

SENATE

Minutes of the Meeting held on 20 October 2021

Members:	Abdulraouf Abdussalam	Dermot Bolton	Professor Amir Sharif
	Dr Dariya Mykhayliv	Faiz Ilyas	Professor Felician Campean
	Professor Engobo Emeseh	Dr Rhys Kelly	Dr Keren Bielby-Clarke
	Professor Martin Priest	Professor Zahir Irani	Professor Udy Archibong
	Dr Peter Branney	Dr Emma Brown	Dr William Martin
	Professor Sherif El-Khamisy	Inshaal Ahmed	Dr Clare Beckett-Wrighton
	Zafar Iqbal	Nikki Pierce	Professor Alastair Goldman
	Professor Shirley Congdon	Sarah George	Professor Maryann Hardy
	Professor John Bridgeman		Professor Vishanth Weerakkody

In attendance: Riley Power, University Secretary
 Stuart McKinnon-Evans, Chief Finance Officer
 Richard Greenwood, Associate Director, Finance
 Jo Beaumont, Associate Director, Student, Academic and Information Services
 Professor Sankar Sivarajah, Head of the School of Management, Faculty of MLSS
 Anna Jackson, HR Business Partner
 Clare Kiernan, Committee Secretary

Apologies:	Rifat Bashir	Professor Marina	Paul Watson
	Professor Karen Stansfield	Bloj Alison Hartley	Professor Rami Qahwaji
	Professor Iqbal Mujtaba	Dr Nejat Rahmanian	Dr Clare Peyton
	Carol Vickers	Dr Karina Croucher	Gary McFarlane
	Janice High		

131/20-21 **Minutes of the meeting on 23 June 2021 (Document SEN131/21-22)**

1.1 The minutes of the meeting held on the 23 June 2021 were **approved** as a correct record.

2.21-22 **Matters arising and action tracker: Approval of Fitness to Practise and Disciplinary revised procedures (Document SEN001/21-22)**

2.1 Senate received a report on matters arising from the Senate meeting on 23 June 2021 and the actions taken since that meeting to address them. All actions were complete.

2.2 The University Secretary outlined the content of the documents circulated on the morning of the meeting regarding the final technical drafts of the Fitness to Practice and Student Disciplinary procedures. The University Secretary asked for feedback by 22 October following which the University Secretary would submit the final drafts to the Vice-Chancellor for approval by Chair's action. Dr Martin noted that there were two additional policies to be added to Annex A of the Fitness to Practice document and would send these on.

- 2.3 SECRETARY'S NOTE: the Fitness to Practice and Student Disciplinary procedures were approved via Chair's action and were available from:
<https://www.bradford.ac.uk/governance/policies-and-statements/>

3.21-22 **Chairs Report (Document SEN002/21-22)**

- 3.1 The Chair welcomed everyone to the meeting, with particular mention to new members of Senate and encouraged everyone to contribute to the meeting and provide feedback on the venue and format if appropriate.
- 3.2 The Chair provided a summary on the key areas of activity undertaken:
- Covid cases in the student cohort had fallen as of 4 October.
 - The outcome of the Comprehensive Spending Review would be available on 27 October. The Chair explained that the modelling work carried out by the Chief Finance Officer and team provided a range of scenarios. The CFO stated that these ranged from an impact of £2m-£8m but expected the University to be less exposed than others in the sector due to the range of courses offered by the University.
 - A key priority was to continue to implement the University's strategies, including the development of a Brand, Communication and Marketing enabling strategy. This would be presented to a future meeting of Senate.
- 3.3 The Chair provided details of the Chair's actions since the last Senate. The policy on the recording of educational activities was covered under A.O.B. The temporary Covid regulations request was discussed, and Senate agreed that this should be effectively communicated to students and to be clear which regulations were being retained. All Chair's Actions were **agreed**.

ACTION: communicate details of retained regulations under the recording of educational activities policy (Director of LTQE)

ACTION: present draft Brand, Communication and Marketing Strategy to future Senate (University Secretary)

4.21-22 **Declarations of interest (Document SEN003/21-22)**

- 4.1 There were no new declarations of interest.

5.21-22 **Return to Campus Updates (Document SEN004/21-22)**

- 5.1 The DVC AIQ updated Senate on the University's approach to managing the return to campus during Semester 1 and the rationale for this approach.
- 5.2 Senate queried what steps could be taken to ensure FoHS students had the same level of engagement with the range of activities provided by the University and the Students' Union, which could be more difficult due to placements on these courses. The UBU Student Affairs Officer advised that the SU were currently working on ways to ensure specific points of contact across all faculties for a joined-up approach. The Academic Registrar acknowledged

the challenges for some students in engaging in activities week during half term and noted the importance of faculties working closely with their ADLTs to design appropriately solutions.

5.3 The UBU Education Officer expressed how positive the campus felt since the return in this academic year and that students appreciated their degree courses. Senate was advised that there were numerous activities and societies that the SU were working on with students and faculties. The Chair also confirmed that her engagement with students had mirrored this positivity about the return to campus.

5.4 The CFO drew attention to three key strands in the Student Offer – the physical campus, non-curricular events and communications. The SU was integral in all the planning and events and were part of the Student Offer project group. The CFO explained that a contact group of students had been established to be involved in any future developments. The Student Affairs Officer echoed these points and asked for the level of social learning spaces to be increased in line with the rise in blended learning.

6.21-22 **Strategy Update KPI Dashboard/University sub strategies/Faculty progress updates (latter, oral reports) (Document SEN005/21-22)**

6.1 The CFO introduced the report and noted that it was the culmination of a significant amount of work over the past year. The CFO outlined the eight strategic objectives and articulated how each would improve the direction of travel for the university. The CFO impressed on Senate how important it was to consider how all activity across the University could contribute to these objectives, using the KPIs as evidence of this impact. The Chair emphasised that, each member of staff, each student and each partner of the university had a role in delivering on these objectives.

6.2 An update on each of the University sub-strategies was provided. The DVC AIQ advised Senate that LTC were looking at a new 'lifecycle' approach to curriculum design, development, approval and monitoring aligned to the planning and budgeting cycle over a 5-year period – putting the student at the heart of the journey. The lifecycle would be a core part of the delivery and implementation of the Learning Teaching and Student Experience Strategy and would be the vehicle through which enhancement of the student journey and student experience would be driven. The DVC AIQ confirmed that in moving to this new system, every effort would be made to reduce bureaucracy and any impact on academic and professional services staff.

6.3 The PVC EDI explained that EDI had been completely re-imagined at the University and the infrastructure was being re-branded. Six new roles had been created in the University, with the new team to be in place by the new year. There were also six new Athena Swans (Bronze) awards.

6.4 The DVC RIE noted that in relation to the Business and Community Engagement Sub-Strategy, a toolkit for engaging with partners to enhance the quality of workplace experience was being developed. The DVC RIE noted that an implementation plan with 17

separate actions was in place through workstreams reporting to the Research and Innovation Committee.

- 6.5 Deans of Faculties also updated Senate on the steps being taken to implement the strategies within Faculties.

7.21-22 **Management, Law and Social organisational change (Document SEN006/21-22)**

- 7.1 Professor Sankar Sivarajah, Head of the School of Management, Faculty of MLSS and Anna Jackson, HR Business Partner joined the meeting for this item and the Dean of the Faculty of MLSS introduced this item and referred Senate to Paper 21 of the pack – paragraph 2.2 – in particular. He thanked the Dean of the Faculty of Engineering and Informatics for his significant feedback on the governance arrangements.

- 7.2 The Head of School provided a high-level summary of the School Strategy for the next 3-5 years which was aligned to the University's vision and values. It was based around a three departmental structure with three key elements – responsible management, digital economy and sustainability. Professor Sivarajah explained what these changes meant in terms of the organisation of the School and confirmed that meaningful discussions had taken place with staff involved. The Dean of the Faculty of MLSS explained why this change had been proposed, notably to focus on student growth, matching provision with student demand and the ability to be agile.

- 7.3 Senate queried whether the changes proposed had required to be submitted to Senate before being implemented. Specifically, a concern was raised around whether the changes meant a change of academic footprint in relation to Human Resource Management. The Head of School explained that the academic provision within the School of Management had not changed, with HRM continuing to be provided by the School of Management as part of its postgraduate offer and that all academic approval process to change existing programmes had been followed. In addition, all HR policies relating to the change process within the School had equally been followed, including detailed consultation with staff. The Chair emphasised the importance of the University learning from how it undertook these processes, in particular around close engagement with staff and students, to ensure that future processes built on those lessons.

8.21-22 **Annual report of Senate business 2020/21 and Academic Quality and Standards (Document SEN007/21-22)**

- 8.1 The University Secretary outlined the contents of the report which was a report from Senate outlining how the University discharged its obligations under the OfS Regulatory Framework relating to Academic Quality and Standards. The University Secretary advised that the report also provided assurance to Council on how these obligations were fulfilled. Senate **approved** the report and recommended its submission to the University Council.

ACTION: present report to Council in November 2021 (DVC, AIQ)

9.21-22 **Update on Senate effectiveness review close off previous review action plan and update on light touch review (Document SEN008/21-22)**

- 9.1 The University Secretary summarised the report which set out the actions that had been taken to complete the agreed action plan following the externally facilitate review of Senate effectiveness that had previously been undertaken. In relation to the new Higher Degree Apprenticeships Sub-Committee of LTC, and the rationale for this, Senate asked for an item at a future meeting, on this topic. The Academic Registrar confirmed that this was the subject of an informal session of senate on 15 November, however, the Chair agreed for this to be added to the 2021/22 Senate Schedule of Business.

ACTION: Apprenticeship Update, including Ofsted preparedness to be included on a future agenda for Senate during 2021/22 (Director of LTQE).

10.21-22 **Student recruitment report (Document SEN009/21-22)**

The DVC AIQ introduced this item and presented up to date recruitment figures (as at 20 October) and provided comment on the position against target for each market segment for the 2021/21 entry cycle, noting:

- the University's strong position at the point of entry into clearing.
 - that the undergraduate home target would not be achieved; this had been impacted by EU funding and recruitment, and a significant number of UF deferrals to 2022/23 entry.
 - postgraduate taught home recruitment continued with the University expecting to recruit additional students in January 2022, as part of the 2021/22 intake.
 - international recruitment had been very positive.
 - the success of the recent on-campus and virtual Open Days.
- an update on UBC recruitment was also provided.

11.21-22 **NSS Results 2021 results (Document SEN010/21-22)**

- 11.1 The Associate Director (Planning and Performance) joined the meeting for this item and summarised the paper and appendices. He advised Senate that the richest information was in the comments from students. Work was ongoing across the university regarding any areas to improve on. The highest aspect of satisfaction was on engagement with teaching staff. All the recommendations would be considered and acted on as appropriate.
- 11.2 The Chair noted that the informal session for Senate on 27 September about this survey was excellent also and confirmed that University staff were working with students on their very diverse views. Careful consideration would be given to the results in considering the ongoing delivery of the Learning, Teaching and Student Experience sub-strategy.

12.21-22 **League tables and rankings (GUG, Time GUG, CUG (Document SEN011/21-22)**

- 12.1 The Associate Director (Planning and Performance) summarised the three key areas in the paper, as follows:

The Guardian University Guide – the University had moved up 20 places overall and in several individual subject areas. The University was ranked as 4th in the Value-Added measure.

The Times Good University Guide – the University had moved up 17 places and is in the top 20 universities across the country in terms of the response to Covid-19.

Complete University Guide – the University had fallen 16 places. This is in part due to Good Honours Degrees being removed as a measure and replaced with one on Prospects / Outcomes, which the University needs to work on.

- 12.2 Senate discussed the metrics that informed these tables and where the University, through the implementation of its strategies, was most likely to have an impact, should the University deliver on its key performance indicators. Senate also considered those measures, such as SSRs, where the size and characteristics of the University may constrain the level of impact that could be had on those measures.

13.21-22 **Update on International Foundation College**

- 13.1 The CFO provided an update to Senate on the University of Bradford's International College (UBIC). He explained that there were 83 students enrolled already, a further 350 expected in January 2022 and potentially 350 more later in the academic year. The CFO confirmed that capacity may be the only real issue as take up has been so positive and that this was being considered by the UBIC Steering and Joint Academic Boards.

14.21-22 **Academic Workload Model Re-launch (Document SEN012/21-22)**

- 14.1 The Head of Faculty Studies in the FoHS introduced this item, which had previously been reviewed by Senate in June 2021. The purpose was to ensure that workload was fair and equitable.
- 14.2 The Head of Faculty Studies in the FoHS thanked Patrick Ryan who had driven this work through prior to his retirement, including how the workload model was defined and refined. A handbook had always been in place for the model, and included detail of timings of reviews and allocations, which were best carried out at the start of the academic year. A redefined system was expected to be up and running by the end of November, which should aid the integration of the system and details would be added into the handbook.
- 14.3 The Chair reaffirmed that the purpose of the system was to support planning and to ensure that workloads correct, transparent and fairly distributed, while ensuring the University was best placed to deliver on its strategic objectives. An oversight group had been established which would review feedback from the consultation. The handbook would be an item at a future Senate for consideration and approval. The Chair thanked the AD of RKT in the Faculty of Engineering and Informatics for his feedback to ADs.

ACTION: include AWLM handbook on agenda at future Senate

15.21-22 **Graduate outcomes survey & Longitudinal Education Outcomes 2020 (Document SEN013/20-21)**

15.1 The Associate Director, Student Services, Careers, Employability and Engagement joined the meeting for this item and highlighted specific items in the paper to Senate on University performance within the sector, including that unemployment had increased, but was nevertheless lower than the sector and the detail on salary bands, ethnicity and gender. In summary, it was noted that overall performance had fallen slightly. The Power BI report on the subject would be available from w/c 25 October. Some of the employment markets had stagnated but the University continued to work with inclusive employer partnerships and key stakeholders to engage and tap into best practice.

16.21-22 **Access and Participation Plan update (Document SEN014/21-22)**

16.1 Senate **noted** a report from the Academic Registrar outlining the University's progress against its Access and participation Plan and noted policy developments with the appoint of a new Director of Fair Access at the OfS which would require further review and possible amendment to the APP once these had been published.

17.21-22 **Prevent update (Document SEN015/2021-22)**

17.1 Senate **noted** the Prevent update paper.

18.21-22 **Applications for Honorary, visiting, and Emeritus Professor(s) (Document SEN016/21-22)**

18.1 The application for Professor to achieve the position of Emeritus Professor was **approved** by the Senate.

19.21-22 **Honorary Degrees Committee (Document SEN017/21-22)**

19.1 Senate **noted** the paper and **approved** the nominations for honorary awards.

20.21-22 **Learning and Teaching Committee (Document SEN018/21-22)**

20.1 Senate **noted** the paper.

21.21-22 **Research and Innovation Committee (Document SEN019/21-22)**

21.1 Senate **noted** the paper.

22.21-22 **Awards Sub-Committee (Document SEN020/21-22)**

22.1 Senate **noted** the paper.

23.21-22 **Faculty of Management, Law and Social Sciences (Document SEN021/21-22)**

23.1 Senate **noted** the paper, including the organisational change discussed at item 7.

24.21-22 **Faculty of Life Sciences (Document SEN022/21-22)**

24.1 Senate **noted** the paper.

25.21-22 **Faculty of Health Studies (Document SEN023/21-22)**

25.1 Senate **noted** the paper.

26.21-22 **Any Other Business**

26.1 The Academic Registrar introduced the item regarding the recommendation for an individual student from the Senate Investigation Committee – details of which had been included in the papers.

26.2 Following a discussion on the nature of the issue, several members of Senate asked for guidelines on how individual investigations were approached due to some of the mitigations that students were using when allegations arise. The Chair concluded that additional training and support could be provided, and that staff should be clear with students from the outset on the potential for such investigations to take place when appropriate – and the implications that can arise.

26.3 The Senate **approved** the recommendation of the Investigating committee for Academic Misconduct to permanently exclude the individual involved from the university, with the appropriate exit award for any credit achieved as recommended in the report.

27.21-22 **Draft Agenda for 26 January 2022 and Schedule of Business 2021-22 (Documents SEN024-025/21-22)**

27.1 Senate **noted** the Schedule of Business for 2021/22 and the draft agenda for 26 January 2022.

28.21-22 **Terms of reference and membership 2021-22 (Document SEN026/21-22)**

28.1 Senate **noted** the Terms of Reference for 2021/22.

Secretary: Clare Kiernan, Legal and Governance

Date: October 2021