

THE SENATE



Minutes of the meeting held on 22 February 2023

Present: The Provost and Deputy Vice-Chancellor (Professor Christine Bovis-Crossen) (Chair), the Pro-Vice-Chancellor Student Experience and Education (Professor Emma Sutton-Pavli) and the Pro-Vice-Chancellor Research and Innovation (Professor Fiona Lettice), Pro-Vice-Chancellors: Arts and Humanities (Professor Sarah Barrow), Health Sciences and Medicine (Professor Charles French-Constant), and Social Sciences (Professor Paul Dobson), Head of School representatives (Professor Christine Cocker, Professor Kenda Crozier, Professor Nick Le Brun and Dr Kim Ridealgh), Academic representatives: Professor Joanne Clarke, Dr Mark Curtis, Dr Gareth Edwards, Professor Morag Farquhar, Professor A Ganesan, Dr Tom Haynes, Dr Oren Margolis, Dr Kaeten Mistry, Dr Felix Naughton, Dr Charles Seger, Dr Leanne Stokes, Professor Olga Tregaskis, Professor Grant Wheeler, The Librarian, Nicholas Lewis, Director of Student Services Dr Jon Sharp, and the Principal of City College Norwich Jerry White, Student members: Evie Drennan, Elise Page and Aaron Campbell

With: Ian Callaghan (Chief Resource Officer) (Secretary), Assistant Registrar VCO (Lisa Williams) (Minute Secretary), Director of Academic Services, Eve Dewsnap, Director of Student Success, Becky Price, Director of Digital and Data Sean Green, Professor Laura Camfield (Appointed by Senate member), Associate PVCs (Student Inclusion) Professor Helena Gillespie, (Employability and Opportunity) Associate Professor Matthew Aldrich, (Learning and Teaching Enhancement) Professor Kay Yeoman, (Doctoral College) Professor Samuel Fountain. Professor Charles Seger (Recruitment), Professor Eloise Ellis (Education and Curriculum), Professor Zoe Butterfint (Partnerships and Apprenticeships), Nicola Hancock (Innovation), Ben Little/Johanna Forster (Civic).

29. MINUTES

Confirmed

the minutes of the meeting held on 2 November 2022.

30. CONFIRMATION OF CHAIR'S ACTION

None

31. STATEMENTS BY THE CHAIR

- Reported that the Vice-Chancellor was unwell and the Provost Prof Bovis-Crossen would be chairing the meeting.
- Senators Dr Oren Margolis and Prof Joanne Clarke were thanked for the motion that was circulated by them on Monday to all members of Senate. Changes had been made to the agenda to accommodate discussion of the motion.
- The Provost then proceeded to read out a message which was being sent to all staff concurrently, agreed by ET and the VC prior to his absence.

32. DECLARATIONS OF CONFLICTS OF INTEREST (IF ANY)

This was an opportunity for anyone present to declare an interest in an agenda item, transaction or decision where there may be a conflict between the University's best interests and their best interests. If in doubt the potential conflict must be declared anyway, and clarification sought.

The Senate member who had declared the conflict of interest should withdraw from the part of the meeting at which there was discussion of any arrangement or transaction affecting that other organisation or person. This action should be recorded in the Minutes.

33. UPDATE ON THE ACCELERATED STRATEGIC REVIEW PROGRAMME

Considered

(1)

A presentation from the Chief Resource Officer in respect of the current financial position of the University. This was drawn from what was presented to Council. Senate was informed that there are currently no plans to withdraw from subject areas. A potential structure was discussed at Council and there will be further discussion on 6 March and with Senate in due course. CRO outlined the financial situation and highlighted those issues having an adverse or favourable impact including the higher than expected level of attrition of students. Senate was informed of the additional deficits of £28m rising to £45m and there was potential reportable event to OfS if banking covenants were breached. The CRO outlined a timeline

and next steps including additional meeting of Council. The content of paper for March 6th will set out a direction of travel and then the plan was to engage further with Senate.

A discussion and Q&A session followed. In response to queries and comments, it was noted that:

- a) Faculty Business partners are meeting monthly with the heads of spending units as regards this year's budget and the need to make further savings. This will be communicated again.
- b) Views were expressed about student number targets having been set that were unachievable targets and concerns expressed about an over reliance on Data HE. CRO noted that data from UCAS Insights is also used and that faculties have always been fully engaged with target setting (via PVCs, Associate Deans for Admissions, Senior Faculty Managers, etc) and will continue to be fully involved in target setting in future years.
- c) Concerns were raised about how the current redundancy and restructuring exercise was going to damage UEA's reputation and further affect the institution's ability to meet its student number targets.
- d) The role of marketing was discussed and several Senators urged for marketing to be improved to ensure that targets are met. There will be a deep dive into marketing. Noted that UEA's marketing budget is £2m, Suffolk is £4m.
- e) The SU PG officer Elise Page reminded the University that robust consultation with students was needed and they further observed that this was not mentioned in the presentation. The CRO confirmed that it was important for the university to consult with as many students as possible, not just SU and the intention was to proactively reach out to students. Elise Page suggested that effective routes would be via peer support networks, SU comms, internal SU networks, student volunteers, course reps and SSLCs and offered the SU's help in reaching students via these routes, and this offer was accepted.
- f) In discussion it was noted that the cost savings need to be made this year and then a restructure would take place thereafter. The point was discussed that as different faculties would experience different levels of cuts, the significant cuts expected in Arts and Humanities could

mean that some areas of the university are unviable. It was confirmed that no decisions have been made on structure. There is a faculty level figure for cuts but no target for individual areas.

- g) A recent email to all students had caused concerns as it suggested that there will be no change, however it would be unlikely that students could be cushioned from the magnitude of change. However, PVC SEE reminded Senate that we must support students to complete their studies and in particular to fulfil our commitments to vulnerable students. The comms had been written by a group with this commitment in mind and the feedback had been positive.
- (2) An update from the Provost, Professor Christine Bovis-Crossen on the Accelerated Strategic Review Programme. A small group was preparing a business case (including PVC SSF Paul Dobson, Ian Callaghan, Helen Wiseman, Louise Bohn and Jason Brown). This was not a decision-making group, they would be putting forward recommendations to ET in due course.
- (3) A discussion followed on how Senate could be best involved in considering the response to the financial challenges and provide input to Council when a formal decision is taken on the necessary business case.
- (4) Dr Oren Margolis introduced his **Resolution Regarding Meaningful Consultation**. He outlined Senate's role and responsibility to advise on matters of academic performance and that the proposed redundancies and SRP both affected student performance. In order to help Senate to fulfil its oversight role Dr Margolis argued that there should be meaningful consultation with the academic body at large. He observed that consultation needed to go beyond the SRP inbox. He suggested that consultation was about reaching out proactively to engage with the academic community. The final version of the text of the motion is appended to these minutes.
- (5) The Motion to adopt the Resolution regarding Meaningful Consultation was proposed by Dr Oren Margolis and seconded by Prof Joanne Clarke and was read out.
- (6) Two amendments were proposed from the floor and after discussion, proposing and seconding, both amendments were accepted as follows:

- (7) For item 1, the addition of a preamble: “Insofar as these are matters academic”.
- (8) Item 2 was rephrased as “The UEA Senate urges” rather than demands”.

Resolution Regarding Meaningful Consultation

Whereas, The UEA Charter establishes a Senate for the purpose of the oversight of the academic performance of the University (§7.1.1), and the UEA Ordinances require the Senate always to act in the best interests of the University as a whole (§3.4) and identify and advise the Executive Team on matters affecting the educational experience and achievement of students, research performance, quality and reputation, and the administrative services and structure for the support of teaching, research, enterprise and engagement and overall coherence of the University (§3.4.15); and

Whereas, In recent weeks, significant and substantial proposals for structural change and redundancies have been advanced within UEA, and these proposals, if implemented as defined, would have potentially profound impacts on the delivery of the UEA mandate for the advancement of learning, and appear very likely to affect not only members of academic staff, but also support staff, students and other relevant parties; and

Whereas, The UEA Senate is the University’s most senior academic committee, and representative of an academic community which individually and collectively possesses substantial and significant knowledge, the input of which would be essential for **the UEA Council** in order that it may make informed, judicious and thoughtful decisions, so as to optimize the benefits and minimize the potential risks for UEA; and

Whereas, There is evidence to suggest that several parties within UEA (including academic and support staff, students, and possibly some external entities) have responded to the proposals with puzzlement and dismay, and such reactions, if responded to in a dismissive manner, stand to harm UEA’s reputation in the academic communities of the UK and elsewhere, and can also potentially lead to resignations, undue stress, increased risk and liabilities, and other impacts;

Now, Therefore, be it Resolved:

1. Insofar as these are matters academic, that the UEA Senate adamantly refuses to express a formal opinion on the highly significant proposals on which neither it nor academic staff at large has been meaningfully consulted, when doing so

without such consultation would leave it incapable of exercising its responsibilities under the UEA Charter and Ordinances, and when the seriousness of the matters at hand clearly and logically would compel **more than just a token endorsement** of decisions that do not appear to have been properly vetted for potential risks and liabilities; and

2. That the UEA Senate urges the Vice-Chancellor, as well as the Provost and Deputy Vice-Chancellor, to engage the Senate and academic staff at large in meaningful consultations on the substance of the proposed re-structuring, on whether it is wise to continue to pursue it, or, alternatively, on how the proposed re-structuring can be adjusted to eliminate or reduce its negative impacts; and
3. That the UEA Senate strongly urges the **UEA Council** to act with thoughtfulness and due diligence and refuse to provide its approval of the proposals for structural changes and redundancies until the **fully informed input** from the **UEA Senate**, academic staff and other significant stakeholders has been fully considered by the **UEA Executive Team**.

(9) Senate voted

22 For

1 Against

The motion was carried and would be communicated to ET and Council.

As part of the discussion of the motion and its amendments, PVC SSF outlined his disappointment and concern about the impact of the motion/amendments on the review of Senate and any unintended consequences. It was noted that the timescale for the review was before the end of March with recommendations going before Senate and Council soon afterwards.

34. PROCEDURES FOR DEALING WITH ALLEGATIONS OF MISCONDUCT IN RESEARCH

Considered

a recommendation from the University Research Ethics Committee and the University Research Executive that an updated policy on Procedures for Dealing with Allegations of Misconduct in Research be approved and that the revised procedures be implemented with immediate effect. **(A copy is filed in the Minute Book, ref. SEN22D022)**

Approved

35. POLICY FOR APPROVING THE INTEGRITY OF UEA RESEARCH AND INNOVATION RELATED ACTIVITIES AND FUNDING

Considered

a recommendation from the University Research Ethics Committee and the University Research Executive that an updated policy on Approving the Integrity of UEA Research and Innovation Related Activities and Funding be approved and that the revised procedures be implemented with immediate effect. (A copy is filed in the Minute Book, ref. SEN22D023)

Grant Wheeler asked about self funding students. Will check with PVC RI to consider further. Secretary's note to minute of Senate.

Approved.

*36. 2021/22 UNDERGRADUATE CONTINUATION

Received

a confidential update on UG first year student continuation including change over time and differential outcomes by student characteristic.

Considered

- (1) the discussion held at Learning and Teaching Committee 30 November 2022 meeting; and
 - (2) the assurances from the Learning and Teaching Committee that appropriate plans are in place to address differential non continuation outcomes by student characteristic
- (A copy is filed in the Minute Book, ref. SEN22D024)

Approved.

*37. STUDENT ATTAINMENT AND GOOD HONOURS

Received

a confidential report from the Learning and Teaching Committee on student attainment data sources for reporting and quality assurance. (A copy is filed in the Minute Book, ref. SEN22D025)

Reported

that the Learning and Teaching Committee would in addition to existing plans to ensure good outcomes for students:

- (1) use "completion" as the leading measure of student attainment from AY23/24 for committee reporting given its

- significance in the Teaching Excellence Framework, Office for Students Condition B3 on student outcomes and the Access and Participation Plan
- (2) monitor “good honours” in accordance with the requirements for condition B4 in the degree outcomes statement
 - (3) use “good honours data by demographic” as part of reporting in the form in which it underpins the degree awarding gap for the APP (5); and
 - (4) develop the educational gain measure for inclusion in reporting and quality assurance by demographic

Considered

the assurance that can be taken from the work of the Learning and Teaching Committee that this area of University performance is being managed and risks arising from the monitoring mitigated.

Approved.

*38. GRADUATE OUTCOMES

Reported

that at the last meeting Senate considered Student Outcomes data, published by the Office for Students on 3.10.22, ahead of detailed consideration by LTC (SEN22003) (SEN22M001, Minute 7).

Received

a report prepared for Council (6.2.23) presenting an overview of the University’s Graduate Outcomes performance (COU22D041) following consideration of the data by LTC in November 2022 (LTC 22D018).

Considered

the assurance that could be taken from the work of the Learning and Teaching Committee that this area of University performance was being managed and risks arising from the monitoring mitigated. (A copy is filed in the Minute Book, ref. SEN22D026)

Approved

39. EAST SUSSEX COLLEGE GROUP INSTITUTIONAL APPROVAL

Considered

the recommendation to ratify LTCs recommendation that ESCG be approved as a partner institution of the University for 5 years, as per the outcome of the Institutional Approval Event held on 7 December 2022. (A copy is filed in the Minute Book, ref. SEN22D032)

Approved

40. TEACHING EXCELLENCE FRAMEWORK

Received

- (1) a copy of the University's submission to the 2023 teaching excellence framework (A copy is filed in the Minute Book, ref. SEN22D027)
- (2) a copy of the University's Students Union's submission to the 2023 teaching excellence framework (A copy is filed in the Minute Book, ref. SEN22D028)

Approved

41. DEGREE OUTCOMES STATEMENT

Reported

- (1) that the UEA Degree Outcomes statement for 2022/23 were considered at the November, Learning and Teaching Committee meeting (LTC22D019) and was published by the deadline of 31 December 2022 on the website on the [Terms, Conditions and Regulations webpage](#) (A copy is filed in the Minute Book, ref. SEN22D029)

42. LEARNING AND TEACHING COMMITTEE

Received

a round up report from the Learning and Teaching Committee from its meeting in October and November 2022 detailing decisions taken under the authority delegated to the Committee. (A copy is filed in the Minute Book, ref. SEN22D030)

43. STUDENT EXPERIENCE COMMITTEE

Received

a report from its meetings in November 2022 and January 2023 detailing decisions made under delegated authority. (A copy is filed in the Minute Book, ref. SEN22D031)

44. DATE OF NEXT MEETING

Reported

that the next meetings of the Senate were scheduled for

Wednesday 19th April 2023
Wednesday 5 July 2023.

The Provost outlined that there will additional Senate meetings scheduled.

APPENDIX FOR MINUTE 33(4)



COU22D055

Title:	Resolution approved by Senate
Author:	Ian Callaghan, Chief Resource Officer and University Secretary
Date:	1 March 2023
Circulation:	Council – 6 March 2023
Agenda	COU22A004
Version:	Final
Publication scheme	Open

1. Purpose

At the last meeting of Senate (22 February 2023) a proposal was made to those present that a resolution should be proposed, discussed and voted. The resolution was passed by 22 votes in favour and one against. The resolution was to request that Council ensures Senate (and the wider academic community) is consulted in a meaningful manner prior to being asked to make a recommendation to Council on the structure of the University.

2. Recommendations

The content of the resolution is addressed to Council. It is recommended that Council responds in such a manner that assures Senate that appropriate consultation will be undertaken as requested in the resolution and in accordance with the relevant elements of the Charter, Statutes and Ordinances.

3. Resource Implications

None, other than arrangement of and time taken at some additional meetings of Senate and any other consultee groups.

4. Legal and regulatory considerations

The resolution was passed in a quorate meeting of Senate. It was passed by 22 votes in favour and one vote against. Consultation with Senate is required in specific areas as detailed in the Charter, Statutes and Ordinances.

5. Insight and/or consultation undertaken/required

None over and above the debate at Senate.

6. Risk Implications

The current position facing the University is challenging. There are additional difficulties in ensuring that both due legal and financial processes are followed at the same time as ensuring the University's governance processes are followed. There is a risk of challenge if errors are made in either set of processes.

7. Sustainability

It is important to ensure that the University continues to be sustainable both in financial and academic terms.

8. Equality, Diversity and Inclusion

There are no direct impacts on equality, diversity and inclusion.

9. Implications / Considerations for Partnerships or Apprenticeships

None.

10. Timing of decisions

This paper is provided for information and response are required by Council.

11. Further Information

Further information is available from Ian Callaghan, Chief Resource Officer and University Secretary (i.callaghan@uea.ac.uk).

12. Background

The resolution was raised in response to the unfortunate leaks of the potential structure that was provided at the last Council meeting. As this would have had impacts on the academic structure of the University (a matter on which Senate is required to be consulted) there was concern that Senate had not, as yet, been consulted. It was explained to Senate that the proposal put to Council was simply that, a potential proposal indicating how structures could change and that it was not a formal proposal to change structures.

Senate made the point that the impact of some of the cost cutting proposals could make some disciplines uneconomic and that may lead to change by default (in which case Senate would not have been consulted). It was confirmed that the current savings were due to be made from the current structure and that if and when any changes to the academic structure were proposed Senate would be consulted and if necessary additional meetings of Senate would be arranged (or alternative methods e.g. sub-groups, online conversations, etc.).

13. Discussion

The resolution attached as appendix one is substantially the same as the original resolution submitted to Senate save for some corrections to the referencing of Ordinances, the addition of the restriction of "in so far as these are matters and academic in (1) and the change of the word "demands" to

“urges” in (2) with accompanying grammatical changes required because of the word change.

Senate was advised of the current plans for considering the business case for financial savings and it was confirmed that at Council on 6 March consideration would be given to the next stages of consultation noting always that full and formal consultation in accordance with legal requirements and our recognition agreement is anticipated in late April/early May.

Attachments

Appendix 1: Resolution as passed by Senate on Wednesday 22 February 2023

Appendix 2: Ordinances as they relate to Senate and consultation

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Appendix 1:

University of East Anglia (UEA) Senate

Resolution Regarding Meaningful Consultation

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Whereas, The UEA Senate is the University's most senior academic committee, and representative of an academic community which individually and collectively possesses substantial and significant knowledge, the input of which would be essential for **the UEA Council** in order that it may make informed, judicious and thoughtful decisions, so as to optimize the benefits and minimize the potential risks for UEA; and

Whereas, There is evidence to suggest that several parties within UEA (including academic and support staff, students, and possibly some external entities) have responded to the proposals with puzzlement and dismay, and such reactions, if responded to in a dismissive manner, stand to harm UEA's reputation in the academic communities of the UK and elsewhere, and can also potentially lead to resignations, undue stress, increased risk and liabilities, and other impacts;

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would leave it incapable of exercising its responsibilities under the UEA Charter and Ordinances, and when the seriousness of the matters at hand clearly and logically would compel **more than just a token endorsement** of decisions that do not appear to have been properly vetted for potential risks and liabilities; and

- 23 That the UEA Senate urges the Vice-Chancellor, as well as the Provost and Deputy Vice-Chancellor, to engage the Senate and academic staff at large in meaningful consultations on the substance of the proposed re-structuring, on whether it is wise to continue to pursue it, or, alternatively, on how the proposed re-structuring can be adjusted to eliminate or reduce its negative impacts; and
- 24 That the UEA Senate strongly urges the **UEA Council** to act with thoughtfulness and due diligence and refuse to provide its approval of the proposals for structural changes and redundancies until the **fully informed input** from the **UEA Senate**, academic staff and other significant stakeholders has been fully considered by the **UEA Executive Team**.

Appendix 2: extracts from the Ordinances

ORDINANCE 2 – GOVERNANCE AND ORGANISATION

Academic Structure of the University

27. Council will determine from time to time the framework for the academic structure of the University. CALENDAR 2022/23

28. The current framework is that the University will be organised in four faculties, each faculty comprising a number of schools of study. The four faculties are, Medicine & Health Sciences, Arts & Humanities, Science and Social Sciences.

29. The academic and executive leader of each faculty will be the ProVice-Chancellor who will be responsible to the Vice-Chancellor for the performance of the faculty.

30. The number, titles and discipline coverage of schools of study and distribution of schools of study between faculties will be determined from time to time by the Vice-Chancellor, having consulted with Senate.

31. A decision to withdraw from an area of study which would result in the closure of a school, will require the approval of Council, having consulted with Senate. Due consideration of other statutory or regulatory obligations should be included in the information provided to Council and Senate.

32. The requirement for, and the composition of and terms of reference of school boards will be approved by Senate.

Administrative Structure of the University

33. The structure of the administrative, technical and other services to support the delivery of teaching and research and other objectives of the University shall be determined from time to time by the Vice-Chancellor on the recommendation of the Heads of the University's Administration, the Chief Operating Officer and Chief Resource Officer.

ORDINANCE 3 – THE SENATE

4. The Senate shall act always in the best interests of the University as a whole and within the strategies and financial plans approved by the Council. It shall:

4.1 regulate all teaching and courses of study offered by the University;

4.2 regulate the admission of persons to courses of study;

4.3 regulate all University examinations and appoint examiners whether internal or external;

4.4 regulate the conditions qualifying for the award of degrees and other educational awards conferred by the University;

4.5. in the name of the University or jointly or in conjunction or collaboration with another institution or institutions award degrees and other educational awards to persons who have pursued a course of study approved by the Senate and who have passed examinations and other forms of assessment under conditions laid down in regulations, or are otherwise qualified to receive them;

4.6. grant honorary degrees, the title of emeritus professor or other University distinctions;

4.7 revoke any degree, educational award or other distinction conferred by the University (including honorary awards) where the holder has been subsequently found to be in breach of the requirements for conferment of the award, or whose actions render them unfit to be a member or graduate of the University;

4.8 regulate the use of academic dress in the University;

4.9 approve regulations for the conduct of students and disciplinary procedures and penalties relating to students;

4.10 ensure appropriate provision is made to promote the welfare of students;

4.11 develop explicit protocols, and undertake, the assurance work required by Council to meet the requirements of the regulatory framework and Ofs Conditions of Registration.

4.12 nominate, where required to do so, persons to serve on Council;

4.13 determine the formalities which should attach to the conferment of degrees and other distinctions (subject to Ordinance 2);

4.14 review at least annually the academic performance (in teaching, research, innovation and engagement) of the University and the standing of the University both nationally and internationally, judged against strategies approved by Council;

4.15 identify and advise the Executive Team on such actions as may be necessary or desirable to:

a) meet the aims and objectives of strategies approved by Council and generally to:

b) further raise the quality of the student experience and the achievements and potential of students of the University; and

c) further raise the performance of the University in terms of the quality and the reputation of its research; and

d) ensure that the extent of regulation and the administrative services which support teaching, research, enterprise and engagement, promote efficiency and coherence of operation across the University, and avoid unnecessary complexity;

4.16 make, add to, amend or revoke such regulations as are considered necessary relating to Senate's exercise of its powers and functions; 4.17 where requested appoint representatives to other bodies of an academic nature; 4.18 generally, exercise such powers as may be conferred on Senate by the Charter or Statutes; 4.19 meet at least three times per year.

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