REGENT'S
UNIVERSITY LONDON

Senate Minutes 20th November 2019 14.00 – 16.00 D206	
Present Members Ex-Officio	
Professor Geoff Smith	Vice-Chancellor & CEO (Chair)
Professor Paul Ryan	Pro Vice-Chancellor and Dean of HASS
Dr Stephen Ellis	Pro Vice-Chancellor and Dean of BaM (Acting)
Amparo Lallana	Institute Director (Acting)
Professor Mark Allinson	Head of Academic and Educational Development
Beverly Roberts	Registrar (alt)
Carl Teigh	Finance Director
Gail Simpson	Pro Vice-Chancellor and Director of HR (alt)
Darren Tysoe	Chief Information Officer and Director of Information Services
Jonathan Strauss	Director of Marketing, Recruitment and Admissions
Tatiana Doronina	President of the Student Union
Alexandre Amir Abid	Vice-President of the Student Union – Academic Affairs
Kathryn Foster	Vice-President of the Student Union – Student Experience
Elected Representatives	
Professor Olaf Jubin	Academic Representative for HASS
Tristan Tull	Academic Representative for HASS
Adrian Thornley	Academic Representative for BaM
Isabel Canto de Loura	Academic Representative for BaM
Geraldine Bourgeon	Academic Representative for RILC
Liz Beavers	Representative for Professional Services
Apologies for Absence	
Professor Matthew Cragoe	Provost & Deputy Vice-Chancellor
Dr Steven Quigley	Registrar
Sue Shutter	Pro Vice-Chancellor and Director of Human Resources
David Willey	Chief Operating Officer
Rachel Azzopardi	Representative for Professional Services
In Attendance	
Richard Reger	Head of Governance
Jenny Bannocks	Governance Advisor & Secretary to Committees
Ali Morgan	Assistant Company Secretary (Observer)
Alister Simpson	Planning & Information Manager

Opening Items	
1.	**Welcome from the Chair** The Chair welcomed members to the first Senate meeting of the academic year.

2.	**Apologies for absence**
	Apologies were received from David Willey, Sue Shutter (Gail Simpson as alternate), Dr Steven Quigley (Beverly Coates as alternate), Professor Matthew Cragoe and Rachel Azzopardi.
3.	**Declarations of Interests**
	No declarations of interest were made.
4.	**Minutes of the previous meeting (03rd July 2019)**
	The minutes were accepted as a true and accurate record of the meeting on the 03rd July 2019.
5.	**Actions and Matters arising from the previous meeting (03rd July 2019)**
	Actions and updates were provided to the committee in a separate table; all were noted as completed with the exception of: **Senate 18/19 – 4.3. The ARSP to consider a redrafting of the Academic Regulations, following the comments of Senate, and including reducing the number of attempts to three, i.e. no re-sit allowed for a retake in time for the publication of the Academic Regulations 2020/21.** This is being further discussed by the ARSP, and a report will be provided to Senate in February 2020. **Status: On-going**
**Part A: Items for Discussion and / or Approval**
6.	**Chair's Report (verbal update)**
	The Chair highlighted the following three priority projects for the current academic year, which had been aligned to the strategic themes of 'Diversification' and Simplification': • Portfolio Reshaping Project • Hallmark Pedagogy • Integrated Structure He noted that these projects would be further discussed later on in the agenda, but emphasized the following points: • The importance of differentiating Regent's in the Higher Education sector. • The importance of clear and effective lines of communication and understanding between the University's three, primary decision-making bodies: Board of Trustees, Senate and Directorate. • The importance of *all* staff feeling able and motivated to contribute their ideas to these projects. **6.1. Chair's Action: Amendments to Academic Governance Structure (paper)**

	6.2. Chair's Action: English Language Requirements (paper) The Committee **noted** the update and Chair's Actions.
7.	**Student Matters** **7.1. SU President Annual Report (paper)** **7.2. SU Quarterly Report (paper)** The SUP presented the reports and noted the following points: • A higher number of active student societies. • Active SU support for LGBT events. • Student involvement in academic events such as the Senior European Expert Seminar. • A new Sports Officer appointment has been filled to enhance this area. A member asked if the SU structure could be included in the paper and the SUP agreed. The Chair noted that two initial proposals for a gym and new SU structure had been discussed at Directorate, and more detailed papers would be presented to a future Senate meeting. The SUP noted that there were no further student matters for Senate at this time. The Committee thanked the SUP and **noted** the paper.

8.	**Update on Student Recruitment Autumn 2019**
	
	The Finance Director presented the paper and noted the following:
	
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	A member suggested that more pre-sessional English language courses should be made available to both undergraduate and postgraduate students.
	
	The Chair noted the importance of aligning the University's evolving portfolio to demand and to designing an admissions process that helps identify those most likely to succeed in relation to Regent's hallmark pedagogy. This would ultimately allow the University to be more selective with applicants. Members noted the complexities in this area but agreed that this was work contained within the priority projects for the current year (as noted above).

	The Committee **noted** the update.
9.	**Hallmark Pedagogy**
	The HAED presented the paper noting that this represented one of the University's priority projects for 2019/20. He informed members that exploratory workshops had already taken place with Regent's alumni to discuss their experience at the University, and a number of other workshops would be shortly rolled out to staff. These workshops would feed in to the curriculum design and delivery and would help define a 'Hallmark Pedagogy'. The Committee discussed the paper and noted the following points: • Four broad approaches to frame the pedagogy were presented in the paper. Members suggested using a blend of these rather than any one in particular. • Transdisciplinary versus Interdisciplinary: it was clarified that the pedagogy may not be transdisciplinary (though some specific modules may foster this), but the University may wish for its graduates to embody a transdisciplinary capacity through their work and actions. • A member raised the importance of our own organizational practices needing to serve as an example to the values we convey to future students. Members noted that there is a commitment to this through ongoing work on the Regent's culture. • Consider how the pedagogy will link to assessment and University systems, such as SITS. However, it is important to define the pedagogy before any systems work commences. • A student member emphasized the importance of using digital / technology to supplement and enhance the human, and not to displace or diminish it. Members noted that the right digital enhancements would liberate more time for effective, face-to-face contact. • Improve understanding of Regent's students and provide them with tailored, personalised support. • Include more social learning and volunteering options in the pedagogy. • Consider how to implement the new pedagogy within the programmes due to be validated in December 2019. • Consider the cost implications of implementing a new pedagogy. The Chair summarized the broad support from the committee to proceed with the project, taking in to consideration the related projects around the integrated structure and Regent's Culture. He encouraged members and their constituents to participate actively in the workshops feeding in to the pedagogy and proposed that a set of defining principles be presented to the next meeting of Senate. The Committee **approved** the next steps suggested in the paper. **New Action: Senate 18/19 – 1.1. The HAED to proceed with the next steps of the Hallmark Pedagogy project, and to present a set of defining principles at the next meeting of Senate on the 05th February 2019.**
10.	**Power BI Report for Senate – Key Performance Data**

The Planning and Information Manager gave a demonstration of the dashboard to the Committee, noting that this provided a platform for a wide variety of University metrics which can be manipulated for example, by programme. He added that some figures are based on HESA reporting, some of which are static; once this moves to in-year reporting, data will be much more timely.

Members commended the dashboard and noted the following:

- A student engagement tab would be useful; however, there would need to be a clear idea of how to define this first.
- Different data have different rhythms; these rhythms will quicken with the introduction of data futures.
- It provides a useful tool for bringing data together and can enable early interventions with students and support better decision-making.

The Planning and Information Manager emphasized that the dashboard is an evolving set of data, and as other data requirements arise, colleagues can contact him with any further suggestions.

The Committee **noted** the paper.

11.	**Admissions Process and Entry Requirements**
	The Director of MRA provided an update on the item, noting that this topic had been discussed by the Academic Regulations Scrutiny Panel.
	He explained that there was a proposal to form a panel reporting to Directorate, that would consider admissions decisions within a commercial as well as an academic context. This would acknowledge current market conditions, but also academic standing, and would have representation from both academic and professional service colleagues.
	A member of the ARSP added that the intention was to have a set of admissions principles agreed by Senate, whilst the panel would oversee their effective operation, able to respond to changing circumstances promptly.
	The Chair suggested that a proposal for an Admissions Panel be drafted in time for the next meeting of Senate.
	New Action: Senate 19/20 – 1.2. The DVC and Director of Marketing, Recruitment and Admissions to draft a proposal for an Admissions Panel reporting to Directorate, in time for the next Senate meeting on the 05th February 2020.
	The Committee **noted** the update.
12.	**Academic Governance Structure Review**
	The Head of Governance presented the paper, noting that this represented an initial think piece on how to simplify the University's Committees. He noted the complexities of the current structure, and the suggestions that had arisen from comparisons to other Higher

Education Providers of a similar size. He asked members to consider how to make the structure more effective.

Members discussed the paper and noted the following:

- Simplifying the structure of the faculties will help guide this work.
- It will be useful to look at the committees' terms of reference to see where there is any duplication or overlap.
- Organise work though project groups rather than through committees.
- Consider having virtual meetings (e.g. through Microsoft Teams).
- Senate Student Experience Committee:
  - This is more of an operational group but is valuable in that students can present issues to relevant staff and receive immediate feedback.
  - The challenge at this committee is to balance responding to student issues with monitoring action plans.
  - If it were agreed to remove the SSEC, it will need to be replaced with something more effective (in order to avoid weakening the student voice / engagement).
  - Consider a student staff liaison committee. These are organized for Regent's Connect modules and work very well.
  - A Student Town Hall could be more effective and could improve student engagement.
  - Programme Committees are resource intensive and should not remain the same. A member noted that these are useful for programme leaders and report in to the annual monitoring reports.
- Senate Quality Assurance & Enhancement Committee: much of the work here is led by the Quality Office and could be effected in a different way (other than a committee).

The Committee **noted** the paper.

13.	**Review of Academic Regulations**
	The Registrar (alt) provided an update from the ARSP, noting that there would be a review of current academic regulations, which aimed to make them more streamlined and focused on students. She added that the current regulations had been conflated with the historical 'Quality Handbook', and this project would separate this out in to a procedural handbook.
	She noted that the Quality Office would work on this project in the Spring 2020, considering developments of the Hallmark Pedagogy and how this might influence the regulations.
	The Committee **noted** the update.
14.	**Student Code of Conduct**
	The Committee noted and **approved** the amendments.
15.	**Review of the Risk Register for any Academic or Student Experience Related Risk**

	The Head of Governance presented the paper noting that the risk register is currently under review by Directorate. He added that a new risk had been raised concerning student attendance and this would also be added to the register. A member highlighted that some short-course English Language students are not managed on University systems in the same way as degree-seeking students and that this should be highlighted as a risk. It was suggested that the CIO, RILC and MIS meet to discuss how this can be resolved. **New Action: Senate 19/20 – 1.3. The Acting Director of RILC, CIO and Head of MIS to meet to discuss how short-course English Language students can be more accurately managed on University systems.** The Committee **noted** the update.
Part B: Items for Noting	
16.	**Visiting Titles for noting** The Committee **noted** the paper.
17.	**Draft Annual Summary Report** The Committee **noted** the paper.
18.	**Sub Committee Meeting Minutes (papers)** 18.1. Senate Research Committee – 10th October 2019 18.1.1. SRC Annual Summary Report 2018/19 18.2. Senate Quality Assurance & Enhancement Committee – 09th October 2019 18.2.1. SQAEC Annual Summary Report 2018/19 18.3. Senate Portfolio Scrutiny Panel – 12th August 2019 18.3.1. Senate Portfolio Scrutiny Panel – 17th / 18th October 2019 18.3.2. SPSP Annual Summary Report 2018/19 18.4. Senate Learning & Teaching Committee – 23rd October 2019 18.4.1. SLTC Annual Summary Report 2018/19 18.5. Senate Student Experience Committee – 16th October 2019 18.5.1. SSEC Annual Summary Report 2018/19 18.6. Academic Regulations Scrutiny Panel – 22nd October 2019 18.6.1. ARSP Annual Summary Report 2018/19 The Committee **noted** the papers.
19.	**Faculty / Institute Executive Reports (papers)** 19.1. BaM 19.2. HaSS 19.3. RILC The Committee **noted** the paper.
20.	**Election Results** 20.1. RILC Representative for Senate

	The Committee **noted** the results.
21.	**Conferment Lists for Noting (paper)** **21.1. Conferment Lists 09th August 2019** **21.2. Conferment Lists 16th October 2019** The Committee **noted** the papers.

Closing Items	
22.	**Confidentiality** No items of confidentiality were noted.
23.	**Communication from the committee** No communications from the committee were noted.
24.	**Risk Management Update** No additional items of risk were noted.
25.	**Any Other Business** No other items of business were noted.
26.	**Next meeting** <table><tr><td>**Meeting Date**</td><td>**Deadline for Papers**</td></tr><tr><td>05th February 2020</td><td>15th January 2020</td></tr><tr><td>29th April 2020</td><td>08th April 2020</td></tr><tr><td>08th July 2020</td><td>17th June 2020</td></tr></table>

Item	Action Required	Staff responsible	Due Date
New Actions:			
Senate 19/20 1.1.	The HAED to proceed with the next steps of the Hallmark Pedagogy project, and to present a set of defining principles at the next meeting of Senate on the 05th February 2019.	HAED	05th February 2020
Senate 19/20 1.2.	The DVC and Director of Marketing, Recruitment and Admissions to draft a proposal for an Admissions Panel, reporting to Directorate, in time for the next Senate meeting on the 05th February 2020.	DVC / Director of MRA	05th February 2020
Senate 19/20 1.3.	The Director of RILC, CIO and Head of MIS to meet and discuss how short-course, English Language students can be more accurately managed on University systems.	Director of RILC / CIO	ASAP
On-going Actions:			
Senate 18/19 – 4.3.	The ARSP to consider a redrafting of the Academic Regulations, following the comments of Senate, and including reducing the number of attempts to three, i.e. no re-sit allowed for a retake in time for the publication of the Academic Regulations 2020/21.	Chair of ARSP	ASAP