

## Senate Minutes

05<sup>th</sup> February 2020

14.00 – 16.00

A201

<p><b>Present Members</b></p> <p>Ex-Officio</p> <p>Professor Geoff Smith Professor Paul Ryan Dr Stephen Ellis Amparo Lallana David Willey Professor Mark Allinson Dr Steven Quigley Carl Teigh Sue Shutter Darren Tysoe Chris Sleeman Tatiana Doronina Alexandre Amir Abid</p> <p><b>Elected Representatives</b></p> <p>Professor Olaf Jubin Tristan Tull Adrian Thornley Isabel Canto de Loura Geraldine Bourgeon Liz Beavers Rachel Azzopardi</p>		<p>Vice-Chancellor (Chair) Pro Vice-Chancellor and Dean of HASS Pro Vice-Chancellor and Dean of BaM (Interim) Institute Director (Interim) Chief Operating Officer Head of Academic and Educational Developments Registrar Finance Director PVC / Director of HR Chief Information Officer and Director of Information Services Director of Marketing, Recruitment and Admissions (alt) President of the Student Union Vice-President of the Student Union – Academic Affairs</p> <p>Academic Representative for HASS Academic Representative for HASS Academic Representative for BaM Academic Representative for BaM Academic Representative for RILC Representative for Professional Services Representative for Professional Services</p>
<p><b>Apologies for Absence</b></p> <p>Professor Matthew Cragoe Jonathan Strauss</p>		<p>Provost and Deputy Vice-Chancellor Director of Marketing, Recruitment and Admissions</p>
<p><b>In Attendance</b></p> <p>Richard Reger Jenny Bannocks Nazma Kurimbokus Rosalyn Schofield Aaron Porter</p>		<p>Head of Governance (Secretary) Governance Advisor &amp; Secretary to Committees (Minutes) Governance Advisor &amp; Secretary to Committees (observer) Chair of the Trustee Audit &amp; Risk Committee (Observer) Advance HE (Observer)</p>
<p><b>Opening Items</b></p>		
1.	<p><b>Welcome from the Chair</b></p> <p>The Chair welcomed members to the committee and introduced those observing the meeting - Rosalyn Schofield, Trustee, Aaron Porter from Advance HE and Nazma Kurimbokus, Governance Advisor and Secretary to Committees.</p>	

2.	<p><b>Apologies for absence</b></p> <p>Apologies were received from Professor Matthew Cragoe and Jonathan Strauss (Chris Sleeman as alternate).</p>
3.	<p><b>Declarations of Interests</b></p> <p>No declarations of interest were made.</p>
4.	<p><b>Minutes of the previous meeting (20<sup>th</sup> November 2019)</b></p> <p>The minutes were accepted as a true and accurate record of the meeting on the 20<sup>th</sup> November 2019.</p>
5.	<p><b>Actions and Matters arising from the previous meeting (20<sup>th</sup> November 2019)</b></p> <p>Actions and updates were provided to the committee in a separate table; all were noted as either an item on the current agenda or completed with the exception of:</p> <p><b>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.</b></p> <p>The Registrar reported that an ARSP meeting had taken place the previous week, where suggestions for changes to regulations had been considered. A draft of the academic regulations would be reviewed at its next meeting in May 2020, prior to presentation at Senate in July for formal approval.</p> <p><b>Action: On-going</b></p>
<b>Part A: Items for Discussion and / or Approval</b>	
6.	<p><b>Chair's Report (verbal update)</b></p> <p>The Chair informed members of the following:</p> <ul style="list-style-type: none"> <li>• 19 colleagues had recently received promotions to the positions of Senior Lecturer, Principal Lecturer, Reader or Professor – the latter in areas comprising Global Affairs, Chinese Language &amp; Culture, Entrepreneurial Marketing and Brand Strategy &amp; Culture. The committee offered their congratulations.</li> <li>• The University would shortly launch its Global Leader Speaker Series, opening with Michael Ward, Managing Director of Harrods, on the 27<sup>th</sup> February 2020.</li> <li>• Surveys: the National Student Survey opened on Monday 3<sup>rd</sup> February 2020 and the Regent's Staff Survey will open on the 17<sup>th</sup> February 2020. Colleagues are asked to encourage students and staff to participate in these important, developmental surveys.</li> <li>• As part of the Portfolio Re-shaping project, the first examples of programme dashboards will be launched at the Town Hall meeting on 11<sup>th</sup> February 2020. These will provide a series of data sets to support informed conversations and improved decision-making around portfolio management. This is also the context</li> </ul>

	<p>for an upcoming module-level review considering patterns of enrolment, attendance, achievement and satisfaction.</p> <ul style="list-style-type: none"> <li>On the 'People' project, we are still at the design phase, and many staff (individually and in groups) have contributed ideas and insights thus far. The aim is to be able to share a draft business case and outline shortly after the Easter break, followed by a formal consultation period and a final proposal by the end of the academic year. The Chair emphasized that the objectives of this project were to develop an organisational design that spoke directly to the University's mission and hallmark pedagogy, that facilitated continued progress to our desired culture, that was simpler and, as a result, more sustainable.</li> <li>[REDACTED]</li> </ul> <p>The Committee <b>noted</b> the update.</p>
<p><b>7.</b></p>	<p><b>Student Matters</b></p> <p>SU members noted that the semester had started smoothly and that there had been no major issues.</p> <p>The Committee <b>noted</b> the update.</p>
<p><b>8.</b></p>	<p><b>Update on Student Recruitment Spring 2020</b></p> <p>The COO presented the paper, noting that this had been prepared two weeks earlier, and that actual data for the January intake had changed. He reported the following:</p> <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>It was noted that the Coronavirus is having an impact across the sector, [REDACTED]. The impact on Regent's recruitment will be less than other institutions but is still a cause for concern. The University has a Major Incident team in place which offers advice to students, staff and their families, in line with official advice from UK Government.</li> </ul> <p>The Committee <b>noted</b> the update.</p>
<p><b>9.</b></p>	<p><b>Update on Retention and Progression</b></p> <p>The PVC Student Experience presented the report and the committee noted the following:</p> <ul style="list-style-type: none"> <li>Regent's overall UK continuation rates, including UK Foundation continuation rates, have improved.</li> <li>Regent's overall continuation rates, including level 4 +, have declined.</li> <li>Students who leave with an exit award or transfer to continue their studies elsewhere counts positively towards meeting HESA / TEF benchmarks. However,</li> </ul>

	<p>this still represents a financial loss to the University, and more work is needed to improve this position.</p> <ul style="list-style-type: none"> <li>• The Retention &amp; Progression Working Group is overseeing work in this area: for example, changes to regulations to improve the student experience (currently being reviewed by ARSP), and a review of the personal tutoring system.</li> <li>• External factors, such as mentioned in item 8 above (e.g. Coronavirus) or funding constraints, may also have an impact on continuation rates.</li> <li>• With better data now being made available, areas for improvement can be targeted and actions put in place more effectively.</li> </ul> <p>The Committee <b>noted</b> the update.</p>
<p><b>10.</b></p>	<p><b>Update on NSS 2020</b></p> <p>The PVC / Student Experience reported that the NSS had opened on Monday 3<sup>rd</sup> February 2020. The focus was on encouraging as high a response rate as possible within the first two weeks. He asked that colleagues encourage eligible students to participate.</p> <p>The Committee <b>noted</b> the update.</p>
<p><b>11.</b></p>	<p><b>Hallmark Pedagogy – Defining Principles</b></p> <p>The HAED noted that there had been a high level of participation and engagement in this work, from staff, alumni, students and other stakeholders, through a range of workshops as well from the cross-University Hallmark Pedagogy Design Team. He informed members that the paper presented the principles of the Hallmark Pedagogy, and, if approved, the next steps would be to design the embedding of these in our undergraduate curricular architecture. The committee discussed the paper and noted the following:</p> <ul style="list-style-type: none"> <li>• Many of the principles and graduate attributes may already be recognizable at Regent's; the innovation is in bringing the best of these together into a single, whole-institution commitment. And the challenge will be to embed and practice these across our undergraduate provision. This will mean privileging some pedagogical practices above others but whole-institutional commitment will be critical if this approach to learning and teaching is to become a genuine differentiator for Regent's.</li> <li>• Where skills gaps are identified, the University will provide coaching, mentoring and development, to support colleagues in delivering the pedagogy.</li> <li>• The related 'People Project' will help define the skills and behaviours that are required to deliver the pedagogy, with current vacancies anticipating this as far as possible.</li> <li>• It is proposed that the University moves away from the traditional lecture / seminar approach, recognizing that fewer of our students actively engage with this style of learning. The aim is to offer a much more personalized approach, through small class sizes and more interactive learning styles contained within workshops.</li> <li>• Implementing the pedagogy will incur costs – there are efficiencies to be made, but there may also be training and development needs, as well as physical reconfiguration, which will require investment.</li> <li>• The principles show that the University is modernizing its curriculum, developing its staff and addressing technological learning needs; this is very positive.</li> </ul>

	<ul style="list-style-type: none"> <li>Consider how this is articulated to current and prospective students, and when we can start implementing the pedagogy.</li> </ul> <p>The Chair summarized that there was broad agreement around the defining principles proposed in the Hallmark Pedagogy paper, with the emphasis now around how this can best be operationalized, progressively but deliberately. He commended the HAED and the Hallmark Pedagogy Design Team on their excellent work and noted that agreeing the principles was a significant moment in achieving the University's strategic ambition in this area.</p> <p>The Committee <b>approved</b> the defining principles of the Hallmark Pedagogy.</p>
<p><b>12.</b></p>	<p><b>Student Charter</b></p> <p>The PVC Student Experience presented the paper noting that a small addition had been recommended by the Senate Student Experience Committee.</p> <p>The Committee <b>approved</b> the suggested change.</p>
<p><b>13.</b></p>	<p><b>Proposal to disband the Senate Portfolio Scrutiny Panel</b></p> <p>The COO presented the paper, noting the proposal that Directorate takes on the role of ensuring active portfolio management as part of its responsibility to the Board of Trustees. The committee discussed the proposal and noted the following:</p> <ul style="list-style-type: none"> <li>Directorate now receive programme dashboards, in support of ensuring a market-aligned portfolio.</li> <li>New processes of programme development and review are yet to be detailed but will remain as evidence-based and rigorous as ever.</li> <li>Collaborative provision currently falls under the remit of SPSP; in order to ensure that this area is effectively monitored, it is proposed that a Collaborative Provision Committee is set up and scheduled to meet twice a year.</li> <li>It was suggested that the SPSP should continue to run until the end of the academic year, when it would be easier to change and communicate a new process to colleagues.</li> <li>Several colleagues agreed that the University needs a mechanism for proposing and developing new provision in a more agile way. The proposal will allow Directorate to conduct a rigorous process, but to do this more dynamically.             <ul style="list-style-type: none"> <li>Any colleague across the University will be able to propose an idea for a programme development for initial appraisal.</li> <li>If a new programme idea is endorsed, a full business case will be commissioned (based on robust, supporting evidence) alongside curriculum design subject, as now, to rigorous validation.</li> </ul> </li> </ul> <p>The committee approved the proposal, noting that further consideration is needed around the transfer of the current SPSP terms of reference, as well as clarification of programme development processes, and how these are communicated to staff.</p>

	<p><b>New Action: Senate 19/20 – 2.1. The COO and Registrar to further discuss how the SPSP terms of reference are transferred, how programme development processes are re-defined and how these changes are communicated to all stakeholders.</b></p> <p>The Committee <b>approved</b> the proposal.</p>
<b>14.</b>	<p><b>Admissions Process and Entry Requirements</b></p> <p>The Director of MRA (alt) presented the paper. He emphasized that this panel would not be considering entry requirements, as these are decided by the Validation Panel, and recognized that Senate is responsible for admissions standards. He noted, however, that the panel would be able to respond to ad-hoc events that required quick decision-making, working within the boundaries already agreed.</p> <p>The Committee <b>approved</b> the proposal.</p>
<b>15.</b>	<p><b>Review of Academic Regulations</b></p> <p>The Chair noted that an update to action Senate 18/19 4.3 had been provided by the Registrar under item 5 above (page 2).</p> <p>The Committee <b>noted</b> the update.</p>
<b>16.</b>	<p><b>Review of the Risk Register for any Academic or Student Experience Related Risk</b></p> <p>The Head of Governance presented the paper noting that the risk register had been discussed at a recent Directorate meeting and provided the following additional updates:</p> <ul style="list-style-type: none"> <li>• Risks LT3 and LT4 have now been combined.</li> <li>• Risk RP2 has been incorporated into RP1.</li> <li>• It was confirmed that measures are in place to monitor each risk, and the paper detailing these can be circulated to members for information.</li> </ul> <p><b>New Action: Senate 19/20 – 2.2. The Head of Governance to circulate the detailed Risk Register to Senate members for information.</b></p> <p>The Committee <b>noted</b> the update.</p>
<b>17.</b>	<p><b>Single Structure Think Piece</b></p> <p>The Chair noted that the paper had been provided as contextual research to inform the People Project and encouraged members to consider this as they feed into the project.</p> <p>The Committee <b>noted</b> the paper.</p>
<b>18.</b>	<p><b>Senate Committee Calendar 2020/21</b></p> <p>The Chair presented the paper noting that there may be changes to the Committee structure for the next academic year. Nonetheless, the calendar enabled the Governance Office to send out 'place holders' so that meetings could be scheduled.</p> <p>The committee <b>approved</b> the calendar, recognizing that changes may occur.</p>

<b>Part B: Items for Noting</b>							
<b>19.</b>	<p><b>Visiting Titles for noting</b></p> <p>The Committee <b>noted</b> the paper.</p>						
<b>20.</b>	<p><b>Chair's Action: Discontinuation of the MA Learning &amp; Teaching</b></p> <p>The committee <b>noted</b> the paper.</p>						
<b>21.</b>	<p><b>Sub Committee Meeting Minutes (papers)</b></p> <p><b>21.1. Senate Quality Assurance &amp; Enhancement Committee – 27<sup>th</sup> November 2019</b>  <b>21.2. Senate Student Experience Committee – 04<sup>th</sup> December 2019</b>  <b>21.3. Senate Learning &amp; Teaching Committee – 05<sup>th</sup> December 2019</b>  <b>21.4. Academic Regulations Scrutiny Panel – 29<sup>th</sup> January 2020</b></p> <p>The Committee <b>noted</b> the papers.</p>						
<b>22.</b>	<p><b>Faculty / Institute Executive Reports (papers)</b></p> <p><b>19.1. BaM</b> (<i>this paper will be presented to the next Senate meeting on the 29<sup>th</sup> April 2020</i>).  <b>19.2. HASS</b>  <b>19.3. RILC</b></p> <p>The Committee <b>noted</b> the papers.</p>						
<b>23.</b>	<p><b>Election Results</b></p> <p><b>20.1. Representative of the Professoriate for the Senate Research Committee</b></p> <p>The Committee <b>noted</b> the results and congratulated Professor Olaf Jubin on his appointment.</p>						
<b>Closing Items</b>							
<b>24.</b>	<p><b>Confidentiality</b></p> <p>No items of confidentiality were noted.</p>						
<b>25.</b>	<p><b>Communication from the committee</b></p> <p>No communications from the committee were noted.</p>						
<b>26.</b>	<p><b>Risk Management Update</b></p> <p>No additional items of risk were noted.</p>						
<b>27.</b>	<p><b>Any Other Business</b></p> <p>No other items of business were noted.</p>						
<b>28.</b>	<p><b>Next meeting</b></p> <table border="1"> <thead> <tr> <th>Meeting Date</th> <th>Deadline for Papers</th> </tr> </thead> <tbody> <tr> <td>29<sup>th</sup> April 2020</td> <td>08<sup>th</sup> April 2020</td> </tr> <tr> <td>08<sup>th</sup> July 2020</td> <td>17<sup>th</sup> June 2020</td> </tr> </tbody> </table>	Meeting Date	Deadline for Papers	29 <sup>th</sup> April 2020	08 <sup>th</sup> April 2020	08 <sup>th</sup> July 2020	17 <sup>th</sup> June 2020
Meeting Date	Deadline for Papers						
29 <sup>th</sup> April 2020	08 <sup>th</sup> April 2020						
08 <sup>th</sup> July 2020	17 <sup>th</sup> June 2020						

Item	Action Required	Staff responsible	Due Date
<b>New Actions:</b>			
Senate 19/20 – 2.1.	The COO and Registrar to further discuss how the SPSP terms of reference are transferred, how programme development processes are clarified and how this is communicated to colleagues.	COO / Registrar	ASAP
Senate 19/20 – 2.2	The Head of Governance to circulate the detailed Risk Register to Senate members for information.	HoG	ASAP
<b>On-going Actions:</b>			
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 resit allowed for a retake in time for the publication of the Academic Regulations 2020/21.	Chair of ARSP	ASAP
<b>Closed Actions:</b>			
Senate 19/20 1.1.	The HAED to proceed with the next steps of the Hallmark Pedagogy project, and to present a set of defined principles at the next meeting of Senate on the 05th February 2019.		
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.		
Senate 19/20 1.3.	The Director of RILC, CIO and Head of MIS to meet and discuss how overseas students can be more accurately monitored on University systems.		
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 resit allowed for a retake in time for the publication of the Academic Regulations 2020/21.		