expenditure against core budget. However, there are 8 other Planning Units that are containing expenditure well within their budget and this helps ADC manage the overall position.

3.3 External developments

- The University has recently been the subject of an audit by KPMG on behalf of the Research Councils to establish the accuracy of the rates used for charging overhead costs to research projects. A number of institutions have been selected for audit out of the top 60 institutions in receipt of Research Council funding for research grants and fellowships in 2006-07, with the University of Sheffield being one of the first to be visited. At the time of writing, the draft report has been received from KPMG and it indicates broad confidence in the University's processes and has a small number of minor recommendations.
- The HEFCE have announced the scheme for matched funding of voluntary giving to HEIs. This relates to donations other than legacies or gifts in kind. The University has the option to request at which level it wishes to participate in the scheme and has expressed its preference to HEFCE.

3.4 uBASE update

- The initial pipeline of system enhancements for the Finance system has been developed. These enhancements include the introduction of supplier catalogues and autofax capability and development work has commenced and some enhancements are nearing delivery.
- System training is continuing through either formal training courses or informal departmental visits. Support for training is also emerging from within individual departments. A training strategy for the finance system is currently being developed which will encompass a broad spectrum of financial management awareness, recognising the needs of different audiences. A review of supporting documentation for myJob and myTeam is also underway and augmented information and web pages will be available during the next few months.

- The first payroll year end on the new system has been completed successfully with P60s being issued to all employees by the target date of 31 May.
- The eRecruitment project has entered its 'systems building' phase and is progressing to time and to budget.

3.5 Biofusion

- The University and Biofusion have finalised the negotiation of terms to extend Biofusion's rights to all University of Sheffield owned Intellectual Property (Project Short Stirling). The Council subgroup has approved the transaction subject to final confirmation of the price. The fund raising process has started and the transaction is contingent on Biofusion raising sufficient funding, whilst the investor market is currently difficult, Biofusion are confident that the transaction will close shortly.

4. CAPITAL PROJECTS

4.1 Capital Programme

- The pipeline capital projects have now had fees to RIBA stage D approved by Senior Management Group, Finance Committee and Council. The full business cases will be completed in accordance with the timescales set by Estates for completion of the detailed costings. It is intended that these will be revisited and prioritised at an Estates Strategy Group meeting later in 2008. The total value of the pipeline is currently £102m. This spans the period 2008-2011 and is part of a rolling and continuous investment programme.
- As at May 2008 the existing approved capital programme budget equated to £109m, 42% of which is funded by the University with the remaining 58% funded via external sponsors such as HEFCE. The cumulative spend against this budget was £59m with £50m forecast to be spent in the next 4 years. This programme does not yet include the pipeline projects.
- The Project Capital Allocation (PCA) 4 programme has been closed and all PCA 4 funds were spent within one month of the original HEFCE deadline.
- The Science Research Investment Fund (SRIF) 3 programme continues to be closely monitored. Estates and Capital projects have ensured that, wherever possible, risks to HEFCE funding claw back on late projects are being managed. The largest SRIF 3 funded project, Jessop West, is currently £3.5m over the HEFCE allocation and HEFCE are fully aware of the position.

4.2 Capital Review Group

- The Capital Review Group (CRG), chaired by Professor Dominic Shellard, has completed its review of the capital pipeline report and made its recommendations to the Vice Chancellor.
- The final task of the Capital Review Group was to review capital planning processes and governance in association with the new Faculty structure and their report is nearing completion.

4.3 Progress on SRIF 3 projects

Jessop Building

- The completion date of the building is officially one week behind programme at 1 September 2008 and this is expected to slip further based on the current assessment of progress.

- There is an anticipated overspend of £350k on the project, although savings have been identified to offset this. The scale and extent of the impact of a number of the major variations has emerged in the period since the last update to Council with the extent of plasterwork and remedials to the tower being of particular note.
- The work to the tower and other structural problems have only fully emerged at this stage because the extent and complexity of the work at roof level could only be assessed after demolitions and re-ordering of spaces were completed and full access could be gained to the relevant parts of the structure.

Soundhouse

- The works are currently four weeks behind schedule and not expected to be recovered. A more realistic completion date is towards the end of July 2008 (previously scheduled for June 2008).
- The level of project contingency at this stage of the project has been identified as a risk.

Jessop West

- The works are currently progressing satisfactorily to the contractor's completion programme of 10 October 2008. The unitised façade installation is nearing completion on Block A and progressing very well, following with the external glazing and stainless steel panelling. Overall the façade is in line with completion programme.
- The level of project contingency has been reduced by £400k to provide additional teaching space on the ground floor and create a café, and requires careful monitoring.

Remote Experimental Facilities, Northumberland Road

- The project is programmed for completion at the end of September and an out-turn of £197k under budget is indicated at the current time. Taking account of other costs in the pipeline e.g. landscaping the wooded area, the project will be completed within budget.

4.4 Student accommodation – Student Village

- The total number of rooms now handed over by Catalyst is 2,386. A total of 2,104 are being occupied by students this academic year.
- A further 545 rooms are due to be handed over between now and the start of the next Academic Year in September 2008, although some further delays to the planned completion of Lawrencefield (ex-Woodvale) in September 2008 are currently being indicated by Catalyst. The delivery of these rooms will complete the Endcliffe Village and the focus of development will then be on Phase 4 (Ranmoor and Shore Court).
- BLL have fixed a price for the construction of The Ridge (the central welfare and social facilities on the Ranmoor site). This facility is currently programmed to be delivered at the same time as the accommodation blocks.
- Construction on Ranmoor progresses, albeit slightly behind programme.
- The refurbishment of Halifax Hall and the Villa Blocks at Endcliffe are progressing to plan. These projects fall outside of the contract with Catalyst and are being carried out by the University. They will be completed by the September start of term.
- The recent Student Survey clearly showed negative feedback from students living in close proximity to construction activities during academic year 2007-08. Whilst this is not a surprise, the University needs to be aware of the potential impact on marketing the Endcliffe village for the upcoming academic year.

- Regular meetings with local residents continue, through the Construction Interface Group, and smaller sub-groups of local residents. A celebration event for students living on the Endcliffe Village over the May bank holiday weekend was a great success and also provided an opportunity to test the Noise Management plan.

4.5 Contracts for Capacity

- The 2,200 city centre rooms secured for 2007-08 in partnership with private providers have been well received by students and the approach for securing further rooms for 2008-09 is being developed.

4.6 Apple disposals project

- The down-turn in the property market is impacting on the sales of the final Apple properties. This is due to a variety of reasons: unrealistic price reductions being requested; buyers being unable to secure finance; or purchases being dependent on the sale of another, unsold property. The current situation is thus:
 - houses under offer (and likely to complete) – 5;
 - houses under offer (and likely to fall through) – 3;
 - houses on the market – 2.
- Informal discussions with potential purchasers of the Ruth Square properties are being held to identify the appetite for disposing the properties as a single portfolio. If the appetite is there, formal marketing will be launched.
- An appeal hearing took place in early June following the City Council's refusal of planning permission for the proposed development by Miller homes on the Tapton site. The planning inspector's decision was that, whilst finding that much of the scheme was acceptable, the density and positioning of the proposed dwellings on the Experimental Garden area of the site would be detrimental to the Broomhill Conservation area. He was therefore unable to grant planning permission for the scheme as currently designed. Options for the site are currently being reviewed.

5. LEARNING AND TEACHING

5.1 Progress against KPIs

- Issues arising from the Annual Review of Learning and Teaching (ARLT) are being followed up. The ARLT process itself is currently being reviewed.

5.2 Strategic developments in learning and teaching

- Discussions led by the PVC for Learning and Teaching and Professor Martial Staub have started with the aim of developing a Europeanisation Strategy which will relate to both research and learning and teaching, in order to take maximum advantage of opportunities for research and to increase the competitive advantage of our graduates in the European labour market.
- Following the report from the Capital Review Group which highlighted the need for flexible teaching space, plans for increasing such space and for the co-location of some student-facing learning support services are under discussion.
- A group established to carry out a mid-point review of the Learning, Teaching and Assessment Strategy (LTAS) met in May to discuss progress against the LTAS objectives and to identify further or new activity to ensure the strategy is implemented effectively, to review the impact of Teaching Quality Enhancement Funding (TQEF) and to discuss which activities would need funding post-TQEF. The group agreed that the strategy should not be redeveloped at this point and that progress against the objectives was good in general. It also recommended a number of areas for which further action, in particular the raising of student awareness of the

attributes of the *Sheffield Graduate* which would be partly addressed by a student-facing re-launch at the start of the next academic session.

- Three SeeChange project bids were successful, with the project teams attending the residential event in May:
 - Student Learning Community 2.0 (led by Ms Patrice Panella);
 - Integrating Teaching-Research Culture (led by Professor Phil Levy);
 - Mobilising Student Workforce (led by Mrs Sue Armstrong).

A fourth bid relating to the Faculty of Engineering was also successful but will now be pursued at Faculty level rather than as a SeeChange project.

- Good Practice Week took place at the end of May. During a varied four-day programme, a number of academic and professional services staff and postgraduate students attended sessions, including debates and workshops, exploring and sharing aspects of good practice in learning and teaching.
- The Contingency Planning Project Group has reported on the University's ability to maintain learning and teaching activities and teaching quality in the event of a disaster. Seven recommendations were made and a team of professional services staff will coordinate the necessary action.

5.3 Awards

- The CILASS IBL Awards Scheme celebrates excellence in inquiry-based learning (IBL) and rewards those who have made a difference to the student learning experience through inquiry approaches. The winners, who received their awards at the CILASS Staff-Student Symposium 2008, were: Dr Fergal Davis and Ian Loasby (Law), 'Using a wiki for inquiry-based learning in legal history'; Yasmin Farooq (Sociological Studies), 'Inquiry-based learning in Level 1 Social Work'; Dr Myles Jones (Psychology) 'Inquiry-based Learning across the Curriculum'; and Miyuki Nagai (School of East Asian Studies), 'Inquiry-based Language Learning in Japanese Studies'.
- The winners of this year's Senate Awards for Excellence in Learning and Teaching have been announced:
 - in the Sustained Excellence category: Dr Ian Bache (Politics), Dr Andrew Johnson (Mechanical Engineering), Dr Henriette Louwerse (Germanic Studies), Dr Eleanor Stilman (Probability and Statistics);
 - in the Rising Stars category: Dr Sean Carey (Politics), Dr Jenny Freeman (SchHARR), Dr Willy Kitchen (Education), Dr Claire McGourlay (Law), Mr Peter Stordy (Information Studies);
 - in the Excellence in Collaboration category: The Election Project: Transforming Teaching through Teamwork led by Mr Bill Carmichael, Ms Marie Kinsey and Mr David Holmes (Journalism Studies).
 - in the Excellence in Leadership category: Professor Rod Nicolson (Dean of the Faculty of Pure Science; Department of Psychology).

5.4 Other student-related matters

- Last academic year the University agreed a new strategic direction in relation to student mental health. The Student Services Department is coordinating a number of projects to take forward the resulting student mental health strategy. As a result the response protocol at times of individual student mental health crisis has been reviewed; a new practical guidance booklet has been issued for staff on 'helping students with mental health difficulties' (downloadable from the University website at <http://www.shef.ac.uk/counselling/index.html>); a successful new programme of group-based student development and support sessions has been introduced, under

the banner 'Skills for Life' (see <http://www.shef.ac.uk/counselling/services/skillsforlife>). As a further part of rolling out the strategy, Student Services will in 2008-09 be launching a new coordination and advisory service on student mental health, for the benefit of the University community as a whole. The new provision will include enhanced staff training on student mental health issues.

6. RESEARCH AND KNOWLEDGE TRANSFER

6.1 Progress against KPIs (nos 8 and 9)

- New research awards won in the last 12 months total £91.6m which compares with £116.7m for the previous 12 months. The downturn can largely be explained by the implementation of fEC distorting the Research Council awards due to the moratorium they imposed while they implemented the necessary changes to their systems, and the culmination of EU Framework 6 in December 2006 and the slow commencement of EU Framework 7 in January 2007. The situation is being monitored. There are still sufficient new awards to underpin the latest forecast for the current and next financial year.
- Income (as a proxy for the range of collaborations with external partners) as measured by the Higher Education Business and Community Interaction (HEBCI) survey for 2006/07 is £45m which has remained static compared to 2005/06.

6.2 Strategic developments and partnerships

- Bids totalling £8.4m are progressing through the Yorkshire Forward European Regional Development Fund (ERDF) funding process. Following initial gateway assessments at Yorkshire Forward, the University has decided to delay the development of an ERDF bid to support the Sheffield Institute of Translational Neuroscience. Yorkshire Forward has invited the University to proceed to the 'Full Business Plan' stage on the Kroto Innovation Centre 2 (Gorge Porter Building) bid. This is expected to be submitted in September 2008. A third ERDF bid is in the early stages of development, and will support the provision of Executive Education.
- The bid to establish an Integrated Knowledge Centre (IKC) in Sustainable Manufacturing by the Advanced Manufacturing Research Centre (£7.4m) was unsuccessful. There are currently two pilot IKCs (Ultra Precision and Structured Surfaces (Cranfield University) for the value of £5.6m; and the Advanced Manufacturing Technologies for Photonics and Electronics (Cambridge University) for the value of £5.3m). The recently closed call by Engineering and Physical Science Research Council and the new Technology Strategy board is seeking to fund a further two IKCs.

7. GOVERNANCE AND MANAGEMENT

7.1 Report from the meeting of the Senate on 11 June 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 implementation of new faculty structures, including the introduction of the University Executive Board from 1 August 2008;
 - recommendations for the location within a single Faculty of a number of academic departments which currently hold dual-Faculty status;

- an outline of the financial position of the University, including the challenge presented by rising energy costs and staffing and pensions bills against a rise of 2.3% in HEFCE recurrent grant;
- achievements by University staff and students (covered separately in this Report).
- A presentation on the Capital Programme from the Registrar & Secretary and the Director of Estates, which covered matters reported to the Council at its meeting on 28 April 2008.
- Approval of a vision document concerning the future relationship between the University and City College Thessaloniki, which will lead among other things to City College becoming 'an International Faculty of the University of Sheffield'.
- Approval of the establishment of the Leonardo Institute for Innovation in Tribology as a new research centre.
- Approval of the following matters relating to learning, teaching and assessment and postgraduate research students:
 - the revalidation of City College, Thessaloniki, for a further five years;
 - the introduction of a number of new collaborative developments;
 - two new doctoral programmes of study;
 - a number of new and significantly amended taught programmes of study;
 - revised regulations for Higher Doctorates, which take into account the assimilation of the Faculties of Architectural Studies and Law into Social Sciences;
 - a number of amendments to the General Regulations as to Examinations, Academic Appeals, the Progress of Students, and the Discipline of Students;
 - minor amendments to the Students' Charter;
 - amendments to the policy on penalties for the late submission of assessed work;
 - amendments to guidelines on conflicts of interest in research supervision, to require a member of staff to withdraw from supervising a student where there is judged to be a conflict of interest;
 - amendments to the code of good practice for student course representatives in departments and faculties.
- Recommendations for the appointment or re-appointment of representatives of the Senate on University committees.
- Terms of reference and composition of a new Senate Nominations Committee, which will replace the existing Committee Membership Review Group.
- Terms of reference and composition of the Senate Budget Committee, the establishment of which was approved as part of the proposals for organisational restructuring.

8. HUMAN RESOURCES

8.1 Outstanding achievements

These include the following who have received external recognition:

- A research team from the University's Institute for Cancer Studies has been awarded Breast Cancer Campaign's Research Team of the Year award. The team, led by Campaign grant holder **Dr Angela Cox** in collaboration with a large international consortium of research groups, has identified a common gene associated with breast cancer, Caspase 8. The prize was presented at the award ceremony at the House of Lords on 30 April.

- **Dr Munitta Muthana**, a researcher in the School of Medicine and Biomedical Sciences has been awarded a prestigious prize by the British Association of Cancer Research (BACR). Dr Muthana, a senior postdoctoral researcher working in the Tumour Targeting Group at the University, will receive the BACR-AstraZeneca Young Scientist Frank Rose Award at a major cancer conference run by the National Cancer Research Institute (NCRI) in October 2008.
- **Professor Christopher Hunter** (Department of Chemistry) has been elected a Fellow of the Royal Society. Professor Hunter has pioneered the physical organic chemistry of molecular recognition and is one of the most cited and influential young scientists working in chemistry today.
- **Professor Paul Speight**, Dean of the School of Clinical Dentistry, will receive the 2008 Oral Medicine and Pathology Research Award in July 2008 in recognition of his research into oral disease and cancer.
- **Professor John Yates**, Head of the Department of Mechanical Engineering and Director of the White Rose Centre for Excellence in the Teaching and Learning of Enterprise has been awarded a National Teaching Fellowship award by the Higher Education Academy. The NTF Scheme recognises and celebrates individuals who make an outstanding impact on the student learning experience, and provides a national focus for institutional teaching and learning excellence schemes.
- **Marie Reaveley**, a Level 2 MPlan student in the Department of Town and Regional Planning, has won the regional heat of the Women in Property Student Awards, receiving a cash prize, a paid summer work placement and the chance to go forward to the national stage of the competition.

8.2 New key appointments

- **Ms Susan Bridgeford** has been appointed to the post of Director of Faculty Operations (Medicine). She is currently Faculty Officer within the Faculty of Engineering at the University of Strathclyde.
- **Ms Valerie Cotter** has been appointed to the post of Director of Faculty Operations (Arts). She is currently Deputy Director of the Neighbourhoods and Community Care Directorate, Sheffield City Council.
- **Mr Terry Croft** has been appointed to the post of Director of Faculty Operations (Pure Science). He is currently Departmental Business Manager within the Department of Animal & Plant Sciences.
- **Mr Rob Sykes** has been appointed to the post of Director of Faculty Operations (Social Sciences). He is currently Head of Planning and Business Support within the Research Office.

8.3 Pay Plus for Pensions

- The University's implementation of salary sacrifice for pensions - Pay Plus for Pensions - went live on 1 June. The University and almost 4,000 pension scheme members are now paying reduced National Insurance contributions and so making savings. The 90% participation rate means that the University's pay-bill has been reduced by c. £50,000 in June with a proportionate reduction from externally funded grants.

8.4 New support programme for women lecturers

- To help to address the under-representation of women in senior roles, two programmes are being piloted for women lecturers, and, particularly, for women lecturers in STEM (Science, Technology Engineering and Medicine). These are: an 'Open Space Development programme' aimed at enabling women to fulfil their

potential, and a mentoring programme for women lecturers in STEM, with mentors being identified from senior women colleagues.

8.5 Regularisation of hourly paid/casuals

- The aim of this project is to develop and implement a corporate-wide and flexible framework for regularising existing atypical workers (hourly paid teachers and other casuals) and for future engagements. The framework has been necessary to comply with the National Framework Agreement and recent legislative employment requirements.
- The University's framework has been developed in consultation with a group of senior University academics and managers, chaired by Professor Tony Crook. The five recognised Trade Unions, with the endorsement of their regional and national offices, signed up to the University's framework and its related documents at the end of May 2008. Phased implementation of the project is now underway.
- It is anticipated that during 2008 and 2009, the activities associated with regularisation (including providing support and advice for departments, individual case work, appeals, contractual administration) will be a resource heavy activity for both HR and academic departments. The regularisation process will also have implications for determining teaching allocation and workloads within the existing financial plan.

8.6 Workforce information

- Information on workforce headcount and fte is attached (APPENDIX 1).

9. MEDIA COVERAGE AND EXTERNAL RELATIONS

9.1 Events

- Datuk Zamani Mohamad Noor, a significant contributor to the development of education in Malaysia, received the honorary degree of Doctor of Letters from the University at a degree ceremony in Kuala Lumpur on 13 April.
- The Nanotechnology for Industry Open Day took place at the North Campus Conference Centre on 23 April. Jointly organised with others including NoMo-ir Ltd, Manufacturing Advisory Service, Creative Sheffield, the conference aimed to explain the relevance and potential benefits of nanotechnology to companies.
- World leaders in dental education and research attended the opening of the School of Clinical Dentistry's new £5.5 million extension on 25 April 2008. The extension, which will provide teaching and research facilities, was officially opened by Dr Mark Walport, Director of the Wellcome Trust. In addition, there was a lecture by Guest Speaker Professor Deborah Greenspan, upon whom the University conferred an honorary Degree.
- Staff and students from the UK and across the world in celebrated the University's international diversity and cultural richness on 24 April at the International Experience Event. During the same week, the International Students Committee in the Students' Union organised an exciting programme of events for World Week, bringing the culture of the world right here to Sheffield.
- The opening of BAE Systems Centre for Research in Active Control took place on 22 May at the Kroto Research Institute, North Campus.

9.2 Community and City relations

- The University is supporting the annual Broomhill Festival, one of the largest local festivals in the city. University sponsorship and involvement includes the provision of

all its sports pitches for a very popular football tournament, the Broomhill Music Festival with a range of concerts from classical to jazz, and cultural events put on by national societies of the Union of Students which will tie in with this year's theme of 'The World in Broomhill'. The Festival originated with staff and students in the Department of Architecture, which this year celebrates its centenary.

- The University has significantly enhanced its security staffing, with additional personnel and a patrol car. As well as patrolling the central campus and student village, this enhanced security will continue to work closely with local police and the main routes between the city and residences. This announcement has been well received by concerned local residents.
- The University is seeking to engage positively with the new administration within the city on a range of issues. The Cabinet Member with the education remit, Cllr Andrew Sangar, will attend a programme of meetings at the University to consider the economic impact of the University, as well as our impact on aspiration within schools through early outreach and access. He will also attend a summer school as an observer. Where new initiatives may have an overlap with existing University procedures, such as the proposed Community Justice Panels, both the University and the Union of Students are actively engaging with the officers compiling specific proposals.
- The University's Outreach and Access team organised a degree style ceremony to celebrate the achievements of over two hundred teenagers from across the region in May. Pupils from Hinde House Secondary School, Sheffield Park Academy and Springwell Community School in Derbyshire were among those that attended the ceremony, as well over 500 guests. The ceremony was held to mark the students' completion of the University's Achievement Award scheme, which recognises achievements in areas such as punctuality and attendance and the completion of work experience and coursework, while they are studying for their GCSEs in years 10 and 11.

9.3 Media coverage

- The number of cuttings for the month of May is 323, bringing the total for the period March-May to 909, an average 10 per day and 70 per week. (This does not include online or international coverage.)
- The newly expanded Old Bailey Proceedings Online site, developed by Professor Bob Shoemaker and the Humanities Research Institute, generated worldwide coverage (including The Observer, Channel 4 News, BBC News Online, BBC Radio 4, Daily Telegraph, History Today and various US, Australian and Far East newspapers).
- Extensive coverage also received for the Stonehenge news story, which involved research undertaken by Professor Mike Parker-Pearson and Professor Andrew Chamberlain. This included an exclusive on the National Geographic channel.

9.4 Awards

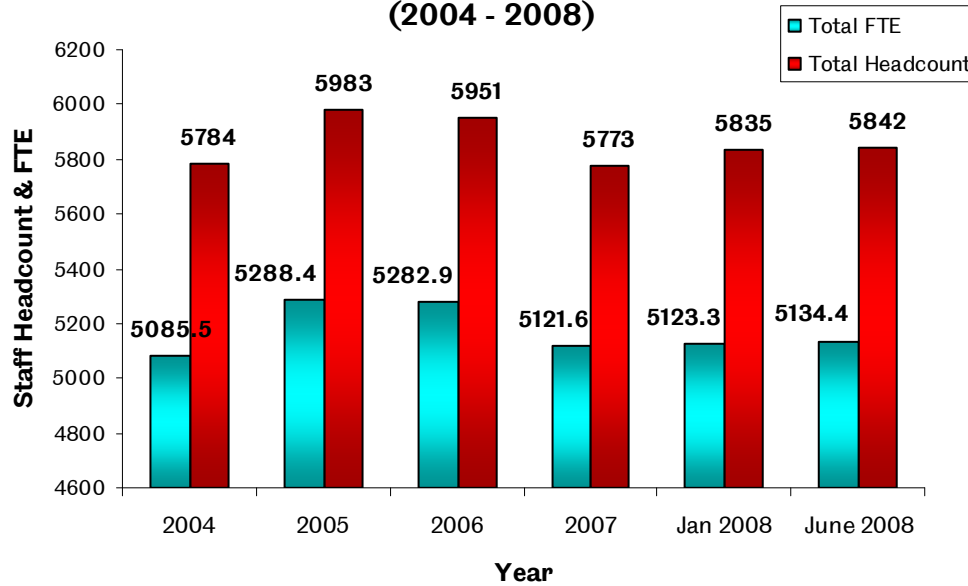
- The Information Commons, designed by architects RMJM, has won one of the regional Royal Institute of British Architects' (RIBA) Awards 2008 - architecture's most prestigious awards. The IC is one of only two buildings in Yorkshire and Humberside to receive the accolade, and one of 92 buildings nationwide. It has already won two construction innovation and sustainability awards for its complex structural flooring system. Along with other winners, the IC is now eligible for the RIBA National Awards which will be awarded on 27 June 2008.
- At the NUS Awards Ceremony on 9 June, the University of Sheffield Union of Students was named HE Students' Union of the Year. The award recognises outstanding achievement in a Higher Education students' union through excellence in participation, strong democratic structures and effective strategic planning. This the second award

the Union has won in the last year, after being named 'The Best Students' Union in the UK,' by trade magazine Club Mirror in November. The Union has also been voted 'Best Students' Union in Britain' by the Virgin Alternative Guide.

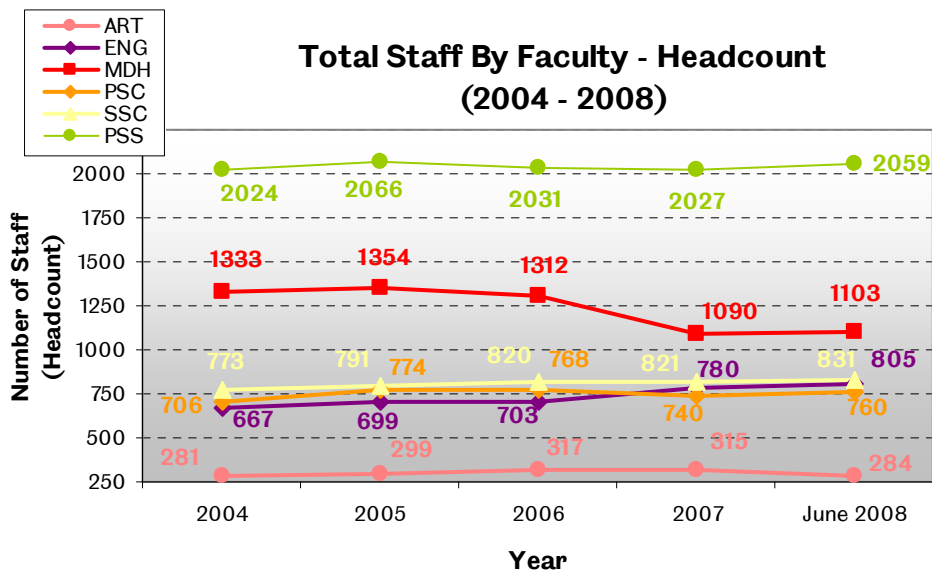
9.5 Marketing activity

- The 2009 postgraduate prospectus will be available from mid-July. A new brochure for prospective postgraduate researchers is also being produced to address their specific needs in a more targeted manner.
- Focus groups of prospective students and parents from around the country are being held as part of a project (2010) looking at the future of undergraduate recruitment, with particular reference to fees, debt and university choices.
- It is recognised that a gap exists in the communication to new students between receipt of an offer and receipt of the mailing to new students later in the summer. Several new online newsletters have now been produced to fill this gap and act as a conversion tool. They aim to ensure that Sheffield is selected as the first choice university and contain targeted information relevant to this stage in the application process, for example about accommodation.
- A significant advertising campaign is being launched in July to support the Institute of Lifelong Learning in promoting its Open Day and newly renamed Courses For Everyone brochure.
- Following the decision that City College Thessaloniki should become an international faculty of the University, SRAM has been working to align the two institutions' marketing activities more closely. One of the first steps has been to produce designs for co-branding that reflect the status of the college.
- A project to revamp and enhance the staff section of the University's website is progressing. The target launch date is October 2008.
- The profile of University club sport was recently given a boost through the redevelopment of relevant web pages for prospective undergraduate, postgraduate and international students.
- Redevelopment of the Accommodation Services (Housing) website is nearing completion and will go live shortly.

**Total Staff Headcount & FTE
(2004 - 2008)**



**Total Staff By Faculty - Headcount
(2004 - 2008)**



Abbreviations

- FTE = Full-Time Equivalent
- ART = Faculty of Arts & Humanities
- ENG = Faculty of Engineering
- MDH = Faculty of Medicine & Health
- PSC = Faculty of Pure Science
- SSC = Faculty of Social Sciences
- PSS = Professional and Support Services

Data source: CIS as at 31 July each year and uBASE as at 31 January and 9 June 2008