



The
University
Of
Sheffield.

University
Secretary's
Office.

The Council, 12 July 2021

Report of the Senate

Date: 23 June 2021

Chair: Professor Koen Lamberts, President & Vice-Chancellor (P&VC)

Secretary: Dr Tony Strike, University Secretary

FOR INFORMATION

1. Archaeology Review

1.1 At its June meeting Council agreed:

To request and consider advice, as appropriate, from Senate, the President & Vice-Chancellor and members of the Executive Board, prior to making a decision. In seeking advice from the Senate, the Council wished to benefit from the views of all members of the Senate through an appropriate mechanism. Recognising that members of Senate could express an opinion on any matter, Council sought advice from the Senate in particular on the academic issues involved.

1.2 At its 23 June meeting Senate was provided with the following documents:

- Minute of the UEB discussion of the Archaeology Review Report on 25 May
- Redaction of Archaeology Institutional Review Report: Explanatory Note
- Redacted copy of the Institutional Review Report
- A Key Data sheet that informed the Review Findings
- A discussion paper submitted by Dr. Jeremy Clines, Louise Hall, Dr. Simon Rushton, Dr. Sarah Staniland, elected members of the Senate
- Archaeology Review: UEB Implementation Group Terms of Reference
- A Proposed Questionnaire for members of the Senate

Senate was asked to consider the proposal presented, in the context of the challenges outlined in this paper, and to offer advice to the Council about the future academic direction of Archaeology.

Senate's advice to Council is comprised of:

- This report
- An extract from the minute of the Senate (See Appendix 1)
- Senate member's responses to a Questionnaire (see Appendix 2 in the Reading Room)
- Members of Council who are members of the Senate speaking at Council to the minute, member's responses and the Senate discussion

Also in the Reading Room for context are:

- A PowerPoint presentation from the Provost & Deputy Vice-Chancellor (See Appendix 3)
- A PowerPoint presentation from the Head of Archaeology (See Appendix 4)

Senate devoted the majority of its June meeting to the Archaeology Review and the Minute for that item is attached in full as Appendix 1. At the meeting of Senate members heard three presentations; from Professor Gill Valentine, chair of the review group, Professor Caroline Jackson, Head of Archaeology, and Beth Ayre, President of the Students' Union. Members also participated in debate, including the opportunity to ask questions of the speakers and others for over two hours. Twenty questions were submitted in advance of the meeting by members of the Senate and a number of oral questions were asked and comments made during the meeting. The Chair checked at the end of the discussion whether every member who wanted to speak or ask a question had been able to do so.

The Chair of Senate proposed to the meeting of Senate a questionnaire, provided in advance in the papers, to be issued to all members of the Senate immediately following the meeting, so that members could contribute their views and advice. This was proposed to Senate, to make it possible for all members to be included, and provide appropriate anonymity where sought. It was proposed that members of Council and Senate would see the unredacted, unattributed collated responses. The Chair of Senate asked if Senate was content with the approach described, and if any member was not content with what was proposed to say so. There was no objection and the approach agreed. The Questionnaire asked two questions: one on the academic elements of the proposal and the second on any other comments members of Senate might wish to make. A link to the Questionnaire was shared with members of Senate after the meeting with a deadline of 5pm on Friday 2 July for responses. The University Secretary has collated the responses provided by Senate members prior to circulation to Council and this is provided as Appendix 2 (in the Reading Room). This report, the minute and the collated responses have been shared with Senate at the same time as they were disseminated to Council.

2. President & Vice-Chancellor's Report

2.1 Senate received and noted the President & Vice-Chancellor's Report.

3. REF2021: Reflections and Next Steps

3.1 This item was deferred to the October 2021 meeting of Senate.

4. Reports of committees

4.1 Committees of Senate

4.1.1 Senate approved the reports of the following committees:

- (a) Report of the Research Ethics Committee
(Meeting held on 5 May 2021)

Senate received and approved the Report, including planning for forthcoming review of the Research Ethics Policy; an update from the data protection review sub-group; potential breaches of the Ethics Policy and a membership update.

Senate thanked Professor Peter Bath for his service to Senate and to Research Ethics Committee as he stepped down as Chair of the Committee. Professor Bath became Chair in 2015.

(b) Report of the Senate Academic Assurance Committee

(Meeting held on 5 May 2021)

Senate received the Report and approved the process and timeline proposed for the production of the 2020/21 Annual Academic Assurance Report and its progression through the required governance route.

(c) Report of the Senate Learning and Teaching Committee

(Meeting held on 20 May 2021)

Senate received the Report and approved the following:

- (i) Revisions to the General University Regulations (XIV), General Regulations for First Degrees (XV) and General Regulations for Higher Degrees (XVI) for 2021-22 for the term 'Level' be replaced by the term 'Year' as appropriate in the appendices.
- (ii) Revisions to the General University Regulations (XIV) with the replacement of occurrences of 'the International Faculty' with 'City College'.
- (iii) Revisions to the General University Regulations (XIV) for 2021-22 including changes to the terminology used regarding 'registration' and 'enrolment', removal of gendered pronouns and formalising an earlier period of Module Exchange (Add/Drop) in each semester.
- (iv) Two new definitions of misconduct to be included in the Regulations for 2021-22 relating to the Discipline of Students (XXII). These were intended to clarify to students that a) the use of coursework sites is unacceptable; and b) conduct that undermines freedom of speech and expression is unacceptable.
- (v) Revisions to the General Regulations for First Degrees (XV) and the General Regulations for Higher Degrees (XVI) for 2021-22 to enable the introduction of the policy of compensation for students commencing study in or after September 2022.
- (vi) Revisions to the General University Regulations (XIV), General Regulations for First Degrees (XV) and General Regulations for Higher Degrees (XVI) for 2021-22 for the term 'Level' be replaced by the term 'Year' as appropriate in the appendices.

(d) Report of the Senate Research and Innovation Committee

(Meeting held on 12 May 2021)

This item was deferred to the October 2021 meeting of Senate.

(e) Report of the Senate Nominations Committee

(Meeting held on 25 May 2021)

Senate received the Report and approved the appointment and re-appointment of Senate representatives on University committees.

Appendix 1 - EXTRACT - Senate Minute regarding Archaeology Review



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Minutes Meeting of the Senate

Date: 23 June 2021

Present: The President & Vice-Chancellor in the Chair
Dr P Ali, Professor H Askes, Professor W Baird, Professor P Bath, Professor S Beck, Dr R Bellaby, Professor S Bhaumik, Dr L Bingle, Professor G Brown, Professor C Buck, Mrs A Cantrell, Professor T Chico, Mrs A Clements, Revd Dr J Clines, Professor P Crowther, Professor C Deery, Professor J Derrick, Ms B Eyre, Professor J Flint, Dr D Forrest, Mr S Foxley, Professor R Freckleton, Professor G Gee, Professor V Gillet, Professor J Grasby, Professor K Hadjri, Dr S Hale, Dr V Halliday, Professor R Hand, Professor J Harrison, Professor S Hartley, Mrs A Higaldo-Kingston, Professor N Hughes, Dr J Jones, Ms N Jones, Dr S Keegan-Phipps, Professor J Kirby, Dr W Kitchen, Ms S M Konstantinidou, Ms E Lynas, Dr C Majewski, Professor C McDermott, Professor S McIntosh, Professor N Monk, Professor T Moore, Dr N Murgatroyd, Professor C Newman, Dr S D North, Professor A Pacey, Professor G Panoutsos, Professor D N Petley, Dr E Poku, Dr S Pukallus, Dr L Robson, Dr S Rushton, Mr R Simpson, Dr S Staniland, Professor C Stokes, Mr R Sykes, Professor C H Tan, Professor R Timmers, Professor G Valentine, Dr D Vessey, Professor M T Vincent, Dr T Walther, Professor C Watkins, Professor L Wilson.

Secretary: Dr T Strike

In attendance: Mr M Borland, Mr N Button, Mr A Carlile, Mrs K Clements, Ms E Croxford, Miss A Davison, Ms S Hanson, Professor C Jackson, Dr E Smith, Ms K Sullivan, Mr A McSweeney, Mr D Swinn.

Apologies: The Senate received apologies from 13 members (15 apologies were reported to the meeting but two members who had offered apologies had been able to attend).

6. Archaeology Review

Background

The Chair outlined the background to the item. The University Executive Board (UEB) had commissioned a Review of the Department of Archaeology following a letter to the Vice-Chancellor raising concerns regarding the sustainability of the Department's activities. Having received the report of the Review Group, which contained options, UEB considered the Review Group report and had subsequently made a recommendation to Council that the key areas of strength in teaching and research within Archaeology should be retained and realigned with disciplines across the University, in areas of complementary activity. This option was

considered most likely to sustain the areas of strength in the discipline of Archaeology, which by consequence meant there would not be a separate Department of Archaeology.

The constitutional decision would be Council's to make. As part of its deliberation process, and before making a final decision, Council sought advice from the Senate, and this was the purpose of the item. Council would receive the advice from Senate at their July meeting for a final decision.

Respecting that Senate members may express an opinion on any matter, Council specifically sought academic advice on the proposal. Council also said they wanted an opportunity to hear from all members of Senate.

Senate Process for providing advice to Council

Council said that in seeking advice from Senate they wished to benefit from the views of all members of the Senate and asked the University Secretary to devise and propose an appropriate mechanism to gather this information and present it to Council in a full, comprehensive and transparent manner.

The Chair of Senate proposed to the meeting of Senate a questionnaire, provided in advance in the papers, to be issued to all members of the Senate immediately following the meeting, so that members could contribute their views and advice. This was proposed to Senate, to make it possible for all members to be included, and provide appropriate anonymity. It was proposed that members of Council and Senate would see the unattributed collated responses. The Chair of Senate asked if Senate was content with the approach described, and if any member was not content with what was proposed to say so. There was no objection and the approach agreed. The report of the Senate meeting would be provided to Council (with this minute) alongside Senate member's responses to the Questionnaire. The Questionnaire asked two questions: one on the academic elements of the proposal and the second on any other comments members of Senate might wish to make. The University Secretary would collate and anonymise responses prior to circulation to Senate and Council. The responses would be shared with Senate in full at the same time as they are disseminated to Council. A link to the Questionnaire would be shared with members of Senate after the meeting.

Presentations

Senate received a presentation from the Deputy Vice-Chancellor (DVC) on the findings of the Review Group and the recommendation made by UEB to Council. It included the purpose of the review; terms of reference; the review process; context; 7 key findings; exploration of options; 3 options submitted to UEB; UEB recommendation; implications; response to the UEB recommendation; and next steps.

Senate received a presentation from the Head of Department (HoD) of Archaeology setting out the case for option 1, investment in the Department. It included; context; review process; outcomes from the Review Panel and UEB; the recommendation being acted upon before being approved; the department's financial position; income generation in relation to UG and PGT students; other planned income streams; research income; and the Department's view.

Senate received a presentation from the Students' Union (SU) President and the SU Education Officer. The SU, in the interest of its members, could not support the proposal for option 3 due to concerns regarding the potential consequences for students.

The SU was of the view that considering academic departments as individual economic units was not beneficial and created false competition. Concern was expressed in relation to the future of Arts and Humanities subjects in the context of Government actions and the possible implications of Government's response to the tuition fees element of the Augar Review of post-18 education and funding. It was highlighted that archaeology was listed as a shortage occupation by UK Government and Council was asked to consider another proposal.

Regarding the process, the SU was of the opinion that the review was neither open nor transparent. In relation to the impact on students, announcing the review outcomes and UEB recommendation during the assessment period was problematic for students. The SU believed that the University's Student Protection Plan (SPP) was not sufficient in itself and a bespoke protection plan should be provided for each student affected. The SU was of the opinion that option 1, investment in the Department, should be recommended to Council. Feedback from individual students was provided to Senate, which included testimony about the level of support for Archaeology at Sheffield from a number of eminent figures, the strong pastoral care for students shown by the Department, and a concern that not all students appeared to have been included in the metrics provided.

Discussion

Twenty written questions had been submitted by four members of Senate in advance of the meeting and these were addressed alongside oral questions put during the meeting following the presentations.

In response to a request to detail the scope of the consultation process used to arrive at the recommendation to close the Department of Archaeology, the DVC outlined that the UEB recommendation was for the areas of strength in the discipline to be identified, retained and moved to other complimentary parts of the University. The suggestion that the Department was not engaged in the Review was refuted as the Review had included a staff meeting, a meeting with the HoD, and a full day of meetings with staff and students. The Review Report was shared with the Department at the same time as it was circulated Senate members. It had not been shared earlier as the University had followed due process and first shared the Report with Council given the recommendations it contained. Once Council had agreed to consider the Report, and to seek the advice of the Senate, the redacted version was produced and shared more widely.

Regarding the consideration given to the credibility, reach and viability of interdisciplinary research links with Archaeology elsewhere on campus, the Vice-President (VP) for Research set out that by retaining areas of research excellence in the discipline and thoroughly investigating the most appropriate way to align that excellence with related research areas, the viability of related research elsewhere on campus could be strengthened. All areas of research activity would be considered and "knock-on" effects taken into account. Research services had documented the existing collaborative links between Archaeology and other

departments in terms of joint publications and funding applications and these would be taken into account by the UEB implementation group dependent on the Council decision.

In reply to a question on the mechanism used to capture the opinions of staff and students in other departments on campus, and of the wider research community in the UK and overseas, the VP for Research said that the Review Group included external membership from highly rated Archaeology Departments and considered all relevant data, including that provided by the Department itself and heard opinions from staff and student representatives from the Department. Further consultation across campus would be undertaken if the UEB recommendation was to be taken forward.

Questioned on how certain UEB was that Option 3 would not have deleterious consequences for current and future work towards REF Impact Case Studies for units of assessment other than Archaeology (UOA15), the VP for Research responded that retaining areas of research excellence would support future impact case studies. The Implementation Group would be carefully considering the impact of different research activities.

In response to a question as to whether Option 3 would reduce the capacity of remaining academic staff to make convincing cases for interdisciplinary funding involving archaeology and/or palaeoenvironmental science, the VP for Research replied that option recommended retaining and relocating research excellence in Archaeology and, with the right support and investment, strengthen the interdisciplinary funding and collaborations.

In response to a question on the activity to support staff and students within the Department of Archaeology, and those who work closely with them, since the UEB recommendation was announced, the DVC recognised the uncertainty that this process had created for staff, and the University looked to support them in any way it could. HR support was available to staff, a confidential discussion could be arranged, specific wellbeing information was available online which included signposting to specialist services. In terms of students, meetings have been held with Director of Academic Programmes and Student Engagement and the Faculty's Director of Operations, and students have been referred to the appropriate services for advice and support.

In answer to a question about whether members of Senate would be offered the chance to comment on a draft of the written Report from Senate to Council and whether members of Senate could see the Report at the same time as Council, the University Secretary clarified that there will be three outputs from the Senate meeting provided to Council: (i.) the Report of the meeting; and the related minute (ii.) the collation of Senate members' comments from the Questionnaire; (iii.) members of Senate on Council being invited to speak at Council. The Report of the Senate meeting would be circulated to members of Senate at the same time as it was circulated to Council.

A comment was made that it was reassuring that the University would commit to ensuring programmes of study can be completed by all currently enrolled students within existing timeframes. The question was asked, for the avoidance of doubt, whether Senate could be further assured that this commitment extended to the ten students currently studying within the Department for Lifelong Learning this year who are enrolled on integrated degrees with a foundation year and guaranteed

(subject to successful completion of their foundation year level) progression to year one study within the Department of Archaeology in September 2021 or later? The VP Education stated that teach out was the preferred option for all students, However, ahead of any Council decision and without further detail on implementation the consultation with students on the Student Protection Plan had necessarily been limited in scope. At this stage, it was not possible to guarantee that support would be bespoke. The University could guarantee that it would interact with students and provide the best support possible, meeting its commitments under the Student Protection Plan, but that a decision on the Options and timeframes would be required to work out the optimal format for protecting student's programmes of study.

On being asked whether Senate could have sight of more detailed national figures relating to the size (student numbers) and tariff-composition (per cent ABB+, BBB-BBC, and BCC-) of the home UG market in Archaeology (current and historic), the DVC replied that the quality of the undergraduate intake for the subject area was approximately 50% ABB+ from 2015/16 to 2018/19, but this number had changed in the 2019/20 data to around 30% of the intake having ABB+, although it was noted that this figure did not capture all students as it included only those with tariff eligible qualifications and did not include those from foundation years for example. The full data had been provided in the meeting papers along with an outline of the sector-wide coding changes for information.

In reply to a question regarding how realistic the Department's foundation degree proposals were in the context of the Augar Review, the Head of Archaeology accepted the point about the future of foundation degrees and said that the Department believed that it was still a viable route and that it was just one route being explored.

On being asked how the Department's proposed lowered entry tariff could be reconciled with the University aim to lift entry standards, and Departmental practice elsewhere in the University, the Head of Archaeology suggested that lowered entry tariff was sector practice in the Archaeology discipline outside of Oxford and Cambridge as there was no A level subject match to the degree. A competitor was cited which had increased its student recruitment through a flexible entry tariff during confirmation and clearing. There have been instances in the past of the University of Sheffield turning down applicants who did not meet the ABB+ tariff criteria in place and the applicant would then enrol at a competitor institution.

It was queried how credible the Department's future projections for student intakes were based on past performance and given that a likely more constrained recruitment for 2021/22 was not acknowledged. The Head of Archaeology recognised that projecting into the future during the pandemic was particularly challenging.

It was asked why the full financial information could not be made available to Senate. The DVC set out that the information that was redacted was done so based on legal advice in order to protect the University's commercial interest. The advice stipulated that while all the financial information could have been redacted, UEB wished to minimise the redactions required in the public interest and so only redacted the University level financial information. There was a concern that information provided to Senate could enter the public domain and be subject to FOI

requests. It was further highlighted that the UEB recommendation was premised on academic rather than financial sustainability.

It was asked whether the Faculty plan was still an option and if not, why it was no longer under consideration. The DVC responded that there had been clear attempts made in the past to develop a strategy for the Department at Faculty level but this had not been successful. There were examples of where Faculty-led initiatives have been met with resistance within the Department, for example, the Faculty proposed to recruit a new external Head of Department with significant research experience when the current HoD's term expired, but the Department had rejected this idea. UEB also had to recognise the changed context, both in terms of the continuing decline in the Department's performance and external pressures due to COVID-19. The Department had a differing perspective and the HoD stated that the Department did not reject the Faculty's HoD recruitment proposal but suggested that the process had not been followed and that the Department should first be offered the opportunity to recruit a HoD from within the Department. The Department's approach to proposing recruiting to four more junior posts was based on its assessment of its financial situation.

Clarification was sought regarding the external pressures that were academic rather than financial and the risk that areas of excellence would transfer to other departments and then 'wither on the vine' outside of a strong integrated Departmental culture. The DVC responded that the rationale in the UEB recommendation was academic sustainability. It was notable that the UG recruitment pool was too small to sustain a Department. The transfer of areas of excellence would enable access to increased professional services support, a mutually strong research ethos, and provide an opportunity for these areas to receive planned investment, and to flourish and develop. UEB was committed to supporting transitions and investing in areas of excellence, which was consistent with the manner in which research funding had developed.

From the Department's viewpoint, the HoD outlined that it was only now smaller because 7 staff had retired last year and professional service staff numbers were small because of the financial situation and as the Department had been placed in review. It has however met its goals in reducing its deficit. The multidisciplinary nature of archaeology meant that there were benefits from members of the discipline being able to work together and share ideas. Examples were provided of other institutions where changes which moved the discipline across different departments had not been deemed a success. It was suggested that there was greater scope for success regarding mergers between two departments where there were synergies between the two departments concerned. This was discussed in 2014 with History, but not taken forward. Synergies with Geography were also said to exist, for example.

In response to a point of clarification on whether the Trade Unions might address Senate the University Secretary said while the UCU and others might have a legitimate interest in representing their member's views on the matter there were other more appropriate fora and mechanisms for the TUs to provide their input.

It was clarified that the Faculty VP for Arts and Humanities could not attend the Senate meeting, but had participated in the UEB discussion and supported the UEB recommendation. The Faculty recognised the challenges the Department faced regarding UG recruitment and research performance and had made significant efforts to support the Department. Further work would be need to be undertaken,

subject to a decision by Council, to identify which parts of the University the identified areas of strength would transition to.

Further clarity was sought on whether a reduction in tariff would alleviate the decline in UG applications. The DVC suggested that the Review Group had concluded the lowering of A level entry tariff might lead to a small increase in applicants, but not sufficient to ensure the sustainability of the department. The University did not have related subjects such as Classics which in other universities could be used for potential course application transfers to Archaeology. The Department said it did not support that analysis and expected if it were permitted a flexible entry tariff in clearing it could find applicants.

It was asked why a process of performance managing the Department had not been put in place earlier and before this proposal was brought forward. The DVC replied that there had been a process of performance management with and through the Faculty through processes such as the Planning Round. The Departmental deficit had been steadily reduced due to a decline in staff numbers, rather than through income growth. The HoD outlined that the Department believed it had met all of its objectives, one of which was to reduce staff numbers, and had not been informed the Faculty was performance managing the Department.

There was a discussion regarding the accuracy of the costings and the process to arrive at the figures for the new posts set out in the Department's presentation about sought future investment in posts.

Concern was expressed regarding the unintended consequences of the University's tariff ambition on smaller disciplines, such as archaeology, and it was asked whether further tariff data could be made available to members of Senate. The Chair explained that further data could be shared if available but how much additional data could be supplied in addition to that already provided would need to be explored.

In response to a request that the identity of the external reviewers and their role in the review be provided to Senate, the DVC clarified that the individual names would not be released to protect their confidentiality and the individual's departments. The two external members were recruited for their expertise in the discipline. They were both from Russell Group universities and had senior leadership experience. One was suggested by the Archaeology Department HoD and one was suggested by the DVC. Both external members were involved in the review process in full and attended all meetings. They did not write the report or formulate recommendations, but endorsed the report and noted that it was an accurate representation of the Review Group's position.

It was suggested that the financial information for option 1 did not appear to take account of increased income from additional recruitment and updated modelling and costing was requested. The DVC responded that the department had not achieved its financial forecasts and income growth in the past and there was a risk that the forecasts now being presented were unrealistic. The income assumptions in Option 1 were assessed by the Finance and Planning teams, particularly in relation to previous performance and current student recruitment markets. On this basis it had been assumed that income would be maintained at 2019/20 levels.

In response to a suggestion that members of UEB on Senate should not complete the questionnaire as their views had already been heard by Council, the University

Secretary outlined that all members of Senate are equally members of Senate and it would be inappropriate to distinguish members by their membership category in the Senate composition set out in Regulation.

Further detail was requested regarding the initial approval of four full time junior posts in the Department that had since been withdrawn. The DVC outlined that the recruitment was approved prior to COVID-19. This was then paused alongside the general pause on all staff recruitment across the institution, and reviewed in light of the Review that then took place. The initial proposals had been approved at the Faculty level and were for the reasons set out in the HoD presentation. However, it was questionable how realistic it would be to expect more junior staff to provide the Department with the senior leadership it required. The HoD noted that the 4 proposed posts sought by way of investment in the department would not be expected to drive its overall performance.

In response to why a senior academic colleague from a cognate department had not been asked to assist the leadership within the Archaeology Department, it was explained that this was not within the Terms of Reference of the Review Group.

Following a question on whether there been a risk assessment of the proposal based around the reputational harm caused, including to future student recruitment, it was noted that while the social media campaign will have had an impact it would be challenging to undertake a risk assessment of this type and predict any impact in such a dynamic environment.

The Chair checked at the end of the discussion whether every member who wanted to speak or ask a question had been able to do so. There were no further questions or comments from members of Senate.



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12 July 2021

Senate Questionnaire responses regarding the Archaeology Review

Author: Dr Tony Strike, University Secretary

Purpose

To provide Council with the responses from members of Senate to a questionnaire regarding the Archaeology Review.

Background

At its meeting on 23 June 2021 Senate agreed a questionnaire be issued to all members of the Senate immediately following the meeting, so that members could contribute their views and advice. This was to make it possible for all members to be included, and to provide appropriate anonymity where sought. The unattributed collated responses would be provided to members of Council and Senate.

The Questionnaire asked two questions: one on the academic elements of the proposal and the second on any other comments members of Senate might wish to make. A word limit of 600 words per question was put in place to help ensure the submission from Senate members was readable by Council members.

A link to the Questionnaire was shared with members of Senate after the Senate meeting on Wednesday 23 June, with a deadline of 5pm on Friday 2 July.

Responses

The collated responses are below. The responses have been shared with Senate in full at the same time as they were disseminated to Council.

Responses were received from 37 members of Senate and these are included on the following pages.

5 July 2021

Please comment on the academic elements of the proposal (up to 600 words)	Please add any other comments you would like Council to consider (up to 600 words)
<p>The question I would like answered is how it can be that a Department which was World class less then a decade ago was so under resourced and under supported that it has slipped to this position.</p> <p>In my opinion closing the department and nesting two residual elements in other departments is unlikely to be successful. This is further compounded by the publicity around the Department in Sheffield which means attracting staff and students will be very problematic.</p> <p>In my opinion the Department should have a recovery plan put in place as there is clearly the potential to return to its previous World class status.</p>	
<p>Having heard the evidence at Senate, most particularly contrasting the review group report with the HoD Archaeology's presentation, I am of the view that the UEB proposed option remains the most persuasive in terms of its capacity to sustain any areas of excellence, both those noted and any subsequently identified. Specifically in respect of the HoDs presentation, the backward looking elements of the data were largely just a different interpretation of data in the review report, and narrative elements including on the process and other elements of the UEB report were inevitably, and to a degree understandably, defensive and highly subjective. For instance unlike others on senate I am absolutely comfortable with levels of engagement with the department as part of the review, and with the extent of disciplinary insight given the presence of two externals as described. I have been involved in and/or am aware of many reviews here and elsewhere that have been run on this basis. However, the most compelling evidence for me in supporting the UEB recommendation lies in the fact that given historical performance, the future plans as set out at Senate looked to be largely works of fiction. The factual error on costing four lectureship was noted in the meeting: 4 grade 8 lectureships cannot add up to c. 170K with on costs. But relative to the proposals on proposed activity, including the highly optimistic student number and income projections associated with a somewhat bewildering and incoherent portfolio of proposed programmes, this was a minor issue. The leadership challenge in even having a faint hope of delivering it, and on the extensive research ambitions, was massively downplayed. In summary, I am of the view that the evidence from historical performance persuades me that the academic vision presented is not</p>	<p>I very much welcome the approach to the issue at Senate, which allowed for a measured debate.</p>

<p>deliverable by this department, and therefore must conclude that we should find other ways to sustain any areas of excellence, in line with the university vision we have all signed up to. The proposed UEB option looks to have the potential to achieve this.</p>	
<p>I support UEB's recommendation on the grounds that the current departmental configuration is academically unsustainable.</p>	
<p>I believe that this proposal will retain the strong parts of the department. It may be possible to restart Archeology in the future when external conditions change.</p>	
<p>This is a question of governance model and the structure of departments, not whether archeology as a discipline is supported at UoS. Departments if they are to exist as independent entities need a lifeblood of either students or high quality research across its research base. Unfortunately it appears that this dept has neither. In particular, the student numbers seem too low to support an independent department, and some other structural arrangement needs to be found to support the discipline. That proposed seems sensible.</p> <p>I am sure we all wish to support archeology as a discipline, and should this proposal be taken forward the focus must shift to how best to embed those aspects of the discipline that have a strong future here, there are many positives there and potential for interesting future research.</p>	
<p>During the Senate meeting, there was evidence that the Department of Archaeology has had challenging times, recently. The Department presented views about the conduct of the review and also presented proposals to address ongoing and anticipated challenges. The Department noted that a more transparent and engaging consultation was important to inform its future. Shared decision-making in a fair and well-informed approach will be welcome to steer the subsequent plans for the Department.</p>	
<p>I also believe that expertise that took decades to build will be diluted if moved to other departments. There is a risk that the specialisms known to Sheffield will become sub-sub-disciplines within departments that may not understand them or be able to support. A better solution would be a</p>	<p>I agree that the Review Panel was dominated by UEB members with no members from either the faculty or the department which is concerning. Having received numerous emails and heard from colleagues I feel that the review may have been biased and did not offer sufficient time and</p>

<p>merger with another department to create a slightly larger one where Archaeology is added to this new department. This is the most common practice we see where there is a desire to maintain and support disciplines. This is clearly not the case here.</p>	<p>engagement to the main stakeholders. Also the decline of the department over a very long time seem to suggest that this was a desired outcome. I believe that the department should be asked to develop a 5-year plan with institutional support and asked to turn things around; then if not to proceed with current proposal. In other words be given a chance and not punished.</p>
<p>The UEB proposal was that strongest elements of the research and teaching of the dept of Archaeology could be retained and housed elsewhere in the university. The Dept chose to counter this proposal by counter-proposing that option 1 (enhanced investment) should be supported.</p> <p>As things stand, the UEB proposal seems the only one that is viable. The research and teaching strengths of the dept are essentially focussed on two or three points of excellence. It is difficult to see how this can be built upon without very considerable investment. As it stands – 11 T&R / T staff – the department is very much below what I would guess would be critical mass. Even with 4 more appointments (as suggested by the department), I think the situation would not be greatly helped – notably, in its heyday, the department was much bigger (25+).</p> <p>In their presentation, I felt the department did not “answer the exam question”. The request from council was that Senate should provide its view on the academic direction of Archaeology. I appreciate the difficulty of their situation, but they chose to present a ‘business case’ for investment rather than present an academic case for retaining their discipline in a single department. The basic questions they needed to answer were, ‘why does a research-intensive university need an Archaeology department?’ and ‘what are the opportunity costs of not having one?’. These elements were weak: ‘grand challenges’ were alluded to, but not really expanded on. It was stated, for instance, that Archaeology could contribute to sustainability teaching and research. But how? I would have been genuinely interested to understand this, and receptive to an academic argument, but none was forthcoming.</p> <p>Unfortunately, even as a business case, the department’s proposal was weak. Detail of their proposal was limited and unfortunately it was</p>	<p>I did not buy the department’s argument that there is no A-level in Archaeology hence the students have lower A-level grades. There is no A-level in Medicine, for example, and that recruits well. Subjects such as Engineering, Biochemistry, Psychology etc. do not have corresponding A-levels, but attract very large numbers of excellent students. The declining market for Archaeology teaching is sadly a real one.</p> <p>I *do* believe that poor teaching and lack of advocacy at A-level is a problem for this and many subjects. In my own discipline, there are subjects that have withered on the vine and died as a consequence. Poor teaching leads to lack of interest in students, resulting in declines in student numbers. These declines result in reductions in the numbers of teachers, resulting in a positive feedback and reinforces the problem. This is sadly beyond the current debate, but is a problem because in many areas of science and engineering there is a mismatch between what is advocated at school-level and the training needed for cutting edge research.</p>

<p>speculative and sketchy. To me this supported the UEB assessment that the department lacks academic vision.</p>	
<p>Option 1: While increasing the number of staff will reduce workload of current staff, it is not clear if there is a clear strategy on how the department will be transformed. For example there was no details of whether there were high performing academics with very strong track record that could be strategically focused on improving different aspects of the department performance. It was also not clear to me the additional workload that will be associated with the proposal to introduce new MSc courses. Maintaining few highly successful MSc would be a better approach than introducing more MSc courses. To date it appears only 1 MSc programme is reasonably strong, while the remaining 6 have small numbers. There is no market data to suggest which MSc market data to support the proposal.</p> <p>Option 3: A major concern expressed by the HOD seems to be the identity of Archaeology. I sensed that merging the department with another is an option that is more acceptable. However, I recognised that this can only work if there is a strong leadership to shape such a new department. The current proposal for option 3 is challenging, but could also bring new multi-disciplinary dimensions and USP to the archaeology expertise. I think if there is a way to retain some visibility of archaeology this could work.</p>	<p>There was a discussion about the help and support from the University over the last few years to the department. The details of improvement support plan from the University would be important to support the proposal for option 3.</p>
<p>Archaeology in Sheffield has suffered from a decline in UG applications over the last 5 years and a significant reduction in academic staff numbers, albeit a healthy growth in overseas PGT numbers. These have conspired to produce a flat student-staff ratio (15-20), a decline in research income and a significant improvement in their financial position. Low academic staffing numbers and falling UG admissions are not sustainable for a stand-alone unit, so it is reasonable to consider the viability of the department. UEB's preference (Option 3) has some merit, albeit with significant uncertainties for current students and staff alike and the loss of archaeology as a coherent discipline. The Department's preference of staff investment (Option 1) also has merit, providing tariff issues versus immediate competitors can be addressed (presumably common to other subjects not taught at A level?) although the anticipated research income over the coming years is probably not achievable. Some of the key findings from the Review Group – declining UG recruitment, reliance on one overseas</p>	<p>The Department have expressed concerns about the lack of transparency in the review process, including late access to material used by the Review Group, and their recommendations, which were alleged to be based on cherry-picked negative data. Although I appreciate the need for confidentiality, I am concerned that material (data and their report) was kept from the Departmental leadership team until very late in the process.</p>

<p>marked, financial deficit, poor research performance, PGR students failing to submit on-time – are not unique to Archaeology, so closure may set a precedent of other disciplines. Since many of the Department's problems have arisen from a lack of replacement of academic posts, I would favour Option 1 with some investment of staff to return to ~15 T&R or T-focused staff on open ended contracts to stabilise their student-staff ratio with targeted support on strategic aspects.</p>	
<p>I have concerns about the proposal recommended by the review panel. At the moment, specific details are lacking pending the appointment of a further group to manage the transition process, so I am unable to gauge the impact on staff retention and the student experience. I'd also like to see more information on the future of Archaeology at Sheffield as a distinct research subject and as a PGT offering. In the long term, without University commitment, it seems apparent to me that the specialism will die out even in the more contained contexts of Cultural Heritage and Osteology.</p> <p>This being the case, I have greater concerns about the viability of Archaeology's investment proposal from an academic perspective. In the quest to boost financial revenue, they appear to have sacrificed – to an even greater degree than the current status quo – overarching programme coherence and integrity. Indeed, this encompasses a number of distinct suggestions proposed by the department. Foundation degrees for non-mature students – on the model of those provided in Engineering – are to be offered, but it's not clear what the market would be for these, and the Archaeology HoD was unable to provide a satisfactory response to Senate when questioned on this point, particularly in light of the clear steer of the Augar Review away from tariff-bearing Foundation courses. The desire to reduce the admissions tariff, counter to the University's vision for the next five years, also indicates an unwillingness to change and adapt in the department's recruitment and marketing strategy. Initial UG recruitment before the review was instituted (before February 2021), was extremely poor, so the potential impact on external perceptions of the department cannot be deemed a contingent factor. It seems to me that financial issues and academic factors are inextricably linked: the department is seeking to be all things to everyone at one and the same time, and for a small department this seems extremely over-ambitious.</p>	<p>It is worth nothing that the University's communications strategy in the wake of the review panel's report has been less than ideal. The recommendations were always likely to engender ill-feeling and an emotive response from the wider academic community, but the impression has been allowed to take hold that University management have engineered the closure of the department. This is, of course, far-fetched, but the point still stands that lessons need to be learned about how interested parties are engaged in the process of academic scrutiny, and then how this information is disseminated.</p>

<p>I note the department's more improved standing at PG level, but again its desire to implement a range of new programmes and courses seems to be too ambitious. I can imagine a scenario where new courses – far from expanding the pool of prospective applicants – simply appeal to the same core of existing applicants, potentially diluting recruitment on other courses. Indeed, as most of the department's plans to address financial concerns are rooted in PGT expansion, this seems a serious impediment that hasn't been sufficiently considered.</p> <p>In short, I think that Archaeology's plan is both far-fetched and unfeasible. To allow dramatic expansion from a position of such financial weakness would be reckless. However, I do see a role for Archaeology, particularly noting its excellent work in the local region, and the University needs to explore a means to preserve this record and contribution. If a more modest "rescue" package can be found, then this would be preferable; otherwise, the review panel's proposal would seem the best way forward from the current impasse.</p>	
	<p>I understand that difficult decisions have to be made by UEB, and this recommendation is one. Others are better placed to comment on specific academic elements, however as a Senator my task is to act in the best interests of the University. I am concerned about the immediate reputational damage to the University, and also whether this signals a more long term disinvestment in the Arts and Humanities. If the recommendation is approved it will be imperative that the University takes visible, high profile actions, including substantial investment, to support Arts and Humanities at our University. These disciplines and the graduates we and others produce are critical to the wellbeing and prosperity of our society. Human insight, experience and values are as important as technological and scientific advances, and as a leading research-intensive University we need to guard against short-term economic gain, perhaps in response to the prevailing political landscape, and risk these disciplines withering away.</p>
<p>While it is clear to see how the proposed areas for retention (osteo- and cultural heritage) have been identified, it is difficult to advise Council on the likely success of those areas without further insight on equivalent integrations elsewhere in the market (i.e. to answer Archaeology's claim</p>	<p>I would advise council to disregard concerns about reputational damage in relation to this matter - that has arguably already been done, and it would be equally damaging to the University to send a signal that decisions are made (or reversed) purely based on how vehemently people disagree with them.</p>

<p>that such integrations are futile).</p> <p>As to the financial viability of the Archaeology Department in its current form, much of this question seems to hang on the extent to which UG tariff must be upheld. We all know the rationale for maintaining aspirational tariff. The competing argument is that a lowering of tariff for this course could be considered a temporary "cross-subsidy", in line with the 'One University' strategy of ensuring an inclusive, comprehensive University offer, and in recognition of the Dept's clear strengths in KE and external engagement.</p> <p>I would therefore advise Council to request a 5-yr breakdown of [average tariff per accepted intake cohort] and [advertised offer tariff] across the Department's top 10 competitors. If competitors are shown to consistently recruit greater numbers with a higher average tariff than our own, then this significantly strengthens the argument for closure of the programme (and possibly therefore the Dept); if, however, competing Departments are 'undercutting' our own by accepting a lower average tariff - as Archaeology colleagues claim, esp in relation to York - then this may indicate a need to consider a simple lowering of the offer, the BBB- acceptance rate or both.</p> <p>While the financial situation may ultimately prove to warrant it, I think Council must recognise that the academic balance, in terms of education and research, of the University (and the Faculty of Arts and Humanities in particular) will be diminished by the loss of the Department.</p>	<p>I would also advise council to disregard issues around single-market dependency as grounds for the closure. That is a trait of many departments, and needs to be tackled as a broader issue across the University. Similarly, identifying a dependency on the Management School as a significant risk is also problematic. "One University" should mean that Departments across Faculties should be able to thrive through such relationships, be rewarded for their success, and achieve compromise where a conflict of needs/interests arises.</p> <p>The invoking of issues regarding leadership as part of the rationale is concerning. The University's own recent reviews on academic leadership accept the underlying problem that "academics don't enter the profession to become managers", and the idea that a Department is allowed to continue or close based on whether or not they are lucky enough to have a good manager "surface" from among what is a very small number of potential candidates is problematic. I would encourage Council to consider whether all has been done to resolve this issue. For example, we are told that the Department were invited to recruit an external HoD (i.e. with specific experience/skills to develop and 'turn around' the Department), but that the Department "rejected" this. Maybe the Department should not have been given the option to "reject" the offer in the first place (a kind of "special measures" scenario)? And maybe the Department might now be more open to it, given the alternative currently on the table?</p>
<p>The review and management are clear that the department is currently too small, and its performance in aggregate too weak, to be viable. Growth is implausible, so a rational academic strategy is to identify areas of education and research that are viable and shelter them in one or more other parts of the university. I stress that this is an academic strategy aimed at preserving academic excellence.</p>	<p>Council will doubtless be aware of its responsibility for resources and will recognise that there are compelling non-academic reasons to adopt the recommended course of action - most obviously the substantial drain on funding, but also the need to allow management to manage.</p>
<p>From an academic perspective there are a number of key considerations.</p> <p>1. The reputation of the institution. It is clear from the publicity, and the e-mails sent to my inbox (and I imagine the inbox of all Senate members) that there has been significant negative publicity. I am aware of at least 2 other UK institutions who are closing departments or making staff redundant, and the publicity they are receiving is very negative. The groundswell of opinion</p>	<p>I have carefully considered the points raised by both sides around the process followed and the data used in the review. I listened carefully to the student voice in Senate, and from my perspective the process that has been followed is not as clear and transparent as it should be. I have concerns about the impact this has on the reputation of the University to the wider sector, and indeed the general public (Sheffield, UK and internationally). The</p>

<p>in the media against Sheffield damages our reputation.</p> <p>2. The Archaeology department has a world leading reputation, and it is critical that we retain this. With other Archaeology departments closing around the UK, there is an opportunity to build student recruitment, particularly given the demand for archaeology graduates currently (and in the future).</p> <p>3. Tariff - there was a lot of discussion around tariff, with some evidence produced around a drop in entry requirements that would provide an opportunity to recruit more UG students particularly as the number of 18 year olds is now rising). I recognise the importance the university places on recruiting the best students. However, if the UG students in the discipline have a lower entry tariff to start with, then surely this is what we need to work to, rather than a 1 size fits all approach.</p> <p>4. Sheffield and WP / mature - I understand that there is a good recruitment to the foundation programme for archaeology, with WP and mature students using this as a route into HE. For many of these students there is no option to move to other institutions, e.g. mature students with families. The closure therefore has the potential to close off HE to a whole group of local Sheffield individuals. Again, I worry about the reputational damage this may cause. As an institution that prides itself on inclusivity and opportunities for all, this decision seems to go against our underlying principles.</p>	<p>fact that the process appears not to have been transparent means we should carefully consider next steps, to ensure we are seen as a fair and equitable institution. Based on the current information I do not support the proposal.</p>
<p>In summary, there is insufficient information to give an informed decision.</p> <p>During the Senate discussion, there were multiple examples of where the Review Committee commented on thing and the Department disagreed or there were discrepancies between the two. Examples included:</p> <p>1) The current HoD term is due to expire in September 2021, however the Review Committee said that the Department rejected the idea of bringing in a new external appointment. The Department said this was 3 years ago, before the current HoD was appointed and they questioned this, rather than rejected it, due to the Departmental deficit at that point.</p> <p>2) The Department was not able to provide a Departmental Research or Learning and Teaching Strategy document, though the HoD did say they had met all the goals set them by the Faculty PVC, including reducing staff</p>	<p>The debate at Senate was fair, with everyone able to ask questions and also both Gill Valentine and Caroline Jackson (HoD Archaeology) able to respond. However, in multiple instances, the responses did not necessarily resolve the question – see responses to previous question.</p> <p>However, there are wider impacts of this situation:</p> <p>Entry tariffs – Are there other Departments that achieve their student numbers through less than ABB rather than AAB+ entry requirement? Is this something that TUoS is looking to move away from and if so, will there be other Departments in this situation going forward? How will this impact WP?</p> <p>Departmental Reviews - There are clearly issues between Faculty and Departmental management. In the same way that there are specific</p>

<p>numbers and reducing the deficit.</p> <p>3) The review panel stated that many other Russell Group universities had successfully merged Archaeology Departments but this was disputed and that other universities were now reversing these decisions, as they had not worked. However, specific examples were not provided (that I remember).</p> <p>4) The Department said that their UG numbers increased when the entry tariffs were lowered to BBB from AAB, but reduced when they were AAB. The lower tariff is comparable to other Universities offering Archaeology. I would have liked to see the admissions and tariff data more clearly presented for TUoS admissions and comparable data for other courses (where possible). If this is the case with regard to a lower tariff and TUoS setting a strict AAB+, what are the wider implications for other Departments across the University?</p> <p>5) It was unclear whether the Terms of Reference for the review were clear to Departmental staff – they didn't seem to be to students. And is one meeting with Departmental staff sufficient to get a clear understanding of the Department? Given the emails that Senators have received, it would suggest not.</p> <p>6) In terms of the process, there did not seem to be any discussion between the Department and Review Panel to agree on the data that was being considered, such that the figures presented from each side are not consistent.</p> <p>7) It is still unclear from the Senate meeting, how pre-pandemic the Department had approval to recruit four more staff, yet now this is now viewed as a non-viable option. It was suggested that these introduced four more themes, yet three did align to the current courses.</p>	<p>procedures for individuals when they need to be performance managed, is there a structured and transparent process for Departments to be managed? The process should be documented so individuals can clearly see the timelines and steps involved, such as reporting to UEB, Council, Senate, and also when reports will be shared and whether there should be a right to respond to the report before the recommendations are shared more widely.</p> <p>In terms of what is best for the University, this has highlighted that the review process does need to be more widely documented (and perhaps reviewed by a committee of non-impacted academic staff) so everyone is clear from the outset what the process is and agrees to the TOR of a particular review.</p> <p>Going forward, does there need to be a system where the Department is managed more closely for 12 months, before a decision is taken. This would potentially allow (some) members of the review committee to become more knowledgeable about the Department and specific challenges that they may be encountering, such that a more informed decision could be taken. It may be that this has been undertaken in the Department of Archaeology over the last couple of years. However from the papers provided, upon which we have been asked to comment, it is not evident that this was the process that was understood to be taking place.</p>
<p>In recent years it has become clear that the academic quality of the university is very variable. The long term ethos until recently was to be hands off with departments, which has allowed huge differences to develop in the quality of academic performance. In some cases we are excellent, but in others we are very weak. As a result the university's reputation has suffered, and we languish towards the bottom of the Russell Group, with other universities seeking to eclipse our position. This is not sustainable.</p> <p>Archaeology is such a department. By any metric - research income, staff base, research outputs, student recruitment etc the performance is poor.</p>	<p>Council agreed that it wishes for the university to focus on excellence. This requires investment. To do so we need to stop cross-subsidising weak academic areas. In essence in my view that is what this decision is about.</p>

<p>This is a long term issue; UEB has sought to reverse the trend without success.</p> <p>Thus, it is time to recognise that decisive action is needed. The proposals seek to build on those areas that are strong, but to move away from those that are weak. Given the recruitment position, retaining a single honours undergraduate programme is not wise.</p> <p>The case for this action is strong. Nothing credible was said in Senate that changes my view. We need to recognise that a difficult decision is needed.</p>	
<p>As an outsider to the discipline of Archaeology, I do not claim the relevant disciplinary expertise to comment in detail on the sub-disciplinary research strengths or weaknesses of the Department of Archaeology. Nevertheless, the information provided at Senate and in communications from the Department, its students, alumni, and academics from the Archaeology discipline around the world give strong grounds for advising that Council does not endorse the recommendation of UEB, and instead engages with the Department on strategic investment and a recovery plan.</p> <p>1. The Department of Archaeology is highly-rated by its current students and alumni – indeed is one of the strongest Departments in the University (ranked 6th) in terms of the satisfaction of its UG students. This is a considerable achievement given at least a decade of under-resourcing of its staff (figures presented by the HoD show a decline from 25 FTE staff in 2010 to 10 today) and infrastructure.</p> <p>2. The Department's PGT recruitment is strong, and the evidence suggests that its problems in UG under-recruitment relate directly to the issue of tariff, over which the Department has had no control. It is widely documented that A-level performance is a poor predictor of academic performance in HE and it seems clear that the UCAS tariff currently imposed on the Department is out of line with disciplinary norms and not defensible on academic grounds. When asked at Senate, the DVC gave no convincing explanation as to why a reduction in tariff would not lead to an increase in applications, offers and accepts – it was merely asserted on the basis of no evidence that it would not.</p>	<p>As a member of Senate, I have serious concerns over the conduct of the review of Archaeology and over the wider reputational damage the University has sustained as a result. Here I point to three of the most pressing concerns:</p> <ol style="list-style-type: none"> 1. It appears that both Senate and Council are in some respects being presented with a fait accompli here in that the department of Archaeology's UCAS offer holders have been written to implying that the course may close; the summer open days have been cancelled, and the DLL 'feeder' course cancelled. This seems to be a significant problem in terms of governance of the University. 2. There has been much credible testimony for students that they were misled as to the purposes of the consultation to which they were invited. The widespread publication of these has had serious reputational costs for the University that reach far beyond the archaeology discipline. 3. Reported comments during the student consultation processes about 'Aldi-level products' have – even if misreported – also caused very significant reputational damage. The University has not provided a credible response to these allegations, which have done much to undermine all of the hard work and progress being made on the Widening Participation agenda. <p>It is too late to undo all of this reputational damage. However, a decision by Council to keep the Department of Archaeology open and to further invest in it would be a significant step forward in terms of mitigating this damage, both locally and more widely.</p>

<p>3. There had previously been a plan for investment in the Department in the form of 4 new posts, indicating that – pre-pandemic – there was believed to be both an academic and financial case for providing greater support to the Department. No explanation has been given as to why this belief has now changed. It may be that the impact of the pandemic has affected the university’s ability to invest in the Department. But without any explanation as to why the academic judgement has changed, it is not likely that Senate (charged with overseeing the academic affairs of the University) would recommend the UEB plan.</p> <p>4. As has been well-documented, the Department continues to have a very strong record of research impact and of forwarding the University’s civic mission. A large volume of emails received from the Sheffield community attested to this. The claim by the DVC that these impact activities relied upon individuals who have since left the University has been convincingly refuted by the Department.</p> <p>5. The Department have made what, for me, is a persuasive case that the plan to move selected sub-disciplinary areas into other departments will not work, and has not worked at other institutions that have tried it. The movement of osteoarchaeology into the Medical School, when a good deal of the work in that field is zoological rather than human, suggests that these elements of the plan have not been adequately thought through.</p> <p>In sum, therefore, my strong academic advice to Council would be to reject the proposal from UEB.</p>	
<p>In my view, the proposal to retain archaeology teaching and research in the University but not as a separate department provides a way through a difficult situation. I would be very reluctant to see archaeology disappear from Sheffield, and not only because of the strength of the brand but also because of the range and depth it brings to Humanities and its track record in translational research and knowledge exchange. These are core elements of a civic university, particularly in the local and regional context.</p>	<p>The evidence presented to Senate in the form of planning and recruitment data is, in my view, compelling. I understand the strength of feeling and the sympathy for the very difficult situation the Department is in (some of which relates to the national picture for archaeology) but I do not think that the plans outlined to Senate by the Head of Department are realistic or, indeed, evidenced.</p>
<p>Overall I find the academic elements of this proposal to be unconvincing, for a number of reasons. It seems clear to me that a key academic strength of</p>	<p>I would hope that the closure of a Department would be a genuine last resort, after all other avenues have been explored. This is particularly true given the</p>

<p>the Department lies in the mix of different activities and complementary disciplines involved, and that much of this will be lost if the proposed changes go ahead. From the information provided by both UEB and the Department, it is also clear that there is a disconnect between the perception of the UEB review panel and the realities of the mix of disciplines in the Archaeology Department and where some of these disciplines might move to within the University. For example we have been made aware that the suggestion of moving the osteoarchaeology parts of the Department to the School of Medicine, despite a large proportion of this activity being zoology-based and therefore clearly not belonging in this Department. At minimum this needs to be revisited in more detail, and with Departmental input.</p> <p>There seems no clear academic benefit to closing the Department, and a clear loss in terms of various unique and leading activity both in terms of student learning and experience and through our links within the local and broader community. The outpouring of support we have seen from individuals and groups around the world highlights the extremely strong reputation this Department has, and I have seen nothing in the review documentation to convince me otherwise. Current and past students from the Department speak highly of the Department and its provision, and it seems that the issues highlighted in the UEB review are substantially more related to finances than to the academic quality of the Department.</p> <p>I also find the argument made by the Department for lowering its entry tariff in line with other 'good' Departments in this area to be a compelling one. I have seen no justification of any reputational harm this would do, and am convinced by the argument that this would lead to higher numbers of students. This would also tie with our Institutional commitment to widening participation.</p> <p>Overall I cannot see a strong academic justification for the recommendation to close the Department, and in the absence of such justification I must conclude that this is not the correct decision.</p>	<p>timing of this situation with respect to the COVID-19 pandemic, but would be my opinion in any case.</p> <p>However, I do not feel that this is the position which has been taken during the UEB review, with many questions unanswered and a seeming lack of transparency throughout the whole process. Students have raised serious and significant concerns regarding the consultations held with them, and in particular a feeling that they were misled about the nature and purpose of these consultations. Trust between staff and students within the University is essential for us all, and I find it troubling that these issues have come up here.</p> <p>There also seems a lack of transparency regarding previous recommendations regarding staffing, plans for the Department etc. The Department suggest that they did not realise they were at threat of closure until very late in the review process, and do not appear to have had the opportunity to respond fully and constructively to the initial findings of the review. Rather these findings appear to have been presented to them at a very late stage, and with no 'right to reply'. During our recent Senate meeting one Senator raised the question of why the Department had not been through a performance management process if there were such serious concerns regarding their sustainability, and there seemed no real response to this. From my perspective as someone external to UEB and to the Department of Archaeology, much about this process seems to have been conducted with a lack of transparency or desire to find a way to keep the Department open.</p> <p>I would therefore urge Council to reject the UEB proposal at this stage, at the very least until a fuller, more transparent, review can take place, allowing proper consultation and discussion with all stakeholders. Perhaps the starting question for this could be 'what would it take to keep the Archaeology Department open?' rather than 'should we keep it open?'; this would be a small but significant change in emphasis, but would likely lead to a more robust and transparent process.</p>
<p>I support the UEB recommendation to Council to retain those elements of archaeology teaching and research where there is evident and attested</p>	<p>Prior to the UEB-led review, the Faculty of Arts & Humanities worked with the Department of Archaeology to seek ways to improve the quality of</p>

<p>excellence. The proposal from the department is not a strategic or well-founded one. It represents a short-term fix to fill those areas of teaching need that have become apparent over the past two years. The departmental culture is one of refusing to entertain the strategic development of academic leadership through consistent performance management and nurturing talent. Instead the reliance on the authority and covert leadership of emeritus staff is a further obstacle to change. None of this engenders confidence in the department's ability to manage its own affairs to good effect as a department. Therefore I must conclude that the best option is to retain areas of excellence in teaching and research where they can be properly supported. I would like to see areas of historical archaeology retained in the Faculty of Arts & Humanities in order for archaeology to continue to have a visible presence as a Humanities discipline. Bioarchaeology should be housed in Science.</p>	<p>research and to enhance the undergraduate degree to attract ambitious undergraduates to Sheffield. This was felt to be critical to the survival and sustainability of the department. The department has been reluctant to change its historic ways of working and to explore collaborative routes with faculty leadership to achieve sustainability. This implacable resistance and refusal to accept support and direction lead me to conclude that the department cannot thrive as an independent unit.</p>
<p>If there is agreement that the Department of Archaeology is unable to operate in the UG market due to tariff what does this mean for other disciplines and departments? Is there a precedent being set here that will have further implications for the size and shape of the University? Is it really a question of tariff? My view is that I did not see sufficient evidence that lowering the tariff would significantly increase UG numbers as the problem of a small UG market remains.</p> <p>If option 3 is followed can we be confident that the retained areas of excellence can be merged successfully with other departments. I do have some concern about the impact on staff and students who may well find themselves in a department in a minority with other, likely quite different, disciplines.</p>	
<p>My understanding, based on the presentations made during the Senate meeting last week, is as follows: (a) There is a small external market for UG programmes in Archaeology and the the PG programmes are heavily dependent on a single geographical market. (b) It may or may not be feasible to grab a larger share of the UG market by lowering tariffs but that would go against the university strategy about tariffs and student/programme quality. (c) Given the current tariff policy and the nature of the markets, the long term financial viability of the Archaeology department is in question and, without that financial viability, resource and</p>	<p>None.</p>

time investment in high quality research and grant applications would suffer. (The improving budgetary position of the department is not so much on account of rising revenues but on account of lower staff costs because academic staff have left.) (d) Hence the decision of UEB to recommend that the viable parts of the Archaeology department be moved to other departments and the closure of the Archaeology department in its present form. I am persuaded by the argument that the long term viability of the department as an unit of research and teaching depends on its financial viability and am willing to take the view about the external size of the market at face value. On the other hand, I am less persuaded by the argument that different strands of a subject area that is arguably interdisciplinary in nature can be broken up and successfully integrated into other departments that have synergy with specific aspects of the subject area. Hence, in my view, we are possibly talking about either the survival of the Archaeology department in its current form (with whatever performance management measure that is deemed necessary) or a closure of the department altogether; the UEB recommendation being a de facto intermediate step for the latter option. While we have been asked to make a recommendation (or take a view) about this de facto choice on the basis of academic merits, (c) above suggests that the academic and financial arguments cannot be easily disentangled. My view, therefore, is that the choice should hinge on whether the position taken by the UEB about (i) the size of the external UG market, (ii) the reluctance to lower tariff for UG programmes, and (iii) the risk associated with dependence on a single geographical market for PG recruitment are general points of principle/strategy that would be applied uniformly across all departments and faculties. If the university can assure the Senate that these "rules" will be uniformly applied across the university then I would, however reluctantly, go along with the closure of the Archaeology department in its present form. Whether we like it or not, in the UK, universities are not publicly funded public goods and operate within a market setting, and hence the rules of the game of the market have to be complied with. However, uniform application of the said rules across the university is, in my view, of paramount importance and I shall look forward to the university executives' statement about the application of these rules going forward, backed by an audit of how individual programmes and department fare on the three key issues (i)-(iii) that I have identified.

<p>I support UEB's proposals for Archaeology. I do not believe that the department is academically sustainable. Undergraduate student numbers are too low to be viable, and the prospects of reversing the decline in recruitment without lowering entry requirements beyond what is acceptable elsewhere in the University are poor. There is only a small volume of good quality research and research income is minimal. The department does not appear to have a credible plan for the future. The investment sought (four lectureships) is unlikely to produce the academic strength and leadership the department needs.</p>	
<p>The academic elements of the proposal are deeply flawed. It is disappointing that UEB appear to have bought into the narrow minded view of academia promulgated in the media and by the current UK government. The review assumes that the acknowledged research strengths of the Department will survive being broken up and subsumed into other areas of the University. No evidence is provided to justify this view which assumes that staff affected will not, in the short to medium term, simply choose to move on to a University which is prepared to offer a more supportive environment for archaeological research. The failure to recognise the intellectual coherence of the discipline and what this means for staff and students in Archaeology is breathtaking.</p> <p>A small pool of potential undergraduates is obviously challenging. However as indicated by the approach taken by the University of York indicated growth in the discipline is possible. It is clear some consideration needs to be given to the entry grades required and the University's fixation on a one size fits all approach here is both disappointing and academically damaging.</p> <p>While PGT recruitment in Archaeology depends on the Chinese market this is true of other PGT courses across the University. In the short to medium term the University is exposed to the Chinese market and closing one Department does not fundamentally change that position. It seems especially odd to use this as a reason to close Archaeology, as this is a discipline where security and technology transfer concerns that lead to additional ATAS requirements for students, are not present.</p> <p>Students (and staff) in any Department have faced a challenging 15 months.</p>	<p>I have significant concerns both about how the consultation process was carried out and the approach taken towards the Department of Archaeology over the years leading up to the current situation. Taken together they give the impression that the Department was deliberately being starved of resources and now is being blamed for not achieving enough with its available resources. In Senate the HoD reported that she achieved all targets set by the Faculty and no attempt was made to refute this statement. I am not convinced that the Department of Archaeology has either been properly and openly consulted, or has been offered appropriate levels of support in the run up to the UEB report.</p> <p>The decision to classify the Senate papers as public is telling. Previous Senate papers have not had an information classification. On the first occasion the papers do, it is used to ensure significant information has to be redacted from the most controversial paper to be considered. While I accept that the names of the external panel members should be redacted (even with a higher level of information classification), applying a public classification to this document does not provide the necessary level of internal transparency to the decision making process that Senate is being asked to advise on.</p> <p>The recently launched vision statement indicates "Our University's core purpose is to deliver world-class research, innovation and education. We will do this by working as One University." It is hard to see how shutting a Department, especially following the challenges of the last 15 months, addresses this vision of One University. Instead the message is wholly negative leaving staff wondering which Department will be next.</p>

<p>This proposal if implemented will further negatively impact on students in the Department. I cannot see how academically we can justify further impacting the education of these students. Teach-out is never ideal but imposing it at the current point in time will be particularly damaging. In addition research students, who have arguably been even more hard hit than undergraduates by the pandemic, will be yet further impacted by the UEB proposal.</p>	
<p>I fully support the University continuing to enable excellence in Archaeology education and research, especially given our proud history within the discipline. To facilitate Archaeology colleagues to achieve and sustain that excellence requires them to be in an academic unit that is robust and sizeable enough to provide a platform to allow staff and students to thrive. I believe that integration with another unit (enhanced option 3) is the approach most likely to achieve this goal. The risk, if we do not do this, is a continual focus on the sustainability of the Department consuming everyone's energies and creating an ongoing context of uncertainty and anxiety for those affected,; rather than an environment conducive to supporting the work and careers of our colleagues.</p> <p>I listened very carefully to the two presentations given by the Head of Department (at the SUCU event and Senate itself) and I appreciated their comprehensiveness and the responses given to the questions that were asked I fully empathise with the desire to maintain the Department in its current configuration, and I entirely understand the upset at the thought of this changing.</p> <p>It is very positive that Archaeology colleagues have developed a series of proposals to address the challenges.. However, I was not convinced that these proposals were all entirely viable. Some of the proposed activities appeared very intensive with quite marginal gains, for example the CPD programmes. Lowering tariff, while having an immediate appeal, would not be in alignment with the University's strategy and recruiting weaker students presents its own challenges to education and research excellence. Some of the projected outcomes for recruitment and research seemed optimistic given the data for recent years and a very challenging student market and research funding context. I was surprised that the primary</p>	

<p>staffing strategy response to the complex and interlinked challenges the Department faces appeared to be the recruitment of early career researchers. I am not sure that would provide the shared collective senior leadership capacity that is needed, or indeed, if it would be appropriate given the grade expectations of the ACP.</p> <p>The concern about the loss of interdisciplinarity within the current Department is a very important one, but I also believe there will be new opportunities for interdisciplinarity across wider disciplines that is increasingly essential, for example, for research funding. We also know that education and research excellence require high quality expert support at scale and this would be easier to provide and sustain for Archaeology colleagues in a larger unit.</p> <p>The change proposed is a major one, and thinking about how I would feel if it were my own Department, I would not lightly support a proposal for such change unless I was convinced it was the right thing to do. I also want to make clear that finance is not the primary reason for my opinion. Rather, I want to see an arrangement where we can nurture and enhance our strengths in Archaeology and provide a context in which colleagues can flourish without constant anxiety about short-term academic sustainability. I believe that the UEB proposal offers the most likely pathway to that future.</p>	
<p>I have read carefully the papers submitted to Senate and listened to and reviewed the presentations made to Senate by the DVC, the Head of Department and the SU President and Education Officer. On the basis of the evidence presented and the discussion at Senate, it seems clear to me that the Department is not able to sustain an academically excellent portfolio of activities. The University has developed a new vision and strategy that is intended to encourage ambition and places renewed emphasis on academic excellence. There are undoubtedly areas of strength in this Department but, in core areas, there is not sufficient quality and/or the required scale of activity to be sustainable and to match the standards expected at a research-intensive University. This is notable in relation to the absence of critical mass at quality of existing and prospective Undergraduate students; and in the department's Postgraduate Taught student cohorts. It is also evident that the levels of research grant capture</p>	<p>There has been negative media coverage of this issue and Council will, of course, need to be mindful of the reputational impacts of its decision. I was struck by the comment made by a senate member who said that we should think about the broader implications. I think that is correct and, in doing so, I would think it important to take a longer-term perspective. In my view it is critical that the University implements its new strategy. For too long, we have failed to drive up our performance (and reputation) because we have not been willing to make choices about what areas we should support and develop and what we should do less of or stop doing. For example, in relation to undergraduate student recruitment, until relatively recently, we have continually dropped expectations in relation to the quality of our intake in order to try to maintain sustainable cohorts across a portfolio that is too large and not sufficiently focused on high quality. This has had adverse impacts on the quality of our intake, our standing, and reputation. Our global</p>

<p>are well below expected levels and are insufficient to be able support high quality activity at sufficient scale across the range of research themes currently pursued. In this context, Option 3 appears to be the most appropriate way to secure the future of Archaeology education and research.</p> <p>It is worth noting that the presentation to Senate from the Head of Department did not provide a compelling alternative. It did not offer a forward-looking vision for the discipline; there was no clear fit with the institutional strategy: there was an absence of emphasis on academic excellence in relation to many of the ideas presented; and there was no clear academic or intellectual coherence underpinning the disparate set of ideas presented. The focus on finance was an unhelpful distraction and betrayed a very partial understanding of the costs associated specific proposals. Some of the ideas presented may have academic merit but I found it difficult to discern the archaeological contribution to some of the areas (e.g. food security) and, more importantly, it was hard to get a sense of the sum of the parts rather than to see the proposals as further evidence of the reliance on collaboration with a wide and disparate range of expertise and activity across the University.</p>	<p>reputation would be best served by focusing on excellence across our activities. In that context, we need to accept that some decisions will be unpopular, and poorly understood. As we have seen from other institutions, the longer-term benefits in terms of global reputation tend to outweigh the short-term impacts associated with what is predominantly short-term social media and local media interest.</p> <p>It is also worth noting that social media coverage has unhelpfully run ahead of our governance processes e.g. the department closure being declared on social media at the end of a review process and long before the required information had been debated or discussed in the appropriate fora. The review process also appears to have been conflated with the decision-making process in this coverage. I believe that it is entirely appropriate that this matter is determined by Council and that Council is informed by the views of Senate on the academic merits of any proposals. It was pleasing that Senate, when invited to express a view by the Chair, agreed to an approach that allows all of its members (including those who were unable to attend the meeting) to be heard, particularly as a consensus was unlikely to emerge. This approach has much to commend it.</p>
<p>Archeology is a brand and discipline that is well established and well known among the public. Keeping that brand and discipline as a recognisable unit will be important for it to draw students, funding and visibility. Research synergies and collaborations with other departments should be possible to realise and promote without necessarily belonging to a certain department. Indeed, if opportunities for synergies with other areas within the University such as Medicine are seen, this could be promoted, with or without a merging. That flexibility in fostering collaborations across units is a key challenge that the University is already aiming for through its Flagships.</p> <p>As I see it, Archeology has a strong future and belongs centrally to what the University stands for. They deliver very good teaching and research, and have all the potential to be excellent. It represents central values and characteristics of the University and is in certain ways a frontrunner: Its research and teaching crosses all Faculties from A&H, to Social Sciences, Science, Medical Science, and Engineering. Its research and teaching is</p>	<p>This proposal seems to have been developed in a rather short time, giving the department only limited opportunity to respond constructively.</p>

<p>aligned with priority areas identified by the two Flagship Institutes (Food, HELSI and Grantham centre). It is very strong in terms of Knowledge Exchange and collaborative work with external partners, and in media engagement. Its interdisciplinarity makes the Department complex in constitution. However, this is a type of complexity that we should embrace and find smart solutions for, which is not to divide it into subdisciplines, as that would counter interdisciplinary synergies. The challenges that the department faces are not unique to Archeology (PG recruitment primarily from one market, falling UG numbers, rapid changes in staff due to retirement and top-staff being headhunted). These are challenges that are shared by many departments, making it naïve to single out Archeology as failing. It is true that they affect Archeology considerably. However, this can be turned with appropriate investment and vision, and with the ongoing work that is pursued University Wide. For example, the potential for Archeology to obtain funding is stronger than for other A&H departments. The collaborations with University Research Institute further strengthen this potential. Archeology is a small department. It will be important to address the challenge of administrative overhead in small departments in a constructive and creative manner.</p>	
<p>Archaeology is highly multidisciplinary and interdisciplinary. As a result, there are staff with active academic interests in archaeology right across the campus. The recent review of the Department of Archaeology at Sheffield seems to have been scoped in such a narrow way that this essential feature of the field has been ignored. Indeed, even staff in other departments with active collaborators in the Department were not invited to take part. It seems too that the main employers of UK archaeology graduates (in the commercial and public sector) were not consulted and neither was the local community (who collaborate directly with staff in Archaeology as part of their outreach programme).</p> <p>Given that these key elements were missing from the review, UEB, Senate and Council do not currently have a sufficiently broad and deep perspective on the role of the Department of Archaeology to take action as serious as its closure (albeit with retention of some areas of activity). Instead, I urge Council to commission their own, wide-ranging, independent review of the Department, chaired by a highly regarded member of the external</p>	<p>I am concerned about the reputational damage already caused to the University by the way the review of the Department of Archaeology (and associated communication) has been handled. I note in particular that several influential external parties (including employers of graduate archaeologists and key NGOs), who arguably should have been consulted as part of the initial review, have publicly expressed concerns about the UEB proposal. One such body is part-funding a current PhD student, for example, and so clearly has a vested interest in the future of the Department.</p> <p>I urge Council to consider not just the decision immediately at hand, but also the impact of their decision on the morale of existing staff at the University and on the willingness of others to apply for future vacancies.</p>

archaeology community. The scope of the review should be sufficiently wide to ensure that all those on campus with recent or ongoing interest in archaeological research and teaching are consulted and represented on the panel. The panel should also comprise and/or consult recent graduates, members of the local community who have recently collaborated with the Department of Archaeology, and the wider UK archaeology community, including staff from commercial archaeology units and relevant NGOs.

Any such review should consider the current and future needs of the archaeological profession in the UK, which is looking much more positive now than it has for decades. Indeed, the UK government has recently declared archaeology to be a shortage profession based on current demand from employers and the expected needs of projects such as HS2 and Highways England road improvement schemes. Given this it is hard to see why any university that could help to meet the demand would not grow its archaeology department, with a focus on the future needs of the profession, rather than contracting to focus on small specialist areas, as currently proposed.

Of course, if the University chooses to grow the Department of Archaeology to help meet this national demand, and makes the most of the resulting positive publicity, we will have more funds to spend on the archaeological research interests of staff employed across campus. These are varied, extend into several departments and faculties and were not all captured in the previous review. Staff in Animal and Plant Sciences, the School of Mathematics and Statistics and the Department of Geography, for example, all have long-standing archaeological research interests, which have led to both highly cited academic journal articles and REF impact case studies. These interests are in archaeobotany, Quaternary palaeoenvironments, archaeo-statistics and scientific dating methods which complement the skills of staff in the Department of Archaeology and are strengthened by the work of colleagues in that department.

Finally, in reaching your decision on the future of the Department of Archaeology, I hope that Council members will have in mind that academia is an ecosystem, with the viability of many parts dependant on the health and vibrancy of others. I urge you not to take action as dramatic as that

<p>proposed by UEB without being sure that a) you have all of the information you need to arrive at a well-informed outcome and b) that the information available assures you that no negative, unintended consequences will ensue.</p>	
<p>I have limited knowledge about the discipline so my comments must be read in this light. The national trends explained in the reports and submissions, and the local challenges set out mean that sustainability of the discipline has become a critical concern. 'Invest to grow' would be a high risk strategy that offers no certainty about the protection of the discipline or the opportunities for students to study in this field. As a 'stand alone' discipline / department I am unconvinced of survival - but as part of interdisciplinary developments I can see the potential for future build and resilience. The work of the institution on size and shape is important, and I would hope Sheffield can continue to support Archaeology as a discipline through providing opportunities as set out in the recommendation. In order to do so the case is made strongly for embedding it in a larger unit(s). I would now like to see very careful thought given to the most appropriate plan for this, and my understanding is that this is the next step once the initial recommendations are approved.</p>	<p>The changing context for HEIs and the political context will, I suggest, result in us facing a series of difficult decisions over the coming months/ years, but we also have important opportunities to drive up the quality of our student experience and our research. Our Vision and our strategies for our pillars are important in shaping this work and I also would like to see us develop robust processes that avoid negative reputational impact and build collective responses to very difficult challenges. The governance process has provided clear opportunities for all to contribute and for Council to rightly make the final decisions. Important conversations with staff will be needed in order for us to weather the various storms ahead, and we will also need to ensure our student body understands and values our approach to protecting their education (both current and future). Our work to navigate COVID has demonstrated the enormous value of working with students and I am confident this can continue. As we move forward our comms strategies, our local management and our student consultation process will need to be of the highest quality.</p>
<p>A central difficulty that has emerged in these discussions is a lack of clarity and definition about what a department should be and how it should function in the university. How many students are required to make a department viable? Does it matter if these are undergraduate or postgraduate students? How far should the university subsidise departments indefinitely to preserve disciplines? To what extent can strong research and knowledge exchange counterbalance weaknesses in recruitment? It seems to me that the university needs a clearer set of principles around these issues if we are to resolve the questions raised by this review. I'm sure that like most senators, I'd like to see the university working hard to support archaeology as a discipline in these challenging times. I agree that the external environment is difficult, and I'm not sure that the department's own proposals provide a sustainable solution. At the same time, however, the university has not provided sufficient detail about its own proposals, and I am concerned about the plans to disperse it out of the Faculty of Arts and Humanities. If the answers to the above questions are that Archaeology is becoming too small and costly to sustain as a standalone</p>	<p>The review has been very damaging for morale in the Arts and Humanities, particularly in combination with the Languages Review. The vast majority of my colleagues in the department have signed an open letter of opposition to the proposals, and that speaks to a lack of trust in the university's intentions for Arts and Humanities, and to a failure of the university to control the communications around the review. The review should have set out far more detailed and specific proposals for Option 3, to make plausible its claim that it seeks to preserve and invest in areas of strength. The intention to protect Archaeology in broader structures, as in many other Russell Group universities, should have been far more prominent in the communication. As it is, the narrative has revolved around the 'closure' of Archaeology. My colleagues in Arts and Humanities will be looking for tangible signs of support for, and investment in, the Arts and Humanities in the near future.</p>

<p>department, I would prefer a solution that keeps together as much of Archaeology as possible in a broader unit - the most plausible home surely being History or another Arts & Humanities configuration (or perhaps Geography, but given the imbalance of the faculties, it makes little sense to make Social Sciences larger and Arts smaller). My advice would be that Option 3 cannot be supported without more detail, especially about medium-term sustainability. If the Archaeology programmes struggle in, say, Landscape Architecture in the first couple of years, will there really be sufficient commitment to sustain them? I would see that medium-term commitment as being more likely in Arts and Humanities.</p>	
<p>As an employability professional, I advise Council to consider that archaeology is a chartered profession as well as an academic discipline. A blend of subject-specific and transferable skills, and subject and sector knowledge and context, is needed to produce graduates that can contribute to the profession, as well as contribute to others such as cultural heritage, heritage management, conservation, tourism, as well as roles in the built and physical environment more broadly. From this perspective I am not persuaded that the proposal to retain certain elements of the department's teaching by moving it to other departments has merit. It is clear to me that presenting these areas in this way severely risks stripping them of their academic and practical context and that the review panel have disregarded or failed to understand this. It would be like trying to teach urban planning by locating it in civil engineering. The priorities and context are not the same and that will distinctly disadvantage graduates in the labour market.</p> <p>It should also be noted by Council that archaeology graduates are in demand. I have reviewed our graduate outcomes data and conclude that Sheffield archaeology's outcomes are directly comparable to those in the faculty of arts more broadly; slightly more of Archaeology's graduates experience a positive outcome than the faculty average and 66% are working or studying at graduate level, a figure only 5% behind the faculty average, which 5% represents roughly one student.</p> <p>Graduate outcomes is one metric by which we can measure the student</p>	<p>As an elected rather than standing member of Senate I was required to provide a candidate statement when nominated to run. In my statement I talked about the fact that I was born and bred in Sheffield, am a Sheffield graduate and now am employed here. I think I might be the only person on Senate of whom this is true. I want to make that clear because I think this gives me a perspective that is important but that isn't much represented at the University among those in positions of power.</p> <p>In this context I would like Council to consider that the Archaeology department is one of the great success stories in terms of positive collaboration with Sheffield residents. By this I don't just mean middle-class Sheffield residents with an interest in cultural heritage who were probably university-educated themselves and who might go along to the Spiegeltent during Festival of the Mind; I mean ordinary working-class Sheffield residents who probably left school at 16, would be classed as WP if they enrolled here and who quite probably voted to leave the EU in 2016.</p> <p>The University doesn't interact with this group very often, but Archaeology's projects at Manor Lodge and at Castlegate take place in areas of severe deprivation and they work to engage with local residents to create better environments and to take their concerns and priorities seriously rather than patronising them. I don't know if any members of the Council have been down to Castlegate recently but the hoardings around the site where Archaeology have been working along with Architecture are covered in black and white pictures from the old market. I always look to see if my nan is on there and I've missed her somehow. Those people and their children are</p>

experience; another is NSS scores. Here Archaeology outperforms other departments in the faculty of arts and many other departments at the university.

Another metric relevant to the department is research impact outcomes. Here 100% of submissions were ranked as 4* or 3* for impact in the 2014 REF.

I mention these not because I am a great believer in metrics but because I accept they are unavoidable. By this measure, I cannot state that Archaeology at Sheffield is failing. If there is failure, it relates not to the student experience, to the contribution to the profession and to the sector, but to internal organisational issues at Sheffield.

In that context, I am not persuaded that the loss to knowledge that would be created by any approach other than significantly investing in the department is on the same scale as the financial or organisational cost to the university of either further investment or maintaining the status quo. The review panel severely over-state the damage of the financial loss. The amounts under consideration are so small as to be lost in the noise of the budget of one of the larger engineering departments, but the potential for conservation of knowledge and development of new knowledge that could be lost is not measurable. Once lost this knowledge will not come back even if the fashion changes and arts subjects are once again recognised by government as important. I recognise that we operate in an environment where we must consider things from a commercial perspective, but part of that is recognising the value in the asset we are selling, which does not seem to have been considered by the panel. I do not think that the commercial loss is significant and I am concerned that the review panel think it as important as it seems to have been for them.

In summary, by key metrics the department cannot be considered failing. The action recommended by the review board is out of proportion to the issues. My advice to council would be not to accept the conclusion of the review panel.

Sheffield people, as are the people using the shops and bookies and KFC and bus stops in that area, and we have an obligation to them to contribute to and improve this city. Archaeology's work is one of the most visible and practical ways that Sheffield residents can see this happening.

<p>Retaining only two areas of expertise from the department ignores the interdisciplinary nature of archaeology, and is basically removal of archaeology from the University of Sheffield by stealth. In addition, I understand that only one part of the successful MSc in Human Osteology and Funerary Archaeology and the MSc in Osteoarchaeology should be moved to the Medical School under option 2. The Zooarchaeology component is not mentioned, which demonstrates a lack of understanding of the subject area.</p> <p>The Department of Archaeology has an outstanding national and international research reputation, and the University of Sheffield should recognise this, and that Departments with such a research reputation are worth supporting. Reduction in research funding in recent years is understandable given reductions in staff numbers. Students are very positive about their experience in the department.</p> <p>Using number of students on leave of absence as a motivation for closure I feel is not justified, we are in a period of a global pandemic. In addition, the department does have a high proportion of widening participation students, who may be more likely to have challenging factors in their life. Leave of Absence is used to help students, and from personal experience I have experience of several PhD students who would not have completed their PhD without the use of leave of absence.</p>	<p>I strongly oppose the proposal to close the department and to move aspects to other departments. Although the review raises issues in the department, and the department clearly needs support, none of these individually or collectively justify departmental closure.</p> <p>The Department should be given support to address the issues mentioned in the review, rather than the irreversible decision of closure. I have not heard any convincing evidence that the Department has been offered help, indeed the Head of Department stated that she achieved all of her objectives given by faculty in the past few years. In particular given the short duration of the review, and questions around the ethics of the review process raised, I do not feel that options 1 and 3 have been properly explored using sufficient information/expertise. The offer from the Archaeology Section of the British Academy for engagement in discussion on the future of the department offers a way to explore options for the future of the department using the significant expertise of the letter signatories.</p> <p>The reputation of the University is far more at risk from closing a department with an excellent research and teaching reputation, and by ignoring the opinions of learned societies and archaeological organisations (both national and international), prominent public figures and politicians, than by dropping entry grades to reflect the applicant pool. Indeed the latter has been done successfully by other Universities (e.g. York), and I am unaware of significant reputational damage.</p>
<p>Tariff</p> <p>Senate has not seen any detailed data relating to the current size and shape of the market for Archaeology undergraduate students (notwithstanding a number of requests to this effect). On the basis of figures referred to by the Department and by the DVC respectively, it seems that if all 15(+) Russell Group Universities currently recruiting to Archaeology degrees achieved their proportionate share of ABB+ students, each would on average recruit between 10 and 20 students annually.</p> <p>There are of course good reasons why the University Vision seeks to increase student tariff proportionately over the next few years - but the current recommendation poses important questions for Council as to</p>	<p>Financial modelling</p> <p>As has been indicated by others at Senate, it is not currently clear to me whether the figures provided to Senate are sufficiently robust or definitive to form the basis of financial modelling of income, costs and potential savings in relation to the disparate set of possible options currently under consideration.</p> <p>Council needs to assure itself of the robustness of this evidence base for decision-making purposes before risking the very significant academic (and reputational) losses which will almost certainly follow from breaking up wholesale an existing intellectual asset of such long-standing pedigree, and with such demonstrable local, national and international connections to a</p>

whether they wish to support an inflexible approach to this broader strategy which, in effect, makes undergraduate provision in smaller disciplines such as archaeology unsustainable. Put bluntly, at ABB+ and on the basis of the figures which have been provided to Senate, the Department of Archaeology (and potentially some other departments too) could never sustain a viable undergraduate offer.

My advice to Council is that this is not an academically tenable approach to take to management of the overall size and shape of University's academic portfolio, particularly in the context of smaller academic disciplines. In circumstances such as this, as a matter of policy, the University should allow additional latitude around tariff to enable the recruitment of a viable undergraduate cohort.

Multi-disciplinary Academic Ecosystems

For archaeologists, context is everything. Understanding the data they work with - whether artefactual, environmental or theoretical - can only be effectively achieved as part of a rounded multi-disciplinary dialogue between experts who share a common understanding of key archaeological concepts and vocabulary.

My own doctorate examined a range of prehistoric landscapes in the Peak District, providing insights into a number of interpretative questions of direct relevance to the National Park Authority and the National Trust's management of the cultural heritage of the area, and involved working closely with a number of active community groups. It would not have been possible to complete this work without the advice and input of archaeological colleagues who were specialists in a range of disciplinary sub-areas including archaeological theory (application of the work of Wittgenstein and Bourdieu to my subject matter), geoarchaeology (sourcing of stone tools and pottery) and soil science (understanding podsolisation processes in moorland soils).

If the enhanced option three were to be implemented in the terms currently conceived, it would be to the distinct detriment of all staff within the different disciplinary sub-areas currently identified as worthy of

wide range of communities of learning and of knowledge exchange (see, for example, the thousands of responses to petitions, letters, press comment, and questions in parliament).

In these circumstances, taking more time to consider the benefits of preserving the discipline of Archaeology within a new school structure - for example as part of a merger with the Department of Geography or of History - would appear to me to be the best course of action at the current time.

<p>preservation, who would lose easy access to colleagues with a common vocabulary not shared by disciplinary philosophers, sociologist or environmental scientists with no specific background in archaeology.</p> <p>Evidence-base and consultation</p> <p>Others have referred in a range of contexts to limitations in the evidence-base which do raise significant questions as to whether a definitive decision should be made immediately, or else deferred pending a more detailed consideration of the different points raised since the UEB recommendation was first made public.</p> <p>Recommendation</p> <p>It is clear that the department faces a range of significant challenges. On the basis of the evidence I have seen up to this point, I would recommend reconsideration of the different 'merger' options referred to in the review report - most particularly the potential mutual benefits of making a home for Archaeology within the Department of Geography.</p> <p>There are many very clear synergies between these two disciplines, and between the approaches (past and present) adopted by these two departments to their teaching and their research, which deserve careful examination before a final decision is reached.</p>	
<p>At Senate we heard presentations from Review Panel Members, the Head of Dept. of Archaeology, and from the Department's students (via Student's Union Representatives). All parties agree the current situation in the Department is not sustainable and needs to change. However it is notable that the Dept. has still managed to maintain exceptionally good relationships with students, despite the very difficult circumstances they have faced over the last few years. The proud history, influence and reputation of the Department was noted by everyone concerned as was the support the Department has from a large number of internal and external organisations.</p> <p>Although there was clear evidence of decline in the Department's performance (UG numbers, staff numbers grant and overall income)</p>	<p>There are some disturbing issues raised by the recent Review of Archaeology. Not least the University has suffered significant reputational damage. This is difficult to quantify but messages about our WP strategy or our exclusive brand have been unfortunate, together with an apparent lack of support for Arts and Humanities. Furthermore, there are staff and students who have been subjected to needless stress and worry at an already very difficult time. In my opinion it's time to ask how we got here?</p> <p>At Senate we were given the distinct impression that this situation had arisen because of a breakdown of relationship between a Department and a Faculty/UEB. The decline of the Dept was in part accelerated by the pandemic and events related to this, but also due to lack of investment and</p>

presented to Senators, there was some cause for mild optimism in recent years over PGT numbers and reduction in deficit. A causal link between recent research performance and reduction in staff numbers is plausible. The HoD archaeology presented the Department's plans for reinvigoration. This included proposals to expand the PGT offer with supporting market research, boosting research performance by recruitment in strategic forward looking areas and increasing UG numbers by taking students at a slightly lower UCAS points level (in line with the practice amongst competitors). In contrast the Review Group suggested the Dept did not have a plan and lacked leadership. We did not hear good evidence for why these plans were not considered sufficient or appropriate from UEB Review group. This question was posed in a number of formats to the DVC, but the answers given appeared to be feelings or opinions rather than based in evidence, and moreover there were not even reasoned explanations for the opinions.

In contrast, the Dept was able to offer what appeared reasonable estimates of scaffolded goals that suggested a strategic route to academic success. For example, the review group opined that a small decrease in acceptance of UCAS scores would not make a difference, but the Dept was able to show when this had been done in the past students numbers close to doubled. The UEB review group had formed a negative opinion because of the number of PGR students the Dept currently had on LOA; however, students said this was a response to not being able to continue work during the pandemic, not because of the assumed supervision issues. In contrast the Student's Union provided evidence that the supervision in the Dept was sound. There was also criticism of the Department's strategy to recruit staff at earlier career levels not being sufficiently transformative, and an unsubstantiated claim of there being an absence of leadership in the Dept. This latter point, I believe, misunderstands that effective change often comes from younger staff who see things freshly and differently. It is also curious that the existing HoD very recently won a leadership award, implying there is good leadership in the Dept. One question asked why the Departmental staff recruitment plan had been considered good and worthy of Faculty and UEB support pre-pandemic, but was now insufficient. Senators were told that the pandemic had no bearing on the decision but the evidence seems to contradict this. The Review Group could not offer

support from Faculty/Centre over a number of years. Indeed, it looks like a text book case of how to manage a Dept into decline. This could happen to any Department at the University of Sheffield, so necessary learning going forward would be how could it have been prevented? It is noteworthy that the Heads and academic staff of several Departments (eg History, Geography etc) have approached Senators saying they support Archaeology's plans for renewal. Moreover their comments directly contradict comments made about these Departments by Review panel members during Senate. Notably one of these approaches concerns a possibly merger of Archaeology and Geography. Clearly, there is a significant danger that other Depts have damaged relationships with Faculty and UEB and so there is real concern about this direction in which we travel.

In addition, to the issue of the management of the Department into decline, there is also some learning to be done about how Reviews are conducted. It was shocking that the UEB Review panel had spent only 4 hours with different groups in the Dept before reaching its decisions. Overall, we were left with the impression at Senate that very serious recommendations had been made based on very little evidence and investigation. Moreover, it appeared that the whole situation could have been avoided had more time been spend communicating with the Department.

It is hoped that a reversal of the proposal to close the Dept. could turn bad publicity into good. The academic community now all know about the University of Sheffield's lack of support for Archaeology and associated A&H Depts. Reversing the proposal could allow this bad publicity to turn into good, and would certainly lead to support from a number of bodies. Archaeology could thrive again at Sheffield.

<p>any explanation for the change of opinion pre- and post- pandemic.</p> <p>On balance, I do not believe a good evidence based case has been made for either of the two options that involve closing the Department of Archaeology. Instead, a better option would be one where the Department remains and is supported to recover from a challenging situation by its colleagues in FAH and UEB.</p>	
<p>The questionnaire asked for comment only on the UEB recommended proposal (option 3). To close the department of Archaeology and move one aspect of the activity: Osteoarchaeology to medicine and another: Cultural heritage to landscape architecture.</p> <p>1. There is no academic argument in favour with the proposal is condemned by everyone knowledgeable about Archaeology. Option 3 will lead to the end of Archaeology as a subject in TUoS (option 2) which has a global reputation for academic excellence.</p> <p>All senators received emails from vast numbers of archaeology experts (from local outreach archology societies, to real heavy weights from learned societies, both globally and nationally). Furthermore, details from the head of Archology department (HoD), and all of these experts strongly opposed to this plan on compelling academic grounds, because archaeology needs to be kept as unit (a department) to flourish. The HoD has clearly explained that the unique nature of Archaeology means that it cannot thrive outside a departmental context. This is because it draws on many disciplines (e.g. History, Geography, Sociology, Anatomy, Biology, Earth Science, chemistry etc) but combines the approaches. E.g. start with a Historical methodology, but uses materials rather than written sources that need scientific analysis. But this scientific analysis must be performed from an archaeological perspective, e.g. examines bones considering historical and societal evidence, mismatched to why medicas are looking at bone. In this context all sections of Archology need each other to survive and thrive. They need specialist labs, material collections and resources unique to but shared between all in the department.</p> <p>There is evidence that Archaeology can be combined with another department, such as a department of History and Archaeology, but the HoD is not aware of any examples were Archaeology as an activity has thrived</p>	<p>I have very serious concerns about the lack of transparency of the review and steps already taken to undermine and close the department before you, as Council, have made a decision.</p> <p>In my experience of reviews and restructures across TUoS it is standard practice to involve stakeholders and people with relevant expertise of the subject and the department (this is stated in the change management policy). This usually include staff from the department. Indeed if the terms of reference are to be believed, it is not clear how the review group as composed could evaluate the tasks posed. Practically, involvement from the department staff and students is critical for the buy in required for any decision and it is the department that ultimately have to implement the outcome. The composition of review group is so unusual, it would be difficult to implement option 1, leading one to suspect this option was never really on the table. Both staff and Students have submitted complaints to TUoS senate ethics committee, all of which (to my knowledge) have been refused to be considered on grounds the interviews were not research (but the code makes reference to “administrate research”). The understaffed department has reported not been given access to data it requires for counter arguments and freedom of information requests denied.</p> <p>Key information has even been withheld from senators. Senators have repeated asked for very sensible information to aid them in giving council advice, even in reasonable time to collate it, and even under confidential classification. There was reference made that figures could be leaked, worryingly demonstrating UEB does not trust senate.</p> <p>Trust has broken down. In the senate meeting the chair completely neglected to discuss or even mention a paper asking senate to recommend option 1 to council. The paper clearly asked for a recommendation from senate. We were told the decision was not financial, but the goalposts on this seem to change. It is not clear what the point of the review was if not financial as</p>

<p>outside a departmental setting. Note the HoD said they were happy to explore combining with another department with the correct synergies. It is my conclusion (and one of the Archaeological community at large) that the proposal of Option 3 is the same as closing Archaeology down at TUoS (Option 2).</p> <p>2. I am very concerned about the lack of expertise on the review group and the quality of the review.</p> <p>The review group is made up exclusively of member of UEB (with the except of a HR and a planning director). This is the group that performed the review, wrote the report and formulated the options, all of which with no expertise in Archaeology (during Senate we learnt the external Archaeology reviewers were consulted but did not formulate the proposals or write the report). No one from the department was on the review group, highly unusual for a review in TUoS (see comments in following section). Answer to questions asked at senate and the documentation reveal this was a process done TO the department not WITH them. At senate there was numerous discrepancies between the data in the report and what the HoD reported, with bias “cherry-picked” data in the report (negative to the department). This is very concerning as I feel there is a larger story about the interactions of department with faculty and senior management that is not disclosed. Academically, the quality of the review is very concerning. The proposal states osteoarchoelogy will be relocated to medicine, without any reference to zooarchaeology, which is an intrinsic part of this course, and an internationally recognised strength of the department. Medicine would not accommodate zooarchaeology (especially the large collection of animal reference bones). This is just one example demonstrating a concerning lack of academic understanding, making implementation doomed to fail. Not in the best interest of the University.</p>	<p>there is a complete consensus (from all 3 presentations at senate) that the excellent reputation of the department is felt across the global. Before the Pandemic the department was approved 4 new academic posts so it could grow. How does a department go from world-acclaim with agreement to grow before a pandemic to potential closure at the end of a pandemic? The terms of reference specifically refer to “assess financial sustainability”. I cannot comment on how the finances of the department affect the University at large because senators have been refused this information.</p> <p>I am concerned the closure is already being implemented, before Council's decision. We heard the department has been squeezed for years with staff replacement not being approved and programs closed. Already, foundation years have been discontinued, open days cancelled, and letter have gone out to potential students putting them off coming. I was alarmed to see a UEB implementation group has already been established. All of this pre-empts your decision.</p> <p>I am very concerned about the timing of all this, showing no regard for well-being. It comes after a pandemic, and during assessments when staff and students are exhausted and demoralised.</p> <p>Finally, I am very concerned about the reputational damage all this is having on the institution. I for one would not take up a job at TUoS if advertised now. My advice is this process must be halted, investigated and trust needs to be rebuilt. Perhaps the global media could help recruit students if a U-turn was taken by senior leaders and it was clear they were listening and learning.</p>
<p>I will leave comments on academic matters to academic colleagues.</p>	<p>The debate has raised a range of questions for me:</p> <p>1. The Department strongly dispute that the letter to the Vice Chancellor sought to “raise concerns about its sustainability, and the approach of the Faculty towards the issues that it faces, and advised that action be taken to address the situation.” Having had sight of that letter, I feel that the above statement does not properly describes the purpose of the letter. The letter in fact states that: “As Head of the Department of Archaeology, I write, with the support of my colleagues (below), because all avenues to discuss our</p>

	<p>future at a more local level seem to have been exhausted and attempts to strengthen our position as a department have met with resistance and negative responses." That statement does not align with the statement from the report above, and serves to cast, at least some, doubt as to the purpose of the review.</p> <p>2. In respect of the finding at 2. "The recruitment of undergraduate students is a major challenge for the Department. The number of prospective students is small and the number of competitors high; with evidence to show the Department is not a preferred choice. It is unlikely that the Department's plan to recruit more students through lowering entry requirements and feeder routes will result in a major change", it is unclear:</p> <ul style="list-style-type: none">• what the impact on the University's overall Tariff would be of a lower Tariff being permitted for a relatively small cohort of students. In other words, to what extent would that reduction affect the overall institutional Tariff?• whether recruitment to the University's Archaeology programmes is genuinely the issue or whether the recruitment of UG students has been hampered by the line being held on the Tariff. Whilst I recognise that the pool of applicants across the sector is small, declining even, to what extent has the University's position on the Tariff, and the ongoing gaps in staffing in the Department, prevented it from recruiting the students they need? <p>With those questions in mind, there seems to be scope for the Department to legitimately argue that it has been "set up to fail".</p> <p>3. There also seems to be sufficient doubt as to the extent and quality of the review and consultation process to here also cast doubt on the validity of the findings. The findings appear to rely much more heavily on sector and university data than on findings from the review process itself, and there are clearly questions as to whether there has been a genuine process of engagement and consultation with the staff and students of the Department. Which again casts doubt as to the purpose of the review and its findings.</p> <p>4. In relation to finding 7. "The Department lacks sufficient leadership to address adequately the challenges it faces. There is a lack of critical engagement with the key issues, exacerbated by the recent loss of staff. It is highly unlikely that it would be possible to recruit new staff with the required leadership skills to address successfully the Department's numerous</p>
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	<p>challenges."</p> <p>A question was raised at Senate in relation to the management of the performance of those in leadership positions, and whether there were personally given the opportunity, and the time, to address those concerns. This question was not properly addressed and raises a question around the fairness of the approach.</p> <ul style="list-style-type: none">• Finally, on the matter of financial sustainability, there appear significant divergence of views in the modelling of the Department's financial future. Here also, it is not clear as to whether the review process has genuinely engaged with the Department in exploring, and fully assessing, the financial viability of their proposals. <p>Given the above, I feel there remain too many unanswered questions to comfortably support the proposed option.</p>
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Archaeology Review

Issues and options



Purpose of the Review

Origin - A letter from staff to the VC which raised concerns about the Department's future, the approach of the Faculty towards the issues it faces, and an implicit request for action to be taken. This led to the appointment of a UEB Review Group

<i>Chair:</i>	
<i>The Provost & Deputy Vice-Chancellor</i>	Professor Gill Valentine
<i>Members:</i>	
<i>Interim Vice-President (Education)</i>	Professor Mary Vincent
<i>Vice-President (Innovation)</i>	Professor Dave Petley
<i>Vice-President (Research)</i>	Professor Sue Hartley
<i>Executive Director of Academic Services</i>	Rob Sykes
<i>Associate Director of Human Resources</i>	Rob Gower
<i>Director Planning, Projects, Business Intelligence</i>	Al Carlile
<i>External Reviewers:</i>	
Two professors from Russell Group departments of Archaeology with senior leadership experience. One nominated by the Department and the other by DVC	
<i>Secretary:</i>	
	Nick Button, USO



Terms of Reference

- To identify a future strategic direction for Archaeology in the context of a challenging external environment in which undergraduate applications have declined.
- To evaluate the sustainability of the current teaching programme and potential teaching opportunities.
- To review the current academic balance of the Department and, in particular, the relative research & innovation strengths and future sustainability of key sub-disciplinary areas in a changing external disciplinary context.
- To assess the financial sustainability of the Department.
- To consider a range of options and bring forward/recommend proposals to the University Executive Board for the future of Archaeology.



The Review Process

- **Data:** an information pack was prepared containing: a range of comparative data; a statement of strengths and challenges provided by Department; the Faculty priorities for teaching and research as the Department did not have its own strategies; and the Department's recruitment and research strategies. A supplementary data pack was also issued that provided further information following feedback from the Department.
- **Assessment of the Department's performance:** The Review Group met with key staff to discuss - learning and teaching, research and innovation, and postgraduate research students.
- **Department Executive and student input:** meetings were held with the leadership team and student representatives chosen by the Department to seek their views on the position, key strengths and challenges.



Context

- **History & Reputation:** The Department was established in 1976. It played a leading role in the development of archaeology as a modern discipline, with several Sheffield staff who have since left or retired being influential figures. This reputation is reflected in QS 2020 where it was ranked among the top 50 archaeology departments in the world.
- **Staffing** – In January 2021 the Department had 11 teaching and research staff; 2.8 teaching only staff; 2.8 research only staff; 4.6 professional service staff and 3.3 technicians
- **Wider role of the Department within University/SCR** - Heritage Project Castlegate is one of the priorities within the University's work programme in the Sheffield City Region. The contribution of archaeologists is highly valued. It has been prioritised by the University because of its commitment to maximising the impact of its research and teaching in the region.



Key Findings

1. The current academic position and size of the Department of Archaeology is not sustainable

- **The Dept. is facing difficulties across the majority of its academic activities:** undergraduate recruitment & research activity has declined over the last 5 years; postgraduate provision is in a more positive position but is heavily reliant upon one course that recruits almost entirely from one market.
- **Staff have left with replacements restricted due to the Dept's financial position:** This has led to a reliance on fixed term teaching staff in order to sustain a large number of courses with small numbers of students.
- **The Department has run at a financial deficit for the last 5 years:** the final position for 2019/20 was an overspend against the expenditure budget of £327k. In 2016/17, the cross subsidy to Archaeology was £519,674; this had risen to £626,403 in 2019/20.
- **The status quo cannot be maintained:** staff are struggling to manage multiple challenges. In effect, the Department is too small to be sustainable as an academic unit.



Key Findings

2. The recruitment of UG students is a major challenge. The number of prospective students is small; with evidence to show the Department is not a preferred choice

- **Market:** over the last 5 years the Russell Group saw an overall decline of 11%. The decline at Sheffield was much larger at 37%. The proportion of applicants selecting Archaeology at Sheffield over competitors, where offers have been made at both, has also declined –from 38% to 26% (against a University average in 2020 of 38%).
- Only 1 out of 8 UG programmes has recruited an average of more than 10 students over the last 5 years. In 2020-21 the Department admitted 31 UG, 66 PGT and 6 PGR students into 1st year. The past year has seen a reduction in UG firm offer holders to currently less than 10.
- **The Department’s plan to address the UG recruitment challenge:** is to lower entry requirements/tariff (to BBB at A level & accept BBC in clearing) and to admit non-mature students through lifelong learning routes.
- **The Panel felt this may lead to a small increase in student nos but will not address the fundamental challenges** of the size and declining nature of the market. It also runs contrary to the University’s Vision to increase the quality of the student intake over the next 5 years.



Key Findings

3. *PGT is highly reliant on one course*

- **PGT recruitment:** Only one of the 17 Archaeology Masters programmes (*Cultural Heritage Management*) taught over the last 5 years has recruited an average of more than 12 students. Its applications are increasing (100+ for offer holders for Sept 2021).
- **Risk/vulnerability of reliance on one significant income stream:** *Cultural Heritage Management* is reliant on: i) recruitment from China, in contrast to the University's strategic aim of diversifying its international student intake and moving away from reliance on this market; ii) a significant contribution from the Management School
- **Shared concerns of the Panel & Dept:** about its reliance on one programme and the Chinese market and that the course is dependent upon temporary, fixed term staff for delivery.
- **Opportunities in forensics:** the externals were sceptical of this perceived market opportunity, noting that other universities had already established offers in this field and have specialist facilities that Sheffield could not put in place without significant investment. The Panel noted that, whilst niche in terms of student recruitment, the osteoarchaeology area is well-regarded across the sector and internationally



Key Findings

4. The Department's research performance has declined significantly and is not sustainable in its current form

- **Research income is low:** In 2018/19, Sheffield ranked 15th out of 17 universities in the Russell Group for research expenditure per FTE, with just one successful grant application in 2019/20 (£31.5K). In 2020-21 there have been 2 new successful applications in the current year (£14.7K and £1.2K - total value = £15.9k) & a Covid extension to a Fellowship.
- **REF:** The Dept.'s strength is in the translation of research into impact via Knowledge Exchange. Yet, while the current Impact Case Studies appear strong, they are inevitably reliant on past research projects & the historical input of staff who have since left the University. Given the trend of low levels of research grant income success, which in turn helps drive the translation to impact, the Panel was concerned about how the Dept. can maintain a viable pipeline of activity for future ICSs, although staff were more confident about their longevity.
- **There appears to be a lack of clarity about the strategic direction for the Department.** It has recently identified four research themes. The Panel felt this was too many for a small unit and the themes did not match the self-identified areas of strength.



Key Findings

5. PGR a large number of students are not submitting within their funded period; and 6. Student feedback is positive

- **Concern about PGR supervision:** of the current community of 60 students, only 27 are within the tuition fee period. The majority of others are either out of the tuition fee period requiring extensions or on some form of absence.
- **Student experience:** feedback was very positive, noting that the Department is welcoming and friendly, and that students felt supported during the Covid-19 disruption.
- **Why Sheffield?:** many of the students attending the session identified the specialism of human osteoarchaeology as their key reason for choosing to study at Sheffield.
- **Student concerns:** some students raised concerns about the lack of dedicated space for the Department. This could be addressed when the Social Science hub is completed and frees up space at the Jessop end of campus



Key Findings

7. The Department lacks sufficient leadership to address adequately the challenges it faces

- **Lack of leadership capacity:** the Panel identified a concern that the Department's proposals for investment did not address this issue, instead proposing to recruit four early career staff.
- **Lack of critical engagement with the key issues:** the Panel was disappointed by the absence of an appropriate strategic response to address the key challenges faced by the Department. There was also a visible lack of cohesion at times between staff as to the overall strategy and future direction of the Department.
- **Staff recruitment challenge:** it would be very difficult to recruit new staff with the required leadership skills to address successfully the Department's numerous challenges given the position of the Department nationally.



Exploration of Options

- The Review Group concluded the Department is too small to be sustainable as an academic unit but that it has key strengths in research, innovation & education and considered whether merging with a cognate department might ensure the future of this activity.
- **Merger of Archaeology and History:** was considered previously by the Faculty but was ruled out because of the incompatible nature of the two departments' research, innovation and education portfolios. It was raised with the Executive who confirmed that it did not consider it to be an appropriate future direction for Archaeology.
- **Merger with Geography:** as the two Departments are grouped nationally in REF Panel C. However, it is only the quaternary palaeo-environment sub disciplinary area of physical geography that might provide appropriate synergies with activities in Archaeology.
- **Key Strengths of Archaeology:** osteoarchaeology and cultural heritage. These have links to cognate research, innovation and education activities with the School of Medicine and the Department of Landscape Architecture respectively. Both are financially sustainable units with appropriate intellectual environments and the potential to nurture and support the future development of Archaeology's strengths and thus to protect it as a discipline

Options

3 Proposals were submitted to UEB

Option	Description
Option 1 – Investment in the Department	<ul style="list-style-type: none"> • Invest in 4 FTE additional ECR academic staff • To support the expansion of commercial consultancy and to contribute to the development of new cross-disciplinary programmes at UG and PGT
Option 2 – Department Closure	<ul style="list-style-type: none"> • Cease recruitment of new students • Honour our commitments to existing students • Impact on staffing – roles would be redundant
Option 3 – Retain Archaeology as discipline but not as a department	<ul style="list-style-type: none"> • Retain key areas of strength and re-align these to other Departments in the University with cognate strengths • Non-retained programmes cease recruitment of new students; honour our commitments to existing students (as option 2) • Impact on staffing – some roles in the Department would be redundant



UEB Recommendation

- UEB recognised the Department's historic reputation and its areas of strength but that it is facing multiple challenges, including a difficult external environment and a significant reduction in UG numbers
- UEB agreed that the status quo cannot be maintained, given the small-scale but very diverse nature of the activity and that in effect the Department is not academically sustainable.
- However, the University remains committed to retaining and supporting areas of research and teaching strength in the discipline of archaeology and to investing in areas of excellence, in line with the University Vision.
- **UEB agreed to recommend to Council an enhanced version of Option 3;** to retain key areas of strength in archaeological research and teaching by aligning them with other parts of the University, with a strong commitment to supporting the transition and to targeting investment in the further development of these of excellence, including extending inter-disciplinary collaborations.
- This approach to retaining the discipline is in line with that already adopted by other universities. Of Russell Group Universities that have Archaeology as a discipline 5 are integrated into another Department & in 2 it is maintained across several Departments
- **It was noted that this would mean discontinuing some programmes**



Implications if Agreed

- **UEB recognised there is more work to be done to identify all the cognate departments and activities that most closely align with areas of strength;** and to identify ways in which the University can support the transition and invest in the further development of these areas of excellence, including extending inter-disciplinary collaborations.
- **A UEB-led implementation group has been established:** to identify a fair & transparent process (including staff/student engagement) for the above, with a view to the staff/students associated with these areas being transferred to other Departments, subject to the Council decision.
- **UEB is committed to ensuring that students continue to receive high quality teaching, research supervision and support** for the duration of their studies and to following the processes outlined in our Student Protection Plan.
- **The University's work in the Sheffield City Region, especially on heritage projects such as Castlegate, will continue to be a priority within our regional work programme.** This programme is independent of any decisions relating to individual departments. It involves academic input from a range of departments and it is this interdisciplinary approach that has led to the success of projects that the University has delivered with partners.
- **The University is committed to arts, culture and heritage** 5 years ago it created a Director level role, with a team, to focus on the support for and development of arts, culture & heritage led activities within the SCR which is unique amongst UK universities.



Response to UEB Recommendation

Campus Trade Unions oppose the UEB recommendation: meetings have taken place with SUCU and JUCC

Save Archaeology Petition: signed by 42,224+ people

Email campaign: Approx 2,300 sent to VC/UEB from current /former staff and students; prospective students & parents; MPs; alumni & donors; academics from other universities around the world; Learned Societies; professional archaeological organisations; journals; local cultural & heritage organisations

The main points expressed in these emails include:

- Concerns and outrage about the University's plans
- Specifically saying vote for option 1 (investment) and asking the University to reconsider its decision
- Highlighting the world leading reputation of the Department & its historical contribution to the discipline
- Fond memories and experiences of working and studying in the Department. How it had a positive impact on individuals, how the skills gained are cross-transferable to any discipline or career
- The value of archaeology as a degree and discipline and its importance and role in society
- The negative impact that the Sheffield decision will have on UK archaeology and that it will lead to a reduction in the next generation of archaeologists and heritage specialists
- Potential negative impact on the local community and local and regional projects and initiatives
- How the Department and the discipline support the commercial sector
- Individuals stating that they will withdraw alumni support and/or donations to the University
- Highlighting a negative impact on the reputation and standing of the University as a whole.

Response to UEB Recommendation

Initial Feedback from Archaeology Staff

- Concern about the negative view of the Department. Do not believe that it is unsustainable, simply short-staffed. Archaeology is not the only Department running a deficit. Believe that reducing tariff at York gave its Department a sustainable core to build from.
- Would like a more balanced approach that highlights some of the positives and the reasons for issues, e.g. decline in research income being linked to the loss of staff. The Department is not the only one that is over-reliant on the Chinese market. Questioned what consideration was given to merging the Department with another.
- Do not agree that Impact Case Studies will necessarily dry up as many are still ongoing, including the work around Castlegate. While the University may theoretically have a tariff of ABB, in reality many students are recruited below that level.
- Department has specifically prioritised realising KE from their research and has been flagged as a strong example of that within the Faculty.
- Department faced many obstacles from Faculty management, not just Departmental problems. Closing a high profile Department will cause significant reputational damage for the University.
- Additional staff recruitment had previously been agreed but was paused due to Covid

Response to UEB Recommendation

Initial Feedback from Students Who Took Part in the Review

- PGR student numbers and completion within funded period will have been heavily affected by Covid and the ongoing challenges that many students face during this period.
- Concern that Option 3 would lose the uniqueness of the discipline. Would students still be able to graduate with an Archaeology degree without a dedicated Department?
- Archaeology recruits many students from WP backgrounds or through foundation years – how does that affect the student recruitment figures and does it align with the University’s stated aim of improving the quality of the student intake?
- One student was keen to continue to do a PhD at Sheffield but was concerned that any watering down of Archaeology as a discipline would make it less appealing.
- A question was raised about teach out for part-time students and the timescale over which decisions would be taken (both of which were clarified in the meeting).
- Concern was raised that an Archaeology Department, without disciplines that were similar in other Departments (such as Classics, Ancient History) was a unique selling point for Sheffield.
- A plea was made for investment given the unique space that Sheffield occupies in the discipline.



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Next Steps

The final decision is a matter for Council

Council (14 June 2021) considered the proposal and is today, through this process, seeking the advice of Senate to reach an informed view

The UEB proposal and advice from Senate will then be considered at Council on 12 July

In circumstances such as this, the University must consult with students, and even ahead of any final decision is required to flag to the OfS that it is contemplating withdrawing programmes. This is all underway.

Should Council approve the recommendation, this will trigger the implementation of measures under our student protection plan (SPP) which includes teach out and other alternatives

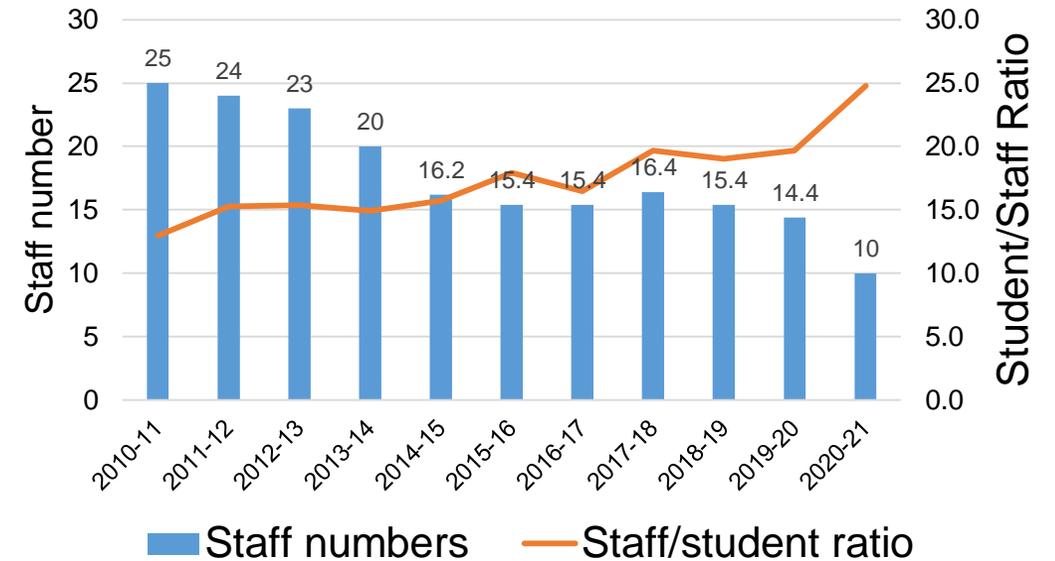
Archaeology at Sheffield

The case for option 1

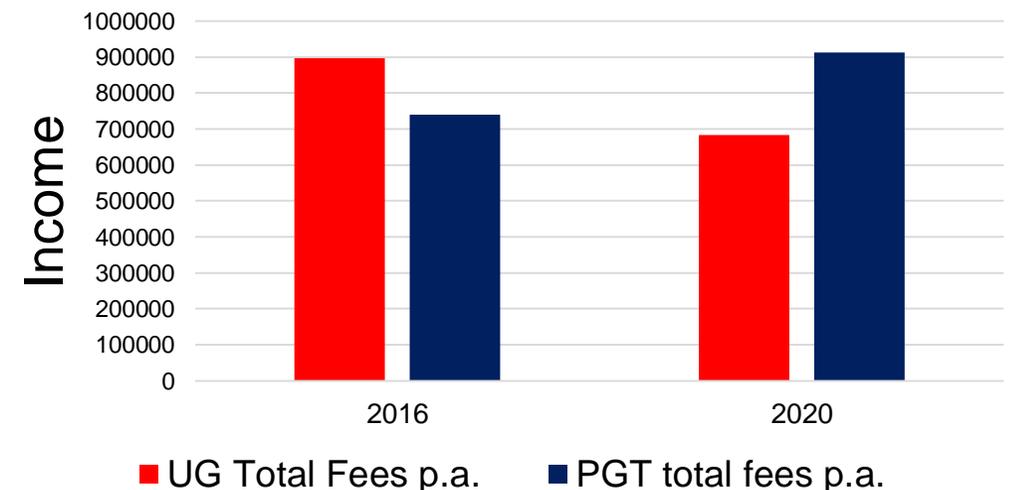
Context: our letter to VC

- In response to:
 - serial non-replacement of vacant posts (maintained overall student numbers)
 - imminent closure of our UG programmes (= c. half our income)
 - rejection of our teaching, research and income-generation initiatives
- We requested discussion with the VC (Nov 2020)
- VC's response:
 - a review chaired by DVC
 - in which Department voice largely silenced

Student to Staff Ratio



Total Income by Student Group



Review process

- Limited 'consultation' : staff 4 hrs, students 1 hr (Review meeting 12 Feb).
- Difficulty of acquiring data in a timely fashion
- Data pack sent to Dept (after Panel) 6.5 working days before review
 - major errors, misleading information, cherry-picked negative data
- Short verbal feedback on Panel findings (19 May). No further opportunity to address concerns or consult on options sent to UEB.
- Request for copy of Review Panel report refused until version in Senate papers released (4 mths after Panel and 4 working days before Senate)
- Verbal feedback on Panel findings and UEB report to Senate also had errors

Outcomes from Review panel & UEB

- Options from Review panel to UEB
 1. Invest in the Department (FAH-approved plan pre-Covid)
 2. Close the Department
 3. Retain, elsewhere in University, 2 key 'areas of teaching and research strength'
 - but 2 selected 'areas of strength' highly unlikely to survive out of context
 - no precedent for successful divorce of such narrow specialisms from archaeological context (reversed in some cases)
 - 'areas of strength' = highest-income PGT programmes, taking no account of overall areas of research strength
- UEB recommended 'enhanced' option 3
 - invest in expanded areas of strength (but not inc. in financial modelling)

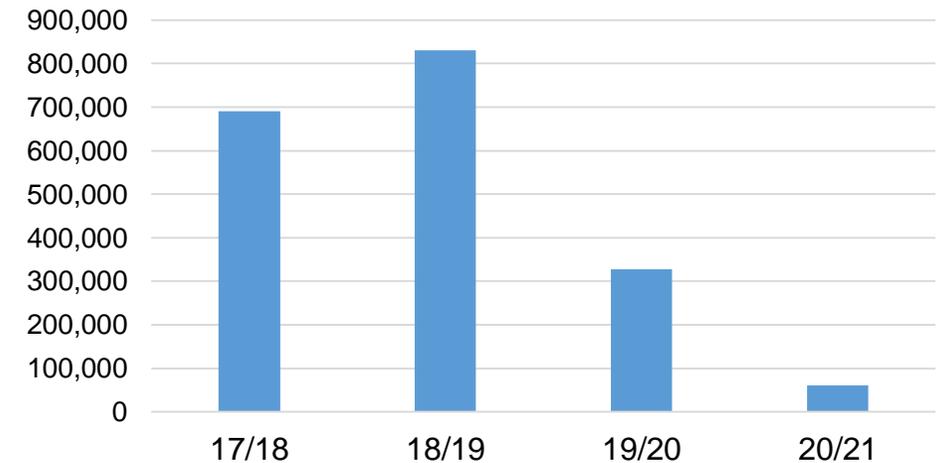
UEB already acting on 'recommendation' before Senate/Council approval

- No mechanism in place for HoD successor from September 2021
- DLL foundation year 2021 intake stopped in November 2020
- Letters to UCAS applicants imply approval of 'recommendation'
- Current DLL foundation year + UGs warned of poor student experience and small cohorts; directed to alternative degrees
- Our summer open days cancelled
- PGR students told alternative supervisors would be found in other departments

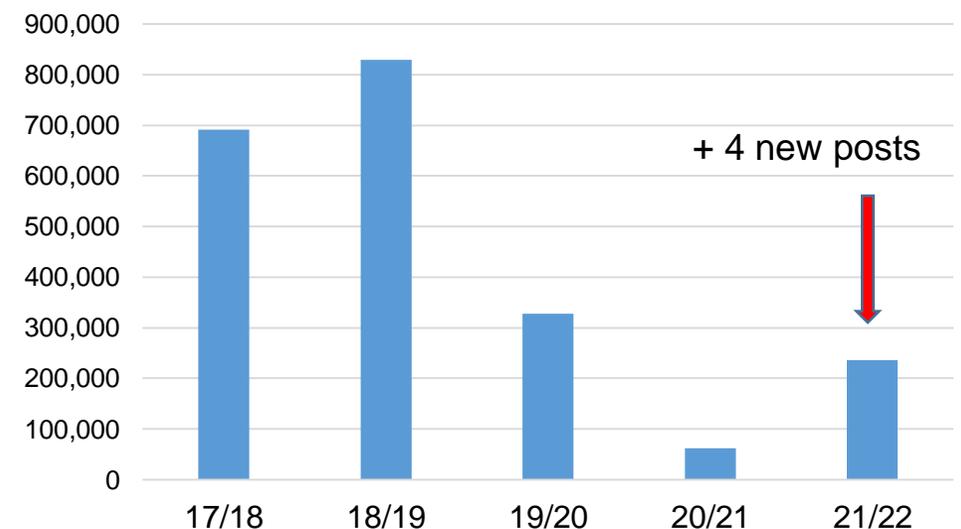
Our position

- Department has medium/long term plan agreed with FAH in 2020 and has met all aims and objectives (set in 2018).
 - Almost eliminated deficit in 3 years (review data)
- Option 1 – invest in the department only models new staff *costs*, not *income* from new initiatives
- Why invest now and increase deficit?
 - 4 new (approved) posts will cost c. £178K
 - Income to break even (in y1) = extra c.£240K
- Equivalent to:
 - ~10 UG (Home) or ~5 UG (O/S) p.a.
 - **OR** 30 PGT (Home) or 15 PGT (O/S) p.a.
 - **OR** 60 distance learning students p.a.
- **COMBINATION** – spreads risk/opportunity

Deficit (total income - total costs)



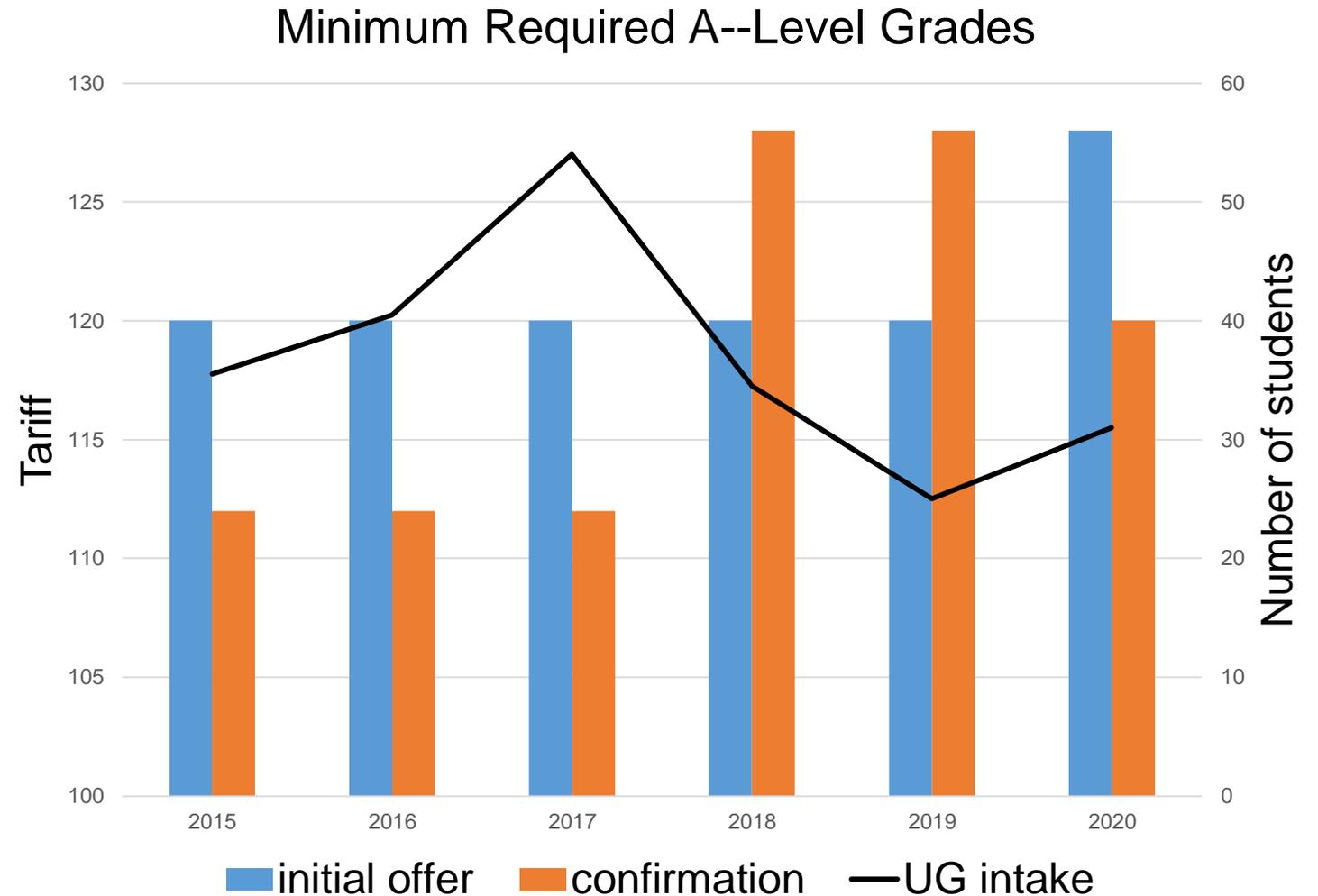
Deficit with 4 new posts in 2021 (assuming 2020/21 income in 2022)



Research Theme (REF 2021)	New/replacement posts in Teaching, Research and KE	Main income generation (as well as contributing to current UG/PGT portfolio)
Environments/ Sustainable living landscapes	<p>(1)Lecturer in Archaeology of Environment and Sustainability</p> <p>(1)Lecturer in Global Heritage and Archaeology</p>	<p>(1) Research income (AHRC, EPSRC and NERC's research strategies)</p> <p>(2) New cross-faculty MSc</p> <p>(1)MA Cultural Heritage Management</p> <p>(2)Business manager for consultancy</p>
Health, life histories and identity	<p>(1)Lecturer in Bioarchaeology and Forensic Science</p> <p>(1)Lecturer in Iron Age/Roman Archaeology</p>	<p>New cross-faculty MSc 'forensic' archaeology</p> <p>Core to British Archaeology / UG recruitment (school subject)</p>

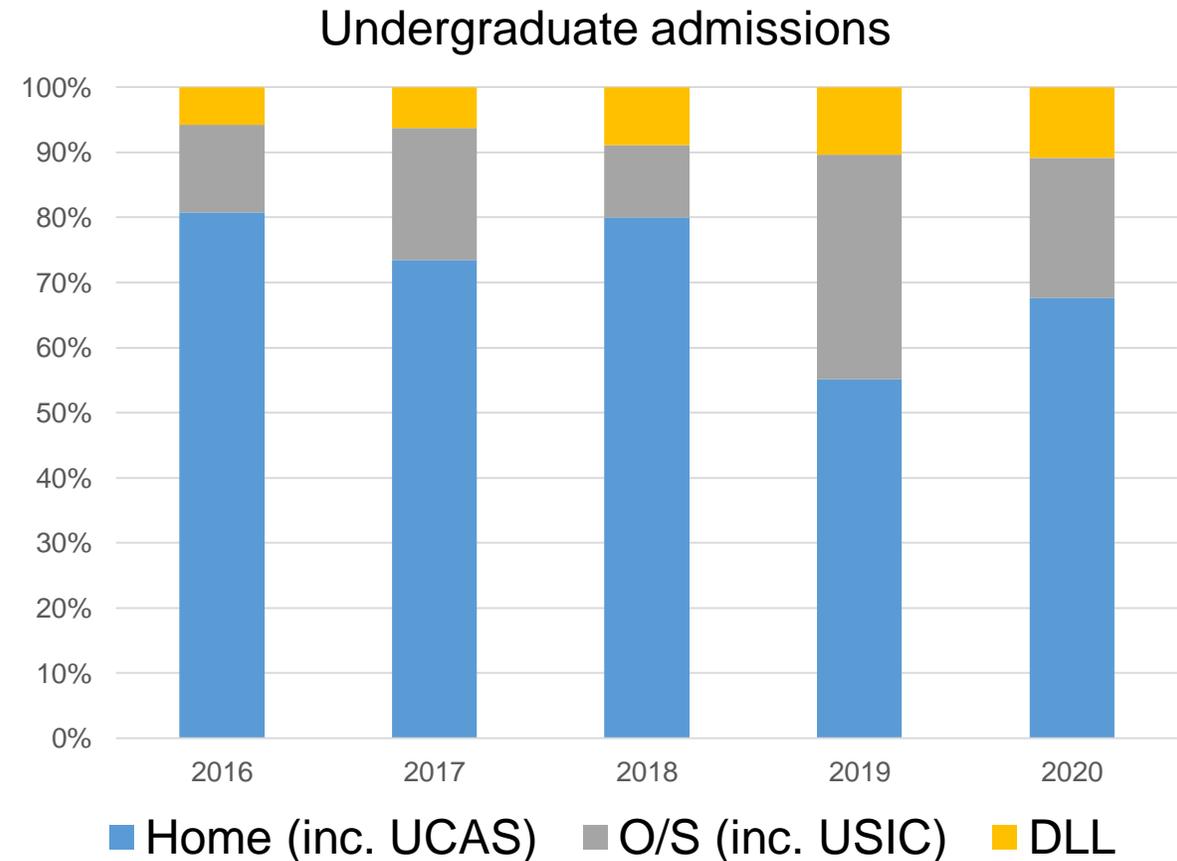
Income Generation: UG Students

- Align tariff with our 'competitors' at initial offer, confirmation and clearing
- Extra 10 UG students by yr3 = £285K



Income Generation: UG Students

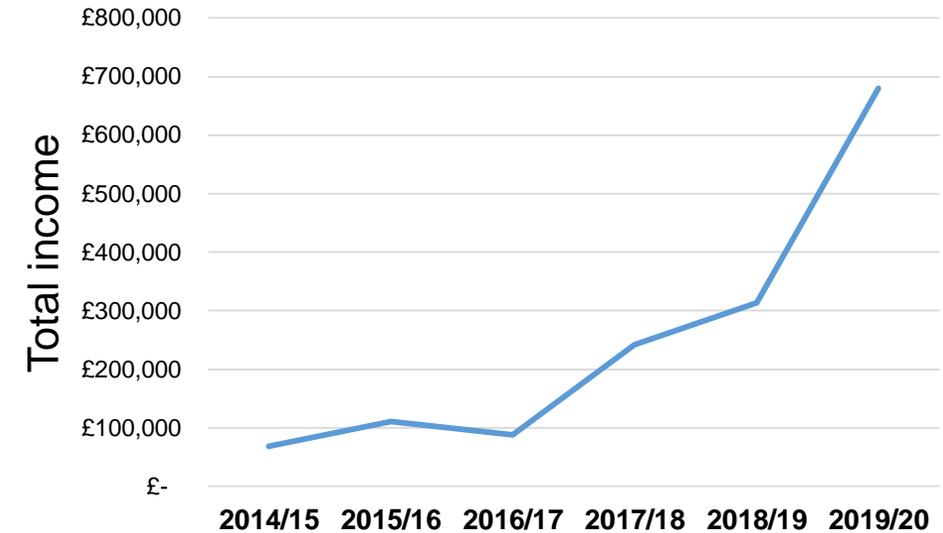
- Take non-mature foundation year students (Dept Lifelong Learning)
 - Entry for 2021 = 11 'mature' students
 - Engineering faculty foundation year
 - Up to 2015: mean = 50 students p.a.
 - Since 2015: mean = 217 (Sept 2020) by widening admissions criteria to include lower grades (WP)
 - Our foundation year students go on to successful careers
- Extra 10 UG students by yr3 = £285K



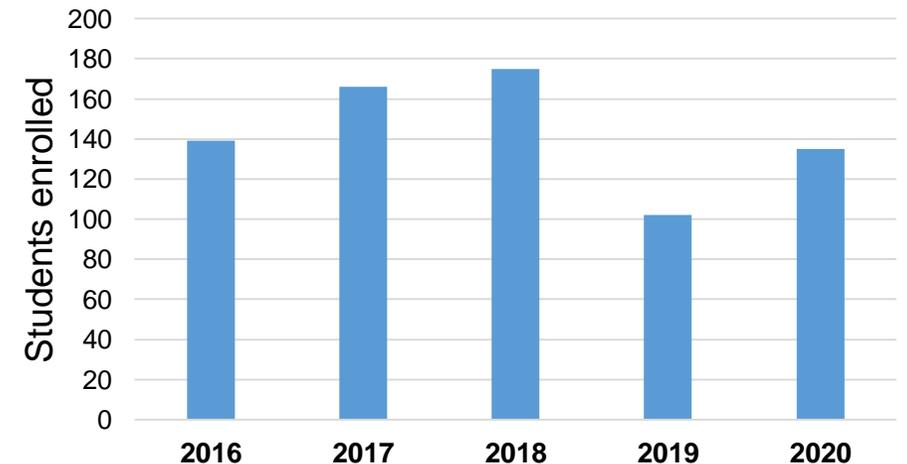
Income generation: PGT Students

- MA Cultural Heritage Masters numbers
 - associated Landscape and Heritage (from 2020)
- Forensic archaeology with medicine (BMS/Biosciences – USP)
 - HESA data: 'The highest levels of growth appear to be in ...'Forensics' (Planning and Insight 2018)
 - HESA data: PGT Forensics applicants (c.800) = 1.5 x Archaeology (c.550).
 - UG module BMS352 recruits 100+ (c. 20 continue to forensic masters elsewhere)
- New MSc – e.g. 20 students in 'forensics' at £12k = £240k / 2 (joint) = £120k

MA Cultural Heritage Masters



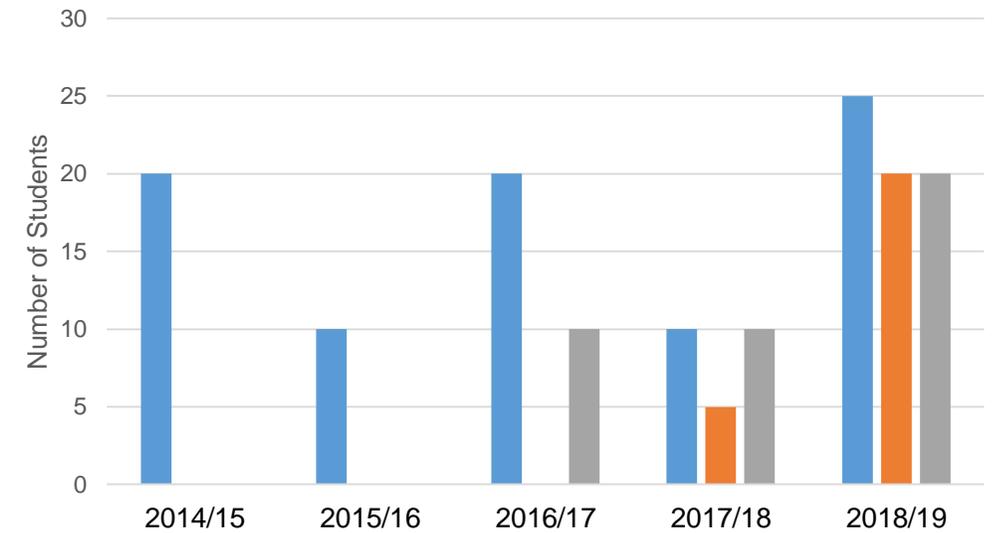
BMS352 Forensic Anatomy Module



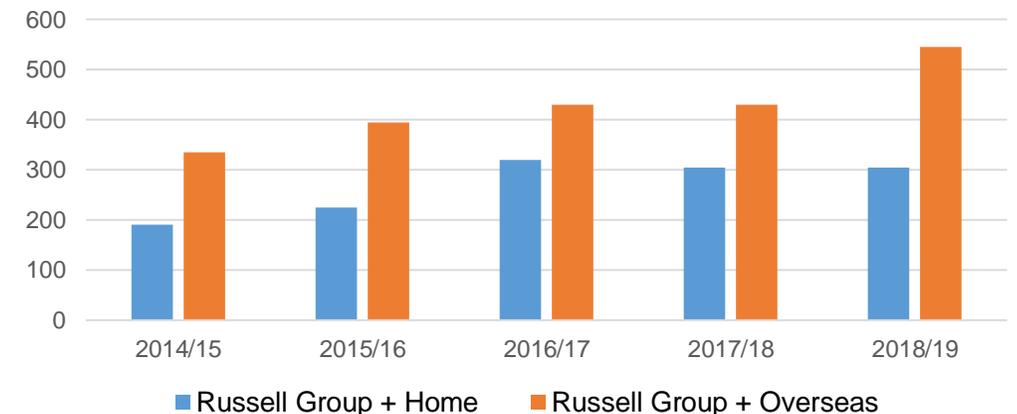
Income Generation: PGT students

- Environmental Archaeology and Sustainability post:
- New 'Food Systems' MSc with APS and Geography
- Strengthen MSc Bioarchaeology (new in 2020)
- MA Sustainability Studies (comparative Archaeology competitor statistics)
 - First year of entry 2020 – 24 students

MSc 'Food Security/Environment'



Students in Russell Group Universities by domicile: Key: food, agric, crop....



Other planned income streams

Develop blended and online-only specialist MA/diploma programmes, based on current successful CPD short-courses:

- Skills-shortage in archaeological specialists; Department's reputation for graduate-level education
- Income @ £4.5k fee projected £90k/20 students (2018-19 short-course income was £63k)

New business manager:

- Administrator 0.5 FTE G6 = £20k p.a
- enhance and manage partnerships with heritage professionals – nationally and internationally enhance consultancy

Archaeology/Heritage Distance Learning Students at Competitor Institution (2020-21)

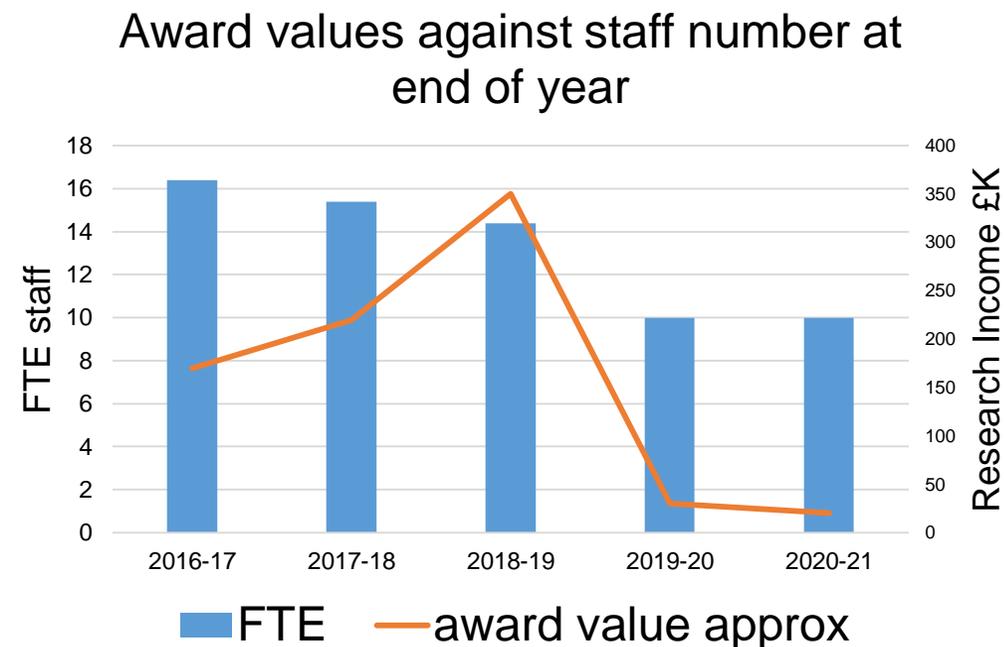
Number	3 year MA Subject A	3 yr MA /2 yr PGDip Subject B
Applicants	27	44
Acceptances	20	32

Income shrinks as staff shrinks due to non-replacement of retired staff

Strategy to increase grant income

1. New posts
 - spread workload
 - open new funding streams (Sustainability post)
 - business manager (Heritage post)
 - Dept. Manager/full strength PS team
2. Grant capture (£700k/15 staff p.a.), e.g. combination of
 - major ERC at £2M over 5 years
 - Marie-Curie ECR at £200k over 2 years
 - AHRC/NERC at £0.5M over 3 years
3. Heightened public profile
 - Public engagement e.g. Castlegate £16.7M HLF bid now with SCC
 - Greater T&R engagement with strategic partners (EH, NT, Wessex Archaeology, Peak Park, etc.)

Income: Research



Our view

The Review process

- Lacked transparency and consultation (with staff and students).
- The data and modelling presented to the Review Panel and UEB/Senate not rigorous
- No discussion of options or possible solutions with the Department.

Problems with Option 3

- Financial modelling does not consider UEB's 'enhanced option 3'.
- Dispersal of Archaeology to disparate departments rare and unsuccessful elsewhere.
- Reputational damage from Department closure would be severe and lasting.

The case for Option 1

- Department has nearly eliminated its deficit over the past 3 years.
- We have a plan for sustainable growth and are committed to developing and evolving this in collaboration with senior leaders and external partners.
- Severe UK shortage of trained archaeologists = 'key workers' (UK government)
- Archaeology has local, national and global appeal and is key to grand challenges
- Archaeology should have a secure future at Sheffield



Detailed National Figures for Home UG Intake for Archaeology

1. Introduction

This document provides more detail on the numbers of Home Undergraduate students entering higher education for the subject areas which the University of Sheffield Department of Archaeology occupies and the entry qualifications of these students. This data is in response to a request for further information from senate.

2. Source Data

The data provided comes from HESA (Higher Education Statistics Agency), who collate annual returns from all Higher Education Institutions on Students, Staff and Finance. Due to HESA sharing rules linked to data protection, student numbers are rounded to the nearest 5 with numbers representing Full Person Equivalent (FPE). HESA data is made available a year and a half after student entry.

The Higher Education sector in recent years has worked to transition from JACS Codes (Joint Academic Coding System) to HECOS Codes (Higher Education Classification of Subjects). This is in response to JACS no longer providing enough codes for the variation in programme subjects. This change was implemented sector-wide in advance of the 2019/20 data from HESA.

To compare University of Sheffield departments to the sector and our competitors we use the above codes. Where a department reports to a code (previously JACS, now HECOS) the number of students on these codes at other intuitions are used to create the comparison population. Codes that are not used by University of Sheffield departments are not used in department comparisons.

3. Number of New Home Undergraduate Entrants

Archaeology Sector Comparison

Home Undergraduate New Student Intake

	2015/16	2016/17	2017/18	2018/19	2019/20
Russell Group	1715	1705	1660	1605	590
Other HEIs	950	930	940	905	370
Total Sector	2665	2635	2600	2510	960

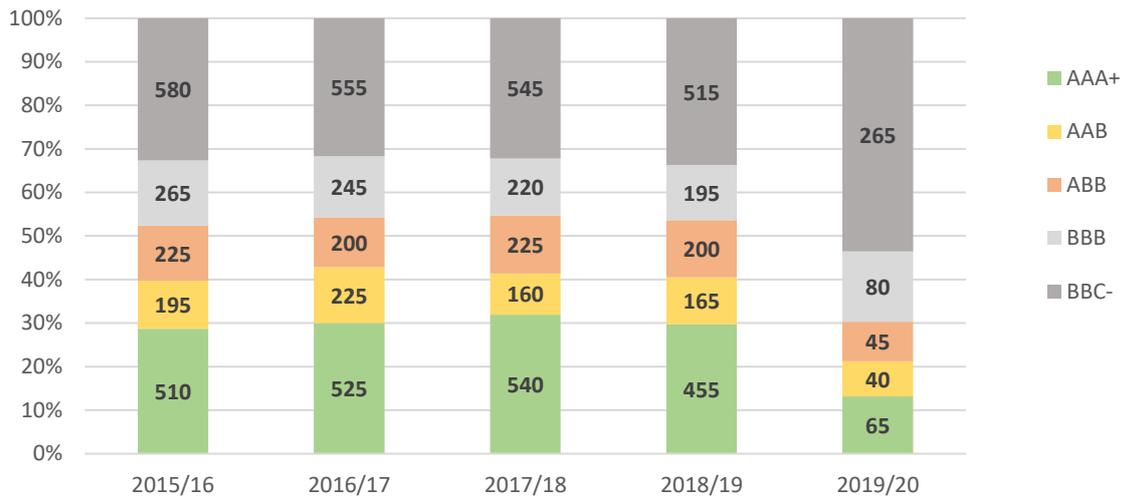
The change in figures between 2018/19 to 2019/20 is due to the sector-wide coding changes explained in section 2. This is principally a result of the University Sheffield Department of Archaeology returning to fewer codes and competitors moving provision onto codes not used by the Department of Archaeology at Sheffield. One main impact resulting from these changes is the clearer separation of Archaeology from Classical Studies in the data.

The 1670 number referenced in the question from Senate is the 2018/19 new student intake number for the Russell Group (including both home and overseas fee status). The 2018/19 data was the most up to date HESA information available at the time of the department review meetings.

4. Quality of Undergraduate Intake

HESA data used to compare intake quality uses the tariff score of a student's top 3 A-levels results and converts this into the equivalent grades. HESA intake quality data shows all students with tariffable qualifications on an undergraduate programmes (foundation years are excluded) who are under 21 years old on entry. Note that the number of students with tariffable qualifications on entry each year (as provided in the HESA data) is less than the total intake each year as seen above.

Archaeology Sector Comparison UG Intake Quality by Equivalent Top 3 A-levels



The changes in figures noted in section 3 are also represented in the numbers for intake quality.