



## Minutes

### SEN22-M2

Minutes of the meeting held on 15 June 2022.

#### Attendance

Nick Jennings

Kerri Akiwowo  
Hemaka Bandulasena (ab)  
JD Bhadra  
Anthony Brown (ab)  
Ksenia Chmutina  
Steve Christie  
Marcus Collins (ab)  
Paul Conway  
Malcolm Cook  
Jennifer Cooke (ab)  
Abigail Davis  
Cees de Bont  
Varuna de Silva (ab)  
Claudia Eberlein  
Tony Edwards (ab)  
Fiona Ellis-Chadwick (ab)

Matthew Frost (ab)  
Dhruv Giridhari-Prasad (ab)  
Lisanne Gibson  
Jan Godsell  
Mey Goh  
Richard Hodgkins  
Eef Hogervorst  
Caroline Kennedy-Pipe (ab)  
Mark Lewis (ab)  
Chris Linton  
Niels Lohse  
Mariateresa Lombardo  
Alex Marlowe (ab)  
Sarabjit Mastana (ab)  
Carolynne Mason  
Freya Mason

Andrew Morris  
David O'Hare  
Joao Oliveira (ab)  
Valerie Pinfield  
Shahin Rahimifard  
Catherine Rees (ab)  
Chris Rielly (ab)  
Duncan Robertson  
Steve Rothberg  
Alister Smith (ab)  
Robby Soetanto (ab)  
Rachel Thomson  
Duncan Walker (ab)  
Emma Walton  
Iain Wright (ab)  
Diwei Zhou

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

Chris Dunbobbin, Martyn Edwards (for item 22/35), Anne Lamb (for item 22/33), Jennifer Nutkins, Alex Owens, Richard Taylor.

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

Anthony Brown, Paul Conway, Varuna De-Silva, Tony Edwards, Fiona Ellis-Chadwick, Matthew Frost, Eef Hogervorst, Caroline Kennedy-Pipe, Mark Lewis, Alex Marlowe Andrew Morris, Catherine Rees, Chris Rielly, Robby Soetanto, Duncan Walker.

The Vice-Chancellor welcomed new members.

#### **22/31 Minutes**

Senate confirmed the Minutes of the meeting held on 16 March 2022 (**SEN22-M1**).

#### **22/32 University Strategy and KPIs**

##### **SEN22-P37**

##### **32.1 New Strategy Update and Core Plans**

Senate considered an update on the launch and implementation of the new University Strategy: Creating Better Futures: Together.

Completion dates for the six Core Plans supporting the Strategic Aims were noted. The International Engagement and Impact (IEI) Core Plan had already been completed. This was structured around four key objectives and would be overseen by an International Strategy Management Group chaired by the Provost. In connection with the IEI Core Plan, a process was underway to appoint a University Special Envoy (India) – this role was open to academic and non-academic staff in all job families.

A set of Enabling Projects had been identified to ensure appropriate foundations were in place to achieve the aims of the Strategy, and funds in the 2022-23 internal round had been allocated to supporting the highest priority actions for implementation of the early phases. Further investment had been ring-fenced for other priority activities which were dependent on a review of process/structure to achieve the step change in ambition outlined in the Strategy. There were additional areas where spending would be dependent on the business case and would be funded from the revenue associated with the Core Plan.

It was noted in discussion that the Philanthropy Team was working on plans relating to engagement with international alumni, as part of the IEI Core Plan, and details would be shared with academic colleagues in due course.

## **SEN22-P38**

### **32.2 Update on the Higher Education External Environment**

Senate considered an update on the Higher Education external environment. Several issues were highlighted including challenges relating to the recruitment and retention of staff in the post-Covid labour market; financial pressures arising from Brexit, the pandemic and the war in Ukraine; the funding landscape and student expectations; the impact of politics and regulation; technological threats and opportunities including an increasing risk of cyber-attacks; and environmental, social and governance considerations. The new University Strategy was intended to address and mitigate these challenges over the next 10 years.

The following points were noted in discussion:

- i) In view of the ongoing real terms reduction in UK UG tuition fees the marketplace for international students was expected to become increasingly competitive, and Loughborough would need to respond appropriately to achieve the strategic aim of growing international student numbers in terms of volume and geographical diversity. It was considered important that some of any additional funds arising from an increase in international student recruitment be ringfenced for investment in services to support international students, particularly in terms of welcome and induction.
- ii) As part of the implementation of the Strategy, the University would continue to attempt to distinguish between the “new normal” and “short-term disruption” in the post-pandemic context.
- iii) In view of the challenging post-pandemic labour market, it was crucial for the University to support its people, recognising that they represented its most important resource.

## **SEN22-P39**

### **32.3 Current Key Performance Indicators**

Senate considered an update on current KPIs. There were no changes to the ratings for the five strategic ambitions, and in general there had been only small shifts in the measures updated, with RAG ratings for individual metrics largely remaining the same, with two exceptions:

- i) The University’s QS World Ranking had dropped 25 places to 256. This was disappointing but the RAG rating remained amber as there was a credible medium-term plan in the new Strategy to address this issue. It was noted in discussion that the methodology for the SSR rating within the overall QS ranking was due to change.
- ii) The number of prestigious awards for staff had risen from 5 in 2019/20 to 8 in 2021/22 and the rating had therefore changed from amber to green.

## **SEN22-P40**

#### 32.4 Proposed New Key Performance Indicator (KPI) Framework

Senate considered and welcomed a proposed KPI framework for the new University Strategy. Confirmation was provided that the content of the commentary on assessment column had been created purely for illustrative purposes.

#### **SEN22-P41**

#### 32.5 Effectiveness Review of Council and Committee Structure

Senate considered an update on the Council Effectiveness Review and recommended to Council for approval initial changes to the Committee Structure including revised Terms of Reference and Compositions for Infrastructure Committee and Human Resources Committee.

Since the circulation of the paper, Audit Committee had reached a decision that it should not have sub-committees, and it was therefore proposed that Ethics Committee would report to Human Resources Committee, and Information Governance Sub-Committee to Infrastructure Committee. It was noted in discussion that a substantial portion of the business of Ethics Committee related to Research and Innovation, and it was agreed that the Chief Operating Officer would consider further whether there should also be a formal link between Ethics Committee and Research and Innovation Committee.

Members were invited to alert the Chief Operating Officer to any additional comments, by email, prior to Council on 30 June 2022.

#### 32.6 Effectiveness Review of Senate

Senate noted that the next Effectiveness Review of Senate was scheduled to be undertaken in 2022/23, and that Senate would be consulted on detailed arrangements in the Autumn term.

### **22/33 RTE Academic Promotion Review**

#### **SEN22-P42**

Senate considered and commented on an update on work underway to revise current academic promotion criteria and processes. An extensive consultation had been undertaken, involving staff in Schools, UCU and staff networks, and this had resulted in the development of a set of principles, and the establishment of two working groups to develop new documentation based on these principles (on Criteria, chaired by Professor Lianne Gibson, and on Processes, chaired by Professor Chris Rielly).

The Processes working group had been tasked with considering the processes for promotions, including recommendations for: documentation for applicants, Deans, and reviewers; development of a promotion's website; training for candidates and for committee members; and methods for feedback and dissemination. Key aspects of the proposed process were highlighted, together with several further recommendations, and the following points were noted in discussion:

- i) The reference to Deans and their SLTs carrying out regular reviews of potential candidates for promotion and pro-actively supporting and encouraging staff to apply was welcomed.
- ii) It was suggested that further consideration should be given to the role of senior advisor, allocated from existing mentoring schemes, including whether the word "senior" was required.
- iii) It was important to be clear, particularly in relation to applications which were not supported by the School, that the role of Deans (or their nominees) within the process was to act in a professional capacity, representing the School Senior Leadership Team and the School as a whole.
- iv) There should be some additional content on follow-up activities with successful candidates – e.g. around expectations for the next stage of their career.
- v) It was agreed that further consideration would be given to the composition of the Senior Lecturer Promotion Committee and the Reader and Professor Promotions Committee, particularly as regards the involvement of Deans.

The Criteria working group had been tasked with developing the criteria for RTE promotions following a Pathways Matrix Model, which recognised that RTE staff may follow different non-mutually-exclusive career pathways (balanced, RI intense, or T intense) which may change over time. For each criteria,

examples of required and additional activities had been provided. The following points were noted in discussion:

- vi) The proposed model did not provide for RI-only or T-only promotion pathways, and there was no intention to introduce such pathways.
- vii) The examples of additional activities were not intended to be at a higher level.
- viii) Citizenship and Leadership was not a pathway of itself. Rather, it contained examples of activities which contributed towards a case for promotion under other pathways.
- ix) The time limit of 3 years under the criteria R12 (Research funding) would probably be extended to 5 years, but for RI intense Reader and Professor candidates, it was likely that evidence of fundable grant applications during the previous 3 years would be required.
- x) The criteria would be applicable to part-time staff and baselines set whilst leaving some flexibility for individual context.
- xi) There was an error in the “Notes on Terminology” section, in which it was stated that the document used the title Assistant Professor for Senior Lecturer.
- xii) There was scope for EDI considerations to be referred to more extensively in the criteria.

Members were invited to submit any further comments on the proposals from the working groups to Professors Gibson and Rielly by 30 June 2022. It was anticipated that final proposals would be submitted to Senate for approval during the 2022-23 academic year.

## **22/34 Academic Freedom**

### **SEN22-P43**

Senate approved guidance for panels and managers when interpreting Statute XXI (Staff), prior to its deployment.

It was emphasised that academic freedom was a different concept to freedom of speech, with the former enshrined in the employment contracts of academic staff but not extending to students or members of staff not covered by Statute XXI. However, there was significant overlap between the two concepts. There were limits to academic freedom in that it had to operate within the law and be balanced against the University’s commitment to tackle discrimination, harassment, and bullying, and its statutory duty to promote equality.

It was noted in discussion that further work would be undertaken to provide clarification on the interpretation of academic freedom and freedom of speech in relation to Doctoral Researchers.

## **22/35 Private Pathway Provider**

### **SEN22-P44**

Senate considered proposals and endorsed the commencement of a tender process to appoint a Private Pathway Provider to deliver an undergraduate International Foundation Year and a Pre-Masters programme. Reassurances were provided that the proposals would be scrutinised very carefully from an academic standards and learning and teaching governance perspective, and that due diligence would be carried out on the selected partner. It was intended to finalise the tender document at the beginning of July 2022, with a view to contracting with the preferred partner in September 2022, allowing a full year’s run-up to the commencement of the first partner programmes in Autumn 2023.

## **22/36 Health, Safety and Environment Committee**

### **SEN22-P45**

36.1 Senate received minutes of the meeting of Health, Safety and Environment Committee on 25 May 2021.

### **SEN22-P46**

36.2 Senate considered Health and Safety Bulletins for March-May 2022. The following points were noted:

- i) There had been two incidents of individuals suffering severe allergic reactions to food consumed on campus, and members were reminded of the importance of using only University approved outlets when serving food as part of activities and events.
- ii) Work was ongoing to ensure there was appropriate fire marshal and first-aider coverage, allowing for dynamic working arrangements.

## 22/37 Matters for Report by the Pro-Vice-Chancellor (Education and Student Experience)

### SEN22-P47

37.1 Senate considered a report. The following points were highlighted:

- i) For the Semester 2 assessment period, there had been a gradual return to in-person exams in some disciplines. An “exam hall experience” had been offered to students to support this transition, and this had been well-attended and had received positive feedback. To date, the proportion of late online examination submissions had been lower than in previous exam sessions. Thanks were offered to Registry colleagues for their work on exams, and to all colleagues across campus for their significant effort in delivering teaching and assessment during the year.
- ii) The Assessment and Feedback Review Project was ongoing and would report later in the calendar year.
- iii) The Student Success Academy had been building-up its activities through 2021-22, and had received very positive feedback. Detailed evaluation and planning was underway to determine the offer for 2022-23.
- iv) Significant work was ongoing to develop of the Education and Student Experience Core/Action Plan, which would be brought to Senate in the Autumn, and thanks were offered to all involved.
- v) An update was provided on student recruitment for 2022 entry.

### SEN22-P48

37.2 Senate noted the University’s application for End Point Assessment Organisation (EPAO) status in relation to a new Level 7 Apprenticeship programme: MSc in Infrastructure Asset Management.

## 22/38 Matters for Report by the Pro-Vice-Chancellor (Research)

### SEN22-P49

Senate considered a report. The following points were highlighted:

- i) Items considered at Research Committee meetings in April and June 2022:  
The main elements of Loughborough’s response to the war in Ukraine were the establishment of two 3-year salaried fellowships, 3 PGR full scholarships per year for 3 years, 5 PGT fee scholarships per year for 3 years, and 3 UG fee scholarships per year for 3 years; alongside institutional ‘twinning’ discussions.
- ii) Research Grant and Contract performance at the three-quarter point of 2021/22:  
Research awards received were at 85% of the annual KPI target set by Council, which was an excellent achievement built on several large and prestigious awards. The volume of applications submitted in the most recent quarter had increased significantly on Q2, which was welcomed. Assurance was provided that issues relating to sign off of new contracts were understood and actions underway to reduce the backlog.
- iii) Summary of REF performance at institution and unit level:  
The overall assessment of the University’s REF2021 performance was very positive – by GPA, Loughborough’s overall ranking improved by 25 places (to 34/157), within which outputs GPA ranking rose 14 places (to 48<sup>th</sup>), impact GPA ranking rose 38 places (to 26<sup>th</sup>) and environment GPA ranking rose 8 places (to 36<sup>th</sup>). 91% of the University’s research was rated world-leading (4\*) or internationally excellent (3\*) compared to 74% in 2014, and this

was achieved with a submission of 898FTE compared to 646FTE in 2014. THE had picked out Loughborough as one of the most significant climbers amongst research intensive universities. Further analysis suggested that output quality represented the next key target for improvement in future assessments.

## **22/39 Matters for Report by the Pro-Vice-Chancellor (Enterprise)**

### **SEN22-P50**

Senate considered a report containing a brief update on issues discussed at the meetings of Enterprise Committee in March and May 2022 (including the transition from Research and Enterprise to combined Research & Innovation portfolios); and a summary of Enterprise income for quarter 3 2021/22. The last meeting of Enterprise Committee would be on 7 July 2022, and would include a celebration of Enterprise achievements at Loughborough.

## **22/40 Matters for Report by the Provost and Deputy Vice-Chancellor**

### **SEN22-P51**

Senate considered a report. The following points were highlighted:

- i) ALT had endorsed a recommendation from the LU Net Zero group that the University should target a reduction of its Scope 1 and 2 emissions (which together accounted for just under 20% of its total emissions) to net zero by 2035. (Scope 1 covered direct emissions from operations and was dominated by the University's use of gas; Scope 2 was related to electricity use and was less than a fifth of Scope 1 emissions). Targets to reduce the remaining 81% of emissions (Scope 3, comprising in decreasing order of significance: purchasing of goods and services, student travel, construction, staff business travel, ICT, staff commuting) would be set later in the year.
- ii) Issues discussed at recent meetings of Operations Committee included the approval of several demolitions on campus over the following 12-24 months: John Cooper, John Clements, Sir Arnold Hall, Graham Oldham, and Whitworth Tower. Key points arising from discussions of the budget for 2022-23 were also noted, including the risks and mitigations around the autumn 2022 student intake.

## **22/41 Matters for Report by the Vice-Chancellor**

Senate received a verbal report. The following points were highlighted:

- i) The Vice-Chancellor was very pleased to report the appointments of Professor Charlotte Croffie as Pro Vice-Chancellor (Equity, Diversity and Inclusion), and Professor Dan Parsons as Pro Vice-Chancellor (Research and Innovation).
- ii) Thanks were offered to all retiring members of Senate, including Steve Rothberg, who was attending his final meeting as Pro Vice-Chancellor for Research.

## **22/42 Job Description and Person Specification for Associate Dean (Research and Innovation)**

### **SEN22-P52**

Senate noted the action of the Vice-Chancellor on behalf of Senate, with the advice of Academic Leadership Team, to approve the job description and person specification for the role of Associate Dean (Research and Innovation).

## **22/43 Ethics Committee**

### **SEN22-P53**

43.1 Senate received minutes of the meeting of Ethics Committee on 24 May 2022.

### **SEN22-P54**

43.2 Senate noted that Ethics Committee had approved minor updates to the Ethical Policy Framework for 2022, while agreeing to initiate a process to fully rewrite the Framework, 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.

## **22/44 Honorary Degrees and University Medals Committee**

### **SEN22-P55**

Senate approved changes to the name, composition and terms of reference of Honorary Degrees and University Medals Committee.

## **22/45 Human Resources Committee**

### **SEN22-P56**

45.1 Senate received minutes of the meeting of Human Resources Committee on 25 May 2022.

### **SEN22-P57**

45.2 On the recommendation of Human Resources Committee, Senate recommended to Council for approval amendments to the Composition and Membership of Human Resources Committee.

### **SEN22-P58**

45.3 On the recommendation of Human Resources Committee, Senate recommended to Council for approval amendments to the Conditions of Service relating to pensions.

## **22/46 Learning and Teaching Committee**

### **SEN22-P59**

46.1 Senate received minutes of the meetings of Learning and Teaching Committee on 26 January, 3 March and 13 April 2022.

### **SEN22-P60**

46.2 On the recommendation of Learning and Teaching Committee, Senate approved amendments to Regulation XVIII (Academic Misconduct) and Regulation XXVIII (Pre-sessional study).

### **SEN22-P61**

46.3 On the recommendation of Learning and Teaching Committee, Senate approved revisions to Regulation XI (Diplomas in Industrial Studies, Professional Studies, International Studies and Professional Development (Graduate Professional Development Award) relating to the adoption of flexible arrangements for placements and study abroad.

### **SEN22-P62**

46.4 On the recommendation of Learning and Teaching Committee, Senate approved amendments to Regulation XXI (Postgraduate Awards) to meet Engineering Council Accreditation Requirements.

### **SEN22-P63**

46.5 On the recommendation of Learning and Teaching Committee, Senate approved the establishment of the award of Professional Graduate Diploma in Architectural Studies.

## **22/47 Prizes Committee**

### **SEN22-P64**

47.1 Senate approved revisions to the Composition and Terms of Reference of Prizes Committee.

### **SEN22-P65**

47.2 Senate approved the appointment of a new Chair of Prizes Committee.

## **22/48 Student Discipline Committee**

### **SEN22-P66**

48.1 Senate received minutes of the meeting of Student Discipline Committee on 17 May 2022.

### **SEN22-P67**

- 48.2 On the recommendation of Student Discipline Committee, Senate recommended to Council for approval amendments to Ordinance XVII (Conduct and Discipline of Students).

## **22/49 Establishment of new Research Centre at the School of Science**

### **SEN22-P68**

On the recommendation of Research Committee, Senate approved the establishment of a new Research Centre at the School of Science.

## **22/50 Student Complaints**

### **SEN22-P69**

- 50.1 Amendments to Ordinance XXXVIII (Student Complaints Procedures)  
Senate recommended to Council for approval amendments to Ordinance XXXVIII (Student Complaints Procedures).

### **SEN22-P70**

- 50.2 Senate noted the Student Complaints Annual Report (covering the years 2018/19, 2019/20, and 2020/21).

## **22/51 Amendments to Regulation I (Library)**

### **SEN22-P71**

Senate approved amendments to Regulation I (Library).

## **22/52 Semester and Term Dates for 2027-28**

### **SEN22-P72**

Senate approved Semester and Term Dates for the 2027-28 academic year.

## **22/53 Membership of Senate 2022-23 (thus far determined)**

### **SEN22-P73**

Senate noted the membership of Senate for the 2022-23 academic year, thus far determined.

## **22/54 Aegrotat Degree**

### **SEN22-P74**

On the recommendation of the External Programme Assessor and the School Mechanical, Electrical and Manufacturing Engineering, Senate approved the award of an aegrotat degree.

## **22/55 Honorary Professorships**

### **SEN22-P75**

Senate approved the extension of the Honorary Professorships for Jonathan Potter and Alexa Hepburn for a further 3 years until 31 July 2025.

## **22/56 Amendments to Regulation XVI (Tuition Fees and Payments for Other University Services)**

### **SEN22-P76**

Senate approved amendments to Regulation XVI (Tuition Fees and Payments for Other University Services), in order to align the Regulation with instalment policy.



## **22/57 Appointment of Pro Vice-Chancellors**

Senate noted the appointments of Professor Charlotte Croffie as Pro Vice-Chancellor (Equity, Diversity and Inclusion), and Professor Dan Parsons as Pro Vice-Chancellor (Research and Innovation).

## **22/58 Programme Proposals**

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

(i) New programmes (from Oct 2022)

MSc Data Driven Design

MSc Digital Entrepreneurship

MSc Sustainable Sport Business

(ii) January 2023 intakes to LU London Programmes

**Institute for Digital Technologies**

Digital Finance

Digital Marketing

**Institute for Design Innovation**

Design Innovation

**Institute for Diplomacy & International Governance**

Diplomacy and International Governance

Diplomacy, Business and Trade

Diplomacy, Politics and Trade

Security, Peacebuilding and Diplomacy

**Institute for Innovation & Entrepreneurship**

Entrepreneurship and Innovation Management

Entrepreneurship, Finance and Innovation

Digital Entrepreneurship

Managing Innovation in Creative Organisations

**Institute for Media & Creative Industries**

Global Communication and Social Change

Media and Creative Industries

**Institute for Sport Business**

Sport Marketing

**Institute for International Management**

International Management

International Human Resource Management

International Management & Emerging Economies

Risk, Governance & International Management

International Development

International Sustainable Development

(ii) Title changes

MSc Exercise as Medicine (title changed to MSc Clinical Exercise Physiology from Oct 2022 intake)

MSc Mathematical Finance (title changed to MSc Financial Mathematics from Oct 2022)

(iii) Suspension of programmes

MSc Digital Media and Advertising

(Proposed first intake: Oct 2023)

(iv) Termination of programmes

MSc Automotive Retail Management (Last intake: Oct 2020)

MSc Flood Modelling and Management (No previous intakes)

Humanities with a Foundation Year/ International Foundation Year (Last intake: October 2021)

MSc Intelligent Transport Systems (No previous intakes)

International Relations with a Foundation Year/ International Foundation Year (Last intake: October 2021)

MSc Water Engineering for Development - Full Time (Distance Learning) (No previous intakes)

MSc Water Engineering for Development - Full Time (Last intake Oct 2018)

MSc Water Management for Development - Full Time (Last intake Oct 2020)

MSc Water Management for Development - Full Time (Distance Learning) (Last intake Oct 2020)

## 22/59 Reports from Committees

Senate received reports from the following Committees:

- 59.1 **SEN22-P77** Arts Committee on 17 May 2022.
- 59.2 **SEN22-P78** Enterprise Committee on 22 March 2022.
- 59.3 **SEN22-P79** Estates Management Committee of 11 February 2022.
- 59.4 **SEN22-P80** Finance Committee of 11 February and 18 March 2022.
- 59.5 **SEN22-P81** Operations Committee on 7 March, 4 April and 3 May 2022.
- 59.6 **SEN22-P82** Research Committee on 22 February and 26 April 2022.
- 59.7 **SEN22-P83** Sport Committee on 10 February 2022.

## 22/60 Appointments to the Academic Staff

### SEN22-P84

Senate noted appointments to the Academic Staff.

## 22/61 Waiver of Regulations

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

## 22/62 Date of Meetings in 2022-23

*Wednesday 28 September 2022, 12.30-5pm - Senate Away Afternoon, Burleigh Court*

Wednesday 9 November 2022, 10am

Wednesday 18 January 2023, 10am (*if required*)

Wednesday 15 March 2023, 10.30am – LU London

Wednesday 14 June 2023, 10am

Author – Chris Dunbobbin

Date – June 2022

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