# Senate

**Minutes of a meeting held on Tuesday 26th April 2022**
**1330 to 1630 hrs, LTA and remotely (via MS Teams)**

Ex-officio members:

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| President & Vice-Chancellor | Professor Max Lu |
| Chair: Provost & Senior Vice-President | Professor Tim Dunne |
| Pro-Vice-Chancellor, Academic | Professor Osama Khan |
| Pro-Vice-Chancellor, Research & Innovation | Professor David Sampson * |
| Pro-Vice-Chancellor, Executive Dean (FASS) | Professor Bran Nicol (Interim) |
| Pro-Vice-Chancellor, Executive Dean (FEPS) | Professor Bob Nichol |
| Pro-Vice-Chancellor, Executive Dean (FHMS) | Professor Paul Townsend |
| Vice-President, External Engagement | Mr Patrick Degg |
| Associate Dean, Education (FASS) | Professor Emma Mayhew |
| Associate Dean, Education (FEPS) | Professor Esat Alpay |
| Associate Dean, Education (FHMS) | Professor Rhys Jones |
| Associate Dean, Research & Innovation (FASS) | Professor Rachel Brooks |
| Associate Dean, Research & Innovation (FEPS) | Professor Julie Yeomans |
| Associate Dean, Research & Innovation (FHMS) | Dr Dan Horton |
| Dean International | Professor Amelia Hadfield |
| Chief Student Officer | Ms Lucy Evans |
| Academic Registrar | Mr Adam Child |
| Director of Surrey Institute of Education | Professor Naomi Winstone |
| Director of Library & Learning Support Services | Mr Paul Johnson |
| Director of Research & Innovation Services | Mrs Saniyah Testa |
| Director of Research Strategy | Dr Alexandra Lewis |
| Director of Innovation Strategy (Incubation & Enterprise) | Ms Caroline Fleming |
| Director of the Doctoral College | Dr Kate Gleeson * |
| President of the Students' Union | Ms Ajay Ajimobi * |
| VP Voice of the Students' Union | Ms Megan Simmons |

Nominated members:

| FASS | FEPS | FHMS |
|---|---|---|
| Dr Joshua Andresen | Dr Lewis Baker | Professor Jo Armes |
| Professor Karen Bullock | Professor Tom Bridges * | Professor Thorsten Barnhofer |
| Dr Doris Dippold | Dr Philip Jackson | Dr Surinder Soond |
| Dr Bora Kim | Dr Tan Sui * | Dr Dynatra Subasinghe |

In Attendance
Mrs Beth Herbert (EH), Secretary
Ms Andrea Langley, Regulatory Compliance Manager (for item 2.1)
Mrs Gill Fairbairn, Head of Research Performance (for item 2.7)
Professor Emily Farran, Academic Lead for Research Culture & Integrity (for item 2.9)
Mr Robert Napier, on behalf of University Council

\* indicates member not present

## 1. Introductory Items

### 1.1 Welcome / Apologies for Absence

.1 The Chair welcomed everyone to the third meeting of Senate for the current academic year. He thanked the PVC A and PVC R&I for chairing Senate over the past year. The Chair further welcomed the interim ex-officio member PVC ED (FASS), Professor Bran Nicol, and welcomed back Professor Naomi Winstone from maternity leave. The Chair also acknowledged that we have one observer in attendance, Robert Napier, from the University Council.

.2 Apologies were received from Ajay Ajimobi, Tom Bridges, Kate Gleeson, Will Lovegrove, David Sampson and Tan Sui.

**1.2    Approval of minutes of meeting on 13th January 2022**

.1    The minutes of the Senate meeting held on 13th January 2022 were approved as a true and accurate record of the meeting.

**1.3    Vice-Chancellor's Report to Senate**
RECEIVED PAPER 21/SEN/40

.1    In addition to the above paper, which was taken as read, the Vice-Chancellor made the following comments and observations:

- The Vice-Chancellor echoed his thanks to the PVCs for chairing Senate over the last year and welcomed the Provost to his first meeting as Chair.
- We are in the final week of the National Student Survey. Our response rate is 79.5% and still growing. Hopefully, we will exceed our target of 80%, the highest participation level to date by the end of the month. Thanks were expressed to all colleagues and the Students' Union in promoting the Survey. In addition, the Pulse Survey (conducted jointly between the Students' Union and the University) has provided us with more insight across the board for all levels of students.
- We are in the consultation period for a number of higher education policies including Lifelong Loan Entitlement and the minimum entry requirements. Discussions have been had in other forums and responses on behalf of the institution will be made to the Office for Students (OfS) and the Department of Education as appropriate.
- Research funding has been announced as a three year settlement based on the last Comprehensive Spending Review. This provides a stable projection of funding for the next few years for UK Research & Innovation and other agencies as well as Horizon Europe. Although the Government is working hard with the Europeans in negotiating the Association, interim funding for international collaboration is in the budget.
- The REF results will be officially published on 12th May 2022 however the University will receive a preview on 9th and 10th May 2022.
- In terms of recruitment, we have slowed down the recruitment for the PVC ED (FASS). With the Provost now in post, we will use his expertise and experience and work with colleagues to take this forward over time. We are in the process of recruiting the Director for the Surrey Institute of Sustainability and the Chief Student Officer.
- Five higher degree ceremonies are scheduled from Wednesday to Friday. This is an important milestone in our calendar, a time for students to celebrate their achievements and for us to congratulate them.
- The third ballot by the UCU on pay and pensions failed to meet the 50% threshold required for strike action. Although this is good news for our students as they will not face any disruption, we will continue to work with the Unions to talk about the issues that were raised by the Union members as well as colleagues. Going forward, the Provost will Chair the Joint Negotiating and Consultation Committee (JNCC).
- Surrey is ranked 55th in this year's Times Higher Education (THE) University Impact Rankings, a global ranking of universities based on their contributions to society and communities against the 17 UN Sustainable Development Goals. This is an increase on last year (59th) and the year before (61st), despite an additional c.25% of institutions participating this year. This remains under embargo until later this week.

**1.4    Chair's Action/Business**
RECEIVED PAPER 21/SEN/41

.1    The Chair advised members that Chair's Action had been taken on three occasions since the last meeting:

- On 9<sup>th</sup> February 2022 to approve the inclusion of the BSc Film and Video Production Technology programme within the scope of the approval made by Senate in January 2022 with respect to Engineering Council (ECUK) compensation limits.
- On 4<sup>th</sup> March to extend regulation 166 of the A1 Regulations for Taught Programmes to allow in-year assessment of a second module exclusively for Accounting and Finance students due to specific PSRB related circumstances faced during the January exam period (for the current academic year only).
- On 21<sup>st</sup> March to approve the updated *Code of Practice for Academic Governance 2021/2022*.

.2   With the Chief Student Officer leaving the University in May 2022, existing duties of the CSO were being redistributed amongst the team with the Academic Registrar and the Head of Employability & Careers taking shared responsibility for Senate.  It was proposed that the Head of Employability & Careers become a nominated member of Senate until such time as the new CSO is in post.  Senate APPROVED the proposal.

.3   The Chair reminded members that, as announced in previous meetings, Senate minutes would be published on the web following formal approval of minutes at each Senate meeting.

## 2.   Principal Matters for Discussion, Decision and/or Action

### 2.1   Policy Framework
RECEIVED PAPER 21/SEN/42

.1   The Chair welcomed and introduced Ms Andrea Langley (AL), Regulatory Compliance Manager who presented the Procedure of Policies and Procedures (POPP) paper and highlighted the following:
- One reason for amending the POPP was to increase clarity with regard to approval routes, particularly between the Quality Framework for academic-related matters and the Executive Board (EB).
- On reviewing the existing 146 policies, each fell into eight distinct policy areas.  Policy Statements set out the objectives for policy areas.  The relevant policy statements for Senate are Our Students, Our Education and Our Research and Innovation (these were approved by EB on 25<sup>th</sup> January 2022).  All statements will be reviewed annually in January; however, a mid-year review may be done in 2022 to ensure we have captured relevant responsibilities (ownership) for the Provost (and Associate Deans, if appropriate).  Senate will be able to contribute to those reviews.
- The existing policies will be renamed as procedures.  Anticipated migration of previous policies to procedures will be completed by 2025.  Normally, procedures will be given a life of 3 years before it is formally reviewed.  Given the new and potentially impactful process, we will review in 1 years' time.  As teams work to review existing policies and migrate onto the new procedures template, the Governance Team welcomes questions, queries or suggestions for improvement.  Approval will be through one of the three EB sub-committees.
- Regulations, Student Regulations, Student Procedures and Codes of Practices will continue to fall under the Quality Framework with approval through existing channels of UEC, URIC and/or Senate.  Currently there are four Policies detailed within the Quality Framework (UG Admissions Policy, PG Admissions Policy, Copyright Policy and Captured Content Policy) where further discussions are needed as to ownership/approval route.  (The existing approval route for the first three of these policies was Head of Admissions, Head of Admissions and EB, with only the Captured Content policy being approved by Senate via recommendation from UEC.)
- There are three sub-committees of EB:  Operations Committee, Partnerships and Reputation Committee, and Compliance Committee (split into Health, Safety and Wellbeing, and Data and Information Security).  There is no direct or easy mapping of the new committees to the old committees as their remit has changed.

- Ordinances and the Scheme of Delegation will also be reviewed this year.

.2 The Chair invited comments, and the following observations were made:
- The VP Voice noted that the Students' Union is included under responsibilities for Our Education but not for Our Research and Innovation. Given that they sit across both sides, they believed they had a role in both Policy Statements.
- Th VP Voice also noted the wording in the Our Students and Our Education statements; specifically " … by collaboration with SU and wider student body" gives the perception of consultation with the SU whereas the SU is a sole representative body as per the Memorandum of Understanding.
- The Chief Student Officer (CSO) said this was a great initiative and expressed her thanks for a job well done to AL and everyone involved. Within the CSO Directorate, there are a number of policies under review. Some headway has been made over the last couple of years but there is more work to be done. To aid this work, a Task and Finish Group is being set up with student, academic and professional services representation. The CSO noted that having SU representation is at the heart of this Group.
- The CSO said that for anyone who is planning to update their procedures, AL runs some excellent training which she would recommend.
- The Vice-Chancellor noted that Governance has been working on this initiative for almost a year, and now is the time to start mapping our policies and procedures into the new Framework. Only exceptional procedures will come to EB for approval, those related to finance or HR for example. The flowchart reflects the approval route for procedures; it does not currently represent the reporting relationship between Senate and Council. Senate reports to Council as a key sub-committee, and Council receives a regular report from the Chair of Senate at each meeting.
- It was noted that (i) it is sometimes difficult to find some of these policies (this is likely a website issue), and (ii) policies are sometimes out of date (the review is therefore timely). AL responded by noting that there had been difficulties in trying to get the new POPP documentation onto the website to the point where the decision was taken today to set up a Teams site with all relevant documentation. She further noted that finding policies was difficult, the website isn't helpful and apologised as this had been recognised and attempts had been made to rectify this. As there is no further development of the intranet, it was very unlikely to change in the short term; hence, the creation of the Teams site.

.3 The Chair thanked AL for her work to date and suggested that it will be necessary for AL to return to future Senate meetings to inform us of progress with respect to where we are in the approval process for all relevant policies and procedures under Senate's authority.

.4 Senate NOTED the update to the Policy Framework.

**2.2 TEF Update and Consultation on proposals**
**2.3 Office for Students' Consultations:**
**(i) Conditions of Registration for Quality and Standards**
**(ii) Changes to Access and Participation Plans**
RECEIVED PAPER 21/SEN/43
RECEIVED PAPER 21/SEN/44

.1 The Pro-Vice-Chancellor, Academic (PVC A) prefaced the discussion by noting that the background papers for this joint agenda item provided (i) an overview of the long-awaited OfS consultation on the future of the Teaching Excellence Framework, (ii) outcomes of the OfS consultation into the revised conditions of registration for Quality and Standards, and (iii) the new OfS vision for Access and Participation including changes to Access and Participation Plans. The PVC A then gave a presentation, *Education Update: TEF, OfS Consultation and Continuous Enhancement Review"*, in which the following was noted:
- Surrey responded anonymously to the OfS TEF consultation, as did other institutions.

- TEF will review providers based on two aspects, "student experience" and "student outcomes". Providers would be judged on both aspects, rated against each and provided with an overall rating.
- There will be three levels of rating – "Gold", "Silver" and "Bronze" – and the introduction of a new category "Requires improvement".
- TEF evidence will be taken from a provider written submission, an independent student submission and OfS generated TEF data indicators for the two aspects. The data will contribute no more than 50% towards the outcome, with the provide submission contributing to the remainder.
- There will be an open call for the TEF panel. Members should consider applying for the panel and/or encourage colleagues to do so. The TEF panel will be appointed in August 2022.
- Full submission guidance will be published in September 2022, the submission window closes in mid-November 2022 and results are announced in April/May 2023.
- In terms of the OfS consultation on Quality and Standards, providers cannot submit to TEF if they are in breach of minimum requirements (e.g. conditions for registration B1).
- Surrey's performance against the TEF metrics table and the minimum threshold levels (B1 conditions for registration for the entire HE sector) were noted.
- With respect to Access and Participation Plans (APPs), there are three stages (2020/2021 Monitoring, Variations for 2023 and New APPs for 2024) that we will fulfil.

.2    The Chair invited comments, and the following observations were made:
- The internal TEF governance panel has met three times; its role is to ensure we remain on track. The TEF Working Group (chaired by Nick Moore) will coordinate the submission and reach out to relevant colleagues seeking input and assistance in how we compose the 20 page submission.
- If our NSS 2022 result continues on its upward trajectory (similar to MEQs and the Pulse Surveys), it will provide a positive narrative to support the data and demonstrate pockets of excellence.
- It will be good to have a Student Voice that goes beyond MEQs for the submission.
- Encouraging students not to leave in the early weeks of their studies is important. Those early interactions set the tone for years to come.
- Can our dashboards/reporting be adjusted to reflect a better balance of the two aspects of student outcomes and student experience? The PVC A agreed that reflecting the data more succinctly is a good point; the Strategic Planning team is working to present the data to match TEF data and B1 minimum threshold levels.
- TEF is about excellence, B1 is all about minimum threshold. If you go below minimum threshold, status as a University is challenged. The TEF metrics table is based on a demographic profile of students studying similar types of subjects in other universities. That is the benchmark for TEF excellence.

.3    The Chair thanked members for their contributions and closed the discussion by noting the 'McNamara fallacy' (named after former US Secretary of Defense Robert McNamara) which reminds us of the risk of being over-reliant on data. To mitigate this risk, McNamara implored that we need to *measure what is important rather than making important what you can measure.*

.4    Senate NOTED the TEF Update and Office for Students' Consultations.

**2.4    Student Welfare Report 2020/2021**
RECEIVED PAPER 21/SEN/45

.1    The Chief Student Officer (CSO) prefaced the discussion by noting that the Student Welfare Report 2020/2021 is a comprehensive report which has been shared with other Committees in the University. Key to the welfare of our students is  combination of support of all students, and targeted and interventionist support for individual students. The report provides an overall

summary of the services, some key activities across last year, reports from each of the services (Centre for Wellbeing; Disability & Neurodiversity (D&N); Religious Life & Belief; Residential Wardens; Peer Support; OSCAR and Security) and priorities for the coming year.

.2     The report was taken as read, but the CSO highlighted the following activities:
- The Centre for Wellbeing has seen an increase in the number of clients requiring their services, some with very complex cases.
- The introduction of One at a Time counselling model which has helped to reduce waiting times.
- Safe Haven (drop-in for people experiencing a mental health crisis) is open from 1800 to 2300 hrs every day of the year.  We have extended the service to Adult Safe Haven, 1700 to 2100 hrs daily, dedicated to 18 to 25 year olds.
- Late/flexible arrivals processed by the D&N Team throughout the pandemic; the CSO expressed her gratitude to the team and the academic community.
- The extension of Peer Support services has proved popular, with students engaging well with their peers and ambassadors.
- The new Warden at Hazel Farm has been working hard to build a community spirit.
- Religious Life and Belief have run a large number of events supporting the mission to improve a sense of community and belonging.

.3     With respect to priorities for the coming year, the CSO noted the following:
- A new Wellbeing Strategy has been developed, building on the Corporate Strategy refresh and the Student Experience Sub-Strategy.  Actions and KPIs have been agreed and are underway; these will be monitored by the Wellbeing Strategy Group.
- The Seamless Student Journey workstream sets out a vision to ensure a seamless experience for all our students from pre-arrival to graduation.  This is a 3 year transformational programme, and covers front facing initiatives as well as behind the scenes activities such as case management for student welfare and the digital experience.
- A review and refresh of Personal tutor training will be forthcoming this summer.
- Following the independent external review of the Centre for Wellbeing, we are working through a series of recommendations which should cumulatively improve care for future students.  As part of this, we are looking at the University's position in terms of duty of care, and at clarifying the boundaries between what the University is responsible for and what the NHS/statutory services are responsible for.
- We are reviewing the set up and administrative support for the Duty Team (staff who respond immediately to crises) to ensure they remain fit for purpose.  This will also include looking at our record system to see how we can share information in a safe and GDPR compliant way.
- Staff training will continue to be a priority in 2022/2023.  A tiered system of training has been developed (basic, moderate and in depth) depending on the type and frequency of contact with students the staff member has.

.4     The Chair invited comments, and the following observations were made:
- In response to a query, there is a section in the report from the Residential Wardens.
- The VP Voice said that the Students' Union would continue to support the outlined plans.  Observations from the Support Manager would be forwarded to the CSO outside the meeting.

.5     The Chair summarised by noting the importance of the work; student welfare is critical and we need to provide the best safeguarding and the best support we can to our students.

.6     Senate NOTED the Student Welfare Report 2020/2021 (and Semester 1 of 2021/2022).

### 2.5 Continuous Enhancement Review
RECEIVED PAPER 21/SEN/46

.1 The PVC A returned to the previous presentation, *Education Update: TEF, OfS Consultation and Continuous Enhancement Review"*. Members were reminded that there are many metrics of excellence in our education provision (e.g. continuation, completion, progression, learning opportunities, academic support, learning resources), that we strive to remain above the sector benchmark, and we work hard to recruit students from diverse backgrounds and ensure that they succeed equitably. In order to support our community of academic and professional services staff in the provision of high quality of education, we have introduced the Continuous Enhancement Review (CER) process which encourages ongoing engagement with new data and other forms of feedback. It is "continuous" because our metrics (e.g. NSS, MEQs, APP data) arrive at different times of the year. We will reflect on two occasions, normally October/November and March/April, using the data available at that time of year. For the current academic year, it has been agreed that the latter reflection will be done in May as Boards of Studies are extremely busy finalising modules for next year.

.2 Senate NOTED the Continuous Enhancement Review paper.

### 2.6 Employability and Careers Annual Report 2020/2021
RECEIVD PAPER 21/SEN/47

.1 The CSO prefaced the discussion by noting that Employability and Careers (E&C) is an exceptional award-winning service, and the report contains a wealth of excellent results. The paper was taken as read, however the following observations were made:
- Employability and Careers is a strategic priority for us, particularly with respect to developing internships and our work with access and participation.
- We have a very engaged team of academic colleagues, our Directors of Employability (and Senior Director of Employability in each Faculty) who are working to embed employability (i) in the Departments and Schools and (ii) as part of the curriculum design review to better the educational experience.
- We will be growing E&C's pipeline of partners through employer engagement to address our highly skilled employment metric. A rise of 2% puts us at 86% currently, with 90% the level we are aiming for.
- One of our unique selling points is our professional training year (PTY). We aim to increase our PTY conversion. Pre-pandemic, about 40% of our students took up PTY. This fell to 23% during the pandemic and more recently we have gone to 31%. We have increased efforts to return to the 40% level in the future by working with the Students' Union and the student body, reiterating the benefits to students about completing a placement year which puts them in good stead for graduate employment.
- We are looking to narrow the employment gap for black and Asian students (currently at 4.8%, we need to reduce this by 1% per year). Our work in the BAME community includes internships and career mentoring. In particular, looking at how we can support students from disadvantaged backgrounds through dedicated employer mentoring support.
- We are proud of our Employability Award and work is underway to ensure we attract and retain students throughout the process. This will be a boost to student CVs, not only those who undertake a PTY but also for those who don't. We are looking at employer sponsorship of that award.

.2 The Chair invited comments, and the following observations were made:
- In terms of international opportunities, the Dean International commented on the huge scope of being able to improve and add to students' experience and understanding in going abroad to another culture, working in another area or possibly even studying abroad. In addition to work done by the E&C Team, the International Engagement Office has been equally busy following receipt of funding under Turing. The modalities of placements that

students can do under Turing are much broader than before, and combining domestic placements with international opportunities can support the employability agenda at Surrey.

- We should not lose sight of the opportunity to embed employability into our curriculum (through the curriculum design review).  By including employability as part of a module, it will become more mainstream (rather than something "additional" that students might wish to participate in).
- The E&C Team have won awards for three consecutive years which is a testament to their service.
- We all recognise that the number of students going on placement during the pandemic has been hit particularly hard, and it will be a challenge to reverse the trend.  We need to do everything possible to help our students find placements and not be complacent.

.3    The Chair concluded the discussion by noting the importance of the employability agenda and commended the CSO and her team for the impressive work that has been undertaken to date.

.4    Senate NOTED the Employability and Careers Annual Report 2020/2021.

**2.7    REF 2021 Results Briefing**
RECEIVED PAPER 21/SEN/48

.1    The Chair welcomed and introduced Mrs Gill Fairbairn (GF), Head of Research Performance.  GF reminded members that we submitted our REF return in March 2021, and it covered the period from January 2014 to December 2020.  The results will be in the public domain on Thursday 12th May 2022 and the University will share with staff and on social platforms thereafter.  Under embargo, REF England will provide us with early sight of Surrey's results on 9th May and for all institutions on 10th May.  The REF Executive Committee and REF Management Group are re-convening to discuss the results.  The REF Team is working with the Comms Team closely in drafting messages, a social media pack, Q&As etc as consistent messaging is key.

.2    The Chair invited comments, and the following observations were made:
- The importance of being consistent with messaging was stressed; a single voice is needed.
- The REF and Comms Teams are producing draft comms this week for each Faculty to review.  These will be finessed once the results have been announced on 9th and 10th May.  The final drafts will be agreed for the Faculty (through the PVC ED and ADRI) and the University (through the Provost and PVC R&I).  GF (via the Comms Team) will then release the approved internal and external comms for 12th May.
- The Surrey Showcase Event has been rescheduled to 14th June (from 18th May).
- Thanks were expressed to GF and her team for the leadership, advice and support given to academics over the years; it was greatly appreciated.

.3    In summary, the Chair noted the need to be coordinated and aligned on the comms front.  He thanked GF and her team for their work on REF.

.4    Senate NOTED the REF 2021 Results Briefing paper.

**2.8    UKRI Open Access Policy and Funding**
RECEIVED PAPER 21/SEN/49

.1    The Director of Library and Learning Services, Paul Johnson (PJ), advised members that the new UKRI Open Access (OA) policy came into effect on 1st April 2022 for research articles (and on 1st January 2024 for long form publications (monographs and book chapters)).  The key differences are:
- Journal articles submitted for publication on or after 1st April 2022 must be made Open Access or available in a repository immediately upon publication with no embargo and the most permissive Creative Commons Licence.

- Data access statements must be provided with the articles.
- In terms of funding, articles published OA in subscription journals (that are not under transition to full OA) and page/colour charges will not be covered by the UKRI block grant. Publishing in OA journals (including those in transition) will be funded.

.2 The paper included a list of publishers which fall under the new OA rules including Elsevier, Wiley, Springer, Cambridge University Press and the American Chemical Society. Notably absent is the IEEE. However, to comply with the new OA rules, it is suggested that authors add an "author rights retention" statement to allow authors to make their article OA by adding it to Surrey's institutional repository. This should also be applied to any other publishers who do not offer a compliant route. A series of communications have taken place across the University to promote awareness and understanding of the new terms and to support authors during the transition period.

.3 The paper does not address monographs. Although they are included in the policy, this does not come into effect until January 2024. We anticipate that there will be more exceptions for monographs, particularly 3<sup>rd</sup> party material; however, work remains underway in this area.

.4 The Chair invited comments, and the following observations were made:
- Monographs are very different. Commercial publishers can charge up to £13k to make monographs OA. The modelling shows this is not sustainable. The library/publishing world is exploring ways to fund OA using different publishing avenues. Non-traditional publishers are often better placed to do this, and various initiatives are under consideration to enable authors to publish monographs OA.
- Author rights retention is about retaining copyright and not giving it away to the publisher. We are exploring (with Legal and Compliance) whether we can implement a pan-University policy on author rights retention. The University of Edinburgh has implemented such a policy whereby all authors retain their copyright and can make their publications OA in repositories regardless of publication venue. The University of Cambridge are giving authors the chance to opt in and therefore it's a smaller pilot for them.

.5 In summary, the Chair noted the changing landscape and regulatory environment in the UK, and thanked PJ and his team for keeping abreast of the changes.

.6 Senate NOTED the key changes with respect to the UKRI Open Access Policy and Funding.

**2.9 DORA Signatory Proposal**
RECEIVED PAPER 21/SEN/50

.1 The Chair welcomed and introduced the Academic Lead for Research Culture and Integrity, Professor Emily Farran (EF), who presented the paper. By way of background, members were reminded that in April 2021, the responsible metrics implementation plan (written by EF and Emma Lynden (EL), Bibliometrics and Open Research Analyst) came to URIC and Senate. At that time, Surrey was not a signatory for the San Francisco Declaration on Research Assessment (more commonly known as DORA) which has become the leading statement, globally, in support of responsible research assessment. Whilst drafting and writing the revised University's Responsible Metrics Statement (a component of the implementation plan), the previous decision not to sign DORA was revisited and current principles evaluated. The presented paper now proposes that Surrey become a signatory of DORA based on five new motivations. At URIC on 31<sup>st</sup> March 2022, members unanimously agreed that the University of Surrey should now become a signatory of DORA to underpin the University's commitment to the Responsible Use of Research Metrics.

.2 The Chair invited comments, and the following observations were made:
- DORA is now recognised more as a "framework" and is not intended for rigid interpretation.
- If we remain outside of DORA, there is a risk of inadvertently sending a message that we are not DORA compliant, or that research metrics are not managed responsibly.

- The majority of UK research-focussed institutions are DORA signatories.
- The Vice-Chancellor and PVC Executive Deans spoke up strongly in favour of signing.
- Not only is Surrey is in the minority of the top 50, but increasingly we are in a minority of the bottom of that top 50.  This would support Surrey joining as a signatory.
- The Vice-Chancellor is the Chair of the UKK Forum for Responsible Research Metrics which is primarily about endorsing the principles and promoting the use of responsible metrics across the whole ecosystem of research and innovation.
- Key for the institution is how responsible metrics flow into promotions, hiring etc.  EF confirmed that a proposal has been sent to the Academic Careers Working Group relating to how we use responsible metrics in decision making processes such as promotion, appraisal etc., and a detailed analysis has been done of what other universities are doing in terms of responsible metrics.
- DORA is a set of principles we sign up to, there is no "enforcement" and institutions need to work on nuancing local policies and procedures.  As a higher education institution, this is an opportunity for us to look at building and shaping a culture of responsible metrics.
- The Association of Research Managers and Administrators are driving a movement to use responsible research metrics, and have called for funding councils and international ranking organisations to adopt the DORA principles.  The UKRI CEO is keen to not over-use metrics and instead use meaningful support mechanisms to support the development of early career researchers and also of EDI within the research community.
- Where will this affect/obstruct our performance?  This could be obstructive in a hypothetical case where there is research under-performance that is then not acted upon because the assessment is informed by metrics.  We need to be transparent in what metrics we use and for what purpose we use them; these should supplement the more broader reflective discussions that are routinely used in academic communities.  EF said that the responsible metrics position statement (to be submitted to URIC in May) contains five principles, one of which is transparency.
- At the recent MRC Impact Prizes Ceremony (Open Science Impact, Outstanding Team Impact and Early Career Impact), it was noted that the idea behind the prizes is leading away from the hard core metrics of grant income, journals and number of papers.  EF said that work is underway on putting information on the website information about how to build narrative CVs.  More guidance will be forthcoming from UKRI but this new format will allow Surrey staff to evidence a wider range of activities and contributions than would normally be captured in a traditional CV.

.3     The Chair concluded by noting that Senate had APPROVED the proposal for the University of Surrey to become a DORA signatory.  He thanked EF and her team for their work to date.

**2.10   Learning and Teaching Report**
RECEIVED PAPER 21/SEN/51

.1     Senate NOTED the TEF Update and Consultation on Proposals, as presented in the previous substantive item.

.2     Senate NOTED the Office for Students' Consultations on (i) Conditions for Registration for Quality and Standards and (ii) Changes to Access and Participation Plans, as presented in the previous substantive item.

.3     Senate NOTED the progress on the Continuous Enhancement Review (including the Continuous Enhancement Plans, NSS Enhancement Support and Progression Enhancement Support), as presented in the previous substantive item.

.4     Senate NOTED the Student Welfare Report 2020/2021 (and Semester 1 of 2021/2022) and the Employability and Careers Report 2020/2021, as presented in the previous substantive items.

.5    Senate NOTED the remainder of the report, namely:
- With respect to the Quality Framework, new and revised Codes of Practice.
- The introduction of a new Support Rep role from 2022/2023.
- A summary analysis of external examiners' annual reports for 2020/2021.
- Updates on the Curriculum Design Review and Seamless Student Journey strategic workstreams.
- Updates on Surrey Institute of Education and International Engagement activities.

The Chair invited comments, and the following observation was made:
- With regards to analytics, is there any possibility to explore the different lawful basis for data processing that might unlock the opportunity for staff to do research on the data? The PVC A reported that we have procured a third party solution which is in test phase right now; providing the data internally should not be a problem. In terms of data clearance, our governance team have provided anonymised student data for the last five years on their achievements and demographic detail to the School of Economics to allow them, in a quantitative way, to understand why there is a BAME awarding gap and how we might solve it. The ADRI (FHMS) supported the need to use the data to improve practice but also as pedagogic theory research. However, he stated that the Research Integrity and Governance Office (RIGO) had expressed concerns as to how one guarantees anonymity. For example, with performance data one might be able to easily identify weaker students in some cohorts. FHMS are re-engaging with RIGO to address the issue and find a solution. The CSO reported that, in preparing the Code of Practice for Learning Analytics around data sharing, the team had worked closely with Legal and the Information Compliance Unit.

**2.11  Research and Innovation Report**
RECEIVED PAPER 21/SEN/52

.1    Senate APPROVED the proposal for the University of Surrey to become a DORA signatory, as presented in the previous substantive item.

.2    The Director of Research Strategy presented the Research and Innovation Dashboard; this provides an overview of the latest financial projections (income, recovery, new awards/extensions and bids) and highlights from our research awards.

The Chair invited comments, and the following observations were made:
- The detailed financial analysis was appreciated. A suggestion was made to add outputs and other research metrics into the report as a means to provide a more holistic view of our research and innovation performance.
- A number of activities are in train to help increase bidding. This includes developing a framework to support horizon scanning for funding opportunities, targeting relevant staff and identifying potential external partners (workshops and networking opportunities will also enable that activity). A supporting "project planning" framework is also important in converting opportunity into success.
- With respect to the international agenda, it was noted that:
  o The UK wants to associate to Horizon Europe. Although work remains ongoing with the EU to formalise the UK's association, finalising awards has been complicated due to the uncertainty of association and has led to delays in finalising grant agreements. UKRI has provided a guarantee fund for successful UK applicants for calls published up to the end of December 2022.
  o The Global Challenges Research Fund has been removed however there is a sense that the government may re-instate a similar scheme through a pre-election pledge. Surrey would welcome the return of this initiative.
  o The International Engagement Office has been working closely with the Research and Innovation Team on recent bids such as the British Council catalyst grants.

- Some recent awards were not included in the financial report (including Horizon Europe awards due to the delays in formalising the grant agreements)
- The Faculties, particularly FHMS, are working on initiatives to enhance receipt of funding from industry.
- Noting the number of live staff vacancies, the importance of attracting and hiring the right people was noted. The market for talent is currently very competitive.

.3 Senate NOTED the Research and Innovation Dashboard.

**3. Items to Note**

**3.1 Senate Sub-committee Minutes**

**3.1.1 University Education Committee Minutes, 29th March 2022**
RECEIVED PAPER 21/SEN/53

.1 Senate NOTED the unconfirmed minutes.

**3.1.2 University Research and Innovation Committee Minutes, 31st March 2022**
RECEIVED PAPER 21/SEN/54

.1 Senate NOTED the unconfirmed minutes.

**4. Closing Items**

**4.1 Any Other Business**

.1 The Chair advised members that a Senate Effectiveness Review would be undertaken in 2022/2023. The Chair further noted that meetings with academic representatives from each Faculty are being arranged; this is an opportunity to hear the views of non-ex-officio members on the current structure and format of Senate.

.2 On behalf of Senate, the Chair warmly thanked Lucy Evans (who stands down as CSO at the end of May) for her many contributions over the years to Senate and to the wider University community . The Chair also thanked Robert Napier for observing the meeting.

**4.2 Dates of next Senate meetings**

4th July 2022, 1330 to 1630 hrs
24th October 2022, 1330 to 1630 hrs
17th January 2023, 1330 to 1630 hrs

/eh