



**The
University
Of
Sheffield.**

Office UEB/2018/0910/01
Of
The President &
Vice-Chancellor.

Notes

University Executive Board

- Date:** 18 September 2018
- Present:** Professor G Valentine (GV) (in the Chair),
Professor Sir Keith Burnett (KB),
Mrs H J Dingle (HJD), Mr A Dodman (AD), Professor S Fitzmaurice (SF),
Professor D Petley (DP), Professor Dame Pamela J Shaw (PJS),
Mr R Sykes (RS), Professor Craig Watkins (CW)
- In attendance:** Ms C Masters (CM) (item 3); Mrs T Wray (TW) (items 4-6);
Mrs G Tait (GT) (item 4); Mr I Wright (IW) (item 5);
Ms S Duke (SD) (item 6); Professor B Stone (BS) (item 7);
Mr M Collier (MC) (item 8)
- Apologies:** Professor M J Hounslow (MJH), Professor John Derrick (JD),
Professor W Morgan (WM), Dr T Strike (TS)
- Secretary:** Mr D T Swinn (DTS) / Mr N Button (NB)

1. Minutes of UEB Away Day held on 10 July 2018

(UEB/2018/1809/01)

The Minutes of the Away Day held on 10 July 2018 were approved as an accurate record. It was noted that progress had been made on a number of action points arising from the Away Day discussions.

2. Minutes of UEB held on 24 July 2018

(UEB/2018/1809/02)

The Minutes of the meeting held on 24 July 2018 were approved as an accurate record.

3. Update on Student Accommodation – presentation

(CM in attendance for this item)

- 3.1 UEB received a presentation on developments in private student accommodation and University residences and their implications. Attention was drawn to the success of the new development at St Vincent's, the strong feedback, including from Open Days, about the new fitness suite at the Ridge, the positive response to the refurbishment of the Edge Bar, and coverage of the University's newly introduced LGBT-only accommodation by the University. This was welcome in the context of increased competition from private sector accommodation, particularly located in the city centre, although different groups of students tended to be more attracted to different types, and differently located, accommodation. UEB noted the increased use of the GeniUS hospitality card, by both staff and students, the success in moving towards a cashless campus, and strong progress on

issues of sustainability, supported by the promotion of Sustainability Week and the work on the Coffee Initiative.

3.2 During discussion, UEB also noted the following:

- Positive developments on issues of sustainability should be widely shared and celebrated.
- The growth in private sector accommodation and the changing demands of different student groups created a need for the University to diversify its accommodation offer. Although future increases in the number of home students entering university during the 2020s would increase demand for accommodation, competition from the private sector in an evolving market would represent a continuing challenge.

4. Sheffield Leader: Impact

(UEB/2018/1809/03)

(TW and GT in attendance for this item)

4.1 UEB considered a paper on the proposed Sheffield Leader: Impact programme, including common principles of the development, design model, scheduling, impact and measurement of the programme. Attention was drawn to the procurement of t-three as the partner consultancy for the programme; the areas of focus for Sheffield Leader: Impact, being key management skills, the development of Departmental Executive teams and a pipeline of future leaders, and the changes to previous Sheffield Leader programmes which would facilitate this; and the role of UEB members as advocates for and active participants in the programme.

4.2 During discussion, UEB noted the following:

- The renewed focus on teamwork, succession planning, and the use of benchmarks by which progress could be measured were pleasing.
- The nominations process should be designed so as to ensure that participants were drawn from priority leadership roles and were not self-selecting, e.g. through links to SRDS and ACP; and were cognisant of equality, diversity and inclusion considerations. It was likely that some staff who had completed aspects of the previous Sheffield Leader programmes should be eligible to take part in the updated offer.

4.3 UEB recommended that the proposed new approach for leadership development be approved and agreed to champion the Sheffield Leader: Impact offer.

4.4 Actions:

- (a) There should be further reflection on the nominations process for 'future leaders' to ensure that it was appropriate.
- (b) Individual meetings between UEB members and t-three would be facilitated to discuss priorities for the programme.

5. Closed Minute and Paper

6. Senior Remuneration and Expenses Publication Requirements

(UEB/2018/1809/04)

(TW and SD in attendance for this item)

6.1 UEB received and noted a paper on senior remuneration and expenses publication requirements and timescales following internal analysis of new regulatory requirements, in liaison with Senior Remuneration Committee (SRC). Attention was drawn to the OfS' Account Direction focus on vice-chancellors' pay in the 2017-18 financial statements the

potential for this to be expanded to other senior post-holders in 2019. The University had agreed to comply with the requirements of the HE Senior Staff Remuneration Code which developed principles around the governance and transparency of senior remuneration. SRC was overseeing compliance with the Code in order to provide assurances to Council. The expenses of UEB members, who were already subject to the same Travel and Business Expenses Financial Regulations as all other staff, would be published in accordance with the new Code, which would also facilitate positive responses to Freedom of Information requests.

- 6.2 During discussion, UEB noted that Members incurred expenses both due to their membership of UEB but also due to academic activities, particularly research, which was usually supported by grant funding.

6.3 **Action:**

The publication of UEB members' expenses should clearly distinguish those related to the discharge of responsibilities as a UEB member and those incurred due to academic activities.

7. Increasing Ambition and Aiming for Excellence

(UEB/2018/1809/05)

(BS in attendance for this item)

- 7.1 UEB considered an update on areas of focus during 2018-19 under the Learning and Teaching Strategy. As far as possible related activities would be aligned in order to avoid duplication of effort. Key areas were reported to be preparation for the forthcoming institutional TEF submission and building towards subject-level TEF in future, and further developing Programme Level Approach. The relevance of NSS results to both TEF and PLA was recognised and UEB was pleased to note improvements in data quality and analysis, which was informing high level action plans by highlighting particular areas for attention. Whilst oversight continued to be undertaken through formal governance routes, several related working groups were providing support and facilitating greater flexibility and responsiveness. UEB welcomed clarity about the nature of proposed activities and areas of focus.

- 7.2 Comments in discussion included:

- (a) Consistent implementation of measures was important; departments may benefit from a clear steer setting out expectations and encouraging the adoption of best practice as a way of effecting consistent implementation of measures.
- (a) Plans to increase departmental accountability were welcomed, e.g. through the preparation of departmental level action plans in October and increased support for FVP involvement.
- (b) Further consideration may be needed as to how to achieve and ensure student engagement most effectively.
- (c) The focus on assessment and feedback was welcomed but it was essential that significant action was taken to address longstanding underperformance against this measure in the NSS.
- (d) Although good practice would vary across disciplines, especially concerning assessment and feedback, further thought could be given to developing some high level principles.

7.3 **Actions:**

- (a) UEB would receive regular updates on progress.

- (b) Supporting communications should be sent to FDLTs and FVPS to support their monitoring of departmental activity.

8. Closed Minute and Paper

9. The use of myJobShop for recruiting student casual workers and GTAs
(UEB/2018/1809/07)

- 9.1 UEB received and endorsed a proposal that all departments be obliged to use of the myJobshop digital recruitment and selection tool to recruit student casual workers and Graduate Teaching Assistants. This followed a successful six-month pilot in a range of academic and professional services departments and strong uptake of the scheme more generally; more departments would join the scheme voluntarily in October. Members noted a number of associated benefits to the system, particularly supporting UKVI compliance, equality of access to vacancies via a single point of advertisement and consistent rates of pay, and savings in administrative time and costs.

10. Closed Minute and Paper

11. ROUND TABLE

- (a) Mental Health: UEB was informed that the Universities Minister, Sam Gyimah MP, had written to all Vice-Chancellors raising concern about student mental health. The University had also received a suicide prevention guide from Universities UK. The University is reflecting on its support to ensure we meet best practice and an update will be provided to a future UEB meeting.
- (b) UEB Away Day 2 October: the arrangements for the Away Day were discussed.
- (c) Thanks and Farewell: KB reflected on his time as President & Vice-Chancellor and thanked UEB members past and present for their support and efforts. On behalf of UEB, AD thanked KB for his leadership and expressed good wishes for his retirement.