

# SENATE

## Minutes

### SEN14-M1

Minutes of the Ordinary meeting held on 29 January 2014.

## Attendance

### Members present:

	Robert Allison	
Simon Austin	Andy Harland (ab)	Rob Parkin
Louise Batts	Russ Harris (ab)	Keith Pond (ab)
Morag Bell	Chris Hewitt	Jonathan Potter
Tracy Bhamra	Elaine Hobby	Helen Rendell (ab)
Jeff Brown	Josh Hurrell	Peter Render
Mike Caine	Terry Kavanagh	Chris Rielly
Alistair Cheyne	David Kerr (ab)	Carol Robinson
Steve Christie	Mark King	Steve Rothberg
Alex Christoyannopoulos	Angus Laing (ab)	Andrew Selby
Paul Chung	Becky Lauder-Fletcher	Carys Siemienuch
Laurence Clift (ab)	Paul Leaney	Chris Szejnmann
Charlotte Davison (ab)	Mark Lewis	Paul Thomas
Anastasia de Montjoye (ab)	Chris Linton	Rachel Thomson
Rob Dover	Joe Maguire	Tony Thorpe (ab)
Simon Downs	Dominic Malcolm	Paul Turner
Phil Eames	Neil Mansfield (ab)	Mike Waring
Mark Everitt	Fehmidah Munir (ab)	Iris Wigger (ab)
Jacqui Glass	Myra Nimmo	Shuang-Hua Yang
Chris Goodier (ab)	David Parish	Huaizhong Zhao

### In attendance:

Chris Dunbobbin, Lizzie Gadd, Fidelma Hannah (for item 14/3), Peter Keen, Jennifer Nutkins, Andy Stephens, Richard Taylor.

### Apologies received from:

Laurence Clift, Charlotte Davison, Anastasia de Montjoye, Chris Goodier, Andy Harland, Russ Harris, David Kerr, Angus Laing, Neil Mansfield, Fehmidah Munir, Keith Pond, Helen Rendell, Tony Thorpe, Iris Wigger.

The Vice-Chancellor welcomed Rachel Thomson who was attending her first meeting, Lizzie Gadd, Fidelma Hannah, and Peter Keen.

## 14/1 Minutes

Senate RESOLVED to confirm and sign the Minutes of the Ordinary meeting held on 13 November 2013 (SEN13-M6).

## 14/2 Matters arising from the Minutes

### 2.1 Review of Initial Teacher Training (minute 13/74 refers)

Senate RECEIVED a verbal update from the PVC(T).

- i) After further consideration, and taking into account the risk to the quality of provision in 2014-15, Operations Committee had decided that the PGCE programme in Science should be discontinued with effect from the end of the 2013-14 academic year. This had been managed carefully, and the small number of applicants for 2014-15 had been contacted.

- ii) The financial case for the new PGCE programme in Mathematics had been approved by Operations Committee, and the programme details would be considered by Learning and Teaching Committee on 6 February.

## 14/3 University Strategy

### SEN14-P1

#### 3.1 New University Planning Process and Draft Strategic Implementation Plan

Senate RECEIVED the new University Planning Process and draft Strategic Implementation Plan. Following Senate's recommendation, Council had approved the University Strategy in November 2014. Since then the PVCs and Director of Sport had undertaken significant further work in preparing detailed implementation plans for their areas of activity. These had been synthesised by the Provost and DVC into a combined draft Strategic Implementation Plan, which would inform the development of the University's financial plans. The Provost and DVC was also working with the Director of Planning to develop annual planning and quadrennial review processes for Schools and Professional Services. Under the new arrangements, annual plans would normally be prepared each Autumn, but would be piloted in February 2014 to help with setting the 2014/15 budget. Quadrennial reviews would also normally take place in Autumn, but a pilot study with the Wolfson School and Facilities Management would be held in May 2014. Following consideration by Senate there would be further work to refine the draft Strategic Implementation Plan prior to its submission to Council for approval in April 2014. Discussions on the supporting financial plans and budgets would take place in parallel, prior to discussion at Council of plans to deliver and resource the University Strategy, including consideration of timescales, priorities, and KPIs.

The PVCs and the Director of Sport highlighted some of the key elements of their implementation plans. There was a recognition that the position of sport within the strategy created a tension, but more importantly the opportunity existed for the University to build on its reputation for excellence in sport in a way which would help towards achieving a step-change in performance in teaching, research and enterprise.

The timetable for the preparation of School/Professional Service Annual Plans for the pilot in February 2014 was compressed, but this was necessary to ensure input from Schools and Professional Services into the 2014-15 budget-setting process.

The following points were noted in discussion of the draft Implementation Plan:

- i) There were no specific targets in terms of improving the University's ranking in international league tables, but the intention was to create an environment of continuous improvement which would allow the University to achieve a higher ranking, and league table targets might appear in the KPIs.
- ii) The establishment of competitive fellowship schemes in a teaching context (as well as in research and enterprise) should be added.
- iii) References to academic leadership training programmes should be broadened to include teaching and enterprise (as well as research).
- iv) It was crucial that the Plan served as more than a high-level statement and was meaningful to and embraced by as many staff and students as possible. It was suggested that a very clear and brief statement of what the University was attempting to do which was different, and why the University was trying to do things differently would be helpful to this end.
- v) LSU representatives welcomed the references to students as valued partners in learning, and to building on the University's already exceptional relationship with LSU.
- vi) The contribution of non-academic staff in Schools (as well as that of Professional Services staff) should be more explicitly recognised in the wording.
- vii) There was scope for a more explicit articulation of the relationship between the University Strategy, the draft Strategic Implementation Plans, and the School/Professional Service Annual Plans.
- viii) There was capacity for the University to invest in some, but not all, of the activities referred to in the Plan, and careful prioritisation would be required.

Deans were asked to discuss the draft Implementation Plan with their Senior Management Teams, and within broader School meetings if time allowed, and to provide feedback to the Director of Planning.

### SEN14-P2

#### 3.2 HR Implications of New University Strategy

Senate RECEIVED proposals relating to the identification and development of priorities for the HR elements of the new University Strategy. A number of important HR issues needed to be reviewed in order to ensure that the ambitions set out in the Strategy, particularly in relation to the Investing in Staff strategic driver, were realised, and a senior member of the HR team had been seconded to lead this area over the following 12 months. There were four work packages, to be led by the PVCs and the COO, as below, with support from other members of staff as appropriate. The packages were inter-related, and a Portfolio Board, chaired by the Provost and DVC would be established to ensure coordination and consistency.

Reward and Promotion: Morag Bell  
Performance and Management: Steve Rothberg  
Academic Roles: Myra Nimmo  
Other HR Initiatives: Richard Taylor

Members with an interest in contributing to one or more of the packages were asked to email the relevant PVC/COO, or the Provost and DVC. It was hoped that each group would receive contributions from Senate members, and from other academic and non-academic staff.

The following points were noted in discussion:

- i) The 'Other HR Initiatives' package should include a review of existing HR data systems.
- ii) The 'Academic Roles' package should include a review of the scope to optimise the role of technical staff.

#### **14/4 Statute XXI (Academic Staff)**

##### **SEN14-P3**

Senate NOTED progress towards updating Statute XXI (Academic Staff), parts of which were no longer compliant with modern employment law. The new Statute XXI would be relatively brief, defining the concept and application of academic freedom, and stipulating that the University must have Ordinances to deal with issues such as redundancy and discipline. Work was being undertaken by HR, with UCU colleagues, and it was anticipated that the new draft Statute would be considered by General Assembly in February 2014, Senate in March 2014, and subsequently by Council, before being sent for approval to the Privy Council. It was expected that the accompanying Ordinances would be submitted to Senate in June 2014, and Council in July 2014. The Vice-Chancellor thanked HR and UCU for their work on this project.

#### **14/5 Effectiveness Review of Senate**

##### **SEN14-P4**

Senate RECEIVED an update on proposals for the Effectiveness Review of Senate, and agreed:

- i) To approve the proposals in the paper.
- ii) That the academic members of the review group should be Chris Szejnmann (Chair), Jacqui Glass, and Simon Austin, and that when the group first convened it should reflect on whether it was necessary to propose a fourth academic member to the Vice-Chancellor, for appointment by Chair's action on behalf of Senate.
- iii) That the Academic Registrar should act as secretary to the group.
- iv) That the group would aim to submit a final report to Senate in June 2014, and that the Chair would provide an interim update in March 2014.

#### **14/6 Appointments to Personal Title Promotion Panel**

6.1 Senate RESOLVED to approve the appointment of the following as members of the Personal Title Promotion Panel, for an initial period of 2 years, as senior Professors from across the University nominated by the Vice-Chancellor: Liz Stokoe, George Havenith and Yiannis Vardaxoglou.

6.2 Senate NOTED the full membership of the Personal Title Promotion Panel:

Provost & DVC (Chair): Chris Linton  
PVC(E): Steve Rothberg  
PVC(R): Myra Nimmo

PVCT: Morag Bell  
3 senior Professors from across the University: Liz Stokoe, George Havenith and Yiannis Vardaxoglou.

## 14/7 Appointment of Deans

Senate RECEIVED a verbal update on the appointment of Deans for Aeronautical, Automotive, Chemical and Materials Engineering; Arts, English and Drama; and Science. The posts would be advertised in the Times Higher on 12 February with a closing date of 12 March, and interviews would be held in April 2014.

The Vice-Chancellor and Provost and DVC had visited the three Schools and met with the School's SMTs and elected members of Senate to consult on the appointment process. Senate members involved in these discussions commented favourably. In each case there would be a main panel, chaired by the Vice-Chancellor, and including two representatives from the School, and a sub-panel, chaired by one of the PVCs, and including representatives from the School and one from Professional Services.

Senate would be provided with further updates in March and June 2014, and there would be an opportunity to review the effectiveness of the appointment process.

## 14/8 Honorary Clinical Appointments

### SEN14-P5

Senate RESOLVED to recommend to Council the establishment of Honorary Clinical Appointments and a procedure for consideration of individual candidates. The proposed procedures would assist in the facilitation and development of relationships with colleagues working in clinical settings and was consistent with arrangements in other institutions where collaborative working with clinical staff was more established. It was noted in discussion that applications would need to include details of any office/support facilities proposed, and that financial remuneration would not normally be involved. Any exceptional cases where remuneration was envisaged would be submitted to Operations Committee for approval.

## 14/9 Matters for Report by the Vice-Chancellor

The Vice-Chancellor reported on the following:

- i) In his Autumn Statement, the Chancellor of the Exchequer had announced the removal of the cap on UK/EU undergraduate student recruitment from 2015-16. The detail had not yet been confirmed but this was a very significant change and the competition around confirmation and clearing could be expected to intensify.
- ii) The NSS 2014 would be launched on 3 February 2014, and all members were asked for their support in encouraging finalist students to complete the survey at the earliest opportunity. There would be a range of activities to promote the survey, in conjunction with LSU, and a pack of resources for Schools and Professional Services would be circulated shortly.
- iii) Congratulations were offered to Shirley Pearce who had been awarded a DBE in the New Year's Honours list.
- iv) Congratulations were offered to Jo Bullard from the School of Social, Political and Geographical Sciences and Jim Chandler from the School of Civil and Building Engineering. Both had been appointed as Senior Fellows of the Higher Education Academy - these were the first Senior Fellowship awards to Loughborough staff for sustained leadership in learning and teaching. Along with Jon Millett they had also secured a new joint NERC research grant.

## 14/10 Enterprise Committee

### SEN14-P6

- 10.1 Senate RECEIVED a report of the meeting on 7 November 2013.

### SEN14-P7

- 10.2 Senate RESOLVED to approve amendments to the Terms of Reference and Composition of Enterprise Committee.

## 14/11 Dates of Remaining Meetings in 2013-14

12 March 2014, 9.15am  
25 June 2014, 9.15am

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Author – Chris Dunbobbin

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