

# UNIVERSITY OF WARWICK

## SENATE

Minutes of the meeting held on Wednesday 18 October 2017

- Present: Vice-Chancellor (in the Chair), Professor M Balasubramanian, Dr D Britnell, Professor A Clarke, S Crookes, E Dunford, Professor C Ennew (Provost), Professor M Freely, Professor S Gilson, Professor R Goodwin, Professor L Gracia, Professor L Green, R Green, Professor S Hand, Professor G Hartshorne, Professor C Hughes, Professor S Jacka, L Jackson, Professor C Jenainati, Professor D Leadley, Professor G Lindsay (until item 15), Professor A Lockett, Professor C Lury, Professor J Millar, Professor M Nudds, Professor L Roberts, Professor P Roberts, Professor M Shipman, Professor J Smith, Professor C Sparrow, Professor S Swain, Professor P Thomas, Dr T van Rens, H Worsdale, Professor L Young (until item 11).
- Apologies: Professor C Constable, Professor C Davis, Dr R Freeman, Professor F Griffiths, Professor S Kumar, Professor J Palmowski, Professor A Ribeiro de Menezes, Professor K Seers, Professor J Solomos, Professor H Spencer-Oatey.
- In attendance: A Chambers (for item 10), R Drinkwater, P Glover, K Gray, P Griffiths, David Normington, R Sandby-Thomas, R Wooldridge Smith.

### 1/17-18 Student Survey Outcomes and TEF Update

#### CONSIDERED:

- (a) An oral report from the Pro-Vice-Chancellor (Education).
- (b) A paper briefing members of the Senate on the 2017 results of the National Student Survey and related actions (S.1/17-18 {restricted}).
- (c) A paper presenting the results and preliminary actions for the 2017 Postgraduate Taught Experience Survey (S.2/17-18, {restricted}).
- (d) A paper presenting the areas of commonality between the National Student Survey and Postgraduate Taught Experience Survey 2017 and the areas where joint action might be productive. (S.3/17-18, {restricted}).

#### REPORTED (by the Pro-Vice-Chancellor (Education)):

- (e) That the gap between the University's scores and the upper quartile score for the four key NSS metrics from the 2017 survey had increased, that this was highly likely to impact on league table rankings and the TEF and that it was necessary to improve the University's position relative to the sector at the subject and institutional level;
- (f) That there had been an improvement in the PTES from the previous year, but that there was a significant reliance on departments which had large student cohorts;

- (g) That changes to the TEF for 2017/18 included the halving of the NSS metrics and the introduction of supplementary metrics, including grade inflation and Longitudinal Education Outcomes (LEO) data on sustained employment and earnings after 3 years, noting that it was not anticipated that these changes would improve Warwick's outcomes;
- (h) That pilots for the subject level TEF would be underway later in the 2017/18 and 2018/19 academic years, with implementation in the 2019/20 academic year;
- (i) That work under a number of strands of the University's Education Strategy was intended to improve students' educational experience and hence the University's TEF performance and TEF meetings with departments were being held to agree actions to improve student experience and TEF outcomes and to agree NSS targets with a view to moving subject scores towards the upper quartile;
- (j) That common themes for development arising from TEF meetings so far were being identified;

(by the Vice-Chancellor):

- (k) That departments are increasingly sharing good practice;

(by Professor A Lockett):

- (l) That one of the findings from the PTES for the Warwick Business School (WBS) was a large negative correlation between class size and feedback, and that there was substantial variation across programmes in WBS.
- (m) That the University needed to be more strategic when designing programmes and in thinking what size and shape each class should be so that facilities could be made available which are commensurate with these plans.

(by the Pro-Vice-Chancellor (Education)):

- (n) In response to a query from Professor L Roberts and a comment from Professor A Lockett regarding survey outcomes and resourcing, including class sizes, that planning for potential growth did need to improve and a new module approval process may support this;
- (o) In response to an observation from H Worsdale that the NSS was a narrow form of feedback which was not discursive or qualitative and that more insightful feedback could be obtained through other mechanisms which needed to be appropriately resourced, that participation in NSS was a statutory obligation and impacted on the University's reputation but that it was important to gather and act on other sources of feedback;

(by H Worsdale):

- (p) That, in regard to the establishment of an operational group to co-ordinate promotion of the NSS survey across campus, whilst the Students' Union would not wish to participate directly with this group, it would appreciate an open and transparent communication with the University regarding its activities;

(by the Pro-Vice-Chancellor (Education)):

- (q) In response to a query from Professor J Smith regarding evidence that large class sizes and over-assessment were detrimental to NSS outcomes, that this observation was based on feedback from departments;

(by Professor A Lockett):

- (r) That outcomes of module evaluation in the Warwick Business School showed a correlation between class sizes and student satisfaction;

(by the Pro-Vice-Chancellor (Education)):

- (s) In response to a query from Professor J Smith requesting clarification on how TEF targets were formulated, that the University had adopted a new methodology, and that targets were intended to move subject NSS scores into the upper quartile in incremental steps, noting that there was scope for discussions with departments regarding what was achievable and that the methodology could be refined further;

(by Professor S Jacka):

- (t) That in order to improve its performance relative to the sector, the University needed to take a more sophisticated approach to analysis of the data available and ensure initiatives were evidence-based.

2/17-18 Introduction to the Chair of Council

REPORTED (by the Vice-Chancellor):

- (a) That he welcomed the Chair of Council, Sir David Normington, to the meeting of the Senate, noting that the first meeting of Council that Sir David had chaired had been held that morning;

(by Sir David Normington)

- (b) That his career as a civil servant had largely been in areas related to education and that his regard for the University and the progress made since its establishment had led him to agree to serve as a member of Council;
- (c) That he welcomed the Council and Senate working together to provide clear strategic direction for the University;
- (d) That he had a particular interest in promoting the student experience and widening participation.

3/17-18 Minutes

RESOLVED:

That the minutes of the meeting of the Senate held on 5 July 2017 were approved.

4/17-18 Matters Arising on the Minutes

RECEIVED:

A paper from the Secretary reporting on matters arising from the meeting of the Senate held on 5 July 2017 (S.4/17-18);

REPORTED:

- (a) That Professor Catherine Constable had been appointed to serve as the academic representative of Senate on the Steering Committee for the 2017/18 academic year;
- (b) That a call via Insite for a further academic representative of the Assembly who is not a professor to serve on the Senate would follow shortly after the meeting;

RESOLVED:

- (c) That Professor Dan Branch continue to serve as a member of the Senate on Council to complete his term of office (to July 2019).

5/17-18 Membership and Terms of Reference of the Senate

RECEIVED:

The Membership and Terms of Reference of the Senate for the academic year 2017/18, (S.5/17-18).

REPORTED (by the Chair):

That the following new members of the Senate be welcomed:

Professor Catherine Constable  
Professor Cathia Jenainati  
Professor Alison Ribeiro de Menezes  
Professor Celia Lury  
Hope Worsdale  
Liam Jackson  
Emily Dunford

6/17-18 Standing Orders

CONSIDERED:

The Standing Orders for the Senate, (S.6/17-18).

RESOLVED:

That the process by which members of the Senate present items of business to meetings of the Senate and the role of the Chair in approving such items would be clarified in the Standing Orders and considered at the next meeting of the Senate.

7/17-18 Conflicts of Interest

REPORTED:

That, should any members or attendees of the Senate have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the Committee of University Chairs (CUC) Higher Education Code of Governance (2014), available online from <http://www.universitychairs.ac.uk/publications/>.

8/17-18 Chair's Business: Professor Sparrow and Professor Roberts

RECEIVED:

An oral report from the Vice-Chancellor confirming:

- (a) The appointment of Professor Sparrow as Academic Director (Graduate Studies) and Chair of the Board of Graduate Studies.
- (b) The appointment of Professor Penny Roberts as Chair of the Faculty of Arts from January 2018.

RESOLVED:

That the congratulations of the Senate be extended to Professor Sparrow and Professor Roberts on their appointments.

9/17-18 Chair's Business: Professor Young and Professor Gilson

RESOLVED:

That the thanks of the Senate be extended to Professor Young and Professor Gilson as this would be their last meeting of the Senate.

10/17-18 Chair's Business: University Strategy Refresh

REPORTED:

- (a) That at its meeting that morning, the Council had agreed that the University Strategy would be refreshed in the coming months;
- (b) That the focus would be ensuring that the University's charitable objects of education and research were at the heart of the Strategy;
- (c) That Senate members would be given opportunities to discuss the Strategy refresh in advance of a substantive discussion at the next meeting of the Senate in January and working towards bringing a proposed new Strategy to the spring meetings of the Senate and Council.

11/17-18 Registrar's Business: New Academic Year

REPORTED:

- (a) That the start to the new academic year saw an improved and reformatted 'Welcome to Warwick' programme, which had been warmly received by both students and parents, noting that to date, over 5,000 new undergraduates had been enrolled;

- (b) That the MyWarwick app had been launched with substantial take-up by students.

12/17-18 Registrar's Business: Staffing Changes

- (c) That Dr Richard Hutchins had been appointed as Director of Strategy and Policy.
- (d) That a Director of Development, a Director of Information and Data Compliance, and a Director of Legal and Compliance had been appointed, noting that further announcements about each of these roles would be made over the next few weeks through Insite.

13/17-18 Registrar's Business: Student Wellbeing

REPORTED:

That additional resource had been put into frontline Wellbeing Support Services and this had resulted in reduced waiting times, particularly in terms of Mental Health Support with waiting times halved from 6 weeks down to 3 weeks at present.

(by L Jackson):

That the Students' Union welcomed the reduction in waiting times and would be willing to work with the University on reducing waiting times further.

14/17-18 Registrar's Business: Capital Developments

REPORTED:

- (e) That a programme of works had been completed over the Summer including a new café and study space in Westwood, and a new exit road from the Science Park onto Kirby Corner Road.
- (f) That construction of the Sport and Wellbeing Hub had commenced and that construction work on the Mathematical Sciences Building continued.

15/17-18 California

REPORTED (by the Registrar):

- (a) That in June 2017 and as previously reported to the Senate, the University entered into a 6 month proof of concept period with UDF which had resulted in a Liberal Arts college model being the likely option, noting that this model would involve a smaller research component in comparison with the original vision;
- (b) That there remained significant financial pressures in launching the initiative and this and the fit of the model with the original vision had been raised with UDF during a recent visit to Warwick;
- (c) That UDF were working to raise funds and the University had agreed to assist them in preparing a slide pack that could be used with philanthropic donors;
- (d) That the position would be considered at the November meeting of the Council;

(by the Chair):

- (e) That the agreed process for taking the development forward specified that both the Senate and the Council must agree to proceed to the next stage;

16/17-18 Report to Council on the Assurance of Quality and Standards

CONSIDERED:

A report on academic quality, standards and the student experience at the University in 2016/17 (S.7/17-18 {restricted}).

REPORTED (by the Pro-Vice-Chancellor (Education)):

- (a) That in 2016 HEFCE introduced a new quality assessment methodology which required the annual submission of a statement of assurance to the HEFCE by governing bodies on the continuous improvement of the student academic experience and of student outcomes, the reliability of degree standards and alignment to the European Standards and Guidelines (2015);
- (b) That this provided the Council with an enhanced role in terms of monitoring the University's quality assurance mechanisms.
- (c) That the Council must be assured that standards are robust and the University had in place processes of continuous improvement in standards and the student experience.
- (d) That the Audit and Risk Committee had considered the paper at its meeting on 17 October 2017, and that the Committee was assured that standards were robust and that procedures for managing quality were appropriate, but noting that it wished to see more metrics and more examples of continuous action to address issues.
- (e) That more work needed to be carried out around assessment, Professional Statutory and Regulatory Bodies and ongoing Competition and Markets Authority regulatory compliance.

(by Professor C Jenainati):

- (f) That there were no relevant QAA Subject Benchmark Statements for the Liberal Arts and Global Sustainable Development degrees and that the University liaised with the QAA on this matter at that time;
- (g) That within the sector, there is concern at the absence of a QAA Subject Benchmark Statements for Liberal Arts programmes.

RECOMMENDED (to the University Council):

That the assurance statement about the continuous improvement of the student academic experience and of student outcomes, the reliability of degree standards and alignment to the European Standards and Guidelines (2015), as set out in paper S.7/17-18 {restricted}, be approved for submission to the HEFCE.

17/17-18 Senate Sub-Group on Statute 24

CONSIDERED:

A report from the Senate Sub-Group on Statute 24 (S.8/17-18 {restricted}).

REPORTED (by Professor A Clarke):

- (a) That the sub-group had met several times, including a productive meeting with members of the Council on 17 October 2017.

(by Professor M Freely):

- (b) That the draft of Statute 24 that had previously been presented to the Senate included a high level statement in Statute which provided for a possible infringement of academic freedom to be tested before any employment process began (rather than the current arrangement in which such an infringement can only be ascertained after the process has started or on appeal) and the sub-group suggested that this be done through a triage committee, noting that it would be essential for the academic community that this approach was incorporated into Ordinance rather than policy, and may need to be adapted to the relevant employment process.
- (c) That the Sub-group would explore proposed amendments to the wording of the revised Statute 24, and related Ordinance to ensure appropriate coverage of academic freedom issues.
- (d) The proposed revised wording for Statute 24 and for the new Ordinance once completed will be considered by the sub group and submitted to the Senate for consideration as soon as practicable.
- (e) That good management of academic staff involved good management of academic freedom.
- (f) That the Sub-Group of the Senate would be willing to continue to take this work forward;

(by the Provost):

- (g) In response to a concern raised by Professor Sparrow regarding the length of time that employment processes can take, that the intention of the introduction of the triage stage was to facilitate the process by addressing issues of academic freedom at an early stage;

(by Professor S Jacka):

- (h) That resourcing can also be an issue in moving cases forward;

(by Professor L Green):

- (i) That she had concerns that the proposed process could still be problematic;

(by the Chair):

- (j) That further work would be required to develop the proposal, taking into consideration points made by members of the Senate.

RECOMMENDED (to the Director, People Group, and the Provost):

- (k) That once these processes had been approved, that additional training and support be provided to Heads of Department, committee members and other staff who have roles and responsibilities in academic staff processes.

18/17-18 Proposed Changes to Academic Governance

CONSIDERED:

A paper setting out recommendations, including revisions to University Ordinances 7 & 9 and Regulations 1, 3, 6, 8, 9, 11, 39 & 40, following approval of the Academic Governance Review (minute 119/16-17 refers), (S.9/17-18).

REPORTED (by the Pro-Vice-Chancellor (Education)):

- (a) That the proposed revisions to Ordinance and Regulations enacted changes approved in the Academic Governance Review.
- (b) In response to a query from Professor P Roberts, that there would be opportunities for Faculty Education Committees to provide feedback on their constitutions and representation on other committees.

RESOLVED:

- (c) That the proposed amendments to the Ordinances and Regulations be approved as set out in paper S.9/17-18, with effect from 2 October 2017.
- (d) That the proposal that delegated authorities previously exercised by the Academic Quality and Standards Committee be transferred to the Education Committee be approved as set out in paper S.9/17-18 with effect from 2 October 2017.

19/17-18 Student Admissions Update

RECEIVED:

A paper from the Director of Student Recruitment Outreach and Admissions, setting out the University's current position with respect to student admissions for the academic year 2017-18 (S.10/17-18 {restricted}).

REPORTED (by R Wooldridge Smith):

- (a) The data represented in the slides were for students who had accepted offers as at 6 September 2017;
- (b) That undergraduate target setting was rather conservative for 2017 entry to improve accuracy in forecasting;
- (c) That against overall targets recruitment has been reasonably successful, with accepts exceeding targets but that enrolments may be lower, and that widening participation targets had been achieved;
- (d) That student accommodation had not been an issue this year;
- (e) That concerns about delays in the Home Office issuing visas had not materialised;

- (f) In response to a concern from Professor C Jenainati, Professor S Jacka, and Professor P Roberts regarding the accuracy and variance in admissions and enrolment data used in various University reports, that this may be explained by a time-lag in terms of different census dates used, noting that the annual census of enrolled students would take place on 31 October;

(by the Provost):

- (g) In response to a query from L Jackson and H Worsdale, requesting assurance that appropriate planning for resources was linked to student numbers, that targets are set on a five year time horizon and are linked to space management through the Capital, Space and Amenities Group, but that shorter term unplanned increases were difficult to respond to in terms of physical space but additional resources could be provided.
- (h) In response to a query from Professor J Smith regarding tariff points, that variations may be due to students entering with the International Baccalaureate but that the tariff scoring system had also changed and included a different range of qualifications.

20/17-18 Re-establishment of the Title of Industrial Professor

CONSIDERED:

A paper from the Academic Staff Committee on re-establishing the post of Industrial Professor (S.19/17-18).

RESOLVED:

That proposal to reinstate the titles of Industrial Professor and Industrial Fellow be approved, as set out in paper S.19/17-18.

21/17-18 Disestablishment of the Advisory Board to the Faculty of Medicine

CONSIDERED:

A report from the Faculty of Medicine requesting the Senate to approve the disestablishment of the Faculty of Medicine Advisory Board, (S.18/17-18).

RESOLVED:

That the disestablishment of the Advisory Board to the Faculty of Medicine be approved as set out in paper S.18/17-18, with immediate effect.

22/17-18 Report from the Steering Committee

RECEIVED:

A report from Steering Committee, (S.11/17-18 {restricted}), and its resolutions under the following headings:

- (a) \*WMG Degree Apprenticeship Centre
- (b) Warwick Arts Centre
- (c) \*Capital Space and Amenities Group Report
- (d) \*Teaching Excellence Framework Outcome and Strategy
- (e) \*Graduate School Update
- (f) \*Oral Update on Degree Congregations
- (g) \*Clearing 2017
- (h) \*Report from the Fees Working Group
- (i) \*Report from the Academic Resourcing Committee
- (j) \*Report from the Administrative and Professional Services Group
- (k) \*Race Equality Charter Mark Update
- (l) \*Prevent Update
- (m) \*Off-Campus Housing Strategy

RESOLVED:

That, in relation to the report on Degree Congregations, clarification as to the identity of the 500<sup>th</sup> honorary graduand be sought.

23/17-18 Awards and Distinctions

RECEIVED:

A paper setting out Awards and Distinctions conferred upon members of the University since the last meeting of the Senate held on 5 July 2017, (S.12/17-18).

24/17-18 Report from the Academic Quality and Standards Committee

CONSIDERED:

A report from the Academic Quality and Standards Committee (S.14/17-18).

RESOLVED:

That the revised pro-forma, with mark-up indicated as tracked changes, be approved as set out in PC.03/17-18.

25/17-18 Vice-Chancellor's Action

RECEIVED:

A paper setting out actions undertaken by the Vice-Chancellor on behalf of the Senate since its last meeting (S.15/17-18).

26/17-18 Revisions to Ordinance

CONSIDERED:

- (a) Proposed amendments to Ordinance 10, on Departments, for the second time (S.82/16-17, Appendix 2), to allow the wording of Ordinance 10 to be generalised to allow for flexibility in determining the appropriate leadership role as the nature and size of Departments change over time.

RESOLVED:

That the proposed amendments to Ordinance 10, on Departments, be approved for the second time as set out in paper S.82/16-17, Appendix 2.

- (b) Proposed amendments to Ordinance 11, on the Appointment of Heads of Departments, for the second time (S.82/16-17, Appendix 2), that in some cases the role of Head of Department is incorporated into a broader substantive appointment, such as Chair, or Executive Dean and that such roles should not fall within the provisions of Ordinance 11

RESOLVED:

That the proposed amendments to Ordinance 11, on the Appointment of Heads of Departments, be approved for the second time as set out in paper S.82/16-17, Appendix 2.

- (c) Proposed amendments to Ordinance 16, on Payment of Annual Fees, Residential Charges and Other Debts, for the second time (S.16/17-18), to provide for an administration fee to be charged when academic and residential fees are overdue.

RESOLVED:

That the proposed amendments to Ordinance 16, on Payment of Annual Fees, Residential Charges and Other Debts, be approved for the second time as set out in paper S.16/17-18.

#### 27/17-18 Constitution and Membership of Senate Committees

CONSIDERED:

A paper setting out changes to the membership of Senate committees for the academic year 2017-18, including minor changes to the constitution of several committees, and revisions to the Terms of Reference of the Widening Participation Committee and Research Governance and Ethics Committee (S.17/17-18).

REPORTED:

That an induction event for incoming members of Senate committees was held on 27 September 2017, presentations for which may be accessed at:  
<http://www.warwick.ac.uk/committees/induction2017>

RESOLVED:

- (a) That the membership of the committees of the Senate for 2017/18, the minor changes to the constitution of several committees, and revisions to the Terms of Reference of the Widening Participation Committee and Research Governance and Ethics Committee be approved as set out in paper S.17/17-18.
- (b) That, on behalf of the Senate, the Steering Committee consider any further Senate committee appointments for the academic year 2017/18 as per practice in previous years.

28/17-18 Student and alumni deaths

REPORTED:

That the University had been informed of the deaths of the following colleagues associated with the University and alumni since the last meeting of the Senate held on 5 July 2017:

*Alumni:*

Ms Maureen Caldon, BA Film & Literature, 1979 – 1982

Ms Yiling Liao, MSc in Finance, 2015 – 2016

Miss Helen Shingler, BSc Psychology, 2010 – 2013

Mr Christopher Woodfield, MEng Civil Engineering, 2000 – 2004

*Students:*

Mr Marc Caspers, Distance Learning MBA, 2015 – Present

Mr Alexander Paul, BA Politics, 2014 – Present

Miss Ruitan Wu, PhD student in WBS, 2016 - Present

29/17-18 Date of the next meeting

REPORTED:

That the next meeting of the Senate would be held at 2.00pm on Wednesday 24 January 2018 in the Council Chamber, Senate House.

RST/KG/PG/Governance/Senate/2017-18/Minutes/Senate 1 DRAFT Minutes 18.10.17