

UNIVERSITY OF LEICESTER

MEETING OF SENATE

**Minutes of a meeting held on
Wednesday 7 March 2018**

Present:

P Boyle (Chair)

A Abdulla	A Kurz (vice R Heckel)
P Baker	D Lambert
M Barstow	G Lewis
H Barton (vice D Mattingly)	P Monks
J Challiss	A Moran
J Chambers	G Nicholls
A Clark	R Norman
J Coleman	P O'Brien
R Dickinson	J Prados
S Dudley	M Purnell
A Ellis	Z Radnor
S Fishwick (vice S Davies)	J Scott
L Gibson	A Thomas
A Goodall	A Wardlaw
M Halliwell	K Williams
R Holland	G Wynn
J Hughes	

In attendance: D Hall, M Riddleston, G Green (Secretary), A Petersen (Assistant Secretary), P Brook and D O'Sullivan (UCU) and B Hassan (Unison)

Apologies for absence were received from L Bailey, N Chakraborti, S Davies, R Griffiths, R Heckel, C Hewitt, D Mattingly and C Taylor

UNRESERVED (ONLY) BUSINESS

18/M01 **STANDING BUSINESS**

(a) Declarations of Interest

There were no declarations of interest.

(b) Minutes of the Previous Meeting

Senate considered the minutes of the meeting held on 8 November 2017.

Senate **approved** the minutes as a correct record.

(c) Matters Arising

Arising from M12 (c) Senate noted that the Annual Assurance return had been approved by Council and submitted to HEFCE.

(d) Chair's Business

i) Welcome

The President and Vice-Chancellor welcomed Professor Nicholls, interim Provost, to her first meeting of Senate.

ii) Industrial Action

The President and Vice Chancellor provided Senate with an update on the current national developments with regard to the USS pension dispute and associated industrial action, emphasising that UUK and UCU were continuing to meet in order to find a way through the present situation.

Trade Union representatives from UCU stated their position that the current rules governing the valuation of the scheme were not appropriate for the circumstances, and that political action should be encouraged to alter this position.

A motion was tabled at the meeting for Senate to call upon the President and Vice-Chancellor, on behalf the University of Leicester, to urgently use all his and the University's available means to persuade Universities UK to reach an agreement to resolve the industrial dispute with the University and College Union (UCU), based on a commitment to retain USS as a defined benefits scheme.

The Students' Union representatives supported the motion, noting that there was unprecedented strength of feeling among the student body regarding this issue.

Senate noted that its Standing Orders stated that special business, including motions, should be notified to the secretariat 14 days in advance of the day of the meeting. Senate noted that this was primarily to ensure that appropriate papers and contextual information could be provided to members of Senate sufficiently in advance of the meeting to allow them to consider the issue fully. It was also ensure that all Senate members were aware of the business in advance and therefore had the opportunity to ensure their attendance. Senate also noted that motions presented to Senate should be structured in such a way that the proposal was consistent with the powers of Senate as set out within the University Ordinances.

A view was expressed by members of Senate that it would not be appropriate to consider the motion at this meeting given the lack of previous notice or opportunity to reflect on the points raised. Notwithstanding the significance of the issue under discussion, Senate agreed that it would not be appropriate to consider the motion until appropriate opportunity had been given for this reflection.

Senate agreed that it would be appropriate for an extraordinary meeting of Senate to be scheduled for the following week. Senate agreed that at this point it would consider a revised motion that was consistent with the role and remit of Senate as expressed in the governing documents of the institution. Details of the motion and other relevant contextual information would be provided to members of Senate in advance as part of this process.

iii) Appointment of the new Chancellor

A motion was tabled at the meeting regarding the appointment of David Willetts as Chancellor of the University. The full wording of the motion proposed is attached as an appendix.

Senate noted the support of the Students' Union for the motion, and further comments from other members regarding the appointment. It was argued that there was a negative perception of the appointment in some areas of the University community related in part to David Willetts' association with increased tuition fees, as well as to whether some of the values that he was perceived to represent aligned with those of the institution as a whole. Senate noted that this concern had been a significant component of the recent student occupation of part of the Fielding Johnson Building. The Vice-Chancellor thanked the occupying students for the reasonable manner in which the occupation was conducted, and noted that following discussions with students the occupation had recently ended.

Senate noted the views expressed that David Willetts had, during his period in office, been a significant and effective advocate for the protection of funding for the Higher Education sector as a whole.

Senate also noted the elements of the motion relating to the process for appointing future Chancellors, and the proposal that this involve the whole University community. Senate agreed that it would be appropriate for this issue of procedure to be considered separately from the point regarding the specific appointment of David Willetts. The President and Vice-Chancellor noted that he had already met with representatives of the student body and committed to reviewing the process for the appointment of future chancellors. Senate welcomed this commitment.

Senate noted that, in line with the rules outlined in ii) above regarding the notification of motions and the time required for their consideration, it would not be appropriate to consider the motion relating to the specific appointment at this time. Senate agreed further that it would be appropriate to invite David Willetts to attend the University and meet with staff and students, before a motion should be considered. Senate agreed that such events should be organised as swiftly as possible and following this a further motion could be considered at a future meeting.

(e) Summary Report of Items for Approval

Senate considered a summary report of business for consideration arising from reports from subsidiary Committees and other areas where Senate's approval is required.

Terms of Reference of Committees of Senate for 2017/18

Senate considered and **approved** the following:

The addition of M Peel, as Director of Educational Innovation, to the membership for the Academic Policy Committee.

Minor amendments to the membership of the Senate Student Discipline Committee in light of recent staffing changes.

External Examiners

Senate considered a summary of the reports from the external examiners for undergraduate programmes in the 2016/17 academic year following a detailed review of the reports. The summary had been considered by the Academic Policy Committee and proposals for action agreed.

Senate was pleased to note that the reports confirmed that Senate could have confidence in the standards of the University's awards and the operation of the external examining process. The reports also noted that the quality of the learning opportunities for students were at an appropriate level and identified many examples of good practice. Senate also noted a small number of areas identified by the Academic Policy Committee for further action, and the proposals for addressing these.

Senate noted that the Academic Policy Committee had considered and approved recommendations that College Academic Committees should be required to ensure that mechanisms were in place in all departments for External Examiners to have the opportunity to meet with students, and that these Committees should also be required to consider the clarity of moderation processes across departments.

The Academic Policy Committee had also considered a recommendation that the provision of finalist re-sit opportunities in the summer re-sit period should be standard practice in all departments. The Committee had **approved** this recommendation for implementation in 2018/19.

Senate Regulations

Senate considered the addition of an introductory document for Senate Regulations, confirming that the University Regulations adhered to guidance issued by the Competition and Markets Authority in order to comply with the University's obligations under Consumer Protection Law, as well as other relevant complaints and dispute resolution schemes.

Senate **approved** the addition, noting that it formed part of the basis of the University's registration with the Office for Students.

Archives and Special Collections Policy

Senate considered a Collections Development Strategy, 2017-2022.

The strategy set out proposals to develop these collections in order to support the University's strategic aims, while adhering to professional good practice and making best use of available resources. Under the policy the University would seek to acquire material that falls into one or more of the following categories.

- Collections which support the strategic aims of the University of Leicester to deliver and support discovery-led research and discovery-led learning
- Collections which enhance the institutional memory of the University of Leicester
- Collections which strengthen the relationship between the University of Leicester and its city and region

Senate **approved** the strategy for immediate implementation

18/M02 **BUSINESS TO CONSIDER**

(a) University Learning Strategy

i) Refreshed Learning Strategy

Senate considered a refreshed Learning Strategy for the period 2017-2021. Following the initial approval of the Learning Strategy in 2015 Senate noted that there had been significant internal and external developments, and that significant progress had been made in the implementation of the original strategy. In light of this, the Strategy had been reviewed over the course of the autumn term 2017 via workshops and consultation with stakeholders including the student body and College Academic Committees. Senate noted that the core commitments within the Strategy remained consistent, but that the activities and measures underpinning these had been refreshed to reflect the developing internal and external landscape.

Senate noted that one of the measures within the strategy was performance in the Postgraduate Research Experience Survey. Senate agreed that this was appropriate, as enhancements to the student learning experience should be considered across all levels, including postgraduate research.

Senate **approved** the Strategy, noting that it would be submitted to Council for final approval. Subject to Council approval, the implementation of the new strategy would commence immediately.

ii) Strategy Monitoring

Senate considered a progress report and Strategic Implementation Plan relating to the University Learning Strategy. Senate noted that this referred to the strategy that had been in place between November 2015 and March 2018.

Senate noted the developments against each of the Strategy's key commitments over this period. Senate was pleased to note the extent of the developments to date, which included such highlights as

- Vibrant and Successful portfolio – Curriculum Transformation, the launch of Major Minor degrees and the partnership with Dalian Institute of Technology
- Assuring and Enhancing Quality - The development programme for Directors of Learning and Teaching, and growing numbers of academic staff holding Teaching Qualifications
- Induction and Transition - Enhancements to Peer Mentoring and Fabulous First Year schemes
- Transformative Learning and Teaching - Roll out of campus-wide Lecture Capture, new Assessment Strategy and Mitigating Circumstances Policy
- A student experience that engenders success - Establishment of an integrated Student Services Centre and developments in Personal Tutoring

The report also highlighted the areas of focus under the revised Learning Strategy for the next 12-24 months. These included:

- Provision of work experience opportunities for all UG programmes
- The development of Learner Analytics including personal tutor dashboards and programme dashboards
- Further Implementation of the University Assessment Strategy
- Standing Together Framework
- Student retention project
- Development of the Digital Learning Environment

Senate supported the areas of priority as set out above, and encouraged all members to engage with the Provost Planning meetings that were currently setting targets related to learning and teaching.

Senate noted that although the development of attendance monitoring processes had been positive in supporting student attendance, it would be helpful if the student facing element of the system could be developed swiftly. Senate also strongly supported the proposal for industrial opportunities in all undergraduate programmes and the work of the Career Development Service (CDS) in this area, and further encouraged CDS to engage with departments to ensure that existing links with industry for the provision of placements were preserved. Senate also agreed that those aspects of the Learning Strategy relating to recruitment should remain aligned with, and inform, recruitment approaches and activities undertaken via the Division of External Relations.

Senate noted that it would receive a report on the implementation of the refreshed Learning Strategy, including the above priority areas, in 2018/19.

(b) Education Excellence

Senate received a briefing on the Education Excellence Programme from Graham Wynn, Director for the programme.

Senate noted that the programme was seeking to support the University's aim of achieving TEF Gold through substantially increasing core education and student outcome metrics. The programme aimed to bring together an inclusive and supportive community of academic and professional services staff in partnership with students to deliver front line change in the University's approach to learning and teaching.

Senate noted that the metrics which contributed to TEF outcomes were on a rolling three year period and therefore it was essential to take action urgently in a number of key, high impact areas to enhance core metrics around student satisfaction, retention and success. To address this the programme would encompass strategic, institution wide change projects grouped into seven core themes, namely assessment and feedback, inclusivity, learning communities, student voice, retention and progression, skills and employability and the impact of the Curriculum Transformation Project. The programme would bring together a number of existing projects and initiatives, and to co-ordinate these in order to provide a more targeted approach to improvement.

Senate noted that strategic oversight of the programme would be provided via Programme Board which would report periodically to ULT and Senate. A Steering and Working Group would co-ordinate the functions of a large number of themed task and finish groups. Each Group would have student representation and would be co-Chaired by students. Each group would take a student centric approach to its theme.

Senate noted that the proposed governance structure for the programme required amendments to the existing Senate Committee Structure. Senate considered a proposal to disband the Student Experience Enhancement Group and the Assessment and Feedback Working Group, and for their work to be redistributed across the newly formed Education Excellence Steering Group and Working Group. Senate **approved** the proposal.

The Students' Union wished to record its support for the development of the programme, in particular its inclusion of the student voice at every level and how it sought to address themes such as attainment gaps and inclusivity within the curriculum.

Senate welcomed the scope of the project, noting the importance of ensuring that enhancements to the student experience, retention and student outcomes must be considered holistically, across all levels of programme delivery.

Senate also fully endorsed the scope and structure of the programme, the governance arrangements, the consolidation of existing projects under the programme with immediate effect, and the importance of supporting and recognising the contribution of staff to the programme.

18/M03

BUSINESS TO NOTE**(a) PREVENT update**

Senate received a report on the University's continuing work in relation to the Prevent Duty and safeguarding. Senate noted that the University's Prevent Steering Group was continuing to manage the University's work in this regard. Senate noted the number of Prevent cases and referrals stated in the report.

Senate noted that the University was committed to protecting vulnerable members of the University community and that any cases were handled with sensitivity. All colleagues were encouraged to report any cases of concern so that support could be provided.

(b) Risk Registers, Spring term 2018

Senate received for information the Strategic Risk Register, and extracts from the Corporate Risk Register relating to those areas under Senate's remit. Senate also noted amendments to the presentation of the Registers, which were designed to describe the risks more clearly and to support more effective assessment and ownership.

Senate received a report which highlighted amendments to the registers since they were last received by Senate in November 2017. Senate noted the addition of strategic level risks regarding data protection regulations, potential amendments to tuition fee income and performance in future TEF exercises.

Senate noted amendments to the Corporate Risk Register in terms of the addition of a risk relating to HEBCI income, and increases in the risk levels associated with

the impact of industrial action on the student experience and potential actions under Consumer Rights Legislation. Senate also noted a decrease in the risk level associated with inclusion of student numbers in net migration figures and not matching competitor institutions' graduate employment outcomes.

(c) Final Academic Workload Model

Senate received for information the final Academic Workload Balance. Senate had been presented with the draft model in November 2017, and noted that comments from this and other consultations had considered within the final draft presented. Senate noted the report which highlighted the amendments that had been made to the model since its previous receipt at Senate.

Senate noted that this final draft would be presented to the meeting of Council on 21 March for final approval.

(d) Reports from Committees

(i) Academic Policy Committee

Senate received reports of the meetings of the Academic Policy Committee that had taken place on 20 November and 13 December 2017, and 15 January and 15 February 2018.

Senate noted that those elements which required approval had already been considered under item M01(e).

Senate noted the other business set out in the reports.

Senate noted the Committee's ongoing oversight of programme development, approval, monitoring and review as detailed in the reports. Senate also noted the appointment of External Examiners, as detailed in the reports.

Senate **approved** the reports.

(ii) Postgraduate Research Policy Committee

Senate received reports of the meetings of the Postgraduate Research Policy Committee that had taken place on 28 November 2017 and 16 January 2018.

Senate noted the other business set out in the reports

Senate **approved** the reports.

(iii) Research Strategy, Policy and Performance Committee

Senate received reports of the meetings of the Research Strategy, Policy and Performance Committee that had taken place on 28 November 2017 and 31 January 2018.

Senate noted that those elements which required approval had already been considered under item M01(e).

Senate noted the other business set out in the reports.

Senate **approved** the reports.

(iv) Enterprise Strategy, Policy and Performance Committee

Senate received the report of the meeting of the Enterprise Strategy, Policy and Performance Committee that had taken place on 8 February 2018.

Senate noted the other business set out in the report.

Senate **approved** the report.

(e) University Officer Appointments

Senate received for information a list of all University Officer level appointments that had been made since 9 November 2017.

(f) Programmes Approved and Withdrawn

Senate received a list of programmes and pathways that had been approved in principle, in full and withdrawn.

(g) Senate Student Discipline Panels

Senate received the outcomes of recent Senate Student Discipline Panels.

18/M03 **DATES OF FUTURE MEETINGS**

Senate noted the date and time of its final ordinary meeting in 2017/18 as follows:

Wednesday 27 June 2018, 2pm

Senate noted that a further extraordinary meeting of Senate would be arranged for the following week (M01d refers) and that information on this would be circulated to members shortly.

Duration of meeting: 1 hour and 40 minutes

Appointment of David Willetts as Chancellor

Senate notes the large-scale outrage and anger among staff and students at the appointment of David Willetts as Chancellor of the University of Leicester; the resulting public campaign of opposition inside the University, across the sector and beyond; and continuing widespread reputational damage being done to the University because of his controversial and divisive appointment.

To ensure that the Chancellor, as titular and ceremonial head of the University, enjoys the confidence of a large majority of staff and students; and to prevent further reputational damage to the University, Senate resolves to undertake the following:

1. To ask David Willetts to stand down as Chancellor-elect with immediate effect, as an act of good faith in the wider interests of the University.
2. To hold a direct election for Chancellor, as soon as possible, in which all the University's staff and students are given equal voting rights.
3. To ensure candidates for Chancellor are nominated via an open and transparent process in which all staff and students can participate equally.
4. All nominated candidates will have to demonstrate an appropriate level of support among staff and students to be included on the ballot paper.
5. To decide a fixed-term of office for Chancellor of no more than five-years.
6. To ensure the above principles for the election of all future Chancellors are enshrined in the University's appropriate statutes and regulations.