

Senate Minutes

Date 06th February 2019

Location Acland, 201

Time 14:00 to 16:00

Attendees

Prof. Simon Jarvis

Prof. Jonathan Liu

Prof. Paul Ryan

Josef Mueller

David Willey

Sue Shutter

Dr. Steven Quigley

Darren Tysoe

Carl Teigh

Mark Allinson

Tatiana Doronina

Karim Henide

Kathryn Foster

Adrian Thornley

Dr. Olaf Jubin

Dr. Victoria Pastor Gonzalez

Liz Beavers

Rachel Azzopardi

Deputy Vice-chancellor (Chair)

PVC / Dean of BaM (alt)

Pro Vice-Chancellor and Dean of HASS

Director of RILC

Chief Operating Officer

PVC / Human Resources

Registrar

Chief Information Officer and Director of Information Services

Finance Director

Head of Academic and Educational Development

President of the Student Union

Vice President of the Student Union (Academic Affairs)

Vice President of the Student Union (Student Experience)

Representative of BaM

Representative of HASS

Representative of RILC

Representative of Professional Services Staff

Representative of Professional Services Staff

In attendance

Richard Reger

Jenny Bannocks

Head of Governance (Secretary)

Governance Advisor & Secretary to Committees (Minutes)

Opening Items

Post Meeting Note: Following the meeting it was discovered that the quorum requirement for at least half the members present to be academic representatives had not been met, and therefore any decisions taken at the meeting were not valid. To address this, the two items for approval - Programme Discontinuations (see minute 9) and Conferment Lists (see minute 14) will be dealt with under Chair's Action and reported to the next meeting.

1. Apologies for absence

Apologies were received from Prof. Aldwyn Cooper, Prof. Michael Luger (Prof. Jonathan Liu as alternate), Isabel Canto de Loura, Tristan Tull and Becky Unitt.

2. Declaration of interests

No declarations of interest were made.

3. Minutes of the previous meeting

3.1. Minutes of the meeting on the 14th November 2018

3.1.1. Accuracy

It was noted that Rachel Azzopardi had been recorded as sending apologies, although she had been present at the meeting. With this correction, the minutes were approved as an accurate record of the meeting on the 14th November 2018.

New Action: Senate 18/19 – 2.1. The Secretary to correct the Senate minutes of the 14th November 2018, prior to publication.

Action Updates:

Senate 18/19 – 1.1 The Registrar to request an updated conferment list from the Finalist Board of the 19th June 2018, to include all the graduating students from the BA International Events Management programme at that time, for sign off by Senate Chair's Action.

The Registrar noted that this would be presented under item 13.1 of the current agenda for committee approval. [Post meeting note: This is being dealt with under Chair's Action].

Status: Closed

Senate 18/19 – 1.2 The DVC to present the final QAA report at the next meeting of Senate on the 06th February 2019.

The Chair noted that this would be presented under item 6 of the current agenda.

Status: Closed

Senate 18/19 – 1.3 The COO to talk to the Head of Student Services, to discuss how the team can work with the SU, to ensure a definitive list of Student Representatives is made readily available.

The COO confirmed that he had met with the Head of Student Services who confirmed that the Student Engagement Manager maintains a definitive list of student representatives that can be made available to colleagues on request. He noted this action had arisen from a need to find students to represent the student body for events such as the QAA Monitoring visit. When such events occur, colleagues should first contact the Head of Student Services for advice on the best way to find appropriate students either via the SU or via other means.

Status: Closed

Senate 18/19 – 1.4 The PVC / Dean of HASS to correct the wording of the HASS Faculty Executive Report, to note that applications for September 2019 had opened on the 8th October 2018.

The PVC / Dean of HASS confirmed that this had been completed.

Status: Closed

Part A: Items for Discussion and/or Approval

4. Student matters

The Student Union President presented the paper and the committee discussed the open actions:

Sports Facilities – requests for sports pitch / gym	This will be further discussed at SSEC.
Elective Videos – to increase student awareness of modules	To be further discussed at Faculty level, then if necessary, raised to Senate.
Capstone Module, assessment 2, 3	To be further discussed at Faculty level, if still unresolved, to raise to SLTC.

Registry addressing student issues – delays in resolution	To discuss further with student services – if not resolved to raise through the governance structure.
Exam Issues – December exam dates advertised late.	Relates to a transitional period in the BaM Faculty. All students will have been made aware of the exam period, but this relates to specific dates. To resolve within the Faculty.
Electives – more flexibility for students to change elective modules	When students choose their electives, the University will arrange resources (room booking / teaching staff) to accommodate these choices. Students cannot change their electives once these resources have been put in place. A particular incident was raised where postgraduate students had selected their electives before confirming their research topic – this needs to be reversed so electives are relevant. The Registrar confirmed that this will be reviewed at the Timetabling working group.
Multiple Security Cards	There is a technical glitch that is being monitored by the Director of Estates. It was noted that students do not like paying for replacement cards, but the committee reminded them that due to security issues, students will not be allowed on campus without their student ID card.

The committee **noted** the update.

5. Chair's Report including any Chair's Actions

5.1. Chair's Report

The Chair gave a verbal report and noted the following:

- Update from the Board of Trustees meeting on the 12th December 2018:
 - Tuke Roof: Work will begin in the summer of 2019.
 - Public Benefit Framework: consideration will be given to which bursaries and outreach activities are provided by the University. In the absence of the VC, the DVC will be working with the Outreach Manager on how to progress the Framework and the targeting of bursaries.
 - University Strategy: The current strategy is under review, and the Directorate and the Board are looking to develop this, particularly focusing on the short and medium term elements. These will focus on:
 - *Simplification* of University processes and *differentiation* of Regent's offering compared to other Higher Education Providers. The committee noted that the initial process reviews would focus on resource planning (such as forward workload planning for academic staff to inform timetabling and elective selections) and enquiry management for student recruitment, to determine what improvements could be made to the current processes. There would also be a focus on curriculum design and any underlying processes.
 - Immediate Strategic Priorities
 - To meet recruitment targets for 2019/20.
 - To actively support and improve student success (including retention and progression).
 - To develop the Regent's culture to support University success.
 - Brexit: A member asked for the Board's view on the impact of Brexit. The COO noted that there is a comprehensive risk assessment in place, and student number

- projections have factored in any uncertainties, although there is still great variability on the outcomes of a Brexit decision.
- Value for Money: The committee noted that the external environment is having a major impact on the Higher Education sector, as represented in the recent Financial Times report ([5th February 2019](#)). Justifying value for money is critical for the University and will be linked to the strategy review.
 - The Chair noted that the Board of Trustees will hold an away day in April 2019 to discuss the strategy development.
- Senior Appointments: the Committee noted the recently appointed colleagues:
 - Head of International Partnerships Office – Ahmed Masoud, started in January 2019.
 - Director Marketing, Recruitment and Admissions – Jonathan Strauss, due to start in February 2019.
 - Director of Development and Alumni – Katerina Kantalis, due to start in March 2019.
 - Recruitment Update: The COO reported that following efforts from the Marketing and Recruitment teams, figures for January 2019 are roughly on budget, and these are ahead of figures from the same time in 2018. Figures for September 2019 recruitment are currently on track, however these are difficult to predict at this stage in the cycle and will be closely monitored. The committee noted that the priority is to grow student numbers for September 2019, and various resources have been put in place to help this, such as the new website and enhanced recruitment efforts in the United States.
 - National Student Survey (NSS): The PVC / Student Experience reported that the University has 466 students who are eligible to participate in the survey this year, and requested that members encourage students to take part. He noted students are able to do this on-line, either via their own devices, or by using the tablets positioned around the University. He also highlighted that there would be an event held at the Park Campus on the 7th February 2019 to promote the survey.
 - Upcoming Events:
 - Senior European Experts Seminar – 26th February 2019 16.30.
 - London Press Association - George Osborne speaking – 7th March 2019
 - Business Panel 'The Trials and Triumphs of CEO's' – 6th March 2019, 16.00 – 18.00 (organized by the Student Union).
 - Annual Desmond Tutu International Peace Summit – 11th April 2019
 - Achievement of the 'Healthy Workplace Charter': The PVC / Director of HR reported that the University had developed a Wellbeing Agenda which was now embedded in the remit of the Health and Safety Committee, in response to actions raised in the staff survey. The University is now one of around 200 companies to hold the charter. The Committee extended its congratulations to the HR team.

The committee **noted** the report.

6. Quality Assurance Agency Report

The Chair reminded members that the QAA had conducted a monitoring visit in October 2018, and noted that the report presented had now been published on the QAA web site, and detailed the outcomes of the visit. The committee discussed the report and noted the following:

- The staff numbers quoted only related to academic staff, but this was not clear from the report. The Registrar acknowledged the point, but considered that there would be little benefit in asking the QAA to amend the wording.

- The University is making acceptable progress against its action plan, following the full review in 2016 (NB. 'Acceptable' is the highest judgement available).
- The University is yet to review the effectiveness of initiatives taken to address variable retention and progression rates. The University will be expected to provide more detail on this at the next visit.
- Paragraph 9 of the report highlights that the University's 'Agents' Handbook' should provide clear responsibilities for data protection to meet GDPR requirements, when working with third parties. This has been passed on to the Company Secretary for further review.

The Chair noted that the QAA are in a process of change, and it is proposed that they move to a membership subscription, which would incur a fee for institutions – a consultation on this will take place over the next few months. He noted that all institutions registered with the Office for Students will be reviewed on an annual basis, where various metrics will be considered. It was anticipated that 5% of higher education institutions would be visited by the QAA and this would be informed by where concerns have been raised about the institution.

The committee **noted** the report.

7. Teaching Excellence Framework Update, following submission

The Head of Academic and Educational Practice (HAED) presented the paper, noting that there had been some late changes to the submission, as made by the working group, which had focused on graduate employment outcomes; these aimed to explain the low absolute value in this area, and highlight the work the University is currently doing to improve this metric. He informed members that following discussion at SLTC, the submission had been signed off by the DVC, and submitted on the 17th January 2019. The committee discussed the submission and noted the following:

- The HAED and the TEF Working Group were commended in their response and process in developing the TEF Submission. The HAED noted there had been very good input from colleagues across the University.
- The University is on the borderline of a bronze / silver rating. Results are due to be released in June 2019.
- Regardless of the TEF outcome, the metrics around continuation rates and graduate employability will be further considered for improvement in these areas.

The committee **noted** the report.

8. Actions and Timelines for Programme Development

The COO presented the paper, noting that this had been approved by the SPSP, and was presented to Senate for noting to aid communication of deadlines to colleagues. He added the following:

- The paper aims to start recruitment for programmes earlier on in the cycle, in-line with the sector, to avoid any loss of applicants.
- The timelines will also allow more time for new programme proposals to be considered by SPSP, with sufficient time for validations to take place.

The committee discussed the paper and noted the following:

- The paper has been extensively discussed prior to approval at SPSP. Dates have been adjusted for 2019/20 as an interim year, to allow communication to colleagues. Deadlines

will become earlier in the following years, until 21/22 when the University will be in line with the sector.

- Extensions to the deadlines will not generally be permitted – a contingency for unforeseen circumstances (such as reduced staff resource) should be held within the faculty. The deadlines have been set to enable the University to meet recruitment deadlines, as well as to fulfill compliance requirements from the Competition and Markets Authority.
- There was general support for the deadlines, but concern that there was little time for programme development, which may lead to programme changes further down the line. Mitigation to ensure this does not occur includes;
 - Thorough, forward planning within the Faculty will allow sufficient time and resources for curriculum development and programme design – this is likely to take more than a few months, and programme teams should liaise with the Academic and Educational Practice team, to ensure that new programmes are designed so that they are appropriate for a 5 year validation period.
 - Programmes that do not recruit constitute a real cost to the University.
- This University policy should be communicated to constituents / colleagues, through departments and the Faculties.

The Chair noted that the deadlines represent a change in culture for the University, and encouraged colleagues to allocate sufficient time and resources for any programme development.

The committee **noted** the update.

9. Programme Discontinuations

The COO presented the papers, noting that this had been scrutinized by SPSP, however in line with academic regulations, this now required Senate approval.

9.1. HASS Programmes

The COO noted that these programmes were being recommended for discontinuation, following the HASS portfolio review, however these would be replaced by new programmes. The PVC / Dean of HASS confirmed that all applicants / current students on these programmes had been written to.

He added that the previous PG Diplomas in Fashion Buying and Merchandising and Fashion Journalism, had been integrated in to a Masters' programme – these had failed to recruit, and so the programmes would be discontinued. Senate would receive these requests at its next meeting.

9.2. BaM – PG Cert International Business and Finance

The COO informed members that this had originally been designed as a 'closed' programme for a partner institution, however the demand never materialized, and so the BaM Faculty had requested that it be discontinued. This had been scrutinized at SPSP, and was now formally recommended to Senate.

The committee **approved** the requests for programme discontinuations. [Post meeting note – as the meeting was inquorate, this will be formally approved by Chair's Action.]

10. Review of the Risk Register for Academic / Student Experience Related Risk

The Head of Governance presented the risk register and noted that this had been reviewed by Directorate earlier in the week (4th February 2019). He highlighted that while there had been no change to academic / student experience related risk, there had been discussion around the recruitment and retention of academic staff which constituted a HR risk. The Director of HR

informed the committee that controls on this risk were being considered further, and would be built into the University Strategy.

A member noted that for risk LT.1 'Poor academic standards and quality assurance and enhancement', the QAA Monitoring report [discussed under item 6 of the current agenda], should be considered as an additional control and may reduce the overall risk. The Head of Governance agreed to review this.

The committee discussed risk LT.4 'Failure to achieve progression, continuation and retention targets', and noted the following:

- Although controls have been put in place for this area, further work is needed to evaluate their impact.
- The Retention and Progression Working Group will be meeting on the 14th February 2019 to review the strategy on this area, after which it will be presented to Senate for approval and published across the University.
- When evaluating this area, it will be important to consider the comments raised in the QAA Monitoring report [discussed under item 6 of the current agenda].

A member noted that it may be useful for Senate to receive a dashboard of metrics relating to the University's KPIs as well as any metrics the University will be assessed on externally (QAA, TEF etc.), and how the University is performing over time. The Chief Information Officer agreed to investigate this and how it could be presented to future Senate meetings.

The committee **noted** the paper.

New Action: Senate.18/19 – 2.2. The Head of Governance to review risk LT.1 'Poor academic standards and quality assurance and enhancement', to consider if the QAA Monitoring report can be added as an additional control.

New Action: Senate. 18/19 – 2.3. The Chief Information Officer to investigate if a dashboard of metrics, relating to University KPIs as well as those the University will be assessed on externally, can be created and presented to Senate at future meetings.

Part B: Items for Noting

11. Announcement from the Academic Promotions and Professorial and Readership Committees

The committee noted the successful applicants of the Academic Promotions and Professorial and Readership Committees, and extended their congratulations.

The committee **noted** the paper.

12. Minutes of the Senate Committees and Standing Bodies

12.1. Academic Regulations Scrutiny Panel – 5th February 2019

The Chair noted that the panel had held an exploratory meeting the day before the Senate committee, and would meet again in May 2019. He requested that any proposals for amendment to regulations are directed to the Registrar in time for this meeting.

12.2. Senate Quality Assurance and Enhancement –28th November 2018

The committee noted that due to staff turnover, work on the project to share marking schemes securely with external examiners had been delayed. The Chair noted that this was still a priority

for the team, and the CIO added that the system has been set up, and is now ready for testing to ensure it meets the team's needs.

12.3. Senate Learning and Teaching Committee – 22nd November 2018

The Chair highlighted the following:

- An outbound study abroad report highlighted the importance of advising students on their SPA destination choices, and that they should be reminded that any grades they achieve on placement will count towards their final marks.
- There is a greater number of students reporting anxiety and mental health issues. The Student Union President noted that the SU are holding weekly meetings to raise awareness of these issues, to help identify any causes for concern and to alert student services where necessary.

12.4. Senate Learning and Teaching Committee – 19th December 2018

12.5. Senate Research Committee – 10th October 2018

12.6. Senate Research Committee – 9th January 2019

The Chair noted that there would be a review of the Research Ethics Policy, which would be presented to Senate for formal approval on 3rd July 2019. He also noted that the committee will be investigating the creation of an open research publication repository.

12.7. Senate Student Experience Committee – 24th October 2018

12.8. Senate Student Experience Committee – 5th December 2018

The Chair noted that in order for Learning Analytics to be utilized meaningfully, data (grades) need to be inputted into SITS in a timely manner – this allows early conversations with students. The committee noted that this is a separate process to uploading marks in Blackboard, which is time consuming for academic colleagues who are managing competing deadlines; however it is a University priority to feedback to students in a timely way.

12.9. Senate Portfolio Scrutiny Panel – 18 October 2018

12.10. Senate Portfolio Scrutiny Panel – 29 November and 04 December 2018

The COO noted that two articulation agreements had been agreed with partners in China, and added that the University is strengthening its position in this priority market.

Senate **noted** the minutes of the Senate Committees and Standing Bodies.

13. Reports from the Faculty and Institute Executive Committees

13.1. Business and Management

The alternate PVC / Dean of BaM informed the committee that all new leadership assignments have now been announced, and appointments will be implemented in the next month. The Registrar questioned when the MA Experience Management programme would be presented for review and validation and the alternate PVC / Dean of BaM agreed to investigate this.

New Action: Senate 18/19 – 2.4. The PVC / Dean of BaM to investigate when the MA Experience Management programme will be presented for review and validation, and to report back to the Registrar.

13.2. Humanities, Arts and Social Sciences

The PVC / Dean of HASS presented the report and clarified that the concern raised around IPO referred to a drop in numbers caused by the end of the Webster programmes.

13.3. Regent's Institute of Languages and Culture

The Director of RILC noted good enrolment figures for Regent Connect modules, although some students were unable to sign up due to timetabling clashes. The Chair noted that in line with the 'essence of Regents', slots should be made available for studying a foreign language or foreign languages, although the committee noted that these may need to take place in the evening. Senate **noted** all reports from the Faculty and Institute Executive Committees.

14. Conferment Lists

14.1. Finalist Board – 19th June 2018 (paper updated for approval)

Senate **noted** the conferment list.

Closing Items

15. Confidentiality

The Chair noted that item 7 'Teaching Excellence Framework' submission would eventually be released in to the public domain, but should remain an internal document for the present time. He added that any documents relating to individual staff and students will be considered confidential.

16. Risk management update

The Chair noted that an action had been assigned to the Head of Governance to review the controls and risk assessment of LT.1. 'Poor academic standards and quality assurance and enhancement', as per item 10, which may result in a reduced risk rating in this area.

17. Any other business

A member questioned when Senate would review the Academic Regulations for the 2019/20 academic year, and the Chair noted that following consideration at the Academic Regulations Scrutiny Panel in May, any amendments would be presented to Senate for formal approval at its meeting on 3rd July 2019.

18. Next meeting

- Wednesday 3rd April 2019, 14.00 – 16.00

Item	Action Required	Staff responsible	Due Date
New Actions:			
Senate 18/19 – 2.1	The Secretary to correct the Senate minutes of the 14 th November 2018, prior to publication.	Secretary	3 rd April 2019
Senate 18/19 – 2.2	The Head of Governance to review risk LT.1 'Poor academic standards and quality assurance and enhancement', to consider if the QAA Monitoring report can be added as an additional control.	Head of Governance	ASAP
Senate 18/19 – 2.3	The Chief Information Officer to investigate if a dashboard of metrics, relating to University KPIs as well as those the University will be assessed on externally, can be created and presented to Senate at future meetings.	Chief Information Officer	3 rd April 2019
Senate 18/19 – 2.4	The PVC / Dean of BaM to investigate when the MA Experience Management programme will be presented for review and validation, and to report back to the Registrar.	PVC / Dean of BaM	ASAP
On-going Actions:			
N/A	N/A		
Closed Actions:			
Senate 18/19 – 1.1	The Registrar to request an updated conferment list from the Finalist Board of the 19 th June 2018, to include all the graduating students from the BA International Events Management programme at that time, for sign off by Senate Chair's Action.		
Senate 18/19 – 1.2	The DVC to present the final QAA report at the next meeting of Senate on the 6 th February 2019.		
Senate 18/19 – 1.3	The COO to talk to the Head of Student Services, to discuss how the team can work with the SU, to ensure a definitive list of Student Representatives is made readily available.		
Senate 18/19 – 1.4	The PVC / Dean of HASS to correct the wording of the HASS Faculty Executive Report, to note the applications for September 2019 had opened on the 8 th October 2018.		