



The  
University  
Of  
Sheffield.

Office  
Of The  
President &  
Vice-Chancellor.

## The Senate, 23 June 2021

### President & Vice-Chancellor's Report

#### EXECUTIVE SUMMARY

This Report provides summary information on current and forthcoming developments, both internal and external, for the information of Senate members. The President & Vice-Chancellor will introduce the Report at the meeting and members will have the opportunity to raise questions. This report is structured around the University Vision's four Pillars and their respective Priorities, after a section about the external environment. Where information relates to more than one Pillar or Priority it is included under the most relevant theme.

#### 1. EXTERNAL ENVIRONMENT

##### 1.1 Covid-19: Easing of Lockdown

- As part of the Government's roadmap out of lockdown, all students who had practical components to their courses were permitted to return to face-to-face teaching within higher education from 8 March. The exact courses that fell under that definition were left to the discretion of institutions. All other UG and PGT students continued to be taught online.

On 17 May, in line with step 3 of the Government's roadmap, all students were allowed to return to university campuses in England for in-person teaching. As that week was the final week of teaching before the Undergraduate exam period the University told students that it did not expect them to return to Sheffield for teaching, but they were welcome to return and use university facilities if they would like. Postgraduate students could return for in-person teaching. There has also been confirmation of a small amount of additional hardship funding for this term (£15 million) to supplement the previously announced £70 million.

- TUoS interest:**

The University is committed to increasing face-to-face teaching as soon as possible. The President & Vice-Chancellor and Students' Union President Beth Eyre jointly wrote in April to regional MPs asking for their assistance in urging the government to clarify when all students would be able to return to university campuses in England. The University also continues with its testing regime, with students and staff working on campus offered two lateral flow tests every week. Heads of Department have been working with their teams to plan for a gradual, partial return of staff to working on campus when national restrictions and guidance permits, although many staff have been working on campus throughout the pandemic. At the moment, the University is planning for next year, although further guidance from DfE is awaited. The expectation and current plan is to deliver as much face-to-face teaching as possible in 2021-22.

## 1.2 Queen's Speech

- The Queen's Speech set out proposed legislation for the new parliamentary session and also contained government's approach to a range of issues where legislation is not required.

The Skills and Post-16 Education Bill would introduce the Lifelong Loan Entitlement, to give individuals the equivalent of up to four years' worth of student loans for level 4-6 qualifications that they can use flexibly across their lifetime, at colleges as well as universities. It would also strengthen the ability of the Office for Students to assess and regulate HE provision in England, so that they can regulate in line with minimum expectations of quality.

The Higher Education (Freedom of Speech) Bill fulfils the Conservative Party manifesto commitment to strengthen academic freedom and free speech in universities in England.

A Bill was announced to create the Advanced Research and Invention Agency (ARIA) to fund high-risk, high-reward R&D.

- **TUoS interest:**

The Skills and Post-16 Education Bill can be viewed as part of a wider narrative that further education has been poorly served in the UK compared to the higher education system. While the University supports increased investment in further education, as well as greater flexibility and choice for prospective students of all ages, it will continue to make the case for sustained investment in higher education and argue against a zero sum game between higher and further education.

The University will of course seek to respond as positively as possible to the proposed Higher Education (Freedom of Speech) legislation, while robustly defending its policies of equality, diversity, and inclusion against unfair and misleading characterisations.

## 1.3 Potential sector reforms

- The Government had announced in January, in its Interim Response to the Augar Review that it would consult on further reforms to the higher education system in the spring. There has been increasing speculation about the content of the consultation, which is expected to inform the next Comprehensive Spending Review (CSR) anticipated to be announced in the autumn.

Options reported to be under consideration for inclusion in the consultation included reducing the maximum tuition fee for home undergraduate students from £9,250 to £7,500, increasing the amount graduates repay, and limiting the number of students eligible for a loan each year through minimum entry requirements to access higher education. The tuition fee reduction to £7,500 was one of the key components of the Augar Review of Post-18 Education published in 2019, although Philip Augar himself later stated that he believed cutting tuition fees at this time would be too "destabilising".

## 1.4 OfS expectations on tackling harassment and sexual misconduct

- The Office for Students (OfS) has set out how it expects universities and colleges to tackle harassment and sexual misconduct in a [Statement of Expectations](#). Examples of the Expectations include that providers: should have policies and processes in place for all students to report and disclose incidents; should ensure that investigatory procedures are fair and independent, and that those involved get effective pastoral support; and should clearly set out behavioural expectations for all students, staff and visitors. Nicola Dandridge,

Chief Executive of the OfS, has urged all higher education providers to review their policies, systems and procedures before the next academic year.

- **TUoS interest:**

The University's work on this is led by the Sexual Violence and Harassment Steering Group, who report to UEB.

## **1.5 OfS Chair**

- Lord Wharton of Yarm made his first public appearance as Chair of the Office for Students (OfS) at an online GuildHE conference in May. He was reported to have said that the Government's creation of a campus free speech champion could be "really positive" if "we get the right person", but will raise "some challenges" if "we get the wrong person". Other reported comments included a warning to universities in England that if they do not work with the regulator to stem grade inflation, Lord Wharton may impose a solution on them himself. He also cautioned against "too absolutist an approach" for quality measures on graduate outcomes.

## **2. EDUCATION**

### **2.1. DELIVERY OF THE PORTFOLIO**

#### **2.1.1 Undergraduate Admissions**

- Home UG applications have seen a slight increase, and international applications have also increased this year. EU applications have fallen, as could be expected following our departure from the EU this year. Despite increases overall, the University has seen smaller increases than the sector as a whole and our closest group of competitors. Our portfolio review and institutional recruitment campaign activities are underway to support ongoing work in this area.
- We continue to engage with the Department for Education, Ofqual, Russell Group, UCAS and other sector bodies to ensure robust plans are in place for supporting our applicants over the summer period and as they transition to start their courses in the Autumn. With results outcomes, progress with moving out of national lockdown and applicant behaviour difficult to predict, it is likely to be another challenging summer for recruitment, however our current position provides a positive foundation for this year.

#### **2.1.2 Postgraduate Taught Admissions**

- We have seen an increase again in Home PGT applications, and although we've seen a drop in application numbers this year from International PGT applicants we have still received more applications than for 2019 entry.
- Applicants are showing more caution in accepting offers so far this year, which is to be expected as we wait to see how our exit from lockdown goes, however we'd expect to see this position develop in a similar way to last year as the national COVID-19 picture changes towards summer.

#### **2.1.3 Postgraduate Research Admissions**

- We have seen an increase in the number of PGR applications received compared to last year. This is a relatively recent increase and likely to be linked heavily to UK and international funding opportunities being confirmed. As ever, the number of registrations from September onwards is likely to depend on the outcome of funding applications, and on the COVID-19 position into the autumn.

#### **2.1.4 Student Recruitment**

- Covid has led to significant changes to our recruitment and marketing offer. We have revised our applicant open days in line with Covid guidelines and delivered

a series of virtual applicant days. The events have seen high levels of take up and customer satisfaction across all academic departments.

- Virtual campus tours have been taking place since February. On-campus face to face tours are being planned for the end of April onwards, subject to guidance.
- A new approach has been developed for 2022 to align marketing and recruitment activity across the University. A new Campaign Board will work towards institutional targets and objectives using a “One University” Sheffield Made 2022 campaign and toolkit, which will be introduced from April for home and overseas UG applicants.

### **2.1.5 Learning and Teaching**

- We were delighted with the response to the Vice-Chancellor's Awards for Learning and Teaching, with over 300 nominations from both staff and students. The panel has now met and agreed the winners, who will be announced by the Vice-Chancellor in a celebration event on Tuesday 29 June 1.30-3pm.
- A President & Vice-Chancellor's [comment piece](#) was published in the Yorkshire Post in response to the government's Skills for Jobs plan. The piece outlined how the University recognises the value of both academic and technical education.

### **2.1.6 Student Support Services**

- As part of the Mentally Healthy Universities programme, Student Support Services worked with Sheffield Mind to deliver workshops to over 60 students throughout Jan - Apr 2021.
- The Student Services Information Desk (SSiD) has introduced a new enquiry handling platform, which will be rolled out to other parts of Student Support Services in the coming year.
- Students based off-campus can now register more easily with Student Access to Mental Health Support (SAMHS).
- A new Student Fees and Funding Team has been established within the Student Administration Service, bringing together student finance activity from across different departments and teams. The new team will ensure a more integrated approach and experience for students, covering student loans, fees, payments and scholarships.

### **2.1.7 Student Feedback – Tell Us**

- We have implemented a new Tell Us system, to provide the institutional capability to obtain module and programme experiential feedback from students, and surveys have been undertaken for UG and PGT Autumn Semester modules. The overall response rate was 37% and is thought to have been impacted by the fact the survey coincided with the pre-Christmas 'student travel window'. However, some modules with large cohorts achieved response rates above 60% which gives confidence for future iterations. Reports have been shared with module leaders to enable reflection on the feedback received. Semester 2 modules will be surveyed towards the end of the semester, and a Programme Level Survey, currently under development, will also run.

### **2.1.8 Student Union Officer Election Results**

- The Students' Union has announced the results of the [2021 Sabbatical Officer elections](#), with some of the role remits having changed following a review and student referendum earlier this year. Students have voted for an all-female team for the second time ever. Covid recovery support for students and social justice

were the strongest themes emerging from the winning candidates manifestos, and interest in sustainability is likely to continue.

- The winning candidates are:
  - Evie Croxford - SU President
  - Savannah Hanson - Education Officer
  - Shona Tulloch - Liberation Officer
  - Anesu (Ness) Matanda-Mamingo - Welfare and Sustainability Officer
  - Taylor Ogle - International and Community Officer
  - Morgan McArthur - Activities and Development Officer
  - Charlotte McGinley - Wellbeing and Sports Officer

## **2.2 DIGITAL EXPERIENCE**

### **▪ Learning and Teaching**

Operational on-campus and remote support provided to support exams across the University as well as ongoing preparations to support learning and teaching in the next academic year.

### **▪ Supporting Research and PGRs**

New investment in 64 additional GPUs to support use of Research IT across the University has been completed this month increasing the overall available GPUs by 60. This is the first phase of significant technology investment to support research.

### **▪ Study Space**

Considerable resource and capacity continues to be used to support the on-campus bookable study spaces for students. Increasing capacity in these areas remains a priority.

## **3. RESEARCH**

### **3.1 RESEARCH EXCELLENCE**

#### **3.1.1 Research Awards**

- See section 6.1, Finance, below.

#### **3.1.2 Research Excellence Framework**

- The institutional REF2021 submission was made on 25 March, following an enormous effort across the institution and coordination by REF Steering Group.
- Research England is planning to consult the sector on future iterations of the exercise later this year, with a view to identifying ways to reduce the burden but retain the value of the exercise as a quality assurance and funding mechanism.

#### **3.1.3 Knowledge Exchange**

- Research England published the first Knowledge Exchange Framework (KEF) in March 2021. The KEF represents the knowledge exchange activities of English HE Providers in seven perspectives, each incorporating a number of metrics and, in two cases, supported by an additional narrative statement. It compares institutions on a like-for-like basis in clusters based on factors such as size, specialisation and intensity of research activities. The University was placed with other very large, very high research intensive and broad-discipline universities undertaking significant amounts of excellent research.
- The University's results show that it is one of the top 10% of universities in England for: collaborating with businesses and working with the public and third sectors; for public and community engagement; and for commercialising

research and intellectual property (IP). This is illustrated through an interactive dashboard (<https://kef.ac.uk/dashboard>).

- The KEF was based on the previous three years' worth of Higher Education-Business and Community Interaction (HE-BCI) survey data (2016-2019); this year's HE-BCI data (2019-2020) have recently been submitted and will be used in future KEF metrics and for Higher Education Innovation Fund (HEIF) allocations.

### **3.1.4 Research Development**

- UKRI cuts to existing research grants funded from ODA budgets affects us via Global Challenges Research Fund and Newton Fund grants. Grants ending in 2020/21 will receive one third of their expected budget. Grants which finish after March 2022 may terminate if new allocations to UKRI are not agreed. We are working to ensure postdoctoral research assistants retain their positions, at least until March 2022 and to ensure that we respect our commitments with partners in low and middle income countries over the same period.

### **3.1.5 Commercialisation of Intellectual Property**

- We continue to actively support commercialisation. A recent spin-out company, Rinri Therapeutics Ltd, has closed a £10M investment, taking the total investment secured to £20M since the launch of our IP Development and Commercialisation fund, three years ago.

## **4. INNOVATION**

### **4.1 INNOVATION IMPACT**

#### **4.1.1 Success and Achievement**

- Investment company, Northern Gritstone, was launched by the Universities of Sheffield, Leeds and Manchester.
- The new Gene Therapy Innovation and Manufacturing Centre (GMITC) was announced, made possible thanks to a donation from alumnus Andrew Law.
- The University of Sheffield is in the top 10 per cent of universities in England for working with businesses to find solutions to problems in industry and society, published in the first ever Knowledge Exchange Framework.
- A new study by the University of Sheffield and University of Oxford found that 99% of people generate a robust response to the first dose of the Pfizer vaccine.
- The Department for International Trade is interested in facilitating links between researchers on micro-LED technology and a company in China looking to establish in the north of England.
- The Neuroscience Institute has been awarded over £1million from Parkinson's UK to develop a drug to slow down the progression of Parkinson's disease.
- The Counselling Service was part of national research which found that university counselling is effective in reducing students' distress.

#### **4.2 SHEFFIELD CITY REGION**

##### **4.2.1 Regional Engagement**

- A new outreach project has been launched, supported by the Bank of England, which aims to inspire schoolchildren through teaching them about the mathematical theories of Alan Turing.

##### **4.2.2 Post-Covid recovery**

- The University has worked with the Sheffield Culture Consortium and Sheffield City Council to enable small grant funding for 83 Sheffield-based arts and

culture workers to develop their creative and business practice. The original target for grants has been exceeded and the funding allocation has been increased to £77k. This follows a University survey of freelance workers, funded by the Arts and Humanities Research Council (AHRC) through the UKRI Covid-19 Rapid Response Fund.

## **5. ONE UNIVERSITY**

### **5.1 COLLABORATIVE AND SUPPORTIVE CULTURE**

#### **5.1.1 Planning for return to campus – future hybrid working arrangements**

- The Covid19 pandemic has impacted on how we work in a variety of ways. It has required us to be flexible in our working location, hours of work, the way that we deliver our services and the way that we manage, communicate and collaborate.
- Clearly not all activity can take place remotely, and indeed there are risks to having large swathes of the workforce working in isolation for lengthy periods of time, however many roles have been undertaken efficiently and effectively in a home working environment. For some staff it has also offered them the ability to work around other commitments and at different times of the day and to better accommodate disabilities alongside work. It has also necessitated an output focused approach to working as close management has not been possible.
- Whilst nobody could have predicted the length of time that we would need to continue to operate with this flexibility, and recognising that not all remote working arrangements are ideal, we have a unique opportunity to capitalise on the organisational benefits that can be gained from retaining elements of this flexibility in the future.
- We believe there are a number of key benefits of doing so including:
  - More inclusive working patterns/arrangements - better female/disabled progression and reduced pay gaps and a more attractive employment proposition for new hires.
  - Better staff engagement - more ownership and control, resulting in increased performance, reduced unwanted staff turnover.
  - Longer term reduced estate and costs.
  - Longer term, greater control over IT equipment to reduce unmanaged and own device usage, and achieve efficiencies in procurement/supply (though will come at cost initially).
  - Sustainability benefits (though a fuller analysis will be needed given the offset of commuting and reduced estates size vs emissions from increased home working).
- We have launched plans to introduce a more “hybrid approach” to working for many colleagues from the summer of 2021 onwards. We have established a set of organisational principles and parameters within which local deployment, with appropriate support, of a hybrid working model can be enabled.
- For the initial phase, immediately following the lifting of Covid restrictions and over the summer of 2021, the key will be learning and experimenting with hybrid working. Our aim therefore in the coming 2-3 months will be on engagement with staff and managers about concepts and practicalities and in the production of key resources - training materials, frameworks and guidance.
- The summer period will be used to refine arrangements and consider broader IT and estates implications of continuing to work in this way for deployment later in the year.
- Initial staff information is being provided via our [staff newsletter](#) and [web resources](#) have been developed to support this roll out.

### 5.1.2 New Key Appointment

- Professor Ian Halliday has been appointed as Chair in Computational Modelling in Infection, Immunity & Cardio Disease with effect from 4 March 2021. Professor Halliday was previously a Reader in Materials Modelling at Sheffield Hallam University.

### 5.1.3 Professional Services Effectiveness Programme Board

- As part of the [University Vision](#), in particular the One University pillar, we are taking steps to ensure that our professional services activity is delivered in a consistent and effective way that supports all our students and academics.
- A Professional Services Effectiveness Programme Board, chaired by the Provost & Deputy Vice-Chancellor, has been established to provide oversight for significant professional services projects. The group includes membership from Faculties, academic Departments and Professional Services.
- The range of projects this group will oversee is not yet determined, but will be agreed in conjunction with UEB colleagues based on organisational need and appropriate scheduling. The group aims to ensure that projects align to the University's Vision, take a cross-institutional approach, and are consistently managed.

## 5.2 SUSTAINABILITY

- The University has joined the United Nations Framework Convention on Climate Change Race to Zero campaign, to achieve net-zero carbon emissions by 2050.

## 5.3 PHILANTHROPY

### 5.3.1 Milestones and Significant Developments

- Fundraising and Engagement Campaign:**
  - The Campaign now has an identity that is being visualised;
  - The first phase of projects has been approved by the CSG;
  - The draft narrative/Case for Support is being refined;
  - The CLG is mobilised and assisting in making approaches. The first formal meeting of the CLG took place in March 2021;
  - A Communications and Events plan is in place for the next 18 months;
  - The pipeline has been enhanced through additional contracted research;
  - Structural changes to ensure that CAR can deliver the Campaign's goals.

### 5.3.2 Alumni Volunteering

	2020/21*	2020/21 Target	2019/20	2018/19
Alumni volunteers	597	900	863	999
Volunteer hours	5,392	10,000	8,985	10,752
Philanthropic prospects engaged in volunteering	110 (18%)	15%	127 15%	144 (14%)
Donors engaged in volunteering	98 (16%)	15%	133 (16%)	200 (20%)
Student beneficiaries	4,709**	5,000	4,500+	5,307

\* As of 29/03/21 (from 01/08/20)



\*\* Recorded student attendance on events and programmes. This does not include the full picture across the University, or students benefiting from accessing online content (e.g. recorded webinars), so the actual number of students beneficiaries will be higher.

- A record number of over 100 alumni supported the flagship alumni volunteer project weeks in the Faculty of Engineering [Global Engineering Challenge](#) and [Engineering, you're Hired!](#)
- In February, the University launched an alumni-to-alumni speed networking programme [Coach Cafe](#). The event received excellent feedback from both alumni coaches and beneficiaries.
- 255 students (68% widening participation) have been matched to alumni mentors on the [Careers Service eMentoring programme](#) for one to one advice, insight into job roles, and support to build their confidence and networks.
- Over 100 international alumni have signed up to support [Ask a Graduate](#), to support international student recruitment, which will launch in May. This is our first structured programme connecting international offer holders to individual alumni.
- [Sheffield Insights](#) Spring programme, a series of talks and Q&A with successful alumni from a range of sectors targeted at widening participation students.

## 5.4 ACADEMIC AND STRATEGIC PLANNING

### 5.4.1 Annual Planning Cycle

- In late 2020, a five year planning cycle was approved that included detailed planning in the first year leading to a focused cycle of activity in subsequent years. The first year included a contingency period to allow for the impacts of Covid-19. UEB have agreed that the detailed planning work scheduled for the first year will be extended into the first half of the 2021/22 academic year to reduce pressures on staff and allow for the completion of Strategy Delivery Plans to further support the realisation of the University Vision.
- The UEB Away Day in March focused on the development of Strategy Delivery Plans, which will sit under each pillar of the University Vision and outline how we intend to deliver objectives. Further work will be now undertaken by cross-cutting VPs and the DVC with draft plans being reviewed at the UEB Away Day in May and by Heads of Department.
- The use of the new Strategic Framework for planning received positive feedback across Faculties, with some suggestions for future cycles. UEB members will work over the coming months to review plans, providing feedback and a deeper analysis of the universities performance for discussion at a July UEB Away Day.

### 5.4.2 Student Population 2025

- In developing the new University Vision (2020-2025) and associated key performance indicators, UEB highlighted the need to agree strategic aims for the student population (e.g. the appropriate balance between undergraduate and postgraduate students)– guided by our commitment to develop a community of outstanding students that best support our aspirations and will inform student number targets over the next five years.
- The work to consider strategic aims for 2025 is led by a task and finish group, chaired by the P&DVC, which includes Faculty and Professional Services representatives. The group is supported by a modelling sub-group and student recruitment leads from each Faculty. The work is considering both the size and shape of the student population and recruitment markets, the quality and

number of students that help us maintain our exceptional student community and the financial implications of different student populations.

### 5.4.3 Strategic Projects

Current strategic project developments include:

- **Knowledge Exchange Support Service Review**

This project will establish and support a University-wide flexible knowledge exchange and impact support system, aligned to the University's vision, with clear access points, engagement mechanisms and policies developed to suit the needs of a wide range of internal and external stakeholders. This will support our ambition to grow and strengthen impact, knowledge exchange and innovation activity by increasing the breadth and depth of collaborations with partners.

- **Flexible / Hybrid working project**

See above, at 5.1.4.

### 5.4.4 National/International Performance Metrics/League Tables

- The QS World University Subject Rankings were published in March 2021 (institutional-level rankings are normally published in September). The rankings are based on the results of academic and employer reputation surveys, and research impact. Overall performance across the 5 broad subject bands ranges from 94th for Arts and Humanities to 176th for Natural Sciences. The University appears in 39 of the 51 specific subject tables, up from 35 in 2020. Due to the use of bandings, specific performance is hard to analysis but the University position has generally been maintained or declined slightly. This is in line with our performance in the overall league table.

## 6. FINANCE

### 6.1 Research

- The total value of new awards for the last 12 months to the end of February 2021 is £178.3m, an increase of £9.5m (5.63%) on the previous period.
- For the last 12 months to the end of February 2021, the number of new awards opened stood at 959 compared to 891 as at February 2020. The biggest increase (45) is from the RCUK funding category, whilst the number of Health awards has increased by 17.
- The value of new awards for the 12 months to February 2021 has seen increases across all funder categories apart from Overseas (all Overseas awards excluding EU Framework), which has fallen by £5.5m. The biggest increases were in the value of EU Framework (£5.4m) and UK Government awards (£4.8m). Total RCUK and UK Government awards over the last 12 months represents £116.2m of the £178.3m total awarded (65.2%), compared to 65.0% of the total award value as at February 2020
- There were 6 new awards for over £1m since the last report, split across the Faculties of Engineering, Medicine, Dentistry and Health, Science, Social Science and the AMRC. The largest was £1.6m from MRC to the Faculty of Medicine, Dentistry and Health.
- As at February 2021, research grants work in progress (research order book) which excludes capital projects, stands at £332.6m, compared to £296.1m in February 2020. All Faculties (excluding the AMRC) have higher W.I.P. compared with 12 months ago. The increase is because of a number of factors, including an

increase in the number and value of new awards and also lower expenditure over the last 12 months caused by some research projects having been or continuing to be suspended due to COVID19 and a reduction of staff research salaries due to furloughing.

## **7. LEGAL AND REGULATORY MATTERS**

### **7.1 Certification of Surveillance Camera System**

- The University has passed the CCTV annual review by the Office of Surveillance Camera Commissioner. This is the last assessment during the 5-year certification cycle. We will go through the full re-certification process ahead of the current expiry date of 16 March 2022.

### **7.2 HSE Inspection of Larger GMO Animal Facilities**

- The University was visited by representatives of the Health and Safety Executive (HSE) Bioagents Division as part of a scheduled periodic inspection programme of Institutions working with larger genetically modified organisms (GMOs). As part of an agency agreement with Defra and Scottish Government, HSE is required to undertake inspections to assess the environmental aspects of activities with larger GMOs, such as transgenic animals and plants.
- The visit covered a review of management systems and risk assessments as related to risk to the environment and procedures to minimise escape. A tour and inspection of facilities took place with particular focus on means of preventing escape, design of cages/housing, physical and biological aspects of containment, waste disposal, animal accounting and records.
- In conclusion, HSE were satisfied that appropriate arrangements for managing the risks were evidenced during the visit. As such, there were only minor recommendations made, which are summarised in an action plan.

### **7.3 REPORTABLE EVENTS**

- In its role as principal regulator of HEIs, the OfS requires that serious incidents have been appropriately notified under registration condition F3 (i). The OfS defines a reportable event as 'any event or circumstance that, in the judgement of the OfS, materially affects or could materially affect the provider's legal form or business model, and/or its willingness or ability to comply with its conditions of registration'.
- A Reportable Events was submitted to the Office of Students that the University was contemplating a review report in relation to the Department of Archaeology. The Report set out options including the department or subject closure. The University Executive's proposal was to recommend to the Council it consult Senate and then consider and decide whether to retain key areas of research and teaching strength in Archaeology as a discipline, including cultural heritage and osteoarchaeology, by moving them elsewhere in the University aligned and co-located with other areas of academic excellence.