

# Senate

Minutes of the meeting held on 23 October at 13:30  
Oak Suite 1 and 2 MINUTES

## Members

### Ex-officio:

President & Vice-Chancellor  
Provost and Senior Vice-President [Chair]  
Pro-Vice-Chancellor, Education [Secretary]  
Pro-Vice-Chancellor, Research & Innovation  
Pro-Vice-Chancellor, Executive Dean, FASS  
Pro-Vice-Chancellor, Executive Dean, FEPS  
Pro-Vice-Chancellor, Executive Dean, FHMS  
Vice-President, External Engagement  
Dean, International  
Associate Dean, Education, FASS  
Associate Dean, Education, FEPS  
Associate Dean, Education, FHMS  
Associate Dean, Research & Innovation, FASS  
Associate Dean, Research & Innovation, FEPS  
Associate Dean, Research & Innovation, FHMS  
Chief Student Officer  
Academic Registrar  
Director of Surrey Institute of Education  
Director of Library & Learning Services  
Director of Research, Innovation & Impact  
Director of Innovation Strategy  
Dean of the Doctoral College  
President of the Students' Union  
VP Voice of the Students' Union

Prof Max Lu (to item 23/012)  
Prof Tim Dunne  
Prof Emma Mayhew [interim]  
[vacant]  
Prof Annika Bautz  
Prof Bob Nichol  
Prof Paul Townsend  
Patrick Degg  
Prof Amelia Hadfield  
Assoc Prof Mark Ashton [interim]  
Prof Esat Alpay  
Harriet Tenenbaum [interim]  
Prof Rachel Brooks  
Prof Jin Xuan  
Prof Dan Horton  
Kerry Matthews  
Glenn Moulton [interim]  
Prof Naomi Winstone  
Paul Johnson  
Gill Fairbairn  
Dr Will Lovegrove / Caroline Fleming  
Dr Ruan Elliott  
Jo Yau  
Kiara Kataike

### Nominated (FASS):

School of Law  
School of Literature and Languages

School of Sociology  
Guildford School of Acting

Assoc Prof Dr Joshua Andresen  
Assoc Prof Dr Constance Bantman (items 23/001-003 and 23/014-20)  
Prof Karen Bullock  
Prof Anna McNamara

### Nominated (FEPS):

Computer Science & Electrical Engineering  
Computer Science & Electrical Engineering  
Mechanical Engineering Sciences  
Sustainability, Civil & Environmental Eng

Dr Mariam Cirovic  
Prof Philip Jackson  
Assoc Prof Dr Tan Sui  
Dr Martin Walker

### Nominated (FHMS):

School of Biosciences  
School of Biosciences  
School of Psychology  
School of Health Sciences

Dr Mohammad Asim  
Dr Terri Grassby  
Dr Charo Hodgkins  
Claire Tarrant

### In attendance:

Head of Governance [Minute taker] Ros Allen

### By invitation:

Vice-President, Strategic Growth Martine Carter [item 3.1]  
\* denotes absence

## 1 INTRODUCTORY ITEMS

### 23/001 Apologies for absence

- .1 Apologies were received from Mark Ashton, Patrick Degg, Caroline Fleming, Terri Grassby and Anna McNamara.

### 23/002 Minutes of the last meeting, 28 June 2023

- .1 The Board **approved** the minutes of the meeting held on 28 June 2023.

### 23/003 Vice-Chancellor's Update and Performance Report [paper 23-SEN-01 received]

- .1 The VC presented the paper and expressed his thanks to colleagues for a successful start to the academic year.
- .2 The policy updates were noted. It was further noted that the University had a strong participation in the political party conference season.
- .3 The successful home student recruitment round was recognised. However, the recruitment of international students had not met targets, for a number of reasons. There had been a formal review of the international student recruitment strategy, leading to a reorganisation of student recruitment with international student recruitment now reporting to the VP External Engagement, and home recruitment now reporting to the VP Strategy, Planning and Performance.
- .4 It was noted that Andy Chalklin, the COO, had left the University; in his time at Surrey he had made a very strong contribution as a leader and the University is appreciative of everything that he achieved. Will Davies is now the interim COO.
- .5 Senate was pleased to note the very successful year for research awards. Research and Innovation is coming to the closing stages of its reorganisation.
- .6 The University has appealed against its silver TEF award. The final result will be published in about two months.

### 23/004 Chair's Action/Business [paper 23-SEN-02 received]

- .1 The resolution passed on 24<sup>th</sup> July 2023 to amend Student Regulations and Student Procedures for 2023/24 to streamline decision-making processes was **ratified**.
- .2 The resolution passed on 30<sup>th</sup> August 2023 to approve the proposed academic representatives to Council for the period 1<sup>st</sup> September 2023 to 31<sup>st</sup> August 2025 was **ratified**. The representatives were formally thanked.

## 2 ITEMS FOR APPROVAL

### 23/005 Senate Appropriateness & Effectiveness Review Response [paper 23-SEN-03 received]

- .1 The Provost presented the paper.
- .2 There was discussion of the priority recommendations and those where specific feedback was requested:
  - .2.1 University Research and Innovation Committee (URIC) reports to Senate  
URIC is moving towards being more discursive. The Education Committee is also looking at making more space on the agenda for key discussion items. The constitution of URIC is light on academics, particularly researchers and action is being taken to remedy this.
  - .2.2 Clarity on purpose and appropriate handling of items  
Progress is being made, but further proposals would be welcomed.
  - .2.3 Handbook  
The process for becoming a member of Senate should be included.
  - .2.4 Support for student members and wider engagement  
The need to ensure that student members are confident to contribute appropriately to Senate was recognised. The following activities/options were noted:
    - More student representation on the Senate subcommittees would enable more student input into proposals at an earlier stage. This will be included as part of the current review of membership of subcommittees.
    - The Students' Union (SU) is considering having a PGR student representative.
    - There will be consideration of how to make Senate more accessible to the two SU representatives, possibly including annotated agendas and inviting the President to the pre-meet with the Chair and the PVCs.
  - .2.5 Nominations Committee and membership and attendance at Senate  
The existing group reviewing nominations for Senate and from Senate to Council will be formalised. There will also be consideration of the balance of academic and non-academic staff on Senate and its subcommittees. There was related discussion on a number of areas:
    - Colleagues would appreciate more transparency on the process for academic staff to be appointed to Senate. It was recognised that the panel endeavour to ensure balance in terms of EDI, Faculty and academic staff level.
    - There was discussion of whether there should be open seats at Senate. Whilst there was general support as it would make Senate more transparent and bring in extra voices, there were a number of concerns and issues that would need to be resolved. These included how to ensure that some staff did not dominate, the potential for constraints on the discussion and whether the attendees would have speaking rights. A trial was suggested, potentially with up to three observers, one from each Faculty, with rules in place. However, given the number of concerns raised and that there did not seem to be general consensus, it was agreed that there would be further discussion outside of the meeting.
    - Linked to the point above, it was suggested that academic staff members who could not attend Senate should be permitted to send an alternate. As well as ensuring that each Faculty was fully represented, it would give more academic staff experience of Senate.
- Action: Provost to report back to Senate on proposal for non-member attendance at Senate.**
- .3 It was noted that the University was reviewing Senate responsibilities and governance as part of a review of the Charter.

.4 Subject to the comments above, Senate **approved** the proposed action plan.

**23/007 Research Integrity Annual Statement 2022/23**  
**[paper 23-SEN-04 received]**

.1 The PVC and Executive Dean of FHMS presented the paper as the Interim Chair of URIC.

.2 Senate noted the updates and thorough approach.

.3 Senate **approved** the statement for recommendation to Council.

**23/008 Academic Quality Assurance Annual Report 2022/23**  
**[paper 23-SEN-05 received]**

.1 The Joint Academic Registrar presented the report, outlining its content and purpose.

.2 Senate **approved** the report for recommendation to Council.

**23/009 Honorary Degree Nominations**  
**[paper 23-SEN-06 received]**

.1 The VC presented the paper.

.2 Senate noted the process and the three nominations. Senate members were invited to nominate others for honorary degrees in future rounds.

.3 Senate **approved** the nominations for recommendation to Council.

**23/010 Policy Statements Annual Review**  
**[paper 23-SEN-07 received]**

.1 The PVC Education presented the three updated Policy Statements.

.2 Senate noted the minor amendments to the Policy Statements and that the Our Research and Innovation Policy Statement will have a full review by the new PVC R&I.

.3 Senate **approved** the Policy Statements for recommendation to Executive Board.

**23/011 Student Protection Plan 2023/24**  
**[paper 23-SEN-08 received]**

.1 Senate received the Student Protection Plan 2023/24, noting that it had been approved by Council in July.

**3 ITEMS FOR DISCUSSION**

**23/012 Doctoral College Update**  
**[paper 23-SEN-10 received]**

.1 The Dean of the Doctoral College presented the paper.

- .2 Senate noted the reorganisation of the Doctoral College. Whilst it was too early to share the details of the draft plan, the focus would be on research degrees management, researcher development and employability, and postgraduate researcher lifecycle systems improvement.
- .3 The update on 'business as usual' was noted. Senate was reminded that the responsibility for Early Careers Researchers (ECR) was moving out of the Doctoral College.
- .4 The University is reviewing the reasons for its fall to 58<sup>th</sup> nationally in the PRES (Postgraduate Research Experience Survey). PRES data can be broken down to School and programme level; along with the free text comments it will be cascaded down to Faculties for local action plans to be developed. There will also be a University level PGR action plan focused on University-wide issues for PGR students. As part of this, there will be consideration of the research culture and setting a minimum level of support and opportunities that PGR students can expect. Feedback from PhD supervisors is welcomed, and a pathway will be created to gather it. The Doctoral College is taking steps to ensure that the necessary data is in place to inform the plans.
- .5 There was discussion of whether PGR students could be surveyed internally, although the risk of research fatigue was recognised. It may be better to use the quarterly PGR representative forums, asking the reps to gather feedback from their peers on specific questions.
- .6 It was noted that PGR enrolment data is very positive.
- .7 It was suggested that there should be review of the PGR teaching role, in terms of ensuring that it is appropriately rewarded.

**23/013 Strategy 2041**  
**[paper 23-SEN-09 received]**

- .1 The Vice-President Strategic Growth, attended to give a presentation.
- .2 Senate was reminded of the process to date and the timeline. With respect to the view of what Surrey should be known for, it was recognised that this was not just for its research and education, but also how the University operates. It was noted that the research institutes amplify the University's impact and focus external recognition, providing additional opportunities for resources to be attracted. Surrey's particular strength is in interdisciplinary activities. The University needs to create space for emerging activities and maintain its flexibility.

**23/014 FASS Growing in the future**  
**[paper 23-SEN-11 received]**

- .1 The PVC and Executive Dean of FASS gave a presentation.
- .2 It was recognised that FASS is well positioned to increase its student numbers and therefore income. The main challenge faced is growing capacity in a disrupted HE sector.
- .3 Senate noted the plan to develop an effective ecosystem where the Faculty grows its student population to increase staffing levels and activities, whilst safeguarding excellence. The Faculty Executive Board has begun undertaking three bodies of work to be complete by September 2024:
  - a. Deploying a new mission and value proposition
  - b. Undertaking a holistic and market-informed optimisation of the programme portfolio
  - c. Reimagining FASS's structure

- .4 There was discussion of the rationale and value of reorganising the Faculty structure into three Schools. It was recognised that having just three Schools would bring a number of benefits, including enabling interdisciplinary activity.
- .5 The final plan will come to Senate for approval in due course.
- .6 The Optimising Academic Achievement workstream is reviewing School roles. There may be a special Senate meeting in November to review the functional roles for all Schools.

#### **4 ITEMS TO NOTE**

##### **23/015 Student Surveys 2023**

**[paper 23-SEN-12 received]**

- .1 The paper was noted.

##### **23/016 Education & Student Experience Report to Senate**

**[paper 23-SEN-13 received]**

- .1 The paper was noted.

##### **23/017 Research & Innovation Report to Senate**

**[paper 23-SEN-14 received]**

- .1 The paper was noted.

##### **23/018 Senate Sub-Committee Minutes**

**University Education Committee, 3<sup>rd</sup> October 2023 [23-SEN-15]**

**University Research & Innovation Committee, 4<sup>th</sup> October 2023 [23-SEN-16]**

- .1 The unconfirmed minutes were noted.

#### **5 CLOSING ITEMS**

##### **23/019 AOB**

- .1 None

##### **23/020 Dates of next Senate meetings 2023/24**

- .1 Wednesday 10<sup>th</sup> January 2024

Wednesday 24<sup>th</sup> April 2024

Tuesday 25<sup>th</sup> June 2024