**BOURNEMOUTH UNIVERSITY CONFIRMED**

**SENATE**

**MINUTES OF THE MEETING HELD ON 1ST NOVEMBER 2017**

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| Present: | Prof J VinneyMr D AsayaMs M BarronMr G BeardsDr M BoardDr M BobevaDr B DyerProf J FletcherMs M GrayMr A HancoxMs J MackDr D McCarthy | Vice-Chancellor **(Chair)**President 2017/18, Students’ Union Head of Student ServicesDirector of Finance & PerformanceFaculty Academic Staff Representative (FHSS)Faculty Academic Staff Representative (FM)Faculty Academic Staff Representative (FST)Pro Vice-Chancellor (Research & Innovation)Faculty Academic Staff Representative (FMC)Vice-President (Education) 2017/18, Students’ UnionHead of Academic Services **(Secretary)**Faculty Academic Staff Representative (FM) |
|  | Prof T McIntyre-BhattyProf D Mendis | Deputy Vice-Chancellor **(Deputy Chair)**Professoriate Representative (FMC) |
|  | Dr S Minocha | Pro Vice-Chancellor (Global Engagement) |
|  | Ms S Ponsford | Professional Services Staff Representative  |
|  | Mr K PrettyProf T Rees | Faculty Academic Staff Representative (FST)Professoriate Representative (FM) |
|  | Dr R Southern | Faculty Academic Staff Representative (FMC) |
|  | Prof S Tee | Executive Dean (FHSS) & Acting Executive Dean (FM) |
|  | Dr S White | Faculty Academic Staff Representative (FHSS) |
|  | Prof M Wilmore | Executive Dean (FMC) |
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| In Attendance: | Mr A ChildMs J ForsterMs M FramptonMs S Nairn-SmithMr R Pottle | Head of Academic Quality [Agenda Item 5.3]Vice-Chancellor’s Policy AdviserAcademic Quality Officer **(Clerk)**Business Support Manager [Agenda Item 5.2]Head of PRIME [Agenda Item 5.1] |
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| Apologies: | Mr J AndrewsProf K AppletonMr A JamesDr F KnightMs J NorthamProf K PhalpProf E Rosser | Chief Operating OfficerProfessoriate Representative (FST)General Manager, Students’ UnionProfessional Services Staff RepresentativeHead of Research & Knowledge Exchange OfficeActing Executive Dean (FST)Professoriate Representative (FHSS) |

# WELCOME AND APOLOGIES

## The Chair welcomed members to the meeting and apologies were noted as above.

## The Chair welcomed the new Elected Academic Staff Representative for the Faculty of Management; Dr Dermot McCarthy, and also welcomed two new Professoriate Representatives; Prof Dinusha Mendis (Faculty of Media & Communication) and Prof Tim Rees (Faculty of Management). The Chair also welcomed Mr Daniel Asaya who had been re-elected as SUBU President for 2017/18 and Mr Alex Hancox who had been elected as SU Vice-President (Education) for 2017/18.

# MINUTES OF THE PREVIOUS MEETING

## Minutes of the Senate Meeting held on 7 June 2017

2.1.1 The minutes of the previous meeting were approved as an accurate record.

## Matters Arising and Actions (SEN-1718-12)

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| 2.2.1 In response to the action listed on page 6 of the previous minutes, the BU2025 presentation slides were circulated to Senators on 22 June 2017.2.2.2 With regards to the first action listed on page 8 of the previous minutes, the Senate Committees  Structure Chart had been updated to show the Honorary Awards Committee as a joint Board and Senate Committee.2.2.3 With regards to the second action listed on page 8 of the previous minutes, the University Committees Structure Chart was updated and circulated to Senators on 26 October 2017 with the Senate meeting papers.  |
| 2.2.4 Dr Board questioned whether the University had seen any improvement in the number of staff vacancies. Prof McIntyre-Bhatty confirmed the University was carrying a larger percentage of staff vacancies than it would normally expect and the position remained unchanged from the previous meeting. The number of vacancies was expected to reduce over the coming months. |
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2.3 **Declarations of Interest**

2.3.1 There were no declarations of interest.

2.4 **TEF Outcome**

2.4.1 The results of the Teaching Excellence Framework (TEF) were not known at the June Senate meeting, however shortly afterwards, the University was awarded a TEF Silver Award which would remain in place for a maximum of three years. Prof McIntyre-Bhatty was pleased that the TEF Panel had picked up key messages from the University’s TEF submission, and highlighted aspects such as our high levels of placements, support for peer assisted learning and the high number of teaching staff holding a teaching qualification or membership of the Higher Education Academy.

2.4.2 The TEF Award and the good feedback received provided the University with a solid platform for the University to aim for a TEF Gold Award. There would be a substantial amount of work to do over the coming two years in order to achieve a Gold Award.

2.4.3 The University had chosen not to take part in the TEF Subject Level Pilots however mirror exercises would be carried out internally to inform the University’s position.

2.4.4 Mr Asaya noted the recent controversy with some Students’ Unions boycotting the National Student Survey (NSS), whilst Bournemouth University was in a position to have student engagement with the NSS. Mr Asaya questioned what steps should be put into place to tackle these problems across the country. Prof McIntyre-Bhatty advised that the University would continue to keep up to date with events in the sector and to ensure the student voice continued to be heard, whilst enhancing quality with the aim of a Gold TEF submission.

2.5 **Terms of Reference** (SEN-171813)

2.5.1 Minor amendments had been made to the Senate Terms of Reference which included the removal the Head of the Graduate School from the Membership and the removal of the Graduate School Academic Board from the Senate Sub-committee section to reflect recent organisational changes. The Senate Membership list had also been updated to reflect the three new Professoriate Representatives and the new elected Faculty Academic Staff Representative for the Faculty of Management.

2.5.2 **Approved:** Senate approved the updated Senate Terms of Reference which would be recommended to the University Board for noting.

2.5.3 **Noted:** Senate noted the updated Senate Membership List.

2.5.4 One amendment to the Membership of the University Research Ethics Committee (UREC) Terms of Reference had been made, to remove University Board members from the permanent membership and instead to include them as observers who could attend by pre-arrangement with the Chair. It was noted that this should state a maximum of two members in line with other Senate committees.

2.5.5 The duplicated text in the Vice-Chair section of the UREC Terms of Reference would be amended to read ‘External (not a University member of staff)’.

2.5.6 **Approved:** Senate approved the updated University Research Ethics Committee Terms of Reference.

# 3 REPORT OF ELECTRONIC SENATE MEETING OF 4 TO 11 OCTOBER 2017 (SEN-1718-14)

3.1 **Noted:** The report of the Electronic Senate meeting of 4 to 11 October 2017 was noted.

# 4 VICE-CHANCELLOR’S COMMUNICATIONS AND DEBATE

## 4.1 BU2018, HE Sector Update and BU2025

4.1.1 Prof Vinney opened the discussion and explained the focus of the presentation/discussion would be around BU2018, the HE Sector and the current position with the development of BU2025. Discussions at previous meetings had included TEF and the Research Excellence Framework (REF), and a new Knowledge Exchange Framework (KEF) had recently been announced. This was expected to incentivise increased knowledge exchange, and would mean that there was a framework in place for each element of Fusion.

4.1.2 Student recruitment this year had not reached the required level. It had been a challenging year for applications across the sector, at a time of increasing competition. With regards to university rankings, the University had maintained its position in the THE World University Rankings, and in the domestic rankings the University had held its league table composite ranking. Over the last few years, the University’s overall composite league table position had stabilised with the University currently being ranked at 66. Our ambition was to be in the top 50, and a step change in performance would be required to move above our current position. The University currently sits within a compressed part of the market with rankings sensitive to small changes.

4.1.3 The construction of the new bus terminus was progressing well and the new road from Boundary Roundabout would be complete soon after Christmas. These changes and the demolition of Tolpuddle House would allow the main entrance to Talbot Campus to be moved to the Boundary Roundabout end of Talbot Campus. The University was also investing in Brightspace, the new Virtual Learning Environment (VLE), and approximately 50% of students enrolled were now using the new VLE. Positive comments regarding the new VLE were being heard from staff and students.

4.1.4 In terms of a sector update, on 1 November 2017 the Higher Education Commission (HEC) had reported on their view of the Industrial Strategy. The University now had more information on how REF 2021 would operate and there had been announcements around TEF Year 3 including changes to metrics. The weighting of NSS data in the TEF metrics had been downgraded. The Office for Students (OfS) consultation was live, with responses due by 22 December 2017. The lengthy consultation document reflected the previous announcements and discussions about the role of the OfS. During the consultation period, staff were encouraged to contribute to the BU response. Over recent weeks there had also been a lot of debate nationally around fees and funding for universities and the government had announced that the tuition fee cap would not rise above £9,250 for the time being. Further news on a potential review was expected in the Budget on 22 November 2017.

4.1.5 Prof Vinney reminded Senators of the five BU values set out in the BU2018 Strategic Plan: Excellence; Achievement; Authenticity; Creativity and Responsibility. Over the last ten months, work had been ongoing across BU to seek feedback on the development of a new BU2025 Strategic Plan. The University Board were due to meet on 24 November 2017 to review the final draft of the BU2025 Strategic Plan, which would then be shared with staff and students during a consultation period. It was expected that the consultation would start before 4 December 2017 and run to 10 January 2018. Final approval of the BU2025 Strategic Plan would be requested from the University Board on 9 February 2018 and it would then be launched formally at the Leadership Conference on 1 March 2018.

4.1.6 For the BU2025 Strategic Plan, the University’s purpose would be to: Inspire Learning; Advance Knowledge and Enrich Society. In the proposed new vision Fusion is what would differentiate us - by 2025: ‘We would be recognised world-wide as a leading university for inspiring learning, advancing knowledge and enriching society through the fusion of education, research and practice’. Reflecting on feedback from staff during the BU2025 engagement, the proposed updated values highlighted Inclusivity whilst retaining a focus on Excellence, Creativity and Responsibility. These four high level values provide a framework that will be interpreted at a local level. The proposed outcomes, which would demonstrate our success, had changed slightly since the version was shared with Senate earlier in the year. Further feedback would be welcomed from across the organisation. The updated version of the presentation slides would be circulated once the plan was ready for the consultation.

4.1.7 The BU2025 Strategic Plan was set out in five sections: Fusion and Investment; Leadership and Impact; Reputation and Networks; People and Culture and Performance and Resilience. There were fifteen headings. Currently there were approximately 100 detailed actions and these actions would give clarity and direction to support the delivery of the vision.

4.1.8 Professor Tim McIntyre-Bhatty reinforced the earlier discussion, confirming the BU2025 Strategic Plan would be more focused. The plan would help BU to make a step change, building on the core in place already. The strategic investment areas would help to define what the University would be known for, in addition to the core areas as described in the Fusion Themes. The University would work in an even more inter-disciplinary and multi-disciplinary way. Areas of future growth would help the University to grow its distinctiveness and would require targeted investment.

4.1.9 Moving forward, staff appointments would be even more targeted and would include the skill sets needed to build our distinctive profile for the future. Good progress had been made and work would need to be done on targeted investments e.g. intellectual capital and specialist and shared physical capital. The four proposed Strategic Investment Areas would be: Animation, Simulation & Visualisation; Medical Science; Sustainability/Low-carbon Technology/Materials Science and Assistive Technology. The University was already well known in the area of Animation, Simulation and Visualisation and there would be a continued need to drive our expertise in this area and work more broadly across the University with more disciplines. The area of Medical Science was already being worked on. In building this portfolio the University would build capacity and capability that was targeted and focused and single points of failure would be avoided. Some areas would be expensive to fund and investments would be phased.

4.1.10 Dr Dyer agreed the themes were excellent. He noted it was important to engage staff across BU to work together across the themes and investment areas. This collaboration would then generate many ideas for its innovation funnel. Ideas would need to be filtered and choices made about investment.

4.1.11 In order for the University to be ranked within the Top 50 universities, it would be important to make sure that the priorities were clear so that staff could focus on the right areas. This would require investment and an improved performance in all areas would be required as all metrics that feed into the league tables were important, with the key areas being around research, employability and graduates. The World University Rankings were based on academic perception and closely related to how well known an institution was world-wide, however this would be easier if the University specialised in a few key areas. Dr Dyer believed the University was always innovative and in order for BU to improve its position in the league tables it would need to take on new ventures in order to improve its ranking.

4.1.12 Dr White reminded Senators of the importance of keeping all staff up to date with the University’s BU2025 Strategic Plan as she was keen to maintain staff engagement. Staff members were busy and it would be worthwhile to consider other methods of communication, therefore Dr White and Ms Forster would continue the discussion outside of the meeting. Senators were advised there would be more consultation sessions taking place in December and January and all staff were encouraged to attend.

4.1.13 Senators were advised that the staff intranet would be kept up to date with iterative versions of the Strategic Plan and emails and updates regularly sent to staff. There had also been engagement from many staff members through workshops and directly, and Professor John Vinney and Professor Tim McIntyre-Bhatty had attended open sessions in Faculties and Professional Services in order for staff members to provide feedback.

4.1.14 In order to define measures of success for BU2018, Key Performance Indicators (KPIs) would be developed and over time these KPIs were refined to ensure they were accurate and meaningful. A new set of measures for BU2025 would be defined, these would be both qualitative and quantitative.

4.1.15 Ms Barron advised that staff would appreciate the simplification of the BU2025 Strategic Plan to help improve staff engagement. The latest draft provided at the meeting was much simpler than previous drafts and would be easier to translate meaningfully across the organisation.

4.1.16 Dr Bobeva noted that Outcome A3 should include some reference to students, which Ms Forster agreed to include.

4.1.17 Work would continue on the BU2025 Strategic Plan and Senators were requested to continue to feed through any further comments. The next version of the Strategic Plan would be the final draft for consultation in December and January.

# 5 ACADEMIC GOVERNANCE

## 5.1 National Student Survey Results 2017 (SEN-1718-15)

5.1.1 Due to changes to the NSS Survey from 2016, it had been more difficult to make direct comparisons to results from previous years. Where possible, comparisons had been drawn between questions to give an indication of the trend.

5.1.2 The University’s Overall Satisfaction score had fallen from 82% to 81% with the sector average falling from 86% to 84%, therefore the University was now 3% below sector average compared to 4% in the previous year. At programme level, 19 programmes had improved their overall satisfaction score, whilst 24 programmes had declined, 27 programmes were now at or above the sector average score of 84.18% compared to 22 programmes being above the sector last year.

5.1.3 Organisation and Management fell 6% to 70%, falling further behind the sector which also dropped 4% to 75%. There had been two positive question areas; Learning Resources where BU students were more satisfied than the sector in all three questions, and new for 2017, Learning Community, where BU students felt they had the right opportunity to work with other students as part of their course. The questions around Student Voice had shown a score of 1% below sector average at 68% with the Students’ Union question showing a score at 10% above sector average. At Department level, 8 out of 20 Departments had improved their overall satisfaction this year, and 11 Departments were now at or above the BU average of 81%; 8 of these 11 Departments were also above the sector average of 84%. Last year, only 4 Departments were above the sector average of 86%, so this was an improvement.

5.1.4 Prof Tee explained that within the Faculty of Management (FM) for programmes which had scored low this year, a more pro-active approach was in place to target these programmes by putting in place Action Plans and working closely with the programme teams. Each of the lower performing programme teams had attended the latest Faculty Executive meeting to discuss the challenges the programmes faced and it was an opportunity for programmes which had performed well to share good practice. Professor Wilmore advised that within the Faculty of Media & Communication (FMC) similar meetings had taken place in order to put in place measures to address any issues which were sometimes complex and challenging.

5.1.5 Dr White advised that within FHSS, meetings had taken place with unit teams and student groups for those programmes which had scored low this year. The feedback received from students was discussed with the programme teams and proved to be very different to the feedback from academic staff, although it had been interesting to hear both staff and students’ views.

5.1.6 Prof Rees reminded Senators of the importance of academic staff always feeding back to students on any issues raised and the resolution provided before the NSS takes place. This acts as a reminder to students that their feedback was acted upon and any issues dealt with.

5.1.7 **Noted:** The National Student Survey Results 2017 were noted.

## 5.2 Prevent Duty Annual Report (SEN-1718-16)

### 5.2.1 The University’s Prevent Duty Annual Report had been considered by the University Executive Team on 3 October 2017 and the University Leadership Team on 11 October 2017 and was due to be submitted to the Audit, Risk & Governance Committee on 3 November 2017. Senators were requested to consider and endorse the report and the supporting evidence before final approval by the University Board on 24 November 2017 and onward submission to the Higher Education Funding Council for England (HEFCE).

5.2.2 The report presented was the second Prevent Duty Annual Report to HEFCE and there had been no serious incidents to report this year and no changes had been made to the operating context. The report was aligned to the University’s Wellbeing policies for students and staff and applied to everyone in the BU community. The general awareness sessions were continuing to take place and were advertised on the staff intranet. The academic representatives on the Prevent Management Group had offered to help facilitate an academic debate style event to discuss the Prevent Agenda more widely and address areas of concern. Senators were requested to advise Shona Nairn-Smith of any ideas for engaging others within the BU community.

5.2.3 A tactical web filter solution had been introduced which filtered agreed categories of URLs, for example, violence and hate crimes, and now blocks user access to these sites. If access to websites which include the filtered content was required, this should be requested through IT Services.

5.2.4 Although Prevent training had been offered to SUBU, it was declined on behalf of the whole union by the previous SU President. The University would continue to work with the SUBU General Manager and the new sabbatical officer team and discussions were taking place around the provision of Prevent training for SUBU in 2017/18.

5.2.5 **Endorsed:** Senate endorsed the Prevent Duty Annual Report for consideration by the University Board.

## 5.3 Senate Annual Report 2016/17 including the Senate Effectiveness Review Action Plan

 (SEN-1718-17)

### 5.3.1 The Senate Annual Report 2016/17 provided a comprehensive overview of the work of Senate and its sub-committees and also provided assurance that the committees were effectively fulfilling their delegated responsibilities as detailed in their Terms of Reference.

5.3.2 Following the Senate Effectiveness Review report considered by Senate in June 2017, the report proposed eight core recommendations and three enabling recommendations. An Action Plan was developed to respond to the recommendations and was presented to Senators for approval. Some actions had been completed with some actions still ongoing. Further updates would be provided to Senate during 2017/18 as required. Any comments regarding the Action Plan should be communicated to Jacky Mack.

5.3.3 **Approved:** Senate endorsed the Annual Report to the University Board and approved the Senate Effectiveness Review Action Plan.

Senate Committees Structure Update

5.3.4 Academic Quality had considered the ongoing purpose and role of Partnership Boards which report to the Academic Standards Committee (ASC). ASC concluded that the function of Partnership Boards was effectively covered through a combination of other standard processes and meetings, meaning that a standalone Partnership Board was a form of duplication. This recommendation was approved by ASC Chair’s Action and was ratified by the Committee on 31 October 2017. As a result, Partnership Boards were removed from the Senate Committee Structure with effect from 2017/18.

5.3.5 Following comments at the June meeting regarding the dotted lines linking Senate sub-committees, the Senate Committee Structure Chart had been simplified and now only showed links between committees as reflected in Terms of References as secondary reporting lines. It was noted the dotted line from the Faculty Academic Standards Committee to the Faculty Academic Board could be shown without crossing other dotted lines. Ms Mack agreed this would be updated accordingly.

5.3.6 **Noted:** Senate noted the updated Senate Committee Structure Chart.

 Academic Quality Annual Report 2016/17

5.3.7 Following consideration and endorsement by ASC on 31 October 2017, the Academic Quality Annual Report 2016/17 provided Senate with a summary evaluation of evidence relating to the maintenance of quality and academic standards in 2016/17. The new HEFCE Operating Model for Quality Assessment launched in March 2016, had established the Annual Provider Review process as a key mechanism for assessing quality in Higher Education Institutions (HEIs). The report provided evidence to the University and the University Board that the application of University regulations, policies and procedures in 2016/17 were appropriate. The report also provided assurance that standards were being maintained for the University’s academic provision during the reporting period and that the University had exercised its degree awarding powers appropriately.

5.3.8 Dr Southern asked if there were specific requirements for what should be reported on. Mr Child advised that the Committee of University Chairs (CUC) Illustrative Practice Note for Academic Governance provided an indication of good practice, but institutions had autonomy to determine the most appropriate approach. Dr Southern noted that longitudinal comparisons may not be possible for some of the data in the report. Mr Child confirmed that improved data was becoming available and more longitudinal data would be provided as it became available, where appropriate.

5.3.9 Mr Pretty commented on the Academic Offences data which showed the number of Academic Offence Panels and Boards from 2014/15 through to 2016/17. Senators agreed that academic staff were vigilant in identifying academic offences and it was noted that generally academic offences occurred when students faced impending deadlines for the submission of work. Upon reflection, students who reached University Academic Offence Boards had made an error in judgement in submitting work that was not appropriate rather than not submitting work and scoring a zero mark. It was important that students were aware of the severity of academic offences and that receiving a zero mark was better than being committing an academic offence with the ultimate penalty of withdrawal from the University.

5.3.10 Mr Asaya reminded Senators that many of the students who committed academic offences were international students who had found the change of culture difficult and believed that academic staff should provide support and regularly remind students of academic offences and the availability of Turnitin. Senators agreed that when academic staff became aware of an academic offence being committed, there was a substantial amount of work to be carried out to evidence the academic offence as well as providing ongoing support to students.

5.3.11 Senators requested that future Academic Quality Annual Reports present information around academic offences as a proportion of total student numbers. Proportions of students would be useful information to interpret the trends.

5.3.12 **Endorsed:** Senate considered and endorsed the specific recommendations which informed the Action Plan in Appendix 1.

5.3.13 **Endorsed:** Senate endorsed the report for consideration at the November meeting of the Audit, Risk & Governance Committee and the November meeting of the University Board.

# 6 COMMITTEE BUSINESS

## 6.1 Education & Student Experience Committee minutes of 3 October 2017 (SEN-1718-18)

### Noted: The Education & Student Experience Committee minutes were noted.

6.2 University Research Ethics Committee minutes of 12 July 2017(SEN-1718-19)

 **Noted:** The University Research Ethics Committee minutes were noted.

6.3 University Research Ethics Committee minutes of 11 October 2017 (SEN-1718-20)

 **Noted:** The University Research Ethics Committee minutes were noted.

6.4 University Research & Knowledge Exchange Committee minutes of 5 October 2017

 (SEN-1718-21)

 **Noted:** The University Research & Knowledge Exchange Committee minutes were noted.

6.5 Faculty of Health &Social Sciences Faculty Academic Board minutes of 10 October 2017

(SEN-1718-22)

 **Noted:** The Faculty of Health & Social Science Faculty Academic Board minutes were noted.

6.6 Faculty of Management Faculty Academic Board minutes of 25 October 2017 (SEN-1718-23)

 **Noted:** The Faculty of Management Faculty Academic Board minutes were noted.

6.7 Faculty of Media & Communication Faculty Academic Board minutes of 18 October 2017

(SEN-1718-24)

 **Noted:** The Faculty of Media & Communication Faculty Academic Board minutes were noted.

6.8 Faculty of Science & Technology Faculty Academic Board minutes of 12 October 2017

 (SEN-1718-25)

 **Noted:** The Faculty of Science & Technology Faculty Academic Board minutes were noted.

6.9 The Chair thanked Executive Deans for providing a full set of Faculty Academic Board minutes to Senate.

# 7 ANY OTHER BUSINESS

## 7.1 There was no other business.

# 8 DATE OF NEXT MEETING

8.1 The next Electronic Senate meeting will start at 9.00am on Wednesday 7 February 2018.

8.2 The next Senate meeting will take place at 2.15pm on Wednesday 28 February 2018 in the Board Room.