Senate

Loughborough University

Minutes

SEN22-M3

Minutes of the meeting held on 9 November 2022.

Attendance

Nick Jennings (ab)

Sian Adiseshiah	Lisanne Gibson	Sarabjit Mastana
Kerri Akiwowo	Jan Godsell	Andrew Morris
JD Bhadra	Mey Goh (ab)	Dan Parsons
Harry Bowie	Suzana Grubnic	Valerie Pinfield
Anthony Brown	Tarek Hassan	Tanja Radu
Steve Christie	Richard Hodgkins (ab)	Shahin Rahimifard
Marcus Collins	Eef Hogervorst (ab)	Catherine Rees
Paul Conway	Michael Hoyler	Chris Rielly
Malcolm Cook	Harry Hughes-Slattery	Duncan Robertson
Jennifer Cooke (ab)	Mia Jackson	Alice Robinson
Georgina Cosma	Allyson King	Merve Sancak
Charlotte Croffie	Mark Lewis	Robby Soetanto
Abigail Davis	Baihua Li	Rachel Thomson
Cees de Bont	Chris Linton (Chair)	Duncan Walker (ab)
Claudia Eberlein	Niels Lohse (ab)	Emma Walton
Tony Edwards (ab)	Mariateresa Lombardo (ab)	Eve Zhang
Matthew Frost	Carolynne Mason	Diwei Zhou

In attendance:
Chris Dunbobbin, Jennifer Nutkins, Alex Owen, Richard Taylor.

Apologies received from:
Jennifer Cooke, Tony Edwards, Mey Goh, Richard Hodgkins, Eef Hogervorst, Niels Lohse, Mariateresa Lombardo, Duncan Walker.

The Provost welcomed new members.

22/63 Minutes

Senate confirmed the Minutes of the meeting held on 15 June 2022 (**SEN22-M2**).

22/64 University Governance

SEN22-P85
64.1 Senate noted the Powers and Functions of Senate.

SEN22-P86
64.2 Senate approved proposals for the Effectiveness Review of Senate 2022-23. Thanks were offered to those who had agreed to take part in the Working Group.

22/65 Key Performance Indicators

SEN22-P87

Senate considered an update on existing KPIs. There were no changes to the ratings for the five strategic ambitions, but two updates to individual metrics were noted:

i) The NSS metric had changed from green to amber reflecting the University's ranking for overall satisfaction dropping from 3rd to 7th.
ii) The Graduate Outcomes metric had changed from amber to green following an improvement on the previous year's performance in the Graduate Outcomes Survey.

22/66 RTE Academic Promotion Review

SEN22-P88
Senate considered the latest versions of draft new processes and criteria for RTE academic promotion arrangements, taking into account feedback on earlier iterations from ALT, Senate, EDI-SC, VC, DVC, and three focus groups. The original timeline had slipped slightly, and it was anticipated that formal Senate approval would now be sought in March 2023. Thanks were offered Chris Rielly, Lisanne Gibson, and the members of both Working Groups.

Senate agreed:

i) The principles and substantive changes in the updated draft of the Processes document, namely:
- Greater emphasis on improved equity of outcomes, in which staff promoted to senior grades were representative of the diversity of the whole population of RTE academics at Loughborough, noting an Equality Impact Assessment was being undertaken.
- Encouragement for all staff being considered for promotion to make a short statement about their personal circumstances as a standard part of their application.
- Two Deans (rotating) to be added to the Personal Titles Committee, to increase understanding of how this part of the process operated and how decisions were made at Reader and Professor level, leading to improved feedback to candidates.
- Greater consistency across the institution, and formation of School Promotions Committees to avoid the Dean (or nominee) acting as a single gatekeeper for all promotions.

ii) A proposal to explicitly change the practice for promotion to Senior Lecturer, specifically in relation to the evidencing of 'Support for Researchers', with additional broader indicators to evidence support of Researcher supervision replacing the requirement of supervision of a successfully completed Doctorate. It was intended that this would eliminate a single 'cliff face' criterion against which applicants may fail to be promoted for reasons outside of their control.

The following additional points were noted in discussion:

iii) The new process did not contain a mechanism for members of staff to progress their own applications, but individuals who were dissatisfied with the School Promotion Committee's decision had a right of appeal, albeit that a disagreement with the judgement and decision of the Committee would not of itself constitute grounds. It was emphasised in this context that where applications were unsuccessful, the applicant would be supported by their Dean and line manager to devise a plan to improve a future application. It was important, therefore, that effective feedback was provided on unsupported applications.
iv) Further consideration would be given to section 2.6 of the Eligibility and Inclusivity section of the Processes document, which referred to the sharing of contextual information either in writing (as part of the applicant's submission) or verbally (by the applicant talking to any member of the School Promotions Committee). It was intended that the latter option would be for exceptional cases only.
v) Clarification was provided that the Route 2 process was akin to an external job interview process.
vi) Careful consideration would be given to ensuring that School Promotion Committees were appropriately prepared and trained to make consistent judgements on contextual information provided by applicants on their personal circumstances. It was noted further that process outcomes would be reviewed from an EDI perspective.
vii) Efforts had been made to remove time limitations from the Criteria document, to take account of personal circumstances such as family leave, and it was agreed in this context that the reference to "since your last promotion" in section RI2, in relation to Research and Innovation funding, would be reviewed.

viii) Reassurance was provided that all criteria, including those relating to Research and Innovation income, would be interpreted and applied by School Promotions Committees in a discipline-specific context.

Members of Senate were invited to submit further comments or detailed points by 30 November 2022, using the MS Form to be circulated after the meeting. *Secretary's Note: The link to the MS Form was circulated to members by email on 10 November 2022.*

22/67 Renaming of School of Business and Economics

SEN22-P89

Senate approved the renaming of the School of Business and Economics to Loughborough Business School. The use of the full new name would be encouraged, or if there was a requirement for abbreviation, LB. It was intended that a more externally facing name would support increased global recognition with business and academic partners in the context of the School's ambition to reach QS100; increase engagement with business in research and education; represent a common platform for presenting the School's full portfolio of programmes; and help to create a single, forward-looking culture within the school. The change would be with immediate effect as far as possible.

It was emphasised in discussion that brand agency research had indicated that most competitor Schools had the title: "*Place* Business School" and included economics in their portfolio but did not reflect this in their name. It was noted further that the formulation: "*Place* University Business School" only tended to be used where there was more than one business school in the place, and the "*Place* Business School" formulation had already been taken.

It was noted that the marketing work underpinning the proposal had been very impressive and would be shared with Senate members. **ACTION: Jan Godsell**

22/68 Health, Safety and Environment Committee

SEN22-P90

68.1 Senate received minutes of the meeting of Health, Safety and Environment Committee on 5 October 2022.

68.2 On the recommendation of Health, Safety and Environment Committee, Senate approved the following additions to its composition: A co-opted member, and a Human Resources representative.

SEN22-P91

68.3 Senate considered Health and Safety Bulletins for June-September 2022. It was noted that in the previous three years, the University had been required to deal with three particularly challenging heath and safety issues (in addition to the pandemic), around fire safety, Legionella, and Human Tissue Act Licence compliance, all of which were currently in a good place.

22/69 Matters for Report by the Pro-Vice-Chancellor (Education and Student Experience)

SEN22-P92

Senate considered a report. The following points were highlighted:

i) Student Recruitment for 2022-23: The outcome for home and international undergraduate student recruitment had been positive and was expected to contribute to a significant financial upside compared to earlier forecasts. Postgraduate recruitment remained challenging, but additional marketing in late Spring/early Summer had improved the position for international PGT students especially on the East Midlands campus. There had been a significant market shift in this area, with a greater proportion of students recruited from India as compared to China. Thanks were offered to all involved in the admissions process.

ii) Student Surveys. A short mid-module feedback process had been introduced for Semester 1. The OfS had announced several significant changes to the NSS, including the discontinuation of the overall satisfaction question in England, and a move from a five- to a four-point answer scale. The University's end of module feedback would be updated with immediate effect to match this new four-point question style. It was noted in discussion that further consideration would be given to a suggestion that students be provided with more detailed information at the start of their programmes on what they should expect in terms of programme delivery, to allow them to judge the University's performance against this in surveys later on.

iii) The Student Success Academy launched in full in 2022-23, and several important initiatives were being progressed.

iv) Institute of Technology. Agreements with the Department for Education and all other partners had been signed and executed on 27th October 2022. Full operation was expected to commence in 2024-25.

v) Teaching Excellence Framework. Guidance had been released for the operation of the second TEF, and the University was preparing a submission for the deadline of 24 January 2023. There was a separate submission by students as part of the exercise, and LSU colleagues were thanked for their work on this.

vi) A Private Pathway Provider, Cambridge Education Group, had been appointed to support the International Impact and Engagement Core Plan, by delivering an international foundation year and a pre-Masters programme from October 2023, with students joining the University from 2024.

vii) Student Hardship. A piece of work had been undertaken to enhance the support offered to students in potential financial hardship (including Doctoral Researchers), and thanks were offered to LSU for their support in this.

viii) The University had submitted a successful bid to the OfS STEM Teaching Capital Fund in July 2022.

The following points were noted in discussion:

ix) Considerable work had already been undertaken on supporting new students in transitioning from school to University, and there would continue to be a strong focus on this area within the new Learning and Teaching strategy, with specific provision for international students adjusting to a different learning style. Further, there would be a substantial component within the new PPP provision on study skills for University.

x) There was a discussion on the role of Schools in determining the level of international tuition fees, in the context of ensuring that LU's programmes were attractive and competitive in a challenging marketplace. The University had recently commissioned a piece of consultancy work in this area. The resulting report contained several recommendations which were being pursued, and further work on the University's programme portfolio had been commissioned.

Senate approved the following for submission to Council:
- The Annual Assurance of Learning and Teaching for 2021-22.
- A revised Loughborough University Degree Outcomes Statement for 2021-22.

22/70 Matters for Report by the Pro-Vice-Chancellor (Equity, Diversity and Inclusion)

SEN22-P93

70.1 Senate considered a report containing observations from the PVC(ED&I), and an update regarding ongoing activities and projected plans in respect of ED&I at the University.

Demographic and other data/information continued to be gathered to determine how ED&I was being practised at the University. External validations and feedback including REC, Athena Swan, Disability Confident, and Stonewall were also being assimilated. An initial observation was that there was a clear mandate to progress ED&I within the University, attributable to the work of colleagues across the institution, but that the confidence to do so consistently and lead in this area was less well developed, and this was where further work, building on the progress already made, was needed. It was anticipated that future actions would include a mapping exercise, an internal audit using a version of the 'capability maturity model', continued external validation, a review of multiple action plans, a series of strategic conversations about ED&I which would be open to everyone, and horizon scanning for opportunities.

The following points were noted in discussion:

i) New KPIs on ED&I would be established under the new University Strategy.

ii) An important aspect of establishing an effective governance structure around ED&I was the need to demonstrate good practice as part of R&I proposals.

iii) It was anticipated that a position statement on progress to date would be circulated prior to the end of the calendar year, with work commencing on the ED&I Core Plan in January 2023. In the meantime, work on developing the EDI governance structure was ongoing.

SEN22-P94

70.2 Senate recommended to Council for approval the establishment of the Equity, Diversity and Inclusion Committee, and the associated disestablishment of the Equity, Diversity and Inclusion Sub-Committee, with effect from 1 January 2023. It was anticipated that the new ED&I Committee, would sit above a governance sub-structure with formal and informal mechanisms to contribute to, feedback on, and constructively challenge activities in the ED&I space - these would include the existing EDI Advisory Forum, and existing School EDI co-ordinators as well as ensuring arrangements included colleagues from Professional Services. Careful consideration would be given to the composition of the various groups to ensure representation of the University community.

22/71 Matters for Report by the Pro-Vice-Chancellor (Research and Innovation)

SEN22-P95

Senate considered a report containing observations from the PVC(R&I), an update on ongoing activities, and plans for the Research and Innovation portfolio. Initial observations were based on meetings with PS area leads and colleagues engaged in R&I across the institution, and centred on a number of themes around identifying opportunities for investment and growth, and issues, pinch-points and frustrations that were a barrier to enhancing R&I performance and productivity. The PVC(R&I) had been excited to be to be introduced to a wide range of high-quality research and innovation across the University. Several reviews had been or were due to be commenced with the aim of improving processes and performance in the near future and developing the R&I Core Plan, which would set out the University's vision in the R&I space.

22/72 Matters for Report by the Provost and Deputy Vice-Chancellor

SEN22-P96

Senate considered a report. The following points were highlighted:

i) A University Executive Board (UEB) and University Leadership Group (ULG) had recently been established. The UEB replaced the Academic Leadership Team (ALT); would meet monthly to take decisions on matters of strategic importance; and was composed of the Vice-Chancellor, Provost, Chief Operating Officer, Chief Financial Officer, Pro Vice-Chancellors, Deans, Deputy Chief Operating Officer, and Associate Chief Operating Officer, with the Director of Planning as Secretary. ULG replaced joint meetings of ALT and the Professional Services Leadership Team; would also meet monthly; and provided a forum for senior leaders from across the organisation to discuss issues in depth.

ii) Matters considered at recent meetings of Operations Committee included:
   a. The commencement of work on a student accommodation masterplan to refresh the University's accommodation stock over the next 5-15 years.
   b. The release of recurrent funding for Professional Services that had been deferred from the budget round due to recruitment uncertainty.
   c. Agreement to the creation of 6 new 0.4FTE roles, comprising three pairs of co-leads for the Institutional Themes within the new University Strategy (Sport, Health & Well-being, Climate Change and Net Zero, and Vibrant and Inclusive Communities) as well as some staff and non-pay support. Senate approval of the final proposals would be sought by circulation in due course. It was anticipated that the roles would be open to academic and non-academic staff, and that the recruitment process would take place before the end of the calendar year.

iii) It was agreed that the Provost would circulate details of the membership of International Strategy Management Group. **ACTION: Chris Linton**

22/73 Honorary Degrees

SEN22-P97

Pursuant Statute XVIII and with the advice of the University Honours Committee, Senate resolved to make a recommendation to Council regarding persons to be invited to receive Honorary Degrees and University Medals at future Degree Congregations. It was agreed that for future meetings, further information would be provided on the rationale for the recommendations.

22/74 National Rehabilitation Centre Partnership

SEN22-P98

Senate received an update on progress towards final approval.

22/75 Ethical Policy Framework

SEN22-P99
On the recommendation of Ethics Committee, Senate approved a revised version of the Ethical Policy Framework for 2022-23, in view of the realignment of Ethics Committee, the new approach to trusted research and compliance within the University, and the restructuring of PVC roles.

22/76 Membership of Senate 2022-23

SEN22-P100

Senate noted the membership of Senate for the 2022-23 academic year.

22/77 Honorary Fellowships

SEN22-P101

Senate approved the award of the title of Honorary Fellow.

22/78 Reappointment of Dean

Senate noted the reappointment of Professor Mark Lewis as Dean of the School of Sport, Exercise and Health Sciences for a further 3 years from 1 August 2023 until 31 July 2026.

22/79 Programme Proposals

Senate noted the action of the Pro-Vice-Chancellor (Education and Student Experience), on behalf of Senate, in approving the following:

(i) New programmes (from Sept 2024)
MSc Exercise Rehabilitation
MSc Sport Rehabilitation

(ii) Major Changes
BEng/MEng Electronic and Computer Systems Engineering - *DIntS award from Oct 2020 entry onwards*
BEng/MEng Electronic and Electrical Engineering - *DIntS award from Oct 2020 entry onwards*
BA Liberal Arts (From: Oct 2022)
MSc International Management/ MSc International Management and Emerging Economies – *Inclusion of 'Doing Business in India: Fieldwork Module' (From: Oct 2022)*
MSc Managing Innovation in Creative Organisations - *withdrawal of January 2023 entry point. To continue to recruit from October 2023 onwards*
BEng/MEng Robotics, Mechatronics and Control Engineering - *DIntS award from Oct 2020 entry onwards*

(iii) Suspension of programmes
MSc Data Driven Design (Launch delayed until Oct 2023)
MSc Digital Entrepreneurship (Launch delayed until Jan 2023)
MBA Sport Management (BSPTM3) (No previous intakes: Proposed next intake: 2023)
MBA Sport Management (Level 7 Apprenticeship Standard) (BSPTM4) (No previous intakes: Proposed next intake: 2023)
MSc Sustainable Management (Launch delayed until Oct 2023)

(iv) Reinstatement of Terminated Programmes
BEng/MEng Automotive Materials (Next intake: Oct 2023)
MSc Powertrain Vehicle Engineering

(v) Termination of programmes
BEng/MEng Manufacturing Engineering
Manufacturing Engineering with a Foundation Year/ International Foundation Year (Last intake: Oct 2022)

22/80 Appointment of Associate Deans

80.1 Senate noted the following appointments/reappointments:

i) Karen Coopman as Associate Dean (Research and Innovation) for AACME from 1 August 2022 to 31 July 2025.
ii) Sergio Cavalaro as Associate Dean (Research and Innovation) for ABCE from 1 August 2022 to 31 July 2025.
iii) Rebecca Cain as Associate Dean (Research and Innovation) for DCA from 1 August 2022 to 31 July 2025.

iv) Aidan McGarry as Associate Dean (Research and Innovation) for LU London from 1 August 2022 to 31 July 2025.
v) Crispin Coombs as Associate Dean (Research and Innovation) for SBE from 1 August 2022 to 31 July 2025.
vi) Sergey Saveliev as Associate Dean (Research and Innovation) for Science from 1 August 2022 to 31 July 2025.
vii) Fehmidah Munir/Paul Griffiths (job share) as Associate Dean (Research and Innovation) for SSEHS from 1 August 2022 to 31 July 2025.
viii) Steve Rice as Associate Dean (Research and Innovation) for SSH from 1 August 2022 to 31 July 2025.
ix) Anish Roy as Associate Dean (Research and Innovation) for Wolfson School from 1 August 2022 to 31 July 2025.
x) David Sibley as Acting Associate Dean (Teaching) from 25 August 2022 until 24 August 2023).

80.2 Senate approved the renaming of Associate Deans for Teaching to Associate Deans for Education and Student Experience, to reflect the change in the title of Pro Vice-Chancellor (Teaching) to Pro Vice-Chancellor (Education and Student Experience).

22/81 Student Discipline

Senate noted the action of the Vice-Chancellor, on behalf of Senate, in terminating the registration of a student following a Student Disciplinary Panel constituted under Ordinance XVII on 11 August 2022.

22/82 Library Annual Report 2021-22

SEN22-P102

Senate received the Library Annual Report for 2021-22.

22/83 Reports from Committees

Senate received reports from the following Committees:

*83.1 **SEN22-P103** Estates Management Committee of 17 June 2022 and IT and Governance Committee on 25 May 2022.

*83.2 **SEN22-P104** Finance Committee of 17 June 2022.

*83.3 **SEN22-P105** Human Resources Committee of 5 October 2022.

*83.4 **SEN22-P106** Learning and Teaching Committee of 9 June 2022.

*83.5 **SEN22-P107** Operations Committee on 7 June, 11 July and 5 September 2022.

*83.6 **SEN22-P108** Research and Innovation Committee on 13 September 2022.

*83.7 **SEN22-P109** Sport Committee on 15 June 2022.

*83.8 **SEN22-P110** Student Discipline Committee on 29 September 2022.

22/84 Appointments to the Academic Staff

SEN22-P111
Senate noted appointments to the Academic Staff.

22/85 Waiver of Regulations

Senate noted that the Academic Registrar had approved waivers to Regulations in relation to individual students.

22/86 Dates of Remaining Meetings in 2022-23

Wednesday 18 January 2023, 10am *(if required)*
Wednesday 15 March 2023, 10.30am – LU London
Wednesday 14 June 2023, 10am

22/87 Any Other Business

The Provost informed Senate that a report on the University's Sport Leadership had recommended the creation of a PVC role for Sport. Detailed consideration of the proposal was taking place, and if it was progressed Council would be asked to formally consider the creation of the role in accordance with paragraph 9 of the University

Charter. Subsequently, Senate would be asked to formally consider the creation of the person specification and job description.

Author – Chris Dunbobbin
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