



## Minutes

### SEN21-M1

Minutes of the Ordinary meeting held on 10 March 2021.

#### Attendance

	Robert Allison	
Hemaka Bandulasena	Carolina Escobar-Tello	Valerie Pinfield
Tracy Bhamra	Ashleigh Filtness	Shahin Rahimifard
Ana-Maria Bilciu	Mey Goh	Chris Rielly
Ksenia Chmutina	Richard Hodgkins	Stewart Robinson (ab)
Marcus Collins	Eef Hogervorst	Steve Rothberg
James Colwill	Caroline Kennedy-Pipe	Tzameret Rubin
Paul Conway	Mark King	Darren Smith
Malcolm Cook	Mark Lewis	Robby Soetanto
Jennifer Cooke	Chris Linton	Christopher Spray
Andrew Dainty	Niels Lohse	Rachel Thomson
Abigail Davis	Mariateresa Lombardo	Emily Turnbull
Cees de Bont	Callie Merrick	Duncan Walker
Varuna de Silva	Andrew Morris	Emma Walton
Phil Eames	Kelly Morrison	Sian Williams
Claudia Eberlein	Fehmidah Munir	Brian Winn
Tony Edwards	Maria Nieswand	Amie Woodyatt
Fiona Ellis-Chadwick	Joao Oliveira (ab)	Matt Youngs
	Elizabeth Peel	

#### *In attendance:*

Chris Dunbobbin, Jennifer Nutkins, Miranda Routledge (for item 21/2), Andy Stephens, Richard Taylor.

#### *Apologies received from:*

Joao Oliveira, Stewart Robinson.

#### 21/1 Minutes

Senate confirmed the Minutes of the Ordinary meeting held on 11 November 2020 (**SEN20-M5**).

#### 21/2 University Strategy

##### SEN21-P1

- 2.1 Senate considered the strategic framework that would underpin the next University Strategy, and noted its satisfaction with the overall direction of travel.

The Vice-Chancellor thanked members for their input to the Senate Away Day in January 2021 – there had been many valuable discussions and the points raised had been incorporated into the latest iteration of the framework. Thanks were also offered to the Provost and Deputy Vice-Chancellor, Miranda Routledge and Ffyona Baker for their hard work in progressing the

document to this stage. Senate then received a presentation from the Provost, with the following points noted in discussion:

- i) Student members offered thanks for the opportunities afforded to the student community to contribute to the development of the new strategy, and welcomed the latest iteration of the framework. A specific point noted was the importance of ensuring that opportunities in sport were available to students on the LU London campus. Reassurance was provided that further alignment with the experience on the Loughborough campus in relation to sport and other areas would form part of LU London's next phase of development.
- ii) A number of members welcomed the greater emphasis within the new document on people being at the heart of the University's activities, and on Equality, Diversity and Inclusion.
- iii) Clarification was provided that the reference to reshaping engineering activities was intended to articulate that there were huge opportunities for engineering at the University, including promotion of the University's engineering activities in ways which maximised their sense of relevance and interest to potential students. Further consideration would be given to how this was expressed within the new strategy.
- iv) There were some concerns around the extent to which all staff, across all disciplines, would feel that the strategic themes of environment and society, and sport and health, as articulated within the current iteration, were relevant to their area of academic endeavour. Reassurance was provided that the themes were not intended to capture all that the University did. The University would continue to be a plural institution, supporting all staff to prosecute research, deliver enterprise, and educate students across the academic spectrum. Similar reassurances were provided that the prioritisation of activities that spanned more than one of the research, teaching, enterprise, sport and EDI domains was not intended to exclude activities that fell within only one domain. Further consideration would be given to how these issues were articulated in the next iteration.
- v) In relation to the statements of vision, mission and values, it was noted that:
  - Not all colleagues might consider themselves to be extraordinary (albeit that they might wish to be supported to do extraordinary things), and it was suggested that further consideration be given to the wording of 'Our Vision'.
  - The wording of 'Our Mission' could be revised to be more explicitly outward-looking, referring to people and groups beyond the University's students and communities.
- vi) The following additional suggestions were made:
  - Further consideration be given to the existing positioning of sport as both a main activity domain (along with research, teaching, enterprise, sport and EDI) and an enabling activity.
  - More specific content be included relating to opportunities in the post-Covid world.
  - A degree of flexibility be built-in to the articulation of the Environment and Society theme, noting that KPIs such as net zero emissions were likely to evolve over time.
  - Alumni be explicitly referred to as key partners.

## **SEN21-P2**

### **2.2 Key Performance Indicators**

Senate considered updates to KPIs for reporting to Council. The following points were highlighted:

- i) A number of key individual metrics remained amber, reflecting the uncertain nature of the external environment. Overall, a prudent view had been taken, and as a result the University's overall performance rating remained amber. The situation would be carefully

- monitored as the longer-term impact of Covid-19 became clearer and work continued on the new University strategy.
- ii) The RAG ratings for several key measures including those relating to sport experience, and student placements had changed from green to amber reflecting reduced opportunities for students linked to the impact of the pandemic.
  - iii) An error in the paper was noted: under 'a culture that delivers success', it was stated incorrectly that the continuation measure had moved from green to amber rather than amber to green.

## **21/3 Update on University Response to Coronavirus**

### **SEN21-P3**

Senate received an update on the University's response to the coronavirus pandemic. The Vice-Chancellor began by thanking all members of the University community for their response to the Covid-19 challenge.

The Chief Operating Officer provided an update on the University's operational response and management of the pandemic, highlighting several specific points. The University's working assumption was that it would be possible after the Easter vacation for all students to return to the University's campuses and for in-person teaching delivery and some other aspects of student life to resume. Planning was in progress for Graduation ceremonies in the two weeks commencing 19 July 2021. Regular testing, via the well-established symptomatic and asymptomatic testing centres on the University's campus, was in place for students and staff, with a current emphasis on a comprehensive one test per week approach. The number and proportion of positive tests was very low with just four cases, all asymptomatic, in the week to 2 March 2021. Thanks were offered to the PhD students and colleagues who had been staffing the test centres and to the vast majority of students who had been following Covid-19 guidelines.

The Pro Vice-Chancellor for Teaching provided an update on learning, teaching and assessment in 2020-21, highlighting in particular the key dates on which student groups had returned to campus, with all students expected to return by 26 April 2021.

## **21/4 Diversity of Senate Membership**

### **SEN21-P4**

Senate considered a report on the diversity of Senate membership. The key diversity issue for Senate related to BAME membership, and the recommendations at the end of the paper were endorsed: that further work should be undertaken with the Deans to maximise the selection of appointed members to improve Senate's diversity; and that further work should be undertaken on the mechanisms and messages used for recruitment of elected members to appeal more directly to individuals from under-represented groups.

It was agreed that Senate should receive an updated report on an annual basis and that data on a wider range of EDI characteristics should be included in future iterations.

## **21/5 Appointment/Reappointment of Pro Vice-Chancellors**

Senate agreed to recommend to Council Professor Rachel Thomson's reappointment for a further five-year term as Pro Vice-Chancellor for Teaching, to 31 July 2026. (Professor Thomson left the room for this item).

## **21/6 Health, Safety and Environment Committee**

### **SEN21-P5**

6.1 Senate received minutes of the meeting of Health, Safety and Environment Committee on 3 February 2021.

### **SEN21-P6**

- 6.2 Senate considered the Health and Safety Bulletins for October 2020 to January 2021. The Chief Operating Officer provided an update on actions taken in response to a health and safety issue in Towers Hall resulting from limited use of facilities during the current lockdown. This had unfortunately required temporary relocation of student residents. The Towers Hall Chair was thanked for her support to students and staff during this period.

## **21/7 Matters for Report by the Pro-Vice-Chancellor (Research)**

### **SEN21-P7**

Senate received a report including: a summary of items considered at the Research Committee meeting on 24 November 2020; a detailed breakdown of Research Grant and Contract performance at the half year 2020-21 stage; financial support for Doctoral Researchers who had been unable to mitigate against disruption caused by the pandemic; and REF 2020-21 preparations. The following points were noted in discussion:

- i) Thanks were offered to all colleagues at all levels who had offered leadership and support in relation to REF.
- ii) It was welcomed that Research Committee had approved a request for the University to become a signatory to the revised Concordat to Support the Career Development of Researchers. Further to this, Research Committee had proposed a research leadership programme taking in key stages of career development. It was noted as important that this should include training on how to be a team leader/manager.
- iii) Further information was provided on the success rates of Doctoral Prize Fellowship applications. A significant proportion of both cohorts were awaiting funding decisions, and following a review of the scheme, this issue, around the length of the Fellowships, would be addressed in the next iteration.

## **21/8 Matters for Report by the Pro-Vice-Chancellor (Teaching)**

### **SEN21-P8**

8.1 Senate received a report, and thanks were offered to all involved in ongoing activities in respect of Learning and Teaching at the University. The following points were highlighted:

- i) Module feedback had operated as normal in Semester 1 2020-21 and the results were broadly similar to Semester 1 2019-20, with a very slight (although not statistically significant) increase in overall satisfaction.
- ii) Significant staff training and development activity relating to flexible module delivery had been led by CAP and engagement levels had been very good.
- iii) Work was underway on the learning and teaching element of the University's submission to the Race Equality Charter (REC) for a possible bronze award, which was being led by Dr James Esson.
- iv) A further 266 full-time and 41 part-time new postgraduate taught students had started degree programmes in January 2021. This was a very positive outcome and thanks were offered to all involved. Work was underway on a similar process for a February 2022 entry.
- v) The position for 2021 student entry remained volatile and was being monitored carefully.
- vi) Withdrawals between October and December 2020 had impacted on the University's achievement of its access targets. Further work was ongoing to mitigate against this in the future.

### **SEN21-P9**

8.2 Senate considered a review of teaching delivery set up under the Framework for Flexible Module Delivery, with a view to informing delivery principles for the 2021-2022 academic year and the broader principles within the Learning and Teaching element of the new University Strategy. In discussion, it was noted by student members that levels of staff enthusiasm for and comfort with digital and dual delivery was variable. Reassurance was provided that this would be addressed through a number of mechanisms including expanded and refreshed training and sharing of good practice.

## **21/9 Matters for Report by the Pro-Vice-Chancellor (Enterprise)**

### **SEN21-P10**

Senate considered a report including updates on the Knowledge Exchange Framework; the Knowledge Exchange Concordat; and Enterprise Finance Reporting.

## **21/10 Matters for Report by the Provost and Deputy Vice-Chancellor**

### **SEN21-P11**

Senate considered a report. The following points were highlighted:

- i) ED&I issues had featured strongly at recent ALT meetings, including: In December 2020, race equality training, and a presentation on male allyship which had led to a productive discussion on how male leaders could become active supporters of EDI; and in January 2021, a proposed LU Race Equity Strategy (LURES), the adoption of which had subsequently been endorsed by Human Resources Committee.
- ii) Operations Committee:
  - a. The University would report a significant operating deficit in 2020/21, due primarily to the loss of fee income due to the pandemic. The deferral of all but non-essential capital spend meant that the University's cash position had been protected. Operations Committee was working on the assumption that devolved budgets would be in place for the new financial year starting on 1 August 2021.
  - b. Operations Committee was satisfied that the structural gap in University finances resulting from static home student fees coupled with rising staff costs and general inflation had been resolved until 2024/25.
  - c. Capital spend remained tightly constrained and no significant projects, other than those with a major proportion of costs covered from external sources, were envisioned in the near future. A high priority would need to be given to infrastructure maintenance projects as the University returned to a more normal operating environment.
  - d. Discussions with LSU over the purchase of land and building assets were ongoing.

## **21/11 Matters for Report by the Vice-Chancellor**

Senate received a verbal report on the following matters:

- i) Final interviews for the recruitment of a new Dean for the School of Business and Economics would be held in April 2021. There was a strong field of candidates with considerable diversity. Senate would be advised as soon as an appointment was confirmed.
- ii) An update was provided on the recent valuation of the USS pension scheme, which, notwithstanding some dispute about the parameters for the valuation, had indicated a large funding shortfall. The University would continue to work closely and constructively with the campus Unions and the Vice-Chancellor would arrange an open-meeting for all staff in due course.
- iii) Unfortunately, it had been necessary to postpone the graduation ceremonies scheduled for April 2021. It was hoped that it would be possible to hold ceremonies for the classes of 2020 and 2021 in the last two weeks of July 2021.
- iv) Thanks, and good luck for the future, were offered to Professor Tracy Bhamra, who was attending her final meeting of Senate as Pro Vice-Chancellor for Enterprise, prior to starting a new role as Senior Vice-Principal at Royal Holloway, University of London.

## **21/12 Appointment of Vice-Chancellor**

### **SEN21-P12**

The Vice-Chancellor left the room for this and subsequent items, and the Provost and Deputy Vice-Chancellor took the Chair.

Senate received a progress report on the process for the appointment of a new Vice-Chancellor, including the composition of a Joint Committee of Council and Senate to manage the search. The Joint Committee had retained consultants Saxton-Bampfylde to support the search process, and the role had been advertised publicly in January 2021. An engagement exercise had also been initiated to listen to views from different stakeholders, including colleagues, students and alumni. The process was progressing well, and it was anticipated that the Joint Committee would be in a position to make a recommendation to Council on an appointment in early May 2021. **ACTION: Secretary to circulate Chair of Council's introduction to the further particulars for the post to Senate members with the minutes.**

### **21/13 Prevent Annual Monitoring Report**

#### **SEN21-P13**

Senate noted Council's approval of the Prevent Annual Monitoring Report for submission to OfS.

### **21/14 Ethics Committee**

#### **SEN21-P14**

14.1 Senate received minutes of the meeting of Ethics Committee on 2 February 2021.

#### **SEN201-P15**

14.2 Senate approved the Annual Statement on Research Integrity 2021.

### **21/15 Human Resources Committee**

#### **SEN21-P16**

15.1 Senate received minutes of the meeting of Human Resources Committee on 3 February 2021.

#### **SEN21-P17**

15.2 Senate recommended to Council for approval the Equality, Diversity and Inclusion Compliance Report 2020.

### **21/16 IT and Governance Committee**

#### **SEN21-P18**

16.1 Senate received minutes of the meeting of IT and Governance Committee on 27 October 2020.

#### **SEN21-P19**

16.2 Senate recommended to Council for approval revisions to the Terms of Reference for Information Technology and Governance Committee

### **21/17 Research Committee**

#### **SEN21-P20**

17.1 Senate approved the establishment of a new Research Centre based in the School of Social Sciences and Humanities: STEER - The Loughborough Centre for Sustainable Transitions: Energy, Environment and Resilience.

#### **SEN21-P21**

17.2 Senate approved an amendment to Regulation XXVI (Research Degree Programmes) to discontinue the PhD by publication route for alumni.

### **21/18 Student Discipline Committee**

#### **SEN21-P22**

18.1 Senate received minutes of the meeting of Student Discipline Committee on 26 January 2021.

#### **SEN21-P23**

18.2 Senate approved revised Terms of Reference for Student Discipline Committee.

## SEN21-P24

18.3 Senate recommended to Council for approval a minor amendment to Ordinance XVII (Conduct and Discipline of Students).

## 21/19 Programme Proposals

Senate note the action of the Pro-Vice-Chancellor (Teaching), on behalf of Senate, in approving the following:

### 19.1 New programmes:

BSc/MChem Chemistry with Computing (from Oct 2021)  
MA Climate Change Politics and Policy (from Oct 2021)  
MSc Climate Change Science and Management (from Oct 2021)  
MA Creative Writing and the Writing Industries (from Oct 2021)  
MA Cultural Heritage Innovation (from Oct 2021)  
MA Design and Branding (from Oct 2021)  
MSc Diplomacy, Politics and Trade (from Oct 2021)  
Humanities with a Foundation/International Foundation Year (from Oct 2021)  
MSc Intelligent Transport Systems (from Oct 2021)  
MA International Development (from Oct 2022)  
MSc International Financial and Political Relations (from Oct 2021) \*  
MSc International Project Management (from Oct 2021)  
International Relations with a Foundation/International Foundation Year (from Oct 2021)  
MSc International Sustainable Development (from Oct 2022)  
BSc/MPhys Physics with Computing (from Oct 2021)  
MSc Service Design Innovation (from Oct 2021)  
PG Cert Storytelling (remote learning from Feb 2021 and blended learning from Oct 2021)  
MSc Sustainable Management (from Oct 2021)  
MSc User Experience Design (from Oct 2021) #

\* *New part-time version of existing full-time programme*

# *Part-time version has since been suspended until Oct 2023. The full-time version will be launched in October 2021 as planned.*

### 19.2 Award, title or major programme changes:

BEng/MEng Architectural Engineering (DIIntS option added from Oct 2020 intake)  
BEng/MEng Civil Engineering (DIIntS option added from Oct 2020 intake)  
Civil Engineering with a Foundation Year (title change to Civil Engineering and Architectural Engineering with a Foundation Year from October 2020 intake)  
Civil Engineering with an International Foundation Year (title change to Civil Engineering and Architectural Engineering with an International Foundation Year from October 2020 intake)  
BSc Commercial Management and Quality Surveying (DIIntS option added from Oct 2020 intake)  
BSc Construction Engineering Management (DIIntS option added from Oct 2020 intake)  
BA Fine Art (from Oct 2022 entry)  
MA Global Communication and Development (title change to MA Global Communication and Social Change from Oct 2021 intake)  
BA Graphic Design (from Oct 2022 entry)  
BA Textile Design (from Oct 2022 entry)  
BSc/MPlan Urban Planning (DIIntS option added from Oct 2020 intake)  
MA User Experience Design (title change to MA User Experience and Service Design from October 2021 intake onwards)

### 19.3 Suspension of programmes:

MA Cultural Heritage Innovation (No previous intakes; proposed first intake: Oct 2022)  
MA Media History (No previous intakes; next intake: Oct 2022)  
MSc Sustainable Management (No previous intakes; proposed first intake: Oct 2022)  
MSc User Experience Design - part-time version only (proposed first intake: Oct 2023)  
MSc Water Engineering for Development (F/T) (last intake: Oct 2020; next intake: Oct 2022)  
MSc Water Management for Development (F/T) (last intake: Oct 2020; next intake: Oct 2022)

#### 19.4 Termination of programmes:

MSc Banking and Finance (Last intake: Oct 2020)

MA Creative Writing (Last intakes: p/t 2018; f/t 2019)

MSc Economics and Business Strategy (Last intake: Oct 2019)

MSc Economics and International Business (Last intake: Oct 2019)

MSc Infrastructure Design and Management (no previous intakes)

MA Media History (no previous intakes)

### 21/20 Annual Report on Academic Partnerships

#### **SEN20-P25**

Senate received the annual report on major academic partnerships.

### 21/21 Appointment of Associate Deans

Senate note the following appointments/reappointments:

21.1 Professor Vicky Story as Associate Dean (Teaching) for the School of Business and Economics from 1 February 2021 until 31 July 2024.

### 21/22 Reports from Committees

Senate received reports from the following Committees:

22.1 **SEN21-P26** Arts Committee of 2 February 2021.

22.2 **SEN21-P27** Enterprise Committee on 8 September and 3 November 2020, and 12 January 2021.

22.3 **SEN21-P28** Estates Management Committee of 18 June and 6 November 2020.

22.4 **SEN21-P29** Finance Committee of 21 October and 11 December 2020, and 18 January and 12 February 2021

22.5 **SEN21-P30** Learning and Teaching Committee of 28 January 2021.

### 21/23 Date of Remaining Meeting in 2020-21

Wednesday 16 June 2021, 10am

Author – Chris Dunbobbin

Date – March 2021

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