



## Minutes

### SEN23-M2

Minutes of the meeting held on 15 March 2023.

#### Attendance

Nick Jennings

Siân Adiseshiah (ab)  
Kerri Akiwowo  
JD Bhadra  
Harry Bowie  
Anthony Brown  
Steve Christie  
Marcus Collins (ab)  
Paul Conway  
Malcolm Cook  
Jennifer Cooke (ab)  
Georgina Cosma  
Charlotte Croffie  
Abigail Davis (ab)  
Cees de Bont  
Claudia Eberlein  
Tony Edwards  
Matthew Frost

Lisanne Gibson  
Jan Godsell  
Mey Goh (ab)  
Suzana Grubnic  
Tarek Hassan  
Richard Hodgkins  
Eef Hogervorst  
Michael Hoyler (ab)  
Harry Hughes-Slattery  
Mia Jackson  
Allyson King (ab)  
Mark Lewis  
Baihua Li  
Chris Linton  
Niels Lohse  
Mariateresa Lombardo (ab)  
Carolynne Mason

Sarabjit Mastana  
Andrew Morris (ab)  
Dan Parsons  
Valerie Pinfield  
Tanja Radu  
Shahin Rahimifard  
Catherine Rees  
Chris Rielly  
Duncan Robertson  
Alice Robinson  
Merve Sancak (ab)  
Robby Soetanto  
Rachel Thomson  
Duncan Walker (ab)  
Emma Walton  
Eve Zhang (ab)  
Diwei Zhou

#### ***In attendance:***

Chris Dunbobbin, Jennifer Nutkins, Alex Owen, Richard Taylor.

#### ***Apologies received from:***

Marcus Collins, Jennifer Cooke, Abigail Davis, Michael Hoyler, Allyson King, Merve Sancak, Duncan Walker.

#### 23/8 Minutes

Senate confirmed the minutes of the meeting held on 18 January 2023 (SEN23-M1), subject to a minor addition to minute 23/3.1(i) to note explicitly that Senate approved the final version of the Education and Student Experience Core Plan.

#### 23/9 Matters arising from the Minutes

##### Associate Pro Vice-Chancellor Roles (minute 23/3.3 refers)

Senate noted that a paper containing a consolidated statement of processes around APVC roles would be brought to the next meeting and received an update from the Provost on the recruitment of 6 new APVCs, comprising three pairs of co-leads for each of the institutional themes in the new University Strategy. The shortlisting group had been pleased with the applications received across all three themes but had decided to extend the application deadline for the Sport, Health and Wellbeing and the Climate Change and Net Zero roles in order to achieve a more diverse field of applicants (particularly in relation

to ethnicity) and to cover the full breadth of those themes. Deans were asked to identify additional colleagues from their Schools who might be encouraged to apply.

## **23/10 University Strategy**

### **SEN23-P5**

Senate considered an update on progress in relation to Core Plans and Enabling Projects; endorsed a cyclical schedule/approach for future updates; and noted details of the resourcing of the delivery of the strategy. The latter included additional recurrent investment for: growing international student numbers and supporting their experience; restructuring the University's Human Resources and Research and Innovation Office functions; and increasing the number of academic staff.

The following points were noted in discussion:

- i) Project Enable would not be prescriptive about School-level operations, but would encourage Schools to seek to create capacity in workloads by ensuring that ways of working were as efficient and effective as possible within their specific contexts; and would also focus on maximising the efficiency of interfaces between central and School processes.
- ii) Most of the 1500 person days per year that had been saved in Phase 1 of Project Enable were related to academic staff, arising, for example, from changes to processes for the supervision of student placements. The aim was that academic colleagues would benefit from the time saved in terms of wellbeing and their ability to prioritise other value-adding activities.

## **23/11 Key Performance Indicators**

11.1 Senate approved a change to the "international student population by 2030" KPI from 6500 to 6000, noting that this was to correct an inaccuracy in earlier modelling and was not a substantive change.

### **SEN23-P6**

11.2 Senate considered an update on KPIs and approved a transitional format. In due course, Senate and Council would be asked to approve up to four KPIs for each core plan. In the interim, the most relevant existing KPIs had been transferred and set against the six strategic aims. This transition would streamline the KPI update and align it more closely to current strategic aims. All of the KPIs under the new strategy would be in a RAG format with 5 ratings. A set of underpinning KPIs which were not directly linked to a core plan, but which were important measures of the University's ability to deliver the strategy would also be added, while a number of KPIs would no longer be reported to Senate and Council (albeit that most of these would form part of operational and internal reporting and monitoring). Senate noted finally that measures related to citations 2022-23, international student population 2022-23, and student diversity 2021-22 had been updated.

### **SEN23-P7**

11.3 Senate approved the Education and Student Experience KPIs for inclusion in the framework. In view of the multi-faceted nature of each of the four main themes of the Education and Student Experience core plan, a 'basket' of appropriate metrics had been used to provide a single rating for each theme. This was the final action in relation to the Education and Student Experience core plan, which was therefore fully-approved.

## **23/12 RTE Academic Promotion Review**

### **SEN23-P8**

Senate approved revisions to the criteria and processes underpinning academic RTE promotion, subject to minor textual revisions following a discussion at UEB, and clarification of the timing of the application deadline in late Summer/Autumn 2023, which would be the first for which the new criteria and processes would be applicable (running concurrently with existing processes).

Extensive work had been undertaken to ensure inclusivity and alignment with the new strategy, and consultation had taken place with senior academic leaders, UCU, staff networks and academic colleagues in schools. In order to inform the equality impact assessments undertaken, focus groups had been held with staff with protected characteristics.

Prompt action would be taken next to develop training for applicants and decision-makers. It was suggested further that it would be helpful to undertake a piece of work on communications and awareness-raising with the aim of establishing the new approach within School-level and institutional culture as rapidly as possible.

### **23/13 Effectiveness Review of Senate**

Senate received a verbal update on progress in relation to the Effectiveness Review of Senate. The Working Group had developed and circulated short questionnaires for Council members; current and recently retired Senate members; and members of the wider University community. These would be open until the end of March, at which point a series of one-to-one interviews with key stakeholders would be arranged. It was intended that the Working Group's report would be submitted to the June meeting of Senate. All Senate members were encouraged to complete the questionnaire.

### **23/14 Diversity of Senate Membership**

#### **SEN23-P9**

Senate considered the annual report on the diversity of Senate membership. It was pleasing that actions taken following previous reports had resulted in a more healthy position regarding gender and ethnic diversity, and proposed actions to maintain and further improve on this position were approved. It was noted additionally that efforts would be made to include other measures of diversity, specifically disability, in future reports.

### **23/15 Health, Safety and Environment Committee**

#### **SEN23-P10**

15.1 Senate received minutes of the meeting of Health, Safety and Environment Committee on 8 February 2023.

#### **SEN23-P11**

15.2 Senate considered Health and Safety Bulletins for October 2022 - February 2023. The following points were highlighted:

- i) A fire had occurred in October 2022 outside of the Sir Frank Gibb Building. Nobody had been in the building, or hurt, and the fire (which was caused by an electrical fault in an external extractor fan) had been extinguished efficiently by the fire service. However, the incident served as a reminder of the potentially devastating impact of fire, and of the importance of carefully adhering to fire safety precautions.
- ii) There had been a number of important developments relating to the University's Wellbeing Framework.
- iii) Short-term plans to increase the capacity of the Chaplaincy Prayer Room were underway. In the longer term, based on existing demand and the expected impact of the University's international strategy, a case had been submitted for the development of increased prayer room capacity, which might include additional locations in other areas of campus, including West Park.

### **23/16 Joint Committee for Appointment of Pro Vice-Chancellor (Sport)**

#### **SEN23-P12**

Senate noted the composition of the Joint Committee for the appointment of the Pro Vice-Chancellor (Sport), and of the Sub-Panels and Search Committee; and approved the elected and appointed Senate members of the Joint Committee. Any members who wished to comment in confidence on the proposed elected and appointed Senate members of the Joint Committee were asked to contact the Vice-Chancellor by email by the end of the day on 16 March 2023.

## **23/17 Matters for Report by the Pro-Vice-Chancellor (Education and Student Experience)**

### **SEN23-P13**

Senate considered a report on ongoing activities relating to learning and teaching. The following points were highlighted:

- i) Student Recruitment: Thanks were offered to LU London colleagues for a successful January 2023 intake.
- ii) The University had submitted to the OfS Teaching Excellence Framework in advance of the 24 January 2023 deadline, and thanks were offered to all who had contributed. Alice Robinson and colleagues were also thanked for their work on LSU's independent submission to the exercise.
- iii) New Programme Development and Partnerships:
  - a. Significant work was underway with the University's new Private Pathway Provider (Cambridge Education Group) who used the brand 'ONCAMPUS' for their operations, and preparations for ensuring the academic quality of the ONCAMPUS programmes for entry into University degree programmes were well-developed.
  - b. The University was entering into a partnership with the Institute of Sports Humanities, based on the LU London campus, to run a collaborative part-time Masters programme in Leadership in Sport.
  - c. The University was in advanced discussions with Loughborough College about a proposal for the College to deliver several new apprenticeship standards centred around the BEng in Sustainable Engineering, with a start date of September 2023. Noting that the proposal would not require approval of a new university award and that the College would bear all external regulatory and inspection responsibility for the apprenticeship, Senate agreed to delegate authority for approval to Learning and Teaching Committee.
- iv) The University had been successful in its £6M OfS STEM Teaching Capital Bid, entitled "DIGILabs - facilities to support future-fit STEM graduates". Working groups, reporting to a Project Management Board were underway to decide on the exact specifications of the equipment to be purchased and the spaces to be refurbished for the four DIGILabs and the DIGIHubs.

## **23/18 Matters for Report by the Pro-Vice-Chancellor (Equity, Diversity and Inclusion)**

### **SEN23-P14**

Senate considered a report on matters relating to Equity, Diversity and Inclusion. The following points were highlighted:

- i) The University had entered into a partnership with AccessAble, a free digital platform, to provide students, staff and visitors with accessibility information for all of its buildings and bookable teaching spaces.
- ii) The terms of reference for the EDI Operational Board had been agreed.
- iii) After a period of reviewing the University's EDI structure, a decision had been reached to establish, in April 2023, a new EDI Service. The service would integrate the EDI team into a single operating structure under a Director of EDI Services, and serve as a hub for EDI activity, providing information, advice, support, and guidance.

It was noted in discussion that work was in progress to consider how the EDI Service could support colleagues with the EDI-related requirements of research applications, in conjunction with the Research and Innovation Office, and academic colleagues with expertise in the EDI arena.

## **23/19 Matters for Report by the Pro-Vice-Chancellor (Research and Innovation)**

### **SEN23-P15**

Senate considered a report on developments across the Research and Innovation portfolio, including ongoing activities and planning in relation to the development of the R&I core plan. The following issues were highlighted:

- i) A substantial increase in FTE capacity in the R&I Office had been approved, alongside the development of a new office structure. These developments were a key part in ensuring the R&I Office had the capacity to deliver on the ambitions of the 2030 Strategy.
- ii) A review of systems and processes within the R&I Office (RIO) had reported with a suite of actions identified concerning the need for an integrated end-to-end Research Information Management tool.
- iii) A number of Town Hall events and student and stakeholder workshops had been held as part of the development of the R&I Core Plan and associated review of the CALIBRE framework.
- iv) Thanks were offered to Steve Christie, and colleagues in the Doctoral College and R&I Office for their contribution to recent EPSRC CDT and Research England E3 bids.
- v) The PVC(R&I) had led a visit to India with the University's two India Envoys, including attendance at: the QS India Summit as a keynote speaker; DST (the Indian National Research Agency); the British HC Senate; and other research institutes, including IIT Madras. The visit also included two alumni events.
- vi) Work on the Sustainability Portfolio was ongoing with highlights including Sustainability Week and a set of workshops on Scope 3 Net Zero Definition.
- vii) Work was almost complete on new systems and calls to better align Knowledge Exchange (KE) Funding to KE activities.

## 23/20 Matters for Report by the Provost and Deputy Vice-Chancellor

### SEN23-P16

Senate considered a report on key issues discussed at Executive Board, University Leadership Group and Operations Committee. The following issues were highlighted:

- i) In November 2022, UEB had discussed the prioritisation of capital projects (including large IT projects), and this had resulted in several projects being selected to proceed or begin planning immediately, including: A new build for SSEHS on the site of John Clements/John Cooper; DIGILabs – partly funded through an external grant from OfS; and vacation of estate on the East side of Epinal Way, which would involve a new build for SDCA.
- ii) The project to refurbish the 4th floor of the London campus was on hold until student numbers required it (expected to be Summer 2025). Members were encouraged to consider potential uses for the space in the interim period.
- iii) A group, under the leadership of the PVC(R&I) had been established to explore the possibility of the creation of an Energy Institute (name to be confirmed), bringing together activity from across the University relating to energy and climate change.
- iv) A PMB, chaired by the Chief Financial Officer, was planning a large-scale refurbishment/rebuild of the University's student accommodation.
- v) The demolition of Sir Arnold Hall was planned for Summer 2023.
- vi) Operations Committee had approved proposals for the university to become an accredited Living Wage employer, subject to annual review.

## 23/21 Honorary Degrees and University Medals

### SEN23-P17

Pursuant Statute XVIII and with the advice of the University Honours Committee, Senate made a recommendation to Council regarding persons to be invited to receive Honorary Degrees and University Medals at future Degree Congregations, subject to a check being undertaken on the consistency of the wording across the University Medal nominations.

The following additional points were noted in discussion:

- i) The criteria for Honorary Degrees and University Medals were available on the University's web pages [Honorary Graduates | Honorary Graduates | Loughborough University \(lboro.ac.uk\)](https://www.lboro.ac.uk/honorary-graduates) and nominations were welcomed which reflected the full breadth of the diversity of the internal and wider University community.
- ii) A two-stage due-diligence process was undertaken in relation to prospective Honorary Graduates.

## 23/22 Matters for Report by the Vice-Chancellor

Senate received a verbal report on the following matters:

- i) Since the last Senate meeting, the Vice-Chancellor had visited the United States, including meetings with senior leaders and academics at MIT and the University of Oregon, and with the National Football League. The Vice-Chancellor had also hosted two alumni receptions, in New York and San Francisco. Visits such as this were an important part of the international engagement and impact core plan.
- ii) The University was working on further developing its partnership with Loughborough College, and the two institutions were well-placed to become established as a leading HE/FE partnership.
- iii) The Black in Sport Summit 2023 was scheduled for 25 March 2023 at the London Stadium.
- iv) The partnership between the University's Sports Technology team and Adidas had been shortlisted for a prestigious Royal Academy of Engineering collaboration award.

## 23/23 Ethics Committee

### SEN23-P18

23.1 Senate received minutes of the meeting of Ethics Committee on 31 January 2023.

### SEN23-P19

23.2 On the recommendation of Ethics Committee and Research and Innovation Committee Senate approved the Annual Statement on Research Integrity 2023.

## 23/24 Human Resources Committee

### SEN23-P20

24.1 Senate received minutes of the meeting of Human Resources Committee on 1 February 2023.

### SEN23-P21

24.2 Technical Career Pathways

Senate noted changes to the Technical Services job family and the creation of career pathways as part of the Technician Commitment Action Plan.

### SEN23-P22

24.3 Gender Pay Gap 2023

Senate noted the latest Gender Pay Gap report.

## 23/25 Infrastructure Committee

### SEN23-P23

25.1 Senate received minutes of the meetings of Infrastructure Committee of 27 September and 29 November 2022.

### SEN23-P24

25.2 On the recommendation of Infrastructure Committee Senate recommend to Council for approval amendments to Ordinance XXIII (Traffic and Parking in the University).

## 23/26 Honorary titles

### SEN23-P25

Senate approved awards of the title of Honorary Professor and Honorary Fellow.

## 23/27 Aegrotat Degrees

### SEN23-P26

27.1 On the recommendation of the External Programme Assessor and the School of Design and Arts, Senate approved the award of a posthumous aegrotat degree.

## **SEN23-P27**

27.2 On the recommendation of the External Programme Assessor and the Dean of Higher Education, Loughborough College, in relation to a validated degree programme, Senate approved the award of a posthumous aegrotat degree.

## **23/28 Reappointment of Dean**

Senate noted the following appointments/reappointments:

- 28.1 Professor Malcolm Cook as Dean of the School of Architecture, Building and Civil Engineering for 5 years from 1 August 2023 until 31 July 2028.
- 28.2 Professor Cees De Bont as Dean of the School of Design and Creative Arts for a further 2 years from 1 August 2023 until 31 July 2025.

## **23/29 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  
MSc Infrastructure Asset Management (From: 2023/24 academic year)  
PG Cert Learning and Teaching in Higher Education (From: January 2023)
- (ii) Title changes (from Oct 2023 entry)  
MSc Information Management and Business Technology  
(title changed to MSc Information Systems and Digital Innovation)  
MSc Diplomacy and International Governance  
(title changed to MSc Diplomacy and International Relations)  
MSc Diplomacy, Business and Trade  
(title changed to MSc Diplomacy, International Business and Trade)  
MSc Diplomacy, Politics and Trade  
(title changed to MSc Diplomacy, International Politics and Trade)
- (iii) Suspension of programmes  
Digital Media and Advertising (No previous intake; Proposed first intake: Oct 2024)  
Sport Management/Sport Management Level 7 Apprenticeship Standard (BSPTM3/M4)  
(No previous intakes; proposed next intake: 2024/25)
- (iv) Termination of programmes  
MA Digital Media and Society (Last intake: October 2023)  
PG Cert Efficient Fossil Energy Technologies (Proposed last intake: 2019)  
(EngD.) Efficient Fossil Energy Technologies - taught component (No direct intake)  
MA Global Media and Cultural Industries (Last intake: October 2023)  
MSc Logistics and Supply Chain Management (Last intake: Sept 2021)  
MSc Managing Innovation in Creative Organisations (Last intake: Oct 2022)  
MA Social Media and Political Communication (Last intake: October 2023)

## **23/30 Update on Pathway Programmes Partnership**

### **SEN23-P28**

Senate noted an update.

## **23/31 Prizes Committee**

### **SEN23-P29**

Senate received the annual report for 2021-22.



## 23/32 International Strategy Management Group

### SEN23-P30

Senate received minutes of the meetings of the International Strategy Management Group on 30 January 2023.

## 23/33 Reports from Committees

Senate received reports from the following Committees:

- 33.1 **SEN23-P31** Arts Committee on 1 November 2022 and 31 January 2023.
- 33.2 Equity, Diversity and Inclusion Committee: To note that the first meeting will be held on 5 May 2023.
- 33.3 **SEN23-P32** Finance Committee of 26 October 2022 and 6 January 2023.
- 33.4 **SEN23-P33** Learning and Teaching Committee of 15 September, 3 November, and 8 December 2022, and 26 January 2023.
  
- 33.5 **SEN23-P34** Operations Committee on 3 October, 7 November, and 5 December 2022, and January and 6 February 2023.
- 33.6 **SEN23-P35** Research and Innovation Committee on 22 November 2022 and 14 February 2023.
- 33.7 **SEN23-P36** Sport Committee on 3 November 2022 and 3 February 2023.
- 33.8 **SEN23-P37** Student Discipline Committee on 24 January 2023.

## 23/34 Appointments to the Academic Staff

### SEN23-P38

Senate noted appointments to the Academic Staff.

## 23/35 Waiver of Regulations

Senate noted that the Academic Registrar had approved waivers to Regulations in relation to individual students. (Further details are available from the Secretary).

## 23/36 Date of Remaining Meeting in 2022-23

Wednesday 14 June 2023, 10am