



SENATE

Minutes of the meeting held on 23 October 2024

Members:	Professor Shirley Congdon (Chair)	Professor Udy Archibong	Dr Keren Bielby-Clarke
	Professor Marina Bloj	Professor Felician Campean	Toby Chelms
	Professor Sherif El-Khamisy	Professor Engobo Emeseh	Alison Hartley
	Zak Hughes	Mozalfa Ilyas	Professor Rob James
	Dr Benjamin Jennings	Yakubu John	Fatima Khan
	Bryan Lightowler	Professor Fiona Macaulay	Dr Kieran Manchester
	Jonathan Marsden	Dr William Martin	Dr Anne Miller
	Professor Kerry Papps	Colin Pickles	Professor Martin Priest
	Amit Rana	Professor Rebecca Randell	Raizana Razeen
	Tim Squire-Watt	Dr Pete Twigg	Paul Watson
	Professor Vishanth Weerakkody	Louise Wem	Professor Andrew Wilson
	Professor Alastair Wood		
	In attendance:	Joanne Beaumont	Associate Director, Careers Employability & Engagement (M2 only)
Martin Conway		University Secretary	
Steve Gilley		Director of Infrastructure	
Wesley Hackett		Associate Director International Recruitment & Global Partnerships (M6 only)	
David Harris		Director of People Culture and Wellbeing	
Alison Lahlafi		Chief Librarian (M2 only)	
Katherine Wass		Committee Secretary	
Apologies:	Nasreen Akhtar	Professor Prathivadi Anand	Sanskriti Baraili
	Faiz Ilyas	Dr Craig Johnson	Dr Samina Karim
	Dr Jing Li	Professor Iqbal Mujtaba	

1.24-25 **Welcome and Apologies (Oral report)**

- 1.1 The Vice-Chancellor welcomed everyone to the meeting including the new members elected over the Summer.

2.24-25 **Graduate Skills Framework (Doc SEN008/24-25)**

- 2.1 The Associate Director Careers Employability and Engagement, and the Chief Librarian presented the proposed Graduate Skills framework, which formed part of the University's implementation of the Bradford Curriculum
- 2.2 The next steps for roll-out included:
- wider student consultation
 - development of workflows and process mapping across the curriculum
 - development of a resource bank.

A phased approach had been planned to ensure the framework was fully tested. The framework built on activity already undertaken and the student voice element had a partnership approach with the UBU and Sabbatical Officers.

- 2.3 The Senate discussed the framework noting the following points:
- The potential impact on workload during implementation required consideration. The PVC LTSE acknowledged that the job description and time needed to fulfil roles required review. In relation to other workload implications, the development and re-approval of programmes was now part of business as usual within the Bradford Curriculum.
 - The framework would seek to embed related activity and build on things that were already happening. A considered approach would be used in rolling out the framework to programme teams.
 - the Senate had approved the adoption of the Bradford Curriculum and that the framework was a key part of its delivery.
- 2.4 The Senate **endorsed** the graduate skills framework, with one abstention.
- 2.5 The Vice-Chancellor thanked those involved for their work noting the positive benefits for students.

3.24-25 **Vice-Chancellor update report (oral report)**

- 3.1 The Vice-Chancellor provided Senate with an update of recent activity highlighting:
- The University had been shortlisted for two Times Higher Education Awards.
 - The School of Management had been shortlisted for AMBA 2025 Excellence Awards for best digital transformation.
 - The University had been voted University of the Year in the Social Mobility Awards 2024 – this was a testament to the work that was undertaken in this area.
 - Positive feedback had been received on the Bradford Manager Programme
 - Positive feedback had been received on the new space in Student Central and the Library.
 - The reaccreditation of the Bradford Fellowship Scheme.
 - The Engineering programme accreditation visit had raised no issues following the implementation of a temporary solution for RAAC.
 - The University was awarded £20million of research income in 2023/24.
 - The arrangement with Coegin Pharma with regards to a patented pigmentation product.
 - The Development Team had completed a £72k mini campaign for a new radiation source for ICT with gifts from multiple funders.
- 3.2 The HIVE employee voice staff survey had received a 64% response rate. Managers have received the detailed analysis of responses for their areas so they can work through these with their teams. The Vice-Chancellor noted key feedback in relation to Executive Board had been around visibility and this was being worked through. It was noted there would be a 'we said we did' communications exercise during the year.
- 3.3 The University Mental Health Charter was being stress tested with principles agreed and progress made in what was an important commitment to mental health. A revised Safeguarding Policy had been approved and training would commence in the new year. The Office for Students published a new Condition of Registration (E6) [Harassment and Sexual Misconduct](#) that would come into effect from 1 August 2025. A task and finish group had been established

to ensure compliance. It was noted that [Report and Support](#) a one stop shop for the reporting of issues, formed part of compliance and had launched 23 October 2024.

- 3.4 The Senate was provided with an update on the Transformation Change Programme and cost reduction plan and was advised the University had embarked on a period of significant transformational change. This would start with the development of a more focused revised strategy. A Transformational Change Board had been established and would design a programme of savings and the development of a new target operating model. It was noted the University, and wider sector, was operating in a challenging environment however it was important to do the best we could and support each other as much as possible whilst appreciating the seriousness of the situation. The University was seeking to maximise staff engagement on these issues, and briefings were provided via the staff forums, University Assembly, and with the leaders' forums.

4.24-25 **Minutes for approval (Doc SEN002/24-25 & SEN003/24-25)**

- 4.1 The Senate was asked to approve the minutes of the last meeting as an accurate record. One member objected and highlighted that a question about the Executive Board position in relation to the UUK proposal to increase tuition fees had not been recorded. The University Secretary advised that at the time the matter of tuition fees had not been discussed by Executive Board and so there had been no official view to share. There had also been a discussion about staff representation on Senate and Learning and Teaching Committee, that the member felt had not been accurately recorded. The University Secretary responded to state that the minutes were not a verbatim record of all discussion but sought to fairly capture the salient points, agreed actions and decisions taken.
- 4.2 During discussion on the wording of a section it was clarified that "staff representation" concerned trade union representation. The member also felt that formal votes should be more frequently taken. The University Secretary reported that the decision-making framework including sub-committees and groups of Senate would be considered. The University Secretary confirmed that voting arrangements were covered in Senate's agreed standing orders, and the majority of decisions at Senate would not normally require a formal vote.
- 4.3 The Senate **approved** the minutes subject to the feedback discussed.

5.24-25 **Student recruitment update (Doc SEN004/24-25)**

- 5.1 The Vice-Chancellor provided an overview of the student recruitment numbers noting they represented a significant shift from previous years.
- 5.2 The Senate was provided with an overview of actions that had been taken in relation to January 2025 enrolment to maximise recruitment. This included an extension to the application deadline and more future leaders' webinars that had previously received positive results. The new home Undergraduate recruitment campaign 'get stuck in' had launched alongside a national brand campaign. The International Strategy had a focus on the development of key partnerships such as the one with Yangzhou University.
- 5.3 The Senate discussed the recruitment position querying whether the marketing team were working closely enough with schools and faculties on the development of ideas and ensuring that web site information was as accurate as possible. The Vice-Chancellor advised that this

feedback would be shared with the Associate Director, Outreach Recruitment and Admissions (AD ORA).

5.4 **ACTION: Feedback on the perceived communication blockages between Marketing and Schools/Faculties to be discussed with the AD ORA for action. University Secretary**

6.24-25 **Update on the establishment of a Joint College of Advanced Manufacturing in Yangzhou, China (Doc SEN005/24-25)**

6.1 The Associate Director, International Recruitment and Global Partnerships (AD, IR&GP) joined the meeting for this item and provided an outline of the partnership proposal for Senate noting it had been endorsed by Executive Board in September.

6.2 The Senate was advised that the proposal was in its early stages and would need the approval of the Chinese Ministry of Education to progress to later stages. The benefits in terms of student recruitment and profile for research collaboration were outlined.

6.3 The Senate discussed confidence in this approach to recruitment and the need to ensure 'stop points' were included in case there was a need to exit the arrangement. Given the focus from the UK Government it was important that trust in research was included in the identified risks identified for this project. Those leading the project confirmed that several approval stages and stop points had been built into the contract and these concerned financial performance and a guaranteed minimum number of students.

6.4 Concerns were expressed in relation to the ethics and wellbeing and staff engagement elements of the partnership and that these needed to be fully accounted for in the EIA and risk register as appropriate. It was noted the EIA had been signed off by the Associate Director EDI and the Vice-Chancellor acknowledged the concerns confirming that staff wellbeing was always taken into consideration when developing international relationships.

6.5 The Senate was advised that the Faculty of Engineering and Digital Technologies had a five-year long partnership with another Chinese University. While there had been some individual differences, the benefits and opportunities had been clear. There could be concerns around ethics in relation to most countries. Working with partners who shared our values had been one way of mitigating these risks.

7.24-25 **Engineering and Digital Technologies vision (Doc SEN006/24-25)**

7.1 Professor Alastair Wood presented an overview of the proposal to revision the offer from the Faculty of Engineering and Digital Technologies providing an overview of the approach taken and the rationale behind the review.

7.2 In discussion the following points were noted:

- The refreshed approach was designed to enhance recruitment and quality of provision to better align with the outside world improve, links between learning, teaching and research and to build on strengths. The approach used a 'create, transfer, implement' model that had been developed to sharpen the focus on SDGs using inclusive definitions to use sustainability and AI to develop core capabilities.
- The create phase had already started with the consolidation of research centres and sharpened focus on engagement with regional strategies and priorities including [Invest 2035](#).

- The transfer phase focused on consolidating core programmes creating an interdisciplinary approach to engineering that reflected real world experience. This encompassed a move towards a more skills focused delivery that was more engaging and had links to the green skills agenda. This had seen new programmes with shared ownership being developed and some programmes withdrawn, which would be done via the usual programme approval and withdrawal process.
- The implementation phase had been designed to build on the benefits of corporate and international partnerships, address market profile and provide the skills and experience that students and stakeholders needed.
- There were opportunities and different and more inclusive approaches to delivery. Risks were inherent in different delivery approaches and in relation to lab environments. These and other risks had been identified along with milestones to delivery. It was noted by Senate that space in other faculties may be available to use to help mitigate this risk.
- It was confirmed that Senate was not being asked to approve the withdrawal of any programmes as these would go through the normal process.

7.3 The Senate discussed the approach being taken thanking Professor Wood for his work. The review of the use of market intelligence, focus on space and efficiency were already being done and the potential for further connections with other faculties were highlighted. It was expected that cross faculty working would increase to ensure a creative approach to programmes and their delivery. The approach had been developed with a view to scalability and with a focus on the 'how' as much as 'what'.

7.4 It was acknowledged that not all staff members had been involved in discussions to this point although the review had consulted widely. Staff from the Creative Industries team in particular had raised concerns. The presentation did not represent the end point of discussions and there would be opportunities for further engagement.

7.5 Senate **endorsed** the approach as outlined.

8.24-25 **National Student Survey (NSS) (Doc SEN007/24-25)**

8.1 The PVC LTSE provided an overview of the report. The Senate was reminded of the significant impact NSS had on league table performance at an institutional level. It was noted that while 2024 had provided a similar result to 2023 the rest of the sector had shown improvements.

8.2 The following points were noted:

- The KPIs on NSS results aimed for the University meet the sector average as a minimum progressing to exceeding this through more consistent performance. An NSS working group had been convened to establish meaningful target setting and clarity around what better looked like, progressing to identification of barriers to improvement as well as areas of strength.
- The Senate discussed the NSS and associated data, it was noted that all the data needed for league tables came from statutory returns that were published at different points in the year. Different league tables used different data points and had their own thresholds which may not always be met in some areas. Concerns were expressed that some of the data in the returns may not be accurate. The University Secretary confirmed that in addition to the data being verified by Deans the returns provided were subject to internal verification and cyclically, internal audit. However if concerns remained it was important these were identified and followed up. **ACTION: Check SSR**

data being provided with the Business Intelligence Manager as part of data validation exercise for any inaccuracies. Director of People Culture and Wellbeing

- There was discussion in relation to the approach to NSS scores that had been taken in previous years and that some areas were outside the control of programme teams. Areas such as spend per student were institutional level measures. The Vice-Chancellor acknowledged this noting that there had been an increase in that ratio in recent years that would start to come through in the results. The Director of Infrastructure noted that the classification given to spend could also be a factor in this ratio, so it was important to ensure the accuracy of financial reporting in accordance with HESA guidance so that it would pull through into the ratio calculations.
- The way in which the league tables connected to each other would be of value and colleagues would consider the data submission timings and consideration should be given to re-establish the working group previously convened to optimise league table performance. The Vice-Chancellor advised that with so much room for variance the Executive Board had agreed to focus on The Guardian League Table and the QS rankings as the main measures of performance in addition to the NSS. **ACTION: University Secretary and PVC LTSE to re-establish a League Table Working Group.**

9.24-25 **Report from Students Union (UBU) (Doc SEN009/24-25)**

- 9.1 The UBU Education Officer presented the report noting the appointment of a new Trustee Board and the strategies being undertaken to increase engagement and effectiveness to improve a better student experience. It was highlighted that:
- New Sabbatical officers had been elected
 - New Chair of the UBU Council had been appointed – Fatima Khan
 - Review of governance structure and processes was underway
 - An audit of student societies had been undertaken resulting in a reduction in their overall number to focus on improved quality and activity levels.
- 9.2 The UBU had seen good levels of engagement in activities that included the Freshers Fair, Sports activity including involvement in the British University and College Sports fixtures. The Kickstart residentials and trips to Alton Towers had also proved to be popular with positive feedback. A wide range of opportunities were being made available to students.
- 9.3 A new strategy was being developed in relation to student representation in partnership with the University to ensure consistency of messaging across all programmes. To this stage over 200 student representatives had been recruited and were going through training.
- 9.4 The Senate was advised that there was significant activity in relation to academic misconduct and the UBU had a reduced workforce following MARS which had impacted on the independent support available to students. Work was being undertaken with an external consultancy firm to enhance the support available.
- 9.5 It was further highlighted that the UBU was involved in supporting marketing activities and campaigns for Black History month, reclaim the night and the NUS campaign for international students to have dependent relatives join them in the UK
- 9.6 The Senate noted the positive activity taking place in a number of areas and thanked the new Sabbatical Team for actively engaging with the University.

9.7 On a personal note, the UBU Education Officer expressed her thanks to the Faculty of Health Studies team for their support through her Nursing studies, and in her role as a Sabbatical Officer.

10.24-25 **Applications for Honorary, Visiting and Emeritus Professors (Doc SEN010/24-25)**

10.1 The Senate considered and **approved** one Honorary Visiting Professor appointment for the Faculty of Life Sciences:

- Renewal Professor Mark Boyett - with effect from the 1 January 2025 for a period of three years.

10.2 It also considered and **approved** one Honorary Visiting Professor and one Emeritus Professor appointment for the Faculty of Health Studies:

- New HVP Alison Hadley OBE – with effect from 1 October 2024 for a period of three years.
- New Emeritus Professor Maryann Hardy with effect from 1 September 2024 for a period of three years.

11.24-25 **Annual report of Senate business 2023-24 (Doc SEN011/24-25)**

11.1 The Senate discussed the annual report of its business **approving** it for presentation to Council.

12.24-25 **Honorary Awards Committee (Doc SEN012/24-25)**

12.1 The Senate considered the recommendations from the Honorary Awards Committee held on 4 September 2024 for five honorary awards as noted in the report. These would be presented to Council for consideration and approval at its meeting on the 28 November 2024.

12.2 Noting one objection to Ian Adams the Senate **approved** the nominations as set out in the report for onward consideration by Council. Members were encouraged to submit nominations from their academic fields to ensure they were appropriately represented as part of this process. [Honorary Awards Nominations information.](#)

13.24-25 **Learning and Teaching Committee (Doc SEN013/24-25)**

13.1 The PVC-LTSE provided an overview of the business discussed at the meeting of Learning and Teaching Committee, noting that Senate was being asked to approve the following:

- Programme titles for withdrawal
- Standard late arrivals date
- Graduate Skills framework (**See M2.24-25**)

13.2 Nothing these had been agreed by the faculty the Senate **approved** Programme title withdrawals for:

- PGD Practitioners with a Special Interest – Cardiology
- PGD Practitioners with a Special Interest – Diabetes
- PGD Practitioners with a Special Interest - MSK with Rheumatology

13.3 Senate **approved** the standard late arrivals dates for 2025-2030.

- 13.4 It was highlighted that LTC had approved:
- Minor changes to Regulation 6: Academic Appeals with the addition of a new appeal route.
 - Updates to the Attendance and Engagement Withdrawal and Suspension Appeals Procedure
 - Amendments to the attendance and engagement policy and process had been approved by Senate Chairs Action on the 15 August 2024.

14.24-25 **Research and Innovation Committee (Doc SEN014/24-25)**

- 14.1 The Chair of the Research and Innovation Committee provided an overview of the report presenting the updated Terms of Reference for approval. It was noted that an Early Career Researcher had been elected to the Committee and representation from the EDI team was being discussed with the PVC EDI.
- 14.2 The Committee had discussed research time allocation in the workload model as this impacted on REF data submissions. Proposed changes were being progressed via the Academic Workload Modelling Group who would discuss an updated handbook with the Trade Unions.
- 14.3 Senate **approved** the updated terms of reference for the Research and Innovation Committee.

15.24-25 **Faculty Board Reports (Doc SEN015/24-25 – SEN018/24-25)**

- 15.1 The Senate noted the reports and expressed its thanks to everyone involved for their ongoing support and hard work.

16.24-25 **PTES and PRES reports (Doc SEN019/24-25)**

- 16.1 The Senate received and noted the report.

17.24-25 **HESA Graduate Outcomes Survey Performance (Doc SEN020/24-25)**

- 17.1 The Senate received and noted the report.

18.24-25 **Guardian University Guide (Doc SEN021/24-25)**

- 18.1 The Senate received and noted the report.

19.24-25 **Times University Guide (Doc SEN022/24-25)**

- 19.1 The Senate received and noted the report.

20.24-25 **Declarations of Interests (Doc SEN023/24-25)**

- 20.1 The Senate received and noted the report.

21.24-25 **Action tracker (Doc SEN024/24-25)**

21.1 The Senate received and noted the report.

22.24-25 **Terms of reference and membership 2024-25 (Doc SEN025/24-25)**

22.1 The Senate received and noted the report.

23.24-25 **Schedule of Business 2024-25 (Doc SEN026/24-25)**

23.1 The Senate received and noted the report.

24.24-25 **Draft agenda for the next meeting (Doc SEN027/24-25)**

24.1 The Senate received and noted the report.

25.24-25 **Any other business**

25.1 The Senate was advised that discussion was taking place in relation to the recognition of Eid within the timetable. Should this proposal have merit it would return to Senate once further engagement and consideration had taken place.

Secretary: Katherine Wass, Governance and Projects Officer

Date: December 2024