

Senate

19/43 A meeting of the Senate was held in G07 Chancellor's Building, on Wednesday 6 November 2019 at 2.15 pm.

Present:

The Vice-Chancellor (Chair)

Dr Emma Aston
Professor Cindy Becker
Dr Rebecca Berkley
Professor Ingo Bojak
Professor Gavin Brooks
Professor David Carter
Professor Claire Collins
Dr David Field
Professor Richard Frazier
Professor Clare Furneaux
Dr Francesca Greco
Professor Louise Hague
Professor Chris Harty
Dr Lawrence Hill-Cawthorne
Professor Carmel Houston-Price
Dr Katherine Hyde
Ms Rebecca Jerrome
Professor Elizabeth McCrum
Professor Simon Mortimer
Dr Karen Poulter
Professor Jane Setter
Dr Mark Shanahan
Professor David Stack
Professor Vesna Stojanovik
Dr Maria Vahdati

Professor Sue Walker
Dr Hong Wei
Dr Karin Whiteside
Professor Adrian Williams
Professor Paul Williams
Professor Parveen Yaqoob
Professor Dominik Zaum

Students:

Molli Cleaver
Fifi Bangham
Gemma King
Daisy O'Connor
Zeid Sharif

Student Representatives:

Austin Perrotti
Emma Louise Smith

In attendance:

Ms Louise Sharman (Secretary)
Ms Sam Foley
Dr Richard Messer

The Vice-Chancellor welcomed members to the Senate, and in particular the new RUSU officers and student representatives for 2019/20.

The Vice-Chancellor paid tribute to the following who had died since the last meeting of the Senate:

Dr Alan Lakin – former student at the University, Senior Lecturer in Food Science.

Emeritus Professor Brian Kemp – former student at the University, appointed in 1966 as a Lecturer, Senior Lecturer in 1974, Professor of Medieval History in 1992, and retired in 2002.

Mr Gordon Rowley – Lecturer in Agricultural Botany in 1961, retired in 1981.
Professor John ‘Kerry’ Downes – Lecturer in Fine Art in 1966, Reader in 1971,
Professor of History of Art in 1978, Head of Department from 1988-1991, retired
in 1991.

Dr Margaret Rayner – Lay Member of Council from 1989 to 2002, serving as Vice-
President from 1998.

19/44 The Minutes (19/17 - 19/39) of the meeting held on 27 June 2019 were approved.

19/45 Matters arising

19/20 Update on the University of Reading Malaysia (UoRM)

The Deputy Vice-Chancellor gave a verbal report to the Senate on his recent visit to UoRM. It was reported that:

- Work was progressing well on implementing the revised business plan
- A renegotiated contract had now been signed with the landlord
- Staff restructuring had been undertaken
- The QAA had recently visited UoRM

It was noted that a recent visit from the Vice-Chancellor had also been positive. Thanks were recorded to all those involved in the revised business plan.

19/21 Report of the Vice-Chancellor – Augar Review

It was noted that the Conservative manifesto for the upcoming election did not mention any lowering of tuition fees.

19/21 Report of the Vice-Chancellor – UCU

It was noted that the University & College Union (UCU) had given formal notice that they would be encouraging their members to participate in industrial action, including both full strike action and action short of strike (ASOS). The notified periods were:

- Strike action: 25, 26, 27, 28, 29 November 2019 and 2, 3, 4 December 2019
- Action short of strike: commencing from 25 November 2019 and finishing no later than 29 April 2020.

The UCU had entered into disputes with the University relating to the National Pay Bargaining process (and related issues) and the USS pension scheme. These matters affected universities across the UK, and the substantive issues on pay and pensions could only be resolved through the appropriate collective negotiations at national level.

19/46 Membership of the Senate in 2019/20 (Item 4)

The Senate received a list of its membership for the session 2019/20 and noted Ordinance A3.

Items for Presentation and Discussion

19/47 Brand Review (Item 5)

The Senate received a presentation from the Director of Marketing, Communications and Engagement in respect of the Brand Review.

It was noted that:

- In light of the outcomes of the ongoing strategy development work, and the need to better define the University's brand proposition to more clearly position ourselves in an uncertain and competitive HE market, a review had been undertaken of the University of Reading brand.
- It was noted that the review had sought to distil or translate the new, emerging strategy into a revised brand proposition framework i.e. **what** we are trying to achieve where as our brand articulates **who** we are, **what** we stand for, and **how** we will go about delivering the strategy.
- The review had followed two operating principles – 1) Evolution not Revolution, 2) Owned by our community - The consultation on the University Strategy along with feedback received regularly over the past few years had made it clear that the majority of our University community felt no connection with the current 'Limitless' brand positioning. For many at the University, the 'Limitless' brand proposition felt inauthentic. It was essential therefore that a new articulation of the brand was inclusive; was defined by our people; and was articulated and 'owned' by us. The success of the brand review was dependent on our staff and students buying into and living the outputs as a true reflection of who we are.
- It was reported that a Brand Review Working Group had been established, bringing together representatives from across the University community including colleagues from Schools and Functions, from the Teaching and Learning and Research communities, from RUSU and Student Services and from representative groups at the institution. Whilst it was essential that the project was inclusive, it was also important that it was manageably contained, timewise, in order to deliver outputs to coincide with the development of the 2021 student recruitment campaign and associated materials. Members were therefore invited to participate in five workshop-style sessions over five weeks (our Purpose, Proof and Positioning, Personality and Tone, Review and Revise, Sign-off and next steps).
- From the work the following brand essence had been developed: Making a better world, together
- Our brand values - our core, defining attributes that, combined, make us uniquely who we are and run through everything we do, were: The power of community, change makers, Boldly principled, Custodians, Globally connecting
- Our brand personalities: The character traits that reflect our values and essence and determine how we express ourselves at all times. We are:
 - Nurturing, not Overbearing
 - Smart, not Elitist
 - Curious, not Complacent

- Proud, not Brash
- Genuine, not Insincere
- Serious, not Stuffy
- Spirited, not Frivolous
- Confident, not Reckless
- Ambitious, not Aggressive
- The Senate noted that framework outlined presented the beginning of the brand review journey, e.g. the framework would need to be changed into an accessible and usable set of guidelines, tools and templates. It was designed for internal use only and was work in progress.

Members of the Senate were invited to consider the following questions, the input of which would be fed into ongoing work: 1) Guidelines, templates and tools – what does/doesn't work within existing tools and templates and what would you find most useful to be included in the future, 2) How we work – how can we engage individual colleagues across the institution to gain real buy-in for the new brand, in a behavioural/cultural sense.

Answers to these questions were provided and taken away for consideration by the Director of Marketing, Communication and Engagement. Overall, Senate was very positive about the approach that was being taken and the ideas that had arisen.

19/48 Subject Level TEF (Item 6)

The Senate received a presentation from the Deputy Vice-Chancellor in respect of Subject Level TEF.

It was noted that:

- The TEF was introduced in 2016 by Government to: better inform students' choice, raise esteem for teaching, recognise and reward better teaching, meet the need of employers. It covered undergraduate provision only.
- The current provider level award for Reading TEF 2017 was silver.
- The University entered the 2018/19 subject-level TEF pilot. This was a confidential exercise testing a redefined methodology. It assessed against criteria grouped under three aspects of quality (teaching quality, learning environment, student outcomes and learning gain). The assessment drew on 3 years of metrics, including NSS, DLHE and LEO.
- The University submitted a provider submission and 24 subject submissions.
- The exercise required a significant investment of time from Colleagues.
- The pilot exercise was confidential – only individuals who needed access to the information to allow the provider to participate in the

pilot were given access to the data; data was not disclosed to any third party; a record of individuals to whom access had been granted was maintained.

- An independent review of TEF had been completed and was with the Government. Publication was due at the end of October 2019 but the election had changed this. The Government was still aiming for the first subject level TEF outcomes in 2021. A Provider level TEF would run in 2020.

19/49 Report of the Vice-Chancellor (Item 7)

The Senate received the Vice-Chancellor's address to the Senate, noting in particular:

a) University Strategy

UEB had continued to develop its thinking on the new University strategy, particularly around activities to implement the strategic principles. The Leadership Group had been consulted on these priorities, the outputs of which would be shared in due course. The Vice-Chancellor had made the University strategy the focus of the all-staff talks this term. For Senate, the principle of 'Excellence' and the aspiration 'to be in the top quartile in the UK sector for our undergraduate and postgraduate education and research' were of particular relevance. With regard to next steps, UEB had been tasked with presenting an update on the Strategy to the University Council in November. Schools and Functions would develop their own objectives and targets through the planning process. Council was seeking to finalise the strategy, including how to measure progress, by March 2020.

b) University Executive Board Change

With the departure of Enzo Raimo (PVC Global Engagement) earlier this term and Gavin Brooks (PVC Teaching and Learning) at the end of December, the University was seeking to appoint a Pro-Vice-Chancellor (Education) and Pro-Vice-Chancellor (International and Student Experience).

The Pro-Vice-Chancellor (Education) would be responsible for ensuring that the University of Reading provided an excellent education to all of its students and made significant progress towards its aspiration to be in the top quartile in the UK sector for undergraduate and postgraduate teaching excellence, during a time at which the real value of tuition fees was expected to decline significantly. The Pro-Vice-Chancellor (International and Student Experience) would be responsible for delivering an excellent student experience for all our students in the UK and abroad, whilst strengthening the University of Reading's global engagement and improve the recruitment of international students.

c) Environmental Sustainability – ECMWF

In a visit to the University on Friday 18 October 2019, the UK Universities and Science Minister, Chris Skidmore MP, confirmed the UK government's commitment to build a new headquarters for the European Centre for Medium-Range Weather Forecasts (ECMWF) on the University's Whiteknights campus. ECMWF was currently working with the UK Government and the University on plans to relocate from its existing location by 2024.

d) Brexit

With the UK scheduled to leave the European Union, the Brexit Working Group has met to consider the risks related to our activities, particularly of no deal. The Group, led by Sam Foley and including colleagues from across the University, would continue to meet regularly to coordinate preparations. The Group was also putting together an institutional Risk Register with a view to manage our response to major risks.

The Brexit advice on the website had also been updated for staff, students and suppliers.

e) Community Forum

Last month, the University held the first in a new look Community Forum to start to strengthen the partnership between the University and the local community.

f) British Museum

With construction work of the access road to the new Archaeological Research Collection under way, strong foundations have been laid for our institutional partnership with the British Museum (BM). The discussions with the British Museum were being led by Professor Roberta Gilchrist.
public engagement.

Items for report and approval

19/50 Report of the University Executive Board (Item 8)

The Senate received a Report of the meetings of the University Executive Board held between 17 June 2019 and 28 October 2019.

19/51 Report of the University Board for Teaching, Learning and Student Experience (Item 9)

Report from UBTLSE:

The Senate received the Report of the meetings of the University Board for Teaching, Learning and Student Experience (UBTLSE) held on 9 July, 18 September and 9 October 2019.

The Senate noted updates on:

- a revised Teaching and Learning Risk Register
- Student Contract Amendments 2020/21
- OIA Annual Statement
- Cluster Schools
- new and revised policies and procedures

- new disability procedures
- Annual Quality Assurance Review
- National Student Survey 2019, Postgraduate Taught Experience Survey 2019 and UK Experience Survey 2019
- University League Tables
- Student Voice and Partnership at Reading Project

In addition, the Senate approved for recommendation to the Council a revision to Ordinance A3 to include to the list of Degrees, Diplomas and Certificates: Master of Physician Associate Studies (MPAS) and the Master of Architecture (MArch).

The Senate received and noted the University's Annual Learning and Teaching Report and agreed that it be recommended to the Council.

19/52 Report of the University Board for Research and Innovation (Item 10)

The Senate received the report of the University Board for Research and Innovation.

In particular, the Senate noted that:

- This was the first meeting of the Board under the new governance for research and innovation. There had been high levels of applications for academic membership of the committees.
- The Board had recommended some amendments to the inherent and residual risk for research and innovation risks in in the Risk Register.
- The Board has established a working group to consider data feeding into the core KPIs and data to monitor progress against other broader objectives.
- The Board had agreed the proposed strategy for use of the Research Endowment Trust Fund and Strategic Priorities Fund.
- The University achieved £35m in value of new awards won in 2018/19, against previous years' levels of over £40m. Research income increased to £39m

19/53 Report of the Global Engagement Strategy Board (Item 11)

The Senate noted that there was no report on this occasion.

19/54 Global Recruitment and Admissions (Item 12)

The Senate received an analysis of the University's enrolment position compared to target and to the previous cycle.

Items for note

19/55 Report of the Senate Standing Committee on Examination Results (Item 13)

The Senate received and noted a report from the Senate Standing Committee on Examination Results summarising cases since the last Senate.

19/56 Report of the Student Appeals Committee (Item 14)

The Senate received the Report of the meeting of the Student Appeals Committee held on 8 July, 15 and 19 August 2019 and noted the outcomes of the Committee's decisions.

19/57 Items approved by Chair's Action (Item 15 a)

The Senate noted the following items had been approved by Chair's Action:

- Appointment of Dr Sarah Brewer to the Research Ethics Committee
- Appointment of Professor Cathy Tissot to the Honorary Degrees Sub-Committee
- Appointment of Professor Claire Collins to the Joint University/UCU Committee
- Reappointment of Dr Mike Proven to the Student Appeals Committee
- Revisions to the Student Discipline Procedure to reflect changes in title
- Conferment of the title of Emeritus Professor on Professor Paul Davies

19/58 Other Retirements (Item 15 b)

The Senate approved that that the following be accorded the title of Honorary Fellow for a period of five years with effect from the date indicated:

Peter Edington (30 June 2019)
Hilary Loxton (31 July 2019)
Helen Heydon (31 July 2019)
Vladimir Stepanov (30 September 2019)

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Student representatives withdrew from the remainder of the meeting
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