

**Faculty Executive Board  
Minutes of Meeting held on 15<sup>th</sup> June 2011**

Present: Ms Liz Robinson (LR), Mr John Cocking (JAC), Professor Mike Hounslow (MJH), Miss Jenny Miller (JM), Professor Visakan Kadiramanathan (VK), Dr Malcolm Butler (MAB), Professor Geraint Jewell (GWJ) Dr Andrea Bath (AB), Professor Mark Rainforth (MR), Dr Stephen Beck (SB), Professor Allan Matthews (AM), Ms Steph Allen (SA), Dr Richard Tozer (RT), Dr Heather Sugden (HS), Dr Jon Barker (JB) [item 13 onwards].

In attendance – Mr Ian Moulson, Lorraine Maltby.

**Opening**

**1. Apologies**

Professor John Derrick (JD), Professor Phil Wright (PCW), Professor John David (JPD), Professor Rob Dwyer-Joyce (RDJ), Professor Harm Askes (HA), Professor Sheila MacNeil (SM).

**2. Minutes of FEB Meetings held on 11th May 2011.**

The minutes were approved.

**3. Matters arising/Outstanding actions**

The Board considered and reported on all outstanding actions.

**4. FPVC Report and UEB Feedback**

Recent discussions have focused on budgets. Much of the outcome so far will be dealt with in later agenda items.

Also see UEB minutes <http://www.shef.ac.uk/ueb/minutes.html>

**5. Report from FDR&I**

EPSRC Bids

All EPSRC bids from now on will require matched equipment funding. This will be done by departments forgoing income on any grant below 100% fec. JAC will investigate whether or not finance will treat this as a call on income – Action. The decision regarding the necessity of equipment will lie with HoDs. They should be supportive where there is a genuine and credible need for equipment.

Knowledge Maps

Responses regarding the EPSRC knowledge maps should be sent to Heather Sugden by 22/23 June at the latest. HoDs were reminded of the importance of doing this. If the document submitted by the University is not a true reflection of the activity that takes place here then there is a risk that the University will lose out as the EPSRC will target those institutions that have recorded that activity. GWJ will email a reminder to HoDs to ensure that responses are received - Action.

The deadline for the BBSRC input is 27 June.

#### Access to Outputs

It was noted that EPSRC are implementing a new policy on access to research outputs. This will be a condition of funding.

### **6. Report from FDL&T**

#### 2012 Proposition

Work on the 2012 proposition is progressing.

#### Christmas Exam Period

The move towards replacing the Christmas exam period with other activities is progressing well. A paper relating to the Global Engineering Challenge will be discussed under item 13.

#### Appropriate Teaching Space

A stream of work is being carried out to ensure that teaching in the Faculty takes place in appropriate rooms.

#### Management Teaching

Double the number of students than originally planned are now lined up to be taught by management. JAC will look into the costing of this – Action.

#### Student Questionnaires

The Faculty-wide student questionnaire system is now up and running. All departments with the exception of ACSE and CSE are currently using it.

### **7. Report from FDO**

#### Union Protest

It was reported that the Unions have invited their members to join a protest on Saturday 18 June, which has been timed to coincide with the University's Open Day. Contingency planning is underway and more information will be communicated once it is made available.

#### Student Attendance Monitoring

According to data from Semester 1 the Faculty is falling short of its targets with regard to student attendance monitoring. The number of contact points recorded is not sufficient. The University could risk losing its trusted status if the situation is not improved. This could have dire consequences for overseas student recruitment, which makes up a huge proportion of the Faculty's students.

#### Engineered by US

The Engineered by US exhibition opens on 15<sup>th</sup> June. All Board members have been invited to the opening event and are encouraged to attend.

#### **For Decision**

### **8. Faculty of Engineering 'Strategic Investment for Growth'**

*Commercially confidential*

### **9. Engineering HoDs Briefing Paper Faculty Resource Allocation (FRA)**

The board received a paper setting out the Faculty's proposed FRA methodology (FRAM) to be used in the 2011/12 budget setting process. It was proposed that the methodology be applied to

Faculty and departmental budgets immediately following final notification of faculty level budgetary sign off.

The Board agreed that the methodology would continue to incorporate the basic principles of rewarding desired patterns of behaviour.

It was also acknowledged that with regard to the three top sliced University level strategic funds, the Faculty will move towards a more pure resource allocation methodology whereby all central top slices are driven out pro rata and in full to departments. This represents a departure from the 2010/11 FRAM methodology. Departments will continue to have their actual and shared professional costs driven out to them in full.

The Faculty will in 2011/12 depart from the equal contribution budgets achieved through implementation of a SAF 'balancing mechanism' used in 2010/11 through the allocation of SAF. Instead, an aggregate level of departmental contribution with a +/- percentage 'tolerance band' (set by the FPVC) will be applied to departmental contribution levels, which will be permitted to sit within this subsequent range.

The Proposed methodology was agreed by the Board.

#### Indicative Budgets

The Board received a paper that outlined the indicative budgets for 2011/12. The figures were based upon existing Faculty level budgetary proposals being considered by UEB and, as confirmed by the Director of Finance, are not expected to materially change. JAC provided an overview of the budgets which were based on the agreed methodology discussed previously.

The level of CORE budget awarded to Faculty through resource allocation contrasted with detailed Faculty expenditure plans in 2011/12 enabled the FPVC to take the collegiate decision to defer our PYA scheduled for 2011/12 by one year into 2012/13. This directly assists areas outside the Faculty which are experiencing significant financial pressures.

Final sign off at UEB will take place on 21 June 2011.

MJH thanked JAC for his continued strategic support which ensured the Faculty was ideally placed to achieve a resource allocation settlement which facilitates the Faculty's aspirations for continued growth.

## **10. Business Cases for Impact Advertisement**

### **ACSE**

#### Professor in Control & Systems Engineering - ACSE

During the last recruitment phase ACSE were unable to fill two Chair posts. This post is intended to fill one of those posts but with a broadened subject area to include all areas of Control & Systems. It will be advertised as an ACSE themed Prize Position. The post was justified in terms of it being an UKRC identified strategic area and also because the department requires additional academic staff to help manage both growth and the pilot PGR cohort recruitment scheme. The post will require funding for the salary costs of a PhD student and laboratory equipment. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the post.

#### Senior Lecturer in Control Systems Engineering - ACSE

This post is intended to partly fill the second of ACSE's unfilled Chair positions from the last recruitment round. The remit will again be broadened and the post will be advertised as an ACSE themed Prize Position. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the post.

#### Lecturer in Control Systems Engineering - ACSE

This post is intended to partly fill the second of ACSE's unfilled Chair positions from the last recruitment round. The remit will again be broadened and the post will be advertised as an ACSE themed Prize Position. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the post.

### **CSE**

#### Chair/Reader & Two Lecturers in Structural Engineering

The posts are required to help the department ensure the continued strength and growth of Structural Engineering which forms the backbone of the undergraduate degree as well as a large proportion of PGT degrees. Student numbers have outgrown academic staff growth and in order to ensure continued quality of teaching more staff are required. Heavy teaching loads on current staff have also hampered levels of research and the new posts will allow this situation to be rectified. The affordability of the posts has been agreed. The proposals are consistent with Departmental staffing strategy.

CSE initially proposed the release of three posts, one Chair/Reader in Structural Engineering and two Lecturers in Structural Engineering. However, following a rethink by the department it was agreed that they should appoint either two Lecturers or a Chair in this area. The Department favoured the appointment of the Lecturer posts. This would be agreed outside the meeting with MJH provided HA could provide evidence that the Department has enough senior leadership not to require the Chair post. The proposal is consistent with Departmental staffing strategy.

The Board agreed the release of either one or two posts based on discussions between MJH and HA.

### **EEE**

#### Lecturer/Senior Lecturer/Professor in Electrical Machines, Power Electronics and Controls (3 posts)

EEE proposed to appoint one Professor and two Lecturer/Senior Lecturers to its Electrical Machines and Drives Research Group in order to strengthen the research capabilities and capacity of EEE. The Electrical Machines and Drives Research Group has demonstrated considerable success in recent years and is looking to expand further into areas of renewable energy. The senior position, is, for the Department the next logical step in this direction. The technical field for the two Lecturer/Senior Lecturer posts will be less specific. The posts will also help deliver increased research income and could provide a footing for the delivery of an MSc in Electrical Machines/Power Electronics. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the posts.

#### Lecturer/Senior Lecturer in Wireless Systems and Networks

The Department wishes to appoint a Lecturer/Senior Lecturer in the strategically important field of Wireless Systems to strengthen its existing research and support the newly appointed Chairs in the Communications Group. The appointment is part of the Department's policy to grow the research base and income. The post will also support the MSc programmes in Wireless Systems, Data Communications and Electronic Engineering where Communications projects are in high demand. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the post.

#### **MAT**

#### Senior Lecturer in Cement Materials and Senior Lecturer in Nuclear Materials

The Department proposed the appointment of one Senior Lecturer in Cement Materials and one Senior Lecturer in Nuclear Materials. The posts fit with the Faculty Strategy to exploit nuclear engineering as a growth area for teaching and research. The Senior Lecturer in Cement Materials will contribute to research in radioactive waste immobilization and will fill a gap left by the departure of two members of staff. The Senior Lecturer in Nuclear Materials will develop a research programme to bridge the gap between materials processing, modeling and manufacturing. The post will also aid the delivery of the new MEng in Materials and Nuclear Engineering and strengthen the current Nuclear Engineering MSc. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy. The Board approved the release of the posts.

#### Senior Lecturer in Functional Polymers

The Department proposed to appoint a Senior Lecturer in Functional Polymers. The Department regards this area as being central to its strategy for enhancing research income, increasing taught masters provision and in ensuring the department remains attractive to students. The impending loss of two senior academic staff threatens to leave the department without any expertise in polymer chemistry. This could have a strong negative effect on both UG and PG levels as well as the delivery of teaching in some areas. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the post.

#### **MEC**

#### Professor and Senior Lecturer in areas of strategic interest

The Department proposed to invest some of its significant headroom in the appointment of one Professor and one Senior Lecturer in areas of strategic interest. The posts will provide increased research leadership and will allow the Department to grow its gross research income. The affordability of the post has been agreed. The proposal is consistent with Departmental staffing strategy.

The Board approved the release of the posts.

All of the approved posts will be advertised together in mid-July. There will be a specific section on jobs.ac.uk where the posts will be listed. An advert will also be produced that can be distributed via email to engineering departments and academics as required. It is anticipated that presentations/interviews will take place in the Autumn.

A discussion took place regarding the advertising of the posts in the THE. Several members of the

Board felt that there could be some merit in doing so despite the cost. It was agreed that LR would investigate the possibility of having a featured 'good news story' in the THE alongside a one or two page advert – Action.

#### **11. Collated Paper on Actions/Plans Against 2012 Proposition**

The Board received a paper that outlined the collated actions identified by each department in response to the University Proposition. A number of common issues became apparent including student support/guidance, enhancing the learning and teaching experience, feedback and the communication to students of why Sheffield is a great place to study.

A discussion took place with regard to how this information should be presented in order to make it useful. The document should tell potential students why they should study here and should be accompanied by a set of actions to ensure that the Faculty is doing the things it promises it will.

It was acknowledged that the document should also be useful to departments and that this could not happen if it was a process driven from the top.

Lorraine Maltby offered a different perspective. Animal and Plant Sciences have produced a document aimed at 16/17 years olds, written in language that will appeal to them in order to attract them to the Department's courses. The University proposition was taken as a given but areas within the department that tied in with the University Proposition were highlighted. A set of actions was also produced which identified what changes need to be made in order to deliver on the promises made to potential students. It is important that the document differs from the information in the prospectus.

The Board agreed that each department should segment the University Proposition into particular components. They should then illustrate what is done in their department that conforms to this in language aimed at 16/17 year olds. It should then be written again in language that applies to the department and identifies what action needs to be carried out in order to deliver what is promised. In order to do this a structure should be devised that allows departments to record what they want to record. Andrea Bath, Sue Armstrong and Iain Todd should work towards this – Action.

#### **12. Faculty Policy for Project Studentships**

Following previous discussions, the Board received a paper that outlined proposed Faculty policy relating to internally funded project studentships on research bids. It was felt that the proposed policy provided departments both sufficient steer and freedom regarding the matter.

The Board approved the policy.

#### **13. Global Engineering Challenge**

The Board discussed the proposed project aims and resourcing of the Global Engineering Challenge. The importance of ensuring that the week is correctly resourced was highlighted. All departments are participating in the challenge and it was agreed that in the future all costs should be driven out to departments pro rata to the number of ftes in order to provide a more numerate way of costing. It was also agreed that the challenge should, in future, be embedded in the IPO. It was suggested that CSE should be rewarded/compensated for the significant amount of time the project has consumed.

The Board expressed some concern that the delivery cost was too cautious. In order to ensure

that challenge is a success in its first year the Board agreed that a contingency of £10k should be made available for any unseen/unexpected costs. JAC will ensure that this funding is made available – Action.

The Board approved the proposal.

#### **14. Cancelled Item**

##### **For Information Only**

#### **15. List of 'out of contract' staff**

With regard to the ACSE case it was noted that there had been a funding delay which the PI had tried to bridge using an existing grant. The PI has now been informed of the correct procedure for dealing with such instances.

With regard to the COM case an extension is expected but the issue has not yet been resolved.

LR will be sending HoDs information regarding staff on fixed-term contracts with more than 4 years' service. This relates to queries and concerns raised by the unions (via JUCC) about use of fixed-term contracts. Responses will be required by Monday 20 June.

#### **16. Analysis of Promotions and ECAs**

The Paper was received by the Board. It was noted that the paper did not include information relating to Professorial re-banding or increments. This should be rectified for future reports.

#### **17. RAF Minutes and Highlights**

The Paper was received by the Board

#### **18. Report from Faculty L&T Committee**

The Paper was received by the Board

#### **19. Income and Expenditure Financial Reports**

The forecast now includes the additional PYA stretch benefit income that has been given back to the Faculty.

#### **20. Research Net Contribution and Research Income**

Of the total Faculty research income only around 30% of this is made up of EPSRC income, which continues to decline.

#### **20. A.O.B**

The Board were reminded that the July FEB will be the last formal meeting before September. Any items for the agenda should be submitted to MAB in advance.