

## THE SENATE



### Minutes of the meeting held on 6 June 2018

Present: The Vice-Chancellor (Professor D.J. Richardson) (in the Chair), Deputy Vice Chancellor (Professor N. Ward), Pro-Vice-Chancellor Research and Innovation (Professor F. Lettice), the Faculty Pro-Vice-Chancellors (Professor S. Barrow, Professor J. Collier, Professor D. Edwards and Professor P. Gilmartin), Heads of Schools (Professor P. Dobson, and Professor M. Searcey), Academic Representatives (Dr H. Adcock, Dr A. Avila-Merino, Professor K. Coventry, Dr B. De La Igesia, Professor R. Hand, Dr M. Neumann, Dr D. Nowell-Smith, Dr K. Schaller, Dr K. Walker, and Professor K. Yeoman), The Librarian (Mr N. Lewis), Director of Student Services (Dr C.J. Sharp), Ms C. Peasgood (CCN Representative) and the Student Representatives except for business marked \*\* (Ms M. Colledge and Ms I. Edwards)

With: The Chief Resource Officer (Mr I. Callaghan), The Chief Operating Officer (Mrs J. Baxter), The Academic Director of Taught Programmes (Dr C. Matthews), Academic Director of Widening Participation (Mrs H. Gillespie), Academic Director of Partnerships (Professor I. Dewing), Academic Director of Pg Research Degree Programmes (Dr N. Watmough), Academic Director of Admissions (Professor R. Harvey), Academic Director of Innovation Professor L Bower, Director of Student and Academic Services (Dr A Blanchflower), Assistant Registrar (Mrs L. Williams) and Head of Corporate Communications (Mr A. Stronach), Director of IT (Mr M Barry) and Heads of the Careers Service J Goodwin and J Schofield for the Employability item (Minute 33).

Apologies: Professor R. Jowett, Professor N. Boodhoo, Dr R. Gray, Dr J. Kirby, Professor S. Watts and Ms M. Leishman, Professor A Finlayson.

### 25. MINUTES

#### Reported

that the meeting planned for 28<sup>th</sup> February 2018 did not take place due to adverse weather conditions and it was not re-arranged. Some items were brought forward for consideration at the June meeting and where a decision was required the Vice Chancellor took action as Chair of Senate on behalf of Senate.

#### Confirmed

the Minutes of the meeting held on 8 November 2017.

### 26. STATEMENTS BY THE VICE-CHANCELLOR

#### The Vice Chancellor

- (1) Welcomed Chief Resource Officer and University Secretary, Ian Callaghan and Chief Operating Officer, Jenny Baxter to their first Senate meetings in their new roles and also to Mark Barry (Director of IT) who was attending as an observer.

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- (2) thanked those whose membership had ended or whose term of office was due to end this summer: Dr Toby Smith, Professor M Frenneaux, and student members Ms Mary Leishman, Ms Madeleine Colledge and Ms India Edwards.

### 27. CONFIRMATION OF CHAIRS ACTION

Confirmed

actions taken by the Vice Chancellor as Chair of Senate on behalf of Senate

- a) Recommendations from the Honorary Degrees and Awards Committee for the award of Emeritus Professor and Readerships at the Summer 2018 Graduation ceremonies. (A copy is filed in the Minute Book, ref. SEN17D032)
- b) The approval of the continued arrangements in the Norwich Research Park PGR Agreement, as presented to the February Senate meeting. (A copy is filed in the Minute Book ref. SEN 17D028)
- c) The approval of the UEA University of Suffolk PGR Agreement, which was signed by the Vice Chancellors of UEA and the University of Suffolk.

### \*28. UEA PLAN 2016-2020

This minute is confidential and attached as a separate sheet.

### \*29. UNIVERSITY PERFORMANCE

This minute is confidential and attached as a separate sheet.

### \*30. UNIVERSITY RESEARCH PERFORMANCE

This minute is confidential and attached as a separate sheet.

### \*31. FULL-TIME PhD SUBMISSION RATES

This minute is confidential and attached as a separate sheet.

### \*32. STUDENT ENGAGEMENT SURVEY OUTCOMES

This minute is confidential and attached as a separate sheet.

### \*33 EMPLOYABILITY

This minute is confidential and attached as a separate sheet.

### \*34. ASSESSMENT AND FEEDBACK

This minute is confidential and attached as a separate sheet.

35. STUDENT WELFARE REPORT

Considered

a report from the Director of Student Support Services and Senate is asked to:

- (1) provide feedback with regard to the current provision
- (2) provide feedback on the format to inform future reports.

(A copy is filed in the Minute Book, ref. SEN17D038)

(Senate welcomed the report and were supportive of an ambitious re-setting of the response times for well-being services especially given the additional investment in this area arising from the monies withheld from staff who took recent strike action. Senate questioned how staff supporting students could be best supported in their roles and personally and noted that this was a key element of the Mental Health Strategy implementation plan. Senate noted the approach being taken to the distribution of hardship and other funds to address a downturn in take up this year. There was to be a focus on disability and accessibility during 2018/19.)

\*36. ALIGN

This minute is confidential and attached as a separate sheet.

37. REVIEW OF SENATE EFFECTIVENESS

Considered

the report and the following recommendations from the Review Group. (A copy is filed in the Minute Book, ref. SEN17D027)

Role and function

- 1) that no change is required to the Terms of Reference of Senate;
- 2) that no change is required to the structure of its sub-committees;

Meetings

- 3) that improvements be made in the setting and timing of agendas, and in the quality of paperwork to ensure all areas of responsibility are covered and in particular:
  - a) involving Senate in agenda setting;
  - b) doing more in relation to setting and monitoring KPIs and benchmarking;
  - c) increasing the focus on the efficiency and effectiveness of management and administrative processes associated with teaching and learning, research and innovation;
  - d) giving more consideration to matters of student welfare;
  - e) ensuring proportionality in terms of the time spent reviewing performance of different areas of University business;
  - f) considering how the investment in the University Estate will improve University performance;

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- g) to consider more closely areas of performance where priorities change during the year;
- 4) that the standard committee template be revised for Senate with some additional headings and a guide for authors be produced;
- 5) that further guidance be given to Senate members in relation to the confidentiality requirements;
- 6) that the agenda and papers be distributed earlier i.e. 7-8 working days in advance;
- 7) that it would be desirable to move Senate meetings to a morning slot;
- 8) that further consideration be given to establishing a fourth ordinary meeting per year if the business grows;
- 9) that each meeting commences with a summary of the agenda outlining the key questions to be decided upon, which items they relate to, the reason why the matter is being presented, and the purpose of any presentations;
- 10) that more use was made of Blackboard between meetings to keep members informed;
- 11) more attention is paid to fostering an open and inclusive atmosphere at Senate meetings for members who do not have opportunities to meet up and work together in other fora;

### Membership

- 12) The Review Group recommends changes be made to the method of recruiting Faculty representatives, and in Senate receiving nominations and that:
  - a) Faculties are provided with wording that could be used in recruitment materials to encourage candidates from under- represented groups;
  - b) Faculties continue with current local practice but work to an earlier deadline on a timescale; that enables
  - c) Senate as the appointing body to be pro-active and undertake a review of the equality profile of Senate generated by the prospective nominations prior to approval; and potentially other nominees sought in good time ahead of the next academic year.
- 13) that there needed to be significant improvements in the induction and training of new Senate members.
- 14) that the membership of Senate be expanded to include all Heads of School
- 15) that Senate members who do not attend meetings regularly are required to step down.

### Communications

- 16) that a communications plan be developed that:
  - a) raised awareness of Senate's role in the governance of the University
  - b) raised awareness of the discussions that take place at Senate, why they matter and the decisions made
  - c) enabled Senate members to engage with their Faculty constituency where information or feedback could be fruitfully exchanged;

- d) clarified the role of Senate members in the dissemination process;
- e) considered the purpose and function of the VC consultations and University policy Half days and the general communication of University strategy to different groups of staff;

Venue

17) that consideration is given in the Estates Strategy to either refurbishing the Council Chamber or building a new one.

(Senate welcomed the report, considered that Senate played a valuable role and was a force for good. Members agreed that effectiveness would be improved by:

- a) a relaxation of confidentiality restrictions
- b) giving members more time to read and consult with others on agenda papers prior to meetings
- c) providing Senate members with more guidance on the key issues for debate
- d) undertaking a wide dissemination of papers and Minutes
- e) revising recruitment practices with a view to ensuring Equality and Diversity of membership.

There was disagreement in relation to the proposal to expand Senate membership to include all Heads of School with strong views expressed both for and against this proposal and which echoed the debate had by the Review Group. The arguments in favour of expansion focussed on the fact that Heads of School are critical to delivery and implementation of strategic action plans and therefore should be party to the decision making. The arguments against expansion focussed on the understanding that the membership was designed to reflect the academic University community of staff and students in the broadest sense and that the inclusion of all Heads of School would unbalance this and would:

- a) reduce the strength of the voices of other types of Senate members
- b) potentially create situations where Heads of School were conflicted by self-interest and so unable to perform their role as Senate members
- c) risk Senate's ability to set and measure performance standards by having too many voices of one type.

It was also suggested that a change in membership might not be necessary given the other opportunities Heads have for engagement in the development and implementation of strategy and if other proposals for improving effectiveness were approved. No conclusion was reached with members reflecting that the decision depended on the intended role and function of Senate.)

**RESOLVED**

- (1) to approve recommendations 1-11, 12-13 and 15 -17
- (2) to not approve recommendation 14

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Recommended

that Council give further consideration to:

- (1) the Review of Senate Effectiveness
- (2) the function of Senate and its membership.

### 38. SENATE MEMBERSHIP

Reported

that the terms of office of the following Senate members would expire on 31 July 2018 or were otherwise stepping down:

#### FMH ACADEMIC REPRESENTATIVES

Professor Michael Frenneaux (ending term of office early)  
1 Vacancy

Considered

the recommendation that the following members were approved:

#### FMH ACADEMIC REPRESENTATIVES

Katrina Emerson (HSC)

**RESOLVED**

### \*39. HONORARY DEGREES AND AWARDS COMMITTEE

This minute is confidential and attached as a separate sheet.

### 40. APPOINTMENT BY SENATE OF A REPRESENTATIVE TO SERVE ON COUNCIL

Reported

- (1) that the Council includes amongst its membership two members of staff appointed by Senate;
- (2) that the members were currently Professor Nalini Boodhoo (2020) and Ms Helen Lewis (2018)
- (3) that the term of office of Ms Helen Lewis would end on 31 July 2018;
- (4) that nominations had been sought for the vacancy and the following nominations received:
  - Dr Louise Bohn, Head of Partnerships, Academic Partnerships nominated by Professor Jacqueline Collier
  - Professor Ratula Chakraborty, NBS nominated by Professor Nalini Boodhoo

Considered

the two nominations

(A secret ballot was undertaken and Dr Louise Bohn was the successful candidate).

Recommended

that Dr Louise Bohn be appointed to Council as one of the two Senate representatives on Council.

41. HONORARY DEGREES AND AWARDS COMMITTEE MEMBERSHIP

Reported

(1) that the membership of the Honorary Degrees and Awards Committee (HDAC) included two members nominated by Senate from its own membership.

(2) that members of Senate were invited to nominate a fellow member to serve on this Committee for the one vacancy, for a three year period, and were reminded of the current membership:

Member of the UEA Professoriate (Chair) - The Vice-Chancellor (Professor D. Richardson)

One Academic Representative From each of the four Faculties nominated by the relevant Faculty Executive, and who should not be the Dean:

- HUM – Professor L. Stonebridge (2018), FMH – Professor R Jowett (2019), SCI – Dr M. O’Connell (2019) and SSF – Professor G. Thomas (2018)

Two members of nominated by the Senate from its own membership:

- Dr Jon Sharp (2019) and Vacancy  
Up to two members co-opted by the Chair as required:
- Professor C. Bigsby

The Welfare, Community and Diversity Officer of the Union of UEA Students – Georgina Burchell

The Director of Development and Campaigns - Mr D Ellis

Assistant Head of Alumni, Conferences and Events - Ms M. Padmore

Acting Director of Finance – Mr J Brown

Secretary - Assistant Registrar (Ms L. Williams)

(3) No nominations were received by the deadline. Therefore nominations were sought at the meeting on 6 June 2018.

(There were no nominations made at the meeting and Senate members interested in joining this Committee were invited to contact the Secretary. It was also noted that some Faculty representatives had reached the end of their term of office and would need to be replaced or extended.)

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### 42. APPOINTMENT BY SENATE OF ONE MEMBER ON THE SAINSBURY CENTRE BOARD

Reported

- (1) that the membership of the Sainsbury Centre Board included one members appointed by Senate.
- (2) that a vacancy had arisen and Members of Senate were invited to make a nomination for one post of "One member appointed by the Senate" for a 3 year period.
- (3) that one nomination was received from members of Senate:  
  
Professor Claire Jowitt nominated by Professor Fiona Lettice

Recommended

that Professor Jowitt was appointed from 1 August 2018 to 31 July 2021.

**RESOLVED**

### 43. REVISIONS TO THE GENERAL REGULATIONS FOR STUDENTS AND UNIVERSITY DISCIPLINARY AND INVESTIGATIVE POWERS AND PROCEDURES

Reported

that there had been a review of University Disciplinary and Investigative Procedures and Powers and General Regulations for Students. The proposed revisions and rationale are detailed within the discussion section and the revised documents were provided in Appendix A and B.

Considered

the recommendation from the Learning and Teaching Committee that these changes are approved with the adaptation that students should continue to be represented on the relevant Disciplinary Panels. This issue is outlined further in the background section. (A copy is filed in the Minute Book, ref. SEN17D040)

**RESOLVED**

### 44. PROCEDURES FOR INVESTIGATING ALLEGATIONS OF RESEARCH MISCONDUCT MADE AGAINST STUDENTS

Reported

that the Learning and Teaching Committee recommended that the *Procedure for Dealing with Allegations of Misconduct in Research Against Students*, which is currently Research Degree Policy Document 5, was updated to ensure that it was practicable for both taught and research students, and that it works with (and is informed by) the new General Regulations and Disciplinary Procedures.



Considered

a recommendation from the Chair of the Learning and Teaching Committee, acting on behalf of the Committee, that the revised procedures are approved. (A copy is filed in the Minute Book, ref. SEN17D041)

**RESOLVED**

\*45. IMPACT OF THE NEW ACADEMIC MODEL ON UNIVERSITY PERFORMANCE

Received

a confidential report from the Head of Learning and Teaching Services (Systems). (A copy is filed in the Minute Book, ref. SEN17D042)

46. SENATE COMMITTEES – MEMBERSHIP

Received

committee membership and membership changes for 2018/19. (A copy is filed in the Minute Book, ref. SEN17D043).

47. LEARNING AND TEACHING COMMITTEE

Received

(1) a round-up report of the meetings of the Committee held on 29 November 2017 and 24 January 2018. (A copy is filed in the Minute Book, ref. SEN17D029)

(2) a round up report of the meetings of the committee held on 14 March and 9 May 2018. (A copy is filed in the Minute Book, ref. SEN17D044)

48. ITEMS FOR REPORT

Received

items for report. (A copy is filed in the Minute Book, ref. SEN17D045)

(1) Heads of Schools for 2018/19

(2) Union of UEA Students – Election 2018/19 Results

49. DATES OF MEETINGS IN 2018/19

Reported

that the dates of the Senate meetings have been confirmed as:

Wednesday 7 November 2018 – 2pm

Wednesday 7 February 2019 – 2pm

Wednesday 5 June 2019 – 2pm

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### 50. BUSINESS CONTINUITY

Reported

that following the cancellation of the February 2018 meeting the Vice Chancellor, as Chair of Senate and on behalf of Senate, approved :

- (1) the confidential and reserved report on the University's business continuity plans. (A copy is filed in the Minute Book SEN 17D030).
- (2) the detail of the provisions including the delegation of powers.