

SHEFFIELD HALLAM UNIVERSITY

BOARD OF GOVERNORS

Minutes of the meeting held on Tuesday 23 May 2017

Present: Lord Kerslake (Chair) Dr J Morrissy
 Mr D Bradley Mr P Neild
 Mr D Bye Prof J Patnick
 Prof C Husbands Prof J Simons
 Dr P Jones Prof P Wiles
 Mr C Kenny Ms E Wilkes
 Prof C Kinsella Mr M Conway (University Secretary + Clerk to the Board)
 Mr N MacDonald

In attendance: Mr R Calvert, Chief Operating Officer
 Mr P Dixon, Director of Human Resources
 Prof P Harrison, PVC Research and Innovation
 Ms D Harry, Chief Finance and Planning Officer
 Prof C Hughes, PVC for Student Experience
 Prof K Kerrigan, PVC Sheffield Business School
 Mr D Ladbury, Director of Estates (item 7.3)
 Prof J Leach, PVC Development and Society
 Ms N Rawlins, Director of Admissions + UK Student Recruitment (item 6.2)
 Mr Luke Renwick President elect, Students' Union
 Mr D Silver, Education Officer elect, Students' Union
 Mr M Swales, Director of Estates and Facilities
 Ms T Goodwill, Governance Services (Minute Secretary)

Apologies for absence from Ms K Finlayson, Dr S Jones, Ms M Munn, Ms P Thompson and Dr S Timothy

Paper reference	Minute reference	
	BG/17/41	On behalf of the Board the Chair welcomed:
	41.1	i) Julietta Patnick to her first meeting of the Board; ii) Luke Renwick and Davey Silver to the meeting as observers; iii) Martin Conway to his first Board meeting since joining the University in May 2017.
	BG/17/42	Approved University Strategy: Stakeholder Reception on 22 May 2017
	42.1	The Chair reported that the University's vision to become the world's leading applied university was shared with key stakeholders at a successful and well-received Parliamentary reception at the House of Lords on 22 May 2017. Similar events would be arranged in due course. Action: University Leadership Team and Head of Development and Alumni Relations
	BG/17/43	Declaration of Interests
	43.1	There were no declarations of interest.

BG/2/17/M	BG/17/44	Minutes of the meeting held on 4 April 2017
	44.1	The minutes were <u>approved</u> as a correct record subject to the following amendment of minute 31.4: Some governors shared their concerns and those of colleagues about the academic governance changes. These related to the potential loss of opportunities for academic engagement; noting that a proportion of members of Academic Board were elected as representatives from all levels of faculty and University-wide constituencies.
BG/2/17/action	BG/17/45	Matters Arising/Action Tracker
	45.1	The Board <u>noted</u> the action tracker.
	BG/17/46	Other Urgent Business
	46.1	There was no other urgent business.
	BG/17/47	Research ambitions and planning
	47.1	The University operated in a dynamic and internationally competitive UK research sector that made a major contribution to economic prosperity, national wellbeing and the expansion and dissemination of knowledge. The developing Research Plan was one of a suite of plans which would enable the University's progress towards becoming the world's leading applied university.
	47.2	The Board <u>received</u> a presentation which outlined: i) the threats to the University's research ambitions. As a consequence of the UK's withdrawal from the EU, research work at the University was potentially at risk owing to uncertainties over access to European funding and the implications for partnerships with colleagues in Europe; ii) the strengths, weakness, opportunities and threats of the University's research activity. The research centres were identified as strengths; iii) that the University wanted to be an exemplar of university-business collaboration, have long standing multi-touch partnerships, be a collaborator of choice and have an international reputation for impactful research; iv) the approach to enhance quality, drive commercialisation and deliver impact; v) the major research challenges which were to raise external investment, recruit and retain excellent staff and improve the University's league table position.
	47.3	The discussion raised the following points: i) the scale of the University's ambition was felt to be

- considerable and governors queried whether, in an increasingly competitive environment for research funding, all the ambitions could be pursued. There was a need challenge orthodoxy and comparisons were made with other institutions' approach to fostering research and improving performance;
- ii) the preparations for the next Research Excellence Framework (REF) including the quality of the University's research and the need to enhance the quality of its broader research base. Planning for the next exercise would be informed by outcomes from a mini-REF. Decisions about the proportion of staff returned to the REF and the balance of quality would be made once the requirements for the next exercise had been published in summer 2017. As a significant metric in league tables, REF quality would enhance the University's ability to attract and retain high calibre staff, postgraduate students, research income and increase collaborative opportunities. Whilst the Plan was not driven by REF it was a key element in the delivery of the University Strategy to be the world's leading applied university;
 - iii) targets and performance measures to ensure delivery of the Plan. The University's programme of research monitoring and review included individual and challenging key performance indicators for its research centres;
 - iv) investment opportunities, including the Government's Industrial Strategy, would be explored further. The potential offered by the Advanced Wellbeing Research Centre (AWRC), which would be the centrepiece of the City's Olympic Legacy Park, was identified as a strength;
 - v) government policy including stimulus for research commercialisation;
 - vi) the need to grow research income from non-publicly funded research activity;
 - vii) the benefits of consultancy and its strategic and financial importance. Governors commented on the arrangements at other institutions where this activity is incentivised within staff reward policies;
 - viii) the challenges for the University included :
 - a) the balance of research, teaching and consultancy priorities across the University Strategy and the interdependencies ;
 - b) the impact of research on teaching excellence and students' learning. The Hallam student experience should provide research experience opportunities for students;
 - c) the research and/or teaching strengths of academic staff and the extent to which there was parity between the value and recognition of work undertaken by research active staff returned in the REF compared to those who were focused on teaching. Governors asked about approaches to the allocation of staff time for research and ways this might be protected;
 - e) the approach to staff recruitment, retention and development which would need to be clarified as part

of both the developing Research Plan and the People Plan;

- f) the extent to which the factors discussed were generating momentum towards the achievement of the research ambitions or inhibiting the pace of progress.

- 47.4 Governors commented that they would want to deepen their understanding of:
- i) the impact of the University research on society and the economy, both nationally and internationally;
 - ii) new technology and its impact in the context of the University's research ambitions;
 - iii) how the University's research ambitions would develop and change over the medium and long term.

- 47.5 The Board concluded that some areas of the Plan required more clarity and some of the details discussed need further development to inform strategic decisions. The University would have some difficult choices as part of the implementation of the Plan. The Board would receive a further report in due course.

Action: PVC Research and Innovation and University Leadership Team

BG/3/17/6.2
Confidential

BG/17/48

Student Recruitment for 2016/17 and 2017/18

- 48.1 The Board received the report which described the University's position for full-time undergraduate and international student recruitment, and the future outlook.

- 48.2 The Board discussed the University's work to address the student recruitment challenges to deliver the University Strategy which had a focus on quality and distinctiveness. The points discussed included:
- i) the decline in the 18 year old demographic and its affect on applications and the implications for clearing in 2017;
 - ii) the tariff, unconditional offers and the implications of changes to A levels on summer 2017 examination results;
 - iii) the increased competition in student markets generally, declining demand in some international markets and differences in activity and market forces across subject areas;
 - iv) student retention which was a priority. The factors affecting this were being analysed by the Shaping Futures Pillar Board;
 - v) the financial scenarios in the University Financial Plan which included assumptions about changes in student numbers, challenges for financial planning and the developing Estate Plan (minute BG/17/51 refers).

BG/3/17/7.1

BG/17/49

Vice-Chancellor's report: Update on HE policy developments

49.1

The Board received the update on recent higher education policy developments and the implications for the University. A separate paper, *Universities and the New Growth Economy – Sheffield Hallam University and the Industrial Strategy*, had been issued prior to the meeting.

49.2

The developments which continued to inform the University's operating context included the General Election taking place on 8 June 2017. The Vice-Chancellor's report to the July meeting would summarise the implications of the election on government policy for higher education and the University. From July, the reports would also include faculty news/headlines to give the Board a sense of the work and activities across the University. This information will support governors in their roles as ambassadors for the University.

BG/17/50

Chairs' Reports

50.1

At a meeting held on 10 May 2017 the external governors had discussed the:

- i) developing Estate Plan (minute BG/17/51 refers);
- ii) outline People Plan which would be one of the strategic items for discussion by the Board in due course.

Action: Director of Human Resources and ULT

50.2

At its meeting in July 2017 the Board would receive a report on the meetings of the Remuneration Committee held in May and July 2017.

Action: University Secretary and Clerk to the Board

BG/17/51

Developing the Estate Plan

51.1

The Board received a presentation on the development of the Estate Plan, which was one of a suite of plans which would enable the University's progress towards becoming the world's leading applied university. The Plan would be informed by the University Financial Plan (UFP) which included assumptions about borrowing, the estate capital plan, investments and changes in student recruitment (minute BG/17/48 refers). The presentation:

- i) illustrated the development of the estate since 1992 with reference to buildings on the City and Collegiate campuses. Although the overall quality of the estate was strong, the condition of some buildings was tired and dated;
- ii) outlined the estate vision. In the context of the University Strategy's focus on quality and distinctiveness, the summary included the University's presence and place in the City, the challenges to be addressed and the key choices to be made to improve the estate. This would

seek to ensure a consistent standard of buildings which provided the right type of space for learning, teaching, collaboration, engagement, study and work and allowed for flexibility.

51.2

The discussion raised the following points:

- i) the quality of buildings was considered to be as good as others in the higher education sector but the challenge for the University was to design and create student-focused spaces in buildings which offered flexibility of use;
- ii) the need for asset acquisition to allow for decant where necessary and enable the Plan to be implemented in the short term. The estate would be rationalised subsequently to consolidate it into a coherent whole;
- iii) that despite developments in IT/digital technologies the size of the estate had not reduced suggesting that the demand for physical interaction and learning spaces remained strong;
- iv) the University was working with the Students' Union to review the future needs of a building which would enable the Union to realise its potential;
- v) the alignment of the Plan and its objectives with the academic plans and priorities of the University Strategy. In the roundtable discussions with governors prior to the meeting (BG/17/52 refers), some of the students had reinforced the messages in the presentation that: the estate was tired and in need of investment; investment in buildings represented investment in subjects studied by students; buildings and the estate generally did play a part in students' choice of university; and that a City centre campus was a positive and powerful message to potential students and other stakeholders;
- vi) the Plan should be informed by Sheffield City Council's plans for the City centre and Government proposals for transport links, including the option for a high speed (HS2) rail line to run through Sheffield.

51.3

Governors were invited to visit City and Collegiate Campuses to see the condition and the use of buildings and estate spaces by students and staff. This would inform the Board's strategic discussion of the UFP at the next meeting and the Estate Plan in autumn 2017.

Action: Director of Estates and Facilities and University Secretary and Clerk to the Board.

51.4

The Board's strategic discussion of the Estate Plan would take place in autumn 2017. The next steps were to:

- i) create a phased and costed estate masterplan;
- ii) populate the masterplan with details of the scope and costs for the phase 1 activities identified for delivery.

Action: Director of Estates and Facilities and University Leadership Team

BG/17/52

President of the Students' Union Report

52.1

The Board received feedback from governors following their roundtable discussions with students prior to the meeting. Governors commented that they appreciated and valued the session. Students' comments had given a sense of how they felt about a variety of matters including the University and the City as a place to study, their undergraduate or postgraduate course of study, teaching quality including student feedback and the quality of the University's estate. A summary note of the feedback would be shared with the President of the Students' Union and the University Leadership Team (ULT) to inform day-to-day business activities and the strategic plans being developed to deliver the University Strategy. One outcome was to raise the profile, role and responsibilities of the Board of Governors in the University. The Board agreed that future governors' roundtable discussions with students should take place at least annually.

Action: University Secretary and Clerk to the Board

BG/3/17/7.4

52.2

The Board received the President's report which summarised the progress that the Sheffield Hallam Students' Union was making in relation to student opportunities and engagement. The President reported on the development of the Students' Union's three year strategy. A workshop had looked at how the strategy would align with the University Strategy, how they aligned with each other and where relationships could be strengthened. The Board would receive a summary of the Students' Union's progress on the implementation of its strategy in due course.

Action: President of the Students' Union and PVC for Student Experience

52.3

In response to questions:

- i) the Students' Union's relationships, work and collaborative activities with the University of Sheffield Students' Union were outlined;
- ii) it was confirmed that further to the report to the Board at its meeting in February 2017 (BG/1/17/8.3 appendix refers) a report on the engagement of students with societies in the Students' Union compared with the engagement with societies other students' unions would be made in the next President's report.

Action: PVC for Student Experience and President of the Students' Union

52.4

The University Secretary and Clerk to the Board reported that he had received a report on the Students' Union elections held in Spring 2017 from the Returning Officer and was satisfied that the elections were conducted fairly and properly.

BG/3/17/8.1
Confidential

BG/17/53

Appointments to the Board of Governors

53.1

The Board noted that the periods of office for the following student nominees would end in June 2017:

- i) Emily Wilkes, President of the Students' Union who was a member of the Board and the Nominations Committee;
- ii) Peter Neild, Students' Union, Activities Officer who was a member of the Board and the Universities of Sheffield Military Education Committee.

On behalf of the Board the Chair thanked Emily and Peter for their service to the Students' Union and the Board of Governors.

53.2

The Board resolved to approve the appointment of the following student nominees to the Board of Governors for the period July 2015 to June 2016:

- i) Luke Renwick, President Elect of the Students' Union;
- ii) Davey Silver, Education Officer Elect of the Students' Union.

53.3

The Board received the report that at its meeting in June 2017 the Nominations Committee would consider the next steps with regard to the Board vacancies for external members and also consider the turnover of members on the Board's committees. The Chair of the Nominations Committee reported that the brief for the expertise sought in potential Board members had been expanded to include arts and culture. In accordance with the Instrument of Government (3(4)) the Board would require one member who had experience in the provision of education to replace Judy Simons, Deputy Chair of the Board, who would reach the end of her maximum period of office on the Board on 31 July 2017. A call for nominations for a Deputy Chair of the Board would be made in due course.

Action: Chair of the Board and Clerk to the Board

53.4

The Board noted that the period of office for the academic staff member of the Board, Dr Steve C Jones (Senior Lecturer, Sheffield Institute of Education, Faculty of Development and Society), would end on 31 July 2017. Following an election a recommendation for the appointment of a member of academic staff would be made to the Board at its meeting in July 2017.

Action: University Secretary and Clerk to the Board

BG/17/54

Membership of the Academic Assurance Committee

54.1

The Board resolved to approve the appointment of:

- i) Professor Paul Wiles, independent governor, as Chair of the Academic Assurance Committee from 1 August 2017;
- ii) Dr Stephen Timothy, independent governor, as a member of the Academic Assurance Committee from 1 August 2017.

BG/3/17/9

BG/17/55

Schedule of Meetings and Outline Forward Planning Programme

55.1

The Board received the forward planning programme and noted that the next Board meeting will be held from 4.00pm until 7.00pm on Tuesday 18 July 2017.

55.2

The Chair reported that the forward planning programme including the strategic items for discussion by the Board would continue to be reviewed by the Board Officers. The next Officers meeting would be held in June 2017.

Action: Board Officers