

SENATE

Minutes of the Meeting held via Microsoft Teams on 21 April 2021

Members:	Abdulraouf Abdussalam	Damilola Agbabiaka	Professor Udy Archibong
	Esther Aroyehun	Dr Pam Bagley	Dr Keren Bielby-Clarke
	Professor Marina Bloj	Dermot Bolton	Dr Peter Branney
	Professor John Bridgeman	Dr Elaine Brown	Professor Felician Campean (joined 4.15pm)
	Professor Shirley Congdon (Chair)	Dr Karina Croucher	Omar Ehtsham
	Professor Sherif El-Khamisy	Professor Engobo Emeseh (left 4pm)	Vincent Gaffney
	Sarah George	Professor Alastair Goldman	Professor Maryann Hardy
	Alison Hartley	Janice High (left 2.45-3.30pm)	Zafar Iqbal (left 2.10-2.45pm)
	Professor Zahir Irani	Chris Kaushall-Bolland	Dr Hatice Kizgin
	Dr Jing Li	Dr William Martin (left 3.15pm)	Amreen Mehnaz (left 4pm)
	Ashok Mistry (joined 2.25pm)	Professor Iqbal Mujtaba	Dariya Mykhayliv
	Clare Peyton (joined 2.45pm)	Nikki Pierce	Professor Martin Priest
	Nilam Prinjha (joined 2.15pm)	Professor Rami Qahwaji	Dr Nejat Rahmanian
	Jona Schmidt	Samera Shabir	Rachel Simpson
	Maria Tuffail (joined 2.20pm)	Professor Vishanth Weerakkody	

In attendance:	Karl Bates, Lay Member of Council (Observer)
	Terry Hartwell, Lay Member of Council (Observer)
	Karen McMahon, Lay Member of Council (Observer)
	Sally Neocosmos, Lay Member of Council (Observer)
	Stuart McKinnon Evans, Chief Finance Officer
	Riley Power, University Secretary
	Joanne Marshall, Director of People and Campus Services
	Rachel Trawally, Governance and Projects Officer
	Paul Watson, Director of Learning, Teaching and Student Experience

75.20-21 **Minutes of the meeting on 27 January 2021 (Document SEN072/20-21)**

- 75.1 The minutes of the meeting held on the 27 January 2021 were **approved** by circulation prior to the Senate meeting.

76.20-21 **Extraordinary meeting on 3 March 2021 (Document SEN073/20-21)**

- 76.1 The minutes of the extraordinary meeting held on the 3 March 2021 were **approved** as a correct record.

77.20-21 **Matters arising and action tracker, Appendix: Student Outreach and Webinar Activities (Document SEN074/20-21)**

- 77.1 Senate received a report on matters arising from the Senate meeting on 21 October 2020 and the actions taken since that meeting to address them.
- 77.2 Senate noted the Appendix: Student Outreach and Webinar Activities which was provided following a request at the October 2020 Senate meeting for an analysis on conversion rates from online activities. This included an evaluation of the undergraduate recruitment activities delivered since April 2020 as part of the University's outreach and recruitment webinar programme.

78.20-21 **Chairs Report (Document SEN075/20-21)**

- 78.1 The Chair welcomed Professor Sherif El-Khamisy as the new ADRKT for the Faculty of Life Sciences, and four lay governors: Karl Bates, Terry Hartwell, Karen McMahon and Sally Neocosmos who had been invited to observe the meeting to support Council's role in ensuring the effective oversight of academic governance and increasing their understanding of the work of the Senate.
- 78.2 The Chair thanked staff for their continued support during the pandemic. Following the latest government announcement, it was confirmed that students would not return to campus before 17 May 2021 unless already studying on a DfE exempt programme.
- 78.3 The Chair provided a summary on the key areas of activity undertaken, noting:
- Preparations were underway for the next academic year and details on the University's approach to learning, teaching and support were set out in paper: The taught student offer (SEN080);
 - A successful UNIFY festival had been held last week and good feedback received. Plans were underway for holding it again next year;
 - A number of new activities were underway in the area of Equality, Diversity including the appointment of four new Associate Deans for EDI;
 - An appointment had been made to the post of Head of Public Relations and Communications, Jane Peverley and recruitment was underway for several key positions including an Associate Director in Advertising, Marketing and Student

Insight, Dean of Faculty of Health Studies and Head of School for Nursing and Healthcare Leadership.

79.20-21 **Chair's actions: REF statements (Document SEN076/20-21)**

- 79.1 Senate noted that Chair's action had been taken on behalf of Senate to approve the final version of the REF submission (as agreed at the last meeting of Senate). All final draft REF submission documentation was made available to Senate members via OneDrive and feedback was invited before sign off by the Chair.
- 79.2 The Deputy-Vice-Chancellor (Research, Innovation and Engagement) thanked members of Senate that had fed back on the submission which was circulated to members two weeks in advance of the submission date. Noting 230 staff, 556 outputs and 22 impact case studies had been submitted.
- 79.3 It was noted that the REF Team had been presented a team award for outstanding contribution at the University's Outstanding Achiever Awards.

80.20-21 **Declarations of interest (Document SEN077/20-21)**

- 80.1 No declarations of interest were received in relation to the business of the meeting.

81.20-21 **Draft Key Performance Indicators (Document SEN078/20-21)**

- 81.1 The University Secretary set out the proposed quantitative measures that would be used to measure University performance against the eight core strategic objectives. Additional qualitative measures were also being developed to provide clear indication of the impact the University was making on strategic priorities. The final KPIs would be submitted to Council for approval at its meeting in May 2021, along with baseline data and yearly targets for each of the measures.
- 81.2 Points noted in discussion included:
- Confirmation that indicators were equally weighted to drive overall success;
 - The wording would be reconsidered to make clearer for point 4 of SO4.01 "To measure the quantity of quality and impactful of research being produced". The following sentence was suggested: "to measure the quantity of quality research being produced";
 - A discussion took place in relation to the importance not only of measuring the proportion of research active staff but also the different skill sets of Academics as set out in the Bradford Academic;
 - A dashboard was being developed by the performance and planning team which would present data aligned at both corporate and operational level. This would be accessible for Faculties and Directorates and would avoid duplication of data;
 - It was questioned whether these indicators were designed to measure corporate success of the University or the success as the academic body. This raised the importance of ensuring the KPIs were fully explained to students in terms of how the

objectives related to what the University does as an academic institution and students would be invited to working groups that would implement the delivery of the Strategy;

- As part of the LTSES a range of individual measures were being developed which would gauge where the University was currently as an institution in terms of its offer to students and where the University wanted to progress to by 2025/26.

81.3 **Action:** to confirm that students views had been incorporated into the proposed KPIs and appropriate mechanisms for ensuring student input into the final approval of these measures (University Secretary).

81.4 Further details would be reported back to Senate following consideration at Council.

82.20-21 **Overview of recent developments in external regulatory context (Document SEN079/20-21)**

82.1 Senate noted a report from the University Secretary which provided an overview of the recent changes in regard to the external regulatory context relating to lockdown restrictions, asymptomatic testing, and COVID Regulations. It also noted an update on the consultations and announced changes from the Department for Education, and Office for Students Regulations.

83.20-21 **The Taught Student Offer 2021-22 (Document SEN080/20-21)**

83.1 The DVC AIQ presented the Taught Student Offer which set out the principles and approach to the University's transitions out of a Covid affected environment. This would be used by each Faculty to design their programme-based offer. It consisted of three time-bound phases to support the timely development of the 2021/22 timetable and workload planning, including the introduction of several cross-University working groups.

83.2 The DVC AIQ noted that feedback from students included that students still wanted a campus-based experience, with accessibility to services. Consideration was being given to a revised offer, with some flexibility around the delivery of course content, making use of the technology and learning developments adopted during the pandemic.

83.3 Points noted in discussion included:

- Communication on the differentiation between major and minor modifications in the design process;
- Changes would be considered at programme level to ensure no negative impact on the quality and standards of the programme or changes to the content that the students had signed up for;
- The importance of the production of timetables in a timely manner and preparing staff to deliver on the tight timescales was raised, giving consideration and support to staff in terms of wellbeing and their return to campus;
- It was confirmed that the campus was open for staff to return to work in consultation with managers and in accordance with covid-19 guidance . A framework was being

developed by HR to support managers to plan for the return of their teams to campus, the framework would support staff wellbeing and ensure health and safety needs were met during the transition from covid-19 restrictions.

83.4 Members **endorsed** the overall approach to the taught student offer for 2021/22.

84.20-21 **Learning Teaching and Student Experience Strategy Delivery and Implementation Plan (Document SEN081/20-21)**

84.1 Following the approval of the LTSES in 2020, the Director of LTQE noted that the COVID-19 pandemic had impacted on the commencement of the implementation of the Strategy.

84.2 It was noted that the overall ambitions of the strategy remained unchanged. The overarching LTSES Implementation Oversight Group would oversee the 'stocktake' stage for the remainder of 2021, looking at a revised approach to the implementation plan, giving consideration to the impact on student learning during the pandemic and progress made with technology and different ways of learning and teaching. This would be followed by the delivery and implementation phase which would involve the establishment of nine working groups to support the implementation and drive the development of the LTSES's enabling strategies.

84.3 It was confirmed this would be aligned to the other sub-strategies; specifically working closely with the Interim Associate Director SAIS on the relationship and linking with the Business and Community Engagement Strategy.

84.4 Senate **approved** the proposed LTSES delivery and implementation plan.

85.20-21 **Degree outcome statements (Document SEN082/20-21)**

85.1 Senate was advised that the UKSCQA had issued guidance that recommended that HE providers should produce a 'degree outcome statement' to provide assurance that it was meeting the expectations of the Quality Code and the OfS's ongoing conditions of registration that related to protecting the value of qualifications.

85.2 Senate **approved** the proposed Degree Outcome Statement subject to minor typographical amendments and clarification on the data relating to Faculty undergraduate students.

85.3 **Action:** To consider how to present overview of degree outcome statements to the University Council (University Secretary).

86.20-21 **Temporary Academic Regulations (Document SEN083/20-21)**

86.1 Following approval at the Extraordinary Senate meeting held on 3 March 2021 of a set of measures to constitute the University's 'no detriment policy', the paper proposed a set of

Temporary Academic Regulations developed to reflect these changes, in order to mitigate the impact of the ongoing disruption resulting from the pandemic.

86.2 The changes related to reassessment, compensation, referral, changes to the progression rules, restudy, and suspension.

86.3 Senate **approved** the temporary academic regulations for 2020-21 and agreed Chairs action to be taken to approve on behalf of Senate the exemptions from and waivers to these regulations once received details from PSRBs regarding their requirements.

86.4 **Action:** Chairs action to be taken to consider the exemptions and waivers to the regulations in relation to PSRBs (Director of LTQE/Chair).

87.20-21 **Draft People Strategy (Document SEN084/20-21)**

87.1 The Director of People and Campus Services presented the draft People Strategy noting that since the previous iteration of the draft strategy a wide-reaching consultation process with key stakeholders had been undertaken, including focus groups, online surveys, and discussions with Trade Unions and Strategic Leads.

87.2 Points noted in discussion included:

- The Strategy had been presented to Executive Board and People Committee and feedback was to be incorporated into the final version of the Strategy. The feedback from these committees included strengthening of the focus on the need for continuous improvement and having an agile workforce, ensuring and testing that KPIs were robust, could be measured and would result in change going forward;
- The importance of the strategy being inextricably linked to the EDI Strategy was noted;
- Clarification was provided on the reference to '80% of staff objectives to be met through the PDR process', confirming that there was an expectation that employees would meet 80% of the objectives set in their PDR's, as there may be contributing factors why some objectives could not be achieved;
- It was noted that work was being undertaken to align all processes and that the University values and objectives should cascade from the main strategy, sub and enabling strategies and into operational plans and into all individual staff members objectives.

87.3 Due to late circulation of the paper containing the strategy, Senate members were requested to provide any feedback to the Director of People and Campus Services by email by the end of April, before submission to Council in May 2021.

87.4 **Actions:**

- Senate members to provide feedback to the Director of People and Campus Services on the draft People Strategy by the end of April (Senate members);
- Feedback to be incorporated into the final version of the People Strategy before submission to Council for approval (Director of People and Campus Services).

88.20-21 **Student recruitment report (Document SEN085/20-21)**

88.1 The Deputy Vice-Chancellor (Academic, Innovation and Quality) presented a comprehensive overview of the updated final position for the January 2021 full time enrolments, and an update on recruitment for 2021-22 entry. Senate also noted an update on marketing and recruitment activity including open days and clearing.

Attention was drawn to the following:

- The University had significantly exceeded targets for international and home students for the January 2021 intake;
- For the April intake for the Mid-Yorks Trust indications remained on target to achieve expected enrolments;
- For the 2021-22 recruitment cycle, as at 16 April 2021, the University had increased the number of student offers, whilst firm acceptances were down. However, in comparison to the previous year, indications from Schools were that student decision making was behind. A number of universities were still to make offers which impacted on students being able to confirm offers at their preferred institution;
- A-level results day had been confirmed as 10 August and GCSE results day 12 August, which would result in the busy period being condensed further than previously;
- Conversion activity – applicant experience day and bookings for virtual open days were positive;
- Clearing would be outsourced and the external vendor had been secured. Staff were reminded to encourage colleagues to attend training and volunteer during this period.

89.20-21 **Combined Student Services Annual report 2019/20 (Document SEN086/20-21)**

89.1 The Academic Registrar presented the Student Services Annual Report for 2019-20, highlighting adaptations to support provided to students during the pandemic, through a number of different measures and initiatives.

89.2 It was noted that additional student hardship funds had been provided by the government for students from disadvantaged backgrounds during the January to March 2021 period, with distribution of payments of a total of £500,000 being required by the end of March. Further funding was expected to be distributed to HEI's, and the University was awaiting confirmation on their funding allocation.

89.3 The importance of continual mental health support for students was raised and it was confirmed that this was a key priority. Members were reminded that The Mental Health Strategy was approved at the last Senate, and this was being embedded in the LTSES and the implementation plan.

89.4 The importance of the awareness of the variety of services available, not only for students to use was noted. It was confirmed that services were also available to staff,

such as Counselling and Chaplaincy services, and work was being undertaken with HR to promote these services.

90.20-21 **Access and Participation Plan update (Document SEN087/20-21)**

- 90.1 Senate received a report noting the APP 2019-20 monitoring return had been submitted to the Office for Students by the required deadline of 16 April 2021.
- 90.2 Acknowledgement was given to the vast progress made on the 2019-20 plan, given the pandemic. Senate noted that work was underway on the longer-term aspirations set out in the five year plan.

91.20-21 **Prevent Duty update (Document SEN088/20-21)**

- 91.1 Senate received and noted the report which provided an update on the implementation of the Prevent Duty. The University submitted its annual Prevent Accountability and Data Return in late November 2020, and on 30 March 2021 the University was notified that the OfS had reviewed the information submitted and had no further queries about the submission.

92.20-21 **QS World Ranking (Document SEN089/20-21)**

- 92.1 The DVC RIE presented the results of the 2021 QS World University Rankings that were published on 4 March 2021. The University was considered for 39 subject areas, and ranked in five, which was an improvement on previous years. Actions were being put in place to build on this work with the focus on academic reputation and the quality of journals and publications. It was noted that the ADRKT, Faculty of Health Studies was leading work on developing a Publications Strategy.

93.20-21 **UBU update (Document SEN090/20-21)**

- 93.1 An update was provided by the University of Bradford Union of Students on recent activities undertaken from September 2020 to March 2021.
- 93.2 Specifically noting that:
- A kick start fund to plant 50 fruit trees on campus had been granted;
 - The 'Never ok' campaign was in progress, working on feedback on how to improve safety and help students with the transition back to return to campus;
 - It was planned to hold a residential in August before the start of the new academic year;
 - Volunteering had been expanded, with training awards being offered to students;
 - Student housing support and help with local tenancy agreements continued;
 - The importance of the focus on student mental health issues on return to campus was noted, following long periods of isolation for some students, and focus would be given to prioritising extra-curricular activities to help build social skills.

93.3 A discussion took place regarding the UBU elections held last month, noting a good turnout had been achieved with over 1600 student votes, following the successful introduction of voting incentives including new prizes. Two SAB officers had been re-elected and two new SAB Officers had been appointed; with all but two positions being filled. It was planned to undertake a secondary election for the two vacant posts of LGBT Officer and PG Student Officer in October, and interest had already been received for the LGBT role. It was noted that the elections resulted in an all-male Sabbatical Team, and therefore the lack of female representation was disappointing. It was noted that the wider team had several females appointed to roles to represent female students. It was questioned whether the demographics had been analysed in terms of the gender balance of voting, and it was agreed to review these results before the next election.

94.20-21 **Application for Emeritus Professor (Document SEN091/20-21)**

94.1 Senate considered and **approved** an application for an Emeritus Professor appointment for Professor Donna Pankhurst in the Faculty of Management, Law and Social Sciences for a period of three years

95.20-21 **Academic Calendar (Document SEN092/20-21)**

95.1 The University's academic calendar for 2021-22 had been revised in light of the external impact of the pandemic and additionally to incorporate some of the positive changes adopted during the current year that had supported improved inclusion. It was noted that a robust discussion had been held at the EDI panel forum, and positive feedback and input had been incorporated into the calendar.

96.20-21 **Honorary Degrees Committee (Document SEN093/2020-21)**

96.1 Senate **approved** the three candidates recommended to Senate and Council for Honorary Degrees:

- Zahir Ahmad MBE JP – Doctor of the University;
- Dr Amir Khan – Doctor of Health; and
- Rob Webster – Doctor of Health.

97.20-21 **Learning and Teaching Committee (Document SEN094/20-21)**

97.1 Senate received the report from the Learning and Teaching Committee held on 9 December 2020.

98.20-21 **Research and Knowledge Transfer Committee (Document SEN095/20-21)**

98.1 Senate received the report from the Research and Knowledge Transfer Strategy Committee held on 7 December 2020.

99.20-21 **Management, Law and Social Sciences (Document SEN096/20-21)**

99.1 Senate received and noted the report from the Faculty of Management, Law and Social Sciences Faculty Board held on 23 September 2020.

100.20-21 **Engineering and Informatics (Document SEN097/20-21)**

100.1 Senate received and noted the report from the Faculty of Engineering and Informatics Faculty Board held on 14 December 2020.

101.20-21 **Health Studies (Document SEN098/20-21)**

101.1 Senate received and noted the report from the Faculty of Health Studies Faculty Board held on 10 December 2020.

102.20-21 **Life Sciences (Document SEN099/20-21)**

102.1 Senate received and noted the report from the Faculty of Life Sciences Faculty Board held on 5 January 2021.

103.20-21 **Draft agenda for 23 January 2021 (Document SEN100/20-21)**

103.1 Senate received and noted the report.

104.20-21 **Schedule of Business 2020-21 (Document SEN101/20-21)**

104.1 Senate received and noted the report.

105.20-21 **Terms of reference and membership 2020-21 (Document SEN102/20-21)**

105.1 Senate received and noted the report.

Secretary: Rachel Trawally, Governance Team

Date: May 2021