

SENATE

Draft Minutes of the meeting held on 26 January 2022

Members:	Professor Shirley Congdon (Chair)	Abdulraouf Abdussalam
	Inshaal Ahmad	Professor Udy Archibong
	Dr Keren Bielby-Clarke	Professor Marina Bloj
	Dr Peter Branney	Dr Emma Brown
	Professor Felician Campean	Professor Sherif El-Khamisy
	Professor Engobo Emesh	Sarah George
	Professor Alastair Goldman	Alison Hartley
	Zafar Iqbal	Professor Zahir Irani
	Dr Rhys Kelly	Cathy Lambert
	Dr Jing Li	Dr William Martin
	Professor Iqbal Mutjaba	Dr Dariya Mykhayliv
	Dr Clare Peyton	Professor Martin Priest
	Professor Rami Qahwaji	Dr Nejat Rahmanian
	Professor Amir Shariff	Prince Siaw
	Professor Karen Stansfield	Carol Vickers
	Elaine Wilkinson	
In attendance:	Gary McFarlane	Deputy Director, People and Campus Services
	Alison Lahlafi	University Academic Librarian (item 16 only)
	Paul Watson	Director of LTQE
	Riley Power	University Secretary
	Stuart McKinnon-Evans	Chief Finance Officer
	Victoria McKay	LQTE Policy and Development Officer (item 11 only)
Observer:	Baroness Ann Taylor	Chair of Council and Pro Chancellor
	Terry Hartwell	Pro Chancellor and Treasurer
	Karl Bates	Pro Chancellor
Apologies:	Dr Clare Beckett-Wrighton	Professor John Bridgeman
	Karina Croucher	Professor Maryann Hardy
	Tahira Mumtaz	Nikki Pierce
	Katie Siobhan	Professor Vishanth Weerkkody

29.21-22 **Welcome and Apologies**

- 29.1 The Chair welcomed all to the meeting including the members of Council observing Senate. Apologies that had been received were noted.

29.2 The Chair thanked the outgoing Academic Registrar, Nikki Pierce, for their work during their time at the University and the difference they had made. The Interim Academic Registrar, Cathy Lambert, was welcomed.

29.3 Senate was advised that the item on the Academic Portfolio Development Lifecycle would be taken out of order and would be presented following the Chairs update.

30.21-22 **Minutes of the meeting on 20 October 2021 (Document SEN028/21-22)**

30.1 The minutes of the meeting on the 20 October were received and **approved**.

31.21-22 **Matters arising and action tracker (Document SEN029/21-22)**

31.1 Senate noted that all actions were completed or on the agenda for this meeting. It was confirmed that the two actions not updated in the report had been completed as followed:

3.3 (i) The Recording of Educational Activities policy had been made available on the intranet. A modified version of Extenuating Circumstances Policy and process had been developed and this had been communicated to students.

3.3 (ii) The draft Brand and Communications Strategy would be added to the Senate schedule of business. This would be reflected in the papers received at the next meeting of Senate.

31.2 **ACTION: Add draft BCM strategy to Senate schedule of business (Committee Secretary)**

32.21-22 **Report from the Chair**

32.1 The Chair provided an oral update on key matters affecting the University since the last meeting of Senate. Points of note included:

- The success of the January 2022 intake for postgraduate taught programmes.
- The December graduation ceremonies had taken place on campus, with these being the last ceremonies for Kate Swan, as Chancellor. Progress was being made on the appointment of a new Chancellor.
- The University's success in receiving funding from the Office for Students to tackle inequalities that create barriers for Black, Asian, and Minority Ethnic students to access and take part in post graduate research.
- That the University had been awarded the Queens Anniversary Prize for its work in Archaeology.
- The University had been awarded COP26 Observer status, and launched its sustainability pledge all as part of the commitment to the UN Sustainable Development Goals.
- That two large capital projects were underway. One to reshape Richmond Reception, the second being the Bradford-Renduchintala Centre for Space AI.

32.2 The Chair also highlighted the key changes that were being made to the senior structure to align Professional Services to best support delivery of the University Strategy and sub-strategies. Post holders directly affected by line management changes had been engaged in discussion about these changes.

32.3 Senate was also advised that an executive search agent had been appointed to support the recruitment process for the new position of Director of Infrastructure and to appoint a successor to the Chief Finance Officer.

32.4 **ACTION: present updated Organogram to Senate 3 (Committee Secretary)**

33.21-22 **Register of Interest (Document SEN030/21-22)**

33.1 Senate received and noted the report. No declarations of interest were received in relation to the business of the meeting.

34.21-22 **Covid 19 Update**

34.1 The University Secretary provided Senate with an update on the University's response to the removal of 'Plan B' restrictions, noting that the focus remained on bringing students and staff onto campus while ensuring a safe environment. Further details were available on the Intranet [Latest Covid-19 guidance \(sharepoint.com\)](#).

35.21-22 **KPIs Report (Document SEN032/21-22)**

35.1 The Chief Finance Officer provided an overview of the report noting that it introduced the link to Power BI reporting that enabled measures to be reported on a continuous basis.

35.2 The Director of LTQE advised that a comprehensive set of measures and metrics were being used that drew from the reporting needed for external regulators. These had been re-baselined following the most recent NSS outcomes from the Summer of 2021.

35.3 The importance of securing improving NSS scores was noted. Strategy delivery was key to enhancing the student experience with the LTSES being the primary means of achieving positive change in these indicators.

36.21-22 **Student recruitment report (Document SEN033/21-22)**

36.1 The DVC (A, I & Q) presented a report on student recruitment activity and performance against targets, and commented in particular on the success of the January 2022 intake for postgraduate taught programmes. Senate noted that a Working Group, chaired by the DVC, AIQ continued to meet to actively monitor and mitigate business risks associated with the increased intake.

36.2 It was noted that the UCAS enrolment deadline was the 26 January and while early January indications had shown a reduction in applications across the sector past experience indicated that a significant proportion of applicants submitted close to deadline dates.

36.3 Senate was assured that applications were being closely monitored and several subject areas with lower-than-expected levels of applications were being given focussed interventions through working groups. Senate was advised that applications for the September 2022 had seen a significant increase in international applications and that a plan for the September 2022 intake would be provided to Senate.

36.4 Senate discussed the impacts of increased student numbers and intakes on faculties and professional services and stressed the importance of ensuring the workload was appropriately resourced.

36.5 **ACTION: Plan for the September 2022 intake to be presented to Senate (DVC, AIQ)**

37.21-22 **National Student Survey**

37.1 The Director of LTQE provided an update on the National Student Survey 2022, noting that this would be live for University students from 31 January to 30 April. Communications were being developed and the Associate Deans would be involved in the soft launch. The outcomes from the survey were expected in June or July 2022. Senate was advised this was the final year of the current survey with consultation on changes due to be launched in the Spring.

38.21-22 **Update on Higher and Degree Apprenticeships (Document SEN034/21-22)**

38.1 The Director of LTQE provided an overview on the management and administration of apprenticeships within the University and noted the significant progress that had been made to improve and enhance University processes in respect of higher and degree apprenticeships and to support the Ofsted inspection that would take place in 2021/22.

38.2 Senate discussed the report and noted the importance and impact of specialist expertise in the progress that had been made and noted the importance of learning from the approach that had been taken.

38.3 Senate **approved** the Institutional Self-Assessment Report included in the papers.

39.21-22 **Update on International Foundation College (oral report)**

39.1 The DVC (A, I & Q) provided an update on the University of Bradford International College (UBIC).

39.2 It was acknowledged that UBIC intakes had created some challenges related to space that were being considered as part of the wider space review undertaken by the Estates Team.

- 39.3 Senate was advised that the governance structures had been established with a Joint Academic Board, chaired by the Director of LTQE, reporting into a Steering Board with representatives from the University and Oxford International College. It was noted that through this structure proposals would be considered for a stand-alone foundation year, pre-masters' intake and intakes that would feed into other programmes in the University.
- 39.4 It was noted that the UBIC leadership team had developed very positive relationships across the University and while there was some work needed to ensure communications were fully harmonised there was a high level of engagement that ensured minimal delays and issues.

40.21-22 **Academic Portfolio Development Lifecycle (Document SEN035/21-22)**

- 40.1 Senate received a presentation from the Director of LTQE and the LTQE Policy and Development Officer which set out a new approach to portfolio planning at the University and had been designed to align portfolio with ambitions whilst taking account of the need to adapt to changing expectations from external bodies as well as to optimise capability against a backdrop of student number growth.
- 40.2 Senate discussed the presentation noting the link to the £3m investment in SITS. The Chair noted this was a significant piece of work and the pace of progress would be important.
- 40.3 The Chair commented on the need to resolve variability in the quality of programmes and build on this to create a more enhanced experience for students. Senate commented on the need to ensure that the amount of paperwork involved in the process was not overwhelming. It was noted that there was further detailed work to be undertaken with a focus on ensuring the work that needed to be done had maximum value at every stage. The Director of LTQE noted the importance of ensuring meaningful and targeted conversation and intelligent programme design.
- 40.4 It was agreed that it would be useful for Senate to see a timeline and information on how Senate could be confident of the effectiveness of each of the gateways.
- 40.5 **ACTION: To provide Senate with a timeline and outline of the measure being used to assure the effectiveness of each gateway (Director LTQE)**
- 40.6 Senate **endorsed** the approach being taken.

41.21-22 **World Technologies University Network**

- 41.1 The University Secretary advised that feedback on past events had been gathered from the Network and that the findings would be presented to Operational Board ahead of submission to Senate and Council.
- 41.2 **ACTION: add to Senate Schedule of Business (Committee Secretary)**

42.21-22 **Elsevier Negotiations update and recommendations (Document SEN036/21-22)**

- 42.1 The University Secretary presented the report noting the negotiations with Elsevier that had taken place at a sector level.
- 42.2 The University Academic Librarian advised that a significant amount of work had been undertaken to see if an alternative approach would work for the University and this was outlined on the report. It was noted that the new deal would also meet open access requirements.
- 42.3 Senate **approved** the recommendation to accept the outcome of the national negotiations.

43.21-22 **Academic Workload Model (AWLM) Review and Improvement (Document SEN037/21-22)**

- 43.1 The Chair introduced a report on the Academic Workload Model, noting that the current academic workload model had been in place for several years and had gone through several iterations. There was a focus on becoming more transparent and using the data the model provided to assess workloads and delivery.
- 43.2 The Head of Faculty Operations (FoHS) presented an overview of the current approach advising Senate of the rationale for the decision to move to a new system that was more flexible. Senate was provided with an overview of the workload model timeline and how this integrated with the University planning and reporting processes.
- 43.3 The ADLT (FoLS) provided an overview of the key changes that had been made to the academic workload model handbook following consultation with staff in 2021.
- 43.4 Senate discussed in detail the changes being made. It was confirmed that the new system would interface with other systems reducing the need to duplicate inputting of information, the initial phase of implementation would be on a like for like basis and then progress to integration with other systems.
- 43.5 Senate **endorsed** the approach being taken.

44.21-22 **People Strategy Delivery Plan (Document SEN038/21-22)**

- 44.1 The Deputy Director of People and Campus Services provided an overview of the report noting that it had been developed to support the People Strategy previously approved, with key priorities linking to the objectives in the strategy.
- 44.2 Senate was advised that the plan recognised the changes in organisation culture needed and recognised the impact on people and operating conditions that were needed. The plan focussed on key actions that would have the greatest impact. This included embedding values and associated behaviours, strengthening leadership across the University including for line managers to support delivery of high performance and ensure inclusive processes

and effective reward frameworks were in place. A project management approach was being developed in HR to deliver the plan and would report to Senate as it progressed.

44.3 Senate discussed the delivery plan noting the approach being taken and sought clarification on whether the language used for the Professional Services career progression and reward frameworks could impact on engagement because it differed from that used for academic colleagues. It was confirmed that this was not the intention however this could be reviewed and workstream leads would be expected to ensure parity as part of their scoping exercises.

44.4 Although the report followed national narrative around gender and ethnicity pay gaps, it was requested that disability and other protected characteristics be included. The Deputy Director of People and Campus Services confirmed that this would be considered and welcomed any other further feedback from Senate.

45.21-22 **Sustainability Update**

45.1 The Chair noted that due to time limitations this item would not have sufficient opportunity for discussion. It was agreed that this would be included in the next Informal Briefing to Senate in March.

45.2 **ACTION: Add Sustainability update to the agenda for the Senate Informal Briefing on the 28 March 2022 (University Secretary)**

46.21-22 **Access and Participation Update (Document SEN039/21-22)**

46.1 The PVC (EDI) presented the report noting that it showcased and celebrated the activity that had been undertaken. The report included changes to the OfS approach to APP and the outcome of the 2019/20 monitoring report. Senate was advised that the OfS had appointed a new Director for Fair Access and Participation, John Blake, from 1 January 2022. This had come alongside guidance from the Department of Education that indicated a new approach to Access and Participation that would reflect more on pre-18 attainment and social mobility.

46.2 It was noted that the University was well placed to respond to the changes as there were already a range of activities in place with Schools that would provide a foundation for more work around attainment.

46.3 The PVC (EDI) thanked the outgoing Academic Registrar for the outstanding work that had been undertaken on the APP.

47.21-22 **Prevent Update (Document SEN040/21-22)**

47.1 The Interim Academic Registrar presented the report noting that it demonstrated the University was meeting its responsibilities in relation to Prevent.

47.2 Senate was advised that the role of Prevent Lead would change from the Academic Registrar to the Associate Director of Student Life and Wellbeing. The OfS had been notified of this change.

48.21-22 **Applications for Honorary, Visiting and Emeritus Professor (s) (Document SEN041/21-22)**

48.1 The Deans of Faculties presented the cases for Emeritus and Honorary Visiting Professor appointments as set out in the report. The following cases were **approved** by Senate.

48.2 **Faculty of Engineering and Informatics**

- Emeritus Professor - Professor Marian Gheorghe
- Honorary Professor - Dr Hector Fenech
- Honorary Visiting Professor – Dr Venkata (Murthy) Renduchintala

Faculty of Health Studies

- Emeritus Professor – Professor Neil Small
- Emeritus Professor – Professor Gerry Armitage

Faculty of Management Law and Social Sciences

- Emeritus Professor – Professor Ian Burkitt
- Honorary Professor – Dr Janet Warren
- Emeritus Professor – Professor Charles Husband

Faculty of Life Sciences

- Honorary Professor – Professor Mark Boyett

49.21-22 **Ethics Committee (Document SEN042/21-22)**

49.1 Senate received and noted the report.

50.21-22 **Learning and Teaching Committee (Document SEN043/21-22)**

50.1 Senate received and noted the report.

51.21-22 **Research and Innovation Committee (Document SEN044/21-22)**

51.1 Senate received and noted the report.

52.21-22 **Faculty Board Reports (Document SEN045-47/21-22)**

52.1 Senate received and noted the report.

52.2 It was agreed that a Strategic update from the Deans would be added to the agenda as a standing item from the next meeting.

52.3 **ACTION: Add Strategic update from Deans to Senate 3 agenda. Committee Secretary**

53.21-22 **Draft Agenda for 30 March 2022 (Document SEN048/21-22)**

53.1 Senate received and noted the report.

54.21-22 **Schedule of Business 2021-22 (Document SEN049/21-22)**

54.1 Senate received and noted the report.

55.21-22 **Terms of reference and membership 2021-22 (Document SEN050/21-22)**

55.1 Senate received and noted the report.

55.2 **Any Other Business**

55.3 There was no other business for the meeting.

Secretary: Katherine Wass, Governance and Projects Officer

Date: 3 February 2022