



The
University
Of
Sheffield.

Office UEB/2017/2609/01
Of
The President &
Vice-Chancellor.

Minutes University Executive Board

Date:	19 September 2017
Present:	Professor G Valentine (GV) (in the Chair), Professor N Clarke (NC), Mrs H J Dingle (HJD), Mr A Dodman (AD), Professor S Fitzmaurice (SF), Professor M J Hounslow (MJH), Professor W Morgan (WM), Professor Dame Pamela J Shaw (PJS), Professor C Watkins (CW)
In attendance:	Dr T Strike (TS); Mr I Wright (item 7); Mr S Thompson and Mrs T Wray (item 9)
Apologies:	Professor Sir Keith Burnett (KB), Professor D Petley (DP)
Secretary:	Ms S M Stephens (SMS)

1. Minutes of the meeting held on 5 September 2017 (UEB/2017/1909/001)

The Minutes of the meeting held on 5 September 2017 were approved as an accurate record.

2. UEB ways of working: next steps (UEB/2017/1909/002)

- 2.1 UEB considered proposals aimed at optimising the effectiveness of the Executive in order to facilitate the delivery of the University's Strategic Plan in line with the new structural model agreed at the July 2017 away day. These took into account feedback from the recent reflection on the contribution of faculties to teaching and research and to the success of the University, as well as from one-to-one discussions between individual UEB members and the Acting Provost & Deputy Vice-Chancellor.
- 2.2 Members welcomed the proposals and agreed to recommend them for approval to the President & Vice-Chancellor. In addition to the development of new ways of working for UEB itself, they included a number of actions to support a more consistent approach between SDG, UEB, faculties and departments, creating greater alignment across the University. Subject to the P&VC's approval, these would be taken forward by individual UEB members within their specific areas.
- 2.3 The following points were noted:
 - members were asked to contact GV with suggestions for strategic themes on which they would be prepared to lead discussion at UEB;
 - to facilitate communication and informal engagement between UEB members, it was suggested that where this was not already the case, members' diaries should be open to view by all UEB PAs.

3. SDG and sustainability: project brief and terms of reference (UEB/2017/1909/003)

- 3.1 UEB endorsed the terms of reference and for a review of the University's approach to the allocation of financial resource to faculties, noting that the current approach to resource allocation had been in place since 2009 and that subsequent changes to the sector funding model, together with feedback from the recent faculty reflections exercise, indicated that a review was now timely. A Project Working Group chaired by Professor David Oglethorpe would be established to define a revised approach and oversee outcomes, with a view to any new arrangements being implemented in time for budget setting in 2018-19.
- 3.2 Points noted in discussion included the following:
- confirmation that the review would include consideration of the current SAF mechanism, and that recognition of structural challenges faced by different disciplines was implicit in its scope and approach;
 - a suggestion that the review should consider whether faculties should accumulate reserves, and if so what approach and planning should underpin this;
 - the need to align the timing of the review with that of the Efficient Estate project (see Minute 6 below).

4. Teaching Excellence Framework subject level pilots (UEB/2017/1909/004)

- 4.1 UEB received a paper concerning the University's potential participation in the TEF Framework 3 and 4 subject level pilots. The DfE was seeking 30-40 HE providers to take part in the pilots, and participants would be expected to provide subject-level submissions by early March 2018. The risks and benefits of participation were noted, as was the position of the Students' Union.
- 4.2 After careful consideration, UEB agreed to recommend to the President & Vice-Chancellor that the University should not seek to participate in the TEF pilots. This should not, however, preclude the involvement of individual academic colleagues in TEF assessment panels.
- 4.3 It was noted that WM would shortly bring proposals to UEB concerning the University's approach to teaching excellence and the student experience.

5. Partnership engagement with age 14-18 education provision (UEB/2017/1909/005)

- 5.1 UEB considered a paper outlining the current national and University position on age 14-18 education, noting that the Government's strategy included plans to establish small, specialist maths schools as well as continued support for University Technical Colleges. The University was currently a partner in UTC Sheffield, and discussions were taking place concerning additional opportunities for involvement in 14-18 provision.
- 5.2 UEB agreed to recommend that a steering group be established chaired by WM to respond to the evolving national policy environment and any specific proposals, secure a coherent and strategic approach to the University's involvement in this area, and provide advice as appropriate to the President & Vice-Chancellor. UEB requested that academic membership of the group should be expanded to ensure coverage of relevant subject areas.

6. Efficient Estate project

(UEB/2017/1909/006)

UEB endorsed the terms of reference for an SDG-sponsored project to review space use across the University. Led by MJH, the project's primary objective is to identify opportunities to improve the efficiency in the use of the estate whilst meeting current and future academic needs and responding to strategic priorities. Its scope would include all the University's estate other than student residential accommodation. The need for alignment with the review of the University's financial model which will include consideration of the cost of space and space charges was noted (see Minute 3 above).

7. Closed Minute and Paper

8. Business continuity management update

(UEB/2017/1909/008)

8.1 UEB received an update on business continuity management, including a review on the previous year's incidents and subsequent actions and learning; information on staffing and training; future planned work; and progress in implementing business continuity management within faculties and departments. It was agreed that UEB should receive further updates on at least an annual basis.

8.2 UEB requested clarification concerning the position in respect of the operation of business continuity management arrangements at City College.

9. Brand, reputation and impact

(Steve Thompson and Tracy Wray in attendance)

9.1 UEB received a presentation on reputation and brand and an update on digital development. Strong support was expressed for the initiatives underway, including work to enhance the University's visual identity, a new, value driven undergraduate campaign to support recruitment, the enhancement of web-based communications and analytics, and the development of a new website focused on prospective students.

9.2 Points noted in discussion included:

- the need to ensure that the University was readily recognised as a Russell Group institution;
- clarification that the development of a new website would not affect the University's home page, which would continue to carry key corporate messages;
- the need for greater consistency to be achieved through emphasis on institutional rather than local branding.

10. Round table

- (a) Social Sciences HoDs: CW reported that new HoDs had been appointed for Geography, Landscape and Politics.
- (b) Accreditation: CW reported that the Equis accreditation review of the Management School was in progress and that a RIBA review of the School of Architecture would take place shortly.
- (c) Personal tutoring: MJH tabled copies of a new guide on personal tutoring for UoS Engineering students, which had been produced as part of a HEFCE-funded project, Raising Awareness, Raising Aspiration, led by the UoS and aimed at improving personal tutoring as a means of narrowing gaps in student achievement. It was noted that the Faculty's use of the University's Personal and Academic Tutoring System (PATS) indicated that its wider use would be

beneficial. It was suggested that the University's expectations in respect of personal tutoring was one of a number of areas that should be revisited in the context of teaching excellence and the student experience.

- (d) Student mental health: SF noted that the Arts & Humanities FEB had welcomed the new arrangements for supporting students' mental health needs. Staffed by experienced mental health professionals, the Student Access to Mental Health Service would go live on 18 September and would provide a first point of contact for students, as well as advice for staff.
- (e) Arts & Humanities: UEB was pleased to note that the University had been ranked 67th internationally and 12th in the UK for arts and humanities in the Times Higher Education World University Rankings 2018.
- (f) Science FDRI: NC reported that Professor Simon Foster (MBB) had been appointed as FDRI. The appointment process for a new FDLT would commence shortly.
- (g) Science facilities review: NC reported that a review of the Faculty's approach to facilities costing was being undertaken, and was expected to result in increased grant capture.
- (h) FDO appointments: GV thanked members for their comments on the job description for forthcoming FDO appointments. Diaries permitting, the appointment process would include an opportunity for UEB members and some HoDs from each faculty to meet candidates.
- (i) UEB minutes: Members were reminded that approved UEB minutes are made publically available on the web and were asked to draw attention at the time of approval to any items requiring a closed minute.
- (j) MRI-PET scanner fundraising campaign: A recent event, in which WM and GV had participated, had raised almost £1000. NC was taking part in a forthcoming Talent Event for the same fund raising campaign.
- (k) UEB Round Table: There would be an opportunity for members to reflect on the purpose of the Round Table agenda item at a future meeting.