

Senate

**Minutes of a meeting held on Thursday 13th January 2022
1330 to 1645 hrs, remotely via MS Teams**

Ex-officio members:

President & Vice-Chancellor
 Chair: Pro-Vice-Chancellor, Education
 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
 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)
 Dean International
 Chief Student Officer
 Academic Registrar
 Director of Surrey Institute of Education
 Director of Library & Learning Support Services
 Director of Research & Innovation Services
 Director of Research Strategy
 Director of Innovation Strategy (Incubation & Enterprise)
 Director of the Doctoral College
 President of the Students' Union
 VP Voice of the Students' Union

Professor Max Lu
 Professor Osama Khan
 Professor David Sampson
 Professor Graham Miller
 Professor Bob Nichol
 Professor Paul Townsend
 Mr Patrick Degg
 Professor Emma Mayhew
 Professor Esat Alpay
 Professor Rhys Jones *
 Professor Rachel Brooks *
 Professor Julie Yeomans
 Dr Dan Horton
 Professor Amelia Hadfield
 Ms Lucy Evans
 Mr Adam Child
 Professor Naomi Winstone *
 Mr Paul Johnson
 Mrs Saniyah Testa
 Dr Alexandra Lewis
 Ms Caroline Fleming
 Dr Kate Gleeson
 Ms Ajay Ajimobi *
 Ms Megan Simmons

Nominated members:

Head of Digital Learning (representing SloE)

Dr Chris Trace

FASS

Dr Joshua Andresen
 Professor Karen Bullock
 Dr Doris Dippold
 Dr Bora Kim *

FEPS

Dr Lewis Baker
 Professor Tom Bridges
 Dr Philip Jackson
 Dr Tan Sui

FHMS

Professor Jo Armes
 Professor Thorsten Barnhofer *
 Dr Surinder Soond
 Dr Dynatra Subasinghe

In Attendance

Mrs Beth Herbert (EH), Secretary
 Mr Will Davies, Chief People Officer (for item 2.12)
 Ms Pam Jestico, on behalf of University Council

* indicates member not present

1. Introductory Items

1.1 Welcome / Apologies for Absence

- .1 The Chair wished members a Happy New Year and welcomed everyone to the second meeting of Senate for the current academic year. The Chair further welcomed new ex-officio member, Professor Bob Nichol. The Chair also noted that we have one observer in attendance, Pam Jestico, from the University Council.
- .2 Apologies had been received from Ajay Ajimobi, Thorsten Barnhofer, Rachel Brooks, Rhys Jones, Bora Kim and Naomi Winstone.

1.2 Approval of minutes of meeting on 26th October 2021

- .1 The Chair thanked the Pro-Vice-Chancellor, Research & Innovation (PVC R&I) for standing in on his behalf and Chairing the previous meeting. The minutes of the Senate meeting held on 26th October 2021 were approved as a true record of the meeting.

1.3 Actions Log from previous meeting

- .1 Senate reviewed and noted the Actions Log as circulated.

1.4. Vice-Chancellor's Report to Senate

RECEIVED PAPER 21/SEN/023

- .1 In addition to the above paper, which was taken as read, the Vice-Chancellor made the following comments and observations:
- The Vice-Chancellor wished members a Happy New Year and hoped that everyone had a good break.
 - He thanked those staff (e.g. Campus Operations, Student Support teams, Chaplains) who supported students who remained on campus during the Christmas closure period.
 - Students have returned to campus and are in the middle of their exams.
 - Despite the challenges with Omicron, it is gratifying that the Government has maintained its Plan B and not introduced further restrictions.
 - The University will continue with its plans for face-to-face teaching in Semester 2.
 - The new Provost & Senior Vice-President, Professor Tim Dunne, takes up his post in April 2022 following an international search. Tim is currently Deputy Provost at University Queensland and was previously Executive Dean at Exeter University.
 - A warm welcome was extended to Professor Bob Nichol, PVC Executive Dean (FEPS), who recently took up his role.
 - The Vice-Chancellor noted that Professor Graham Miller will be standing down as PVC Executive Dean (FASS) in late March 2022, and he expressed his thanks for Professor Miller's long service to the University (over 18 years including more than 5 years as PVC ED).
 - The 2021 People Survey results completed with a response rate of 71% and an engagement score of 74%. Despite all the challenges the past year has brought, this is a pleasing result.
 - MEQ results for Semester 1 are literally "hot off the press" (MEQ questions are aligned to the NSS questions). The overall satisfaction score is reported to be 84.1%, compared to 82.8% for last year. Assessment & feedback and organisation scores have also improved. Thanks were expressed to the Pro-Vice-Chancellor, Education and the Education Senior Leadership and all Senior Management teams on their efforts in driving forward the NSS action plans.

1.5 Chair's Action/Business

RECEIVED PAPER 21/SEN/24

- .1 Chair's Action had been taken on 13th December 2021 to approve the Safety Net Policy for programmes with a January or February 2021 entry point.
- .2 The Chair advised that a draft publication framework has been produced for Senate minutes and this is under review with the Information Compliance Unit. The expectation is that Senate minutes from this meeting will be available online following the April 2022 meeting.

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

2.1 Senate Terms of Reference and Membership

RECEIVED PAPER 21/SEN/25

- .1 Noting that the new Provost & Senior Vice-President takes up his role in April 2022, the paper details the changes necessary to return to previous arrangements with respect to Senate and three of its Sub-Committees. Specifically,
 - For Senate; the Provost to Chair, a formal act of delegation by the Vice-Chancellor, and the Pro-Vice-Chancellor, Education to be Secretary as stated in Ordinances.
 - For the University Education Committee (UEC); the Pro-Vice-Chancellor, Education to Chair with the Vice-Chair to be nominated by the Pro-Vice-Chancellor, Education.
 - For Senate Progression & Conferment Executive (SPACE); the Pro-Vice-Chancellor, Education to Chair with the Chief Student Officer to Vice-Chair. In addition, given that the substantive business of SPACE relates to taught programmes, it is proposed to replace the Pro-Vice-Chancellor, Research & Innovation with the Director of the Doctoral College as an ex-officio member.
 - For University Promotions Committee (UPC); the Provost to Chair.
 - There are no changes to the University Research & Innovation Committee or to the Honorary Degree Committee.
- .2 Senate APPROVED the proposed changes in the paper. Senate also APPROVED replacing the Pro-Vice-Chancellor, Research & Innovation with the Director of the Doctoral College as an ex-officio member of SPACE.
- .3 All changes take effect from 4th April 2022. Any necessary changes to Ordinances, the Scheme of Delegation and the Code of Practice for Academic Governance will be made in parallel (with Chair's Action taken, as appropriate).
- .4 The Chair expressed his gratitude to the Associate Dean, Education (FEPS) (for Chairing UEC), the Chief Student Officer (CSO) (for Chairing SPACE) and the PVC R&I (for Chairing UPC) during the past year.

2.2 Topical Discussion – “Policy Statements”

RECEIVED PAPER 21/SEN/26

- .1 The Chair gave a presentation, “*Policy Governance*”. As part of the new Policy Framework approved by Executive Board last year, eight high level Policy Statements (Our Colleagues, Our Partners & Reputation, Our Data, Our Operations, Our Safety, Our Education, Our Research & Innovation and Our Students) are being introduced. The Policy Statements will be informed by our strategy, and will set out our aspirations, the University's approach to achieving these, how we will assess success, and responsibilities and accountabilities. Three Policy Statements (Our Education, Our Research & Innovation and Our Students) fall under the “academic” umbrella while the remaining five are “professional/non-academic”. All Policy Statements have an Executive Board (EB) owner and all are reviewed and approved annually at EB.
- .2 The paper notes the current state-of-play for the three Policy Statements which directly impact Senate's business. The Chair thanked the PVC R&I and the CSO for their work in preparing the Statements.
- .3 The Chair invited comments, and the following observations were made:
 - There was an inconsistency in the “Responsibilities/ownership” section of the three Statements where some Associate Deans were explicitly mentioned while others were not.
 - The question was asked whether there are sufficient systems in place to offset any “conflicts of interest” that may arise between overseeing the development of two policy areas (with similar aspects/potential overlap) from members derived from one Sub-Committee (with potential or over-lapping roles)?
- .4 The Chair advised that these comments would be passed to the Governance team who are leading on this initiative.

[Post-meeting note:

The University Secretary and General Counsel (USGC) confirmed that all Policy Statements will be aligned for consistency and are due to be presented to Executive Board (EB) for approval in January 2022.

The USGC further advised that each Policy Statement has an EB Owner and is reviewed and approved on a yearly basis by EB.

What were formerly policies will be renamed procedures (or retired) and fall under one of the eight enabling Policy Statements. Procedures with an enabling Policy Statement of Our Education, Our Students or Our Research & Innovation will be approved by Executive Board if one of the following exceptions apply:

- Implementation requires unallocated budget or is outside of risk appetite.
- Where the Procedure is associated with one or more of the other five Policy Statements.
- Where there is an overlap between student experience and staff experience.

When none of the above exceptions apply, documentation will be approved by either Senate, or one of its Sub-Committees, in accordance with the Quality Framework.

Processes, Standards and Protocols are approved by the Executive Owner of the enabling Policy Statement.

Significant changes that alter the meaning of the Procedure must be submitted to the relevant approving Committee. Minor changes (such as role titles) which do not alter the meaning of the Procedure may be approved by the Executive Owner.]

- .5 Notwithstanding the previous observations, Senate NOTED the draft Policy Statements and ENDORSED the direction of travel.

2.3 Student Progression and Awards Report 2020/2021

RECEIVED PAPER 21/SEN/27

- .1 The Chair thanked the Head of Teaching Performance for preparing the comprehensive paper which details UG progression and awards for 2020/20221. The following was highlighted:
- There is a drop in Level 4 progression to 84.8% down from 88.0% in the previous year, mainly due to rising withdrawals. The progression gap has increased for BME students to 6.3% (from 2.7% last year) and for Black students to 11.3% (from 5.5% last year).
 - Level 5 progression had dropped below the notional target of 90% for all Faculties.
 - Level 3 (Foundation Year) progression dropped by 8% to 81.8%. However, Foundation Year students progress from Level 4 at a higher rate compared to non-Foundation Year students.
- .2 The paper includes a list of recommendations and potential actions that had been previously discussed and agreed with the Education Senior Leadership team and UEC members. Of note is that a support mechanism, similar to the NSS Enhancement Support, will be put into place for any Department/School with progression under 80% at Level 4 and/or Level 5.
- .3 Senate NOTED the Student Progression and Awards Report 2020/2021 and APPROVED the proposed recommendations.

2.4 NSS 2021 Update and NSS 2022 Marketing Plans

RECEIVED PAPER 21/SEN/28

- .1 The Chair of UEC reminded members that the NSS Enhancement Support covers 15 programmes in 11 subject areas. Following initial departmental/Surrey Institute of Education meetings in September, subsequent meetings with students were arranged to reflect on the past year as well as plans for the year ahead. Action plans/reports have been uploaded to the Sharepoint site and these

are also embedded within the Continuous Enhancement Plans (CEPs), as part of the normal Quality Assurance process. The initial meetings produced a range of findings, different to each group, however they broadly fall within the three themes of the 85 Plan Assessment & Feedback, Hearts & Minds, and Recognising & Celebrating Teaching Excellence) and the work to enhance the academic offer through the Curriculum Design Review. Of particular note were Assessment & Feedback (marking and consistency of feedback), a lack of student community for those on joint programmes, the change in student recruitment which brings in varying abilities, student expectations for academics responding to issues raised on MySurrey Voice, and organisational/management issues in the first semester. In terms of University-wide issues, we should aim for a coordinated approach to the induction and support of new academic staff. This may include the review of new staff mentoring practices and peer observations that go beyond normal university recommendations. The NSS Enhancement Support Team will continue to work with the Departments/Schools to advance progress.

- .2 With respect to the 85 Plans, all Faculties have disseminated their plans and programme level actions are now embedded into the CEPs. The Associate Deans (Education) are monitoring the implementation but it is hoped that this approach will ultimately ensure that all actions are tracked.
- .3 In terms of the NSS 2022, the Survey opens on 7th February at Surrey and closes on 30th April. The marketing approach is the same as last year but we hope to have some in person events. With a good completion rate last year, we are aiming to continue (or improve) the trend.
- .4 The Chair invited comments, and the following observations were made:
 - (i) Joint Degrees
 - Joint degrees can be great but it can be hard work to get them working well.
 - Joint degrees can be challenging but co-management at staff level, along with coordinated student representatives from both departments in key forums (such as Student/Staff Liaison Committees) are key.
 - There is a need to give students a stronger identity as they fall between two departments/schools.
 - Students sometimes feel uncertain on which rules from which departments apply to them.
 - (ii) NSS
 - Staff would welcome details regarding the NSS timeline along with a single slide containing relevant pointers/reminders about the NSS.
 - There are plans to have the usual NSS completion reminders as banners in SurreyLearn, targeted to final year students only.
 - The Students' Union advised there is a new "You said. We responded." video campaign underway; filming started this week.
 - We cannot dramatically change perceptions of Surrey but we need to focus on getting a healthy response rate.
- .5 Senate NOTED the NSS 2021 update (NSS Enhancement Support and 85 Plans) and the NSS 2022 marketing plans.

2.5 Schedule of proposals for a 3-year review cycle of University Regulations and Codes of Practices

RECEIVED PAPER 21/SEN/29

- .1 The Academic Registrar presented a paper that introduces a regular, 3-year review cycle of University regulations and Codes of practices; this would provide a more sustainable model for reviewing various elements of the Quality Framework. The proposal had been endorsed by the Quality Enhancement Sub-Committee (QESC) on 18th November 2021 and approved at UEC on 7th December 2021. It was noted that there may be some minor tweaking to the latter review phases due to ongoing work within the Seamless Student Journey strategic workstream.

- .2 Senate NOTED the introduction of a regular 3-year review cycle of University regulations and Codes of practices.

2.6 Engineering Council Compensation Limit Response

RECEIVED PAPER 21/SEN/30

- .1 The Associate Dean, Education (FEPS) prefaced the discussion by noting that the paper outlines an approach for responding to the Engineering Council's (ECUK) new rules regarding the compensation of credit within its accredited programmes from September 2022. Of the five Engineering Council stipulations, there is now a compensation limit of a maximum of 30 credits in a Bachelor or Integrated Master's degree programme and a maximum of 20 credits in a Master's degree. University regulations allow 30 credits of module failure compensation at Level 4 with 15 credits for compensation available at Levels 5, 6 and 7. As it would be inappropriate to terminate students' registration if they have exceeded the Engineering Council compensation limit (a maximum of), but otherwise remained in good academic standing with existing University progression and award regulations, it is proposed that these students would be offered a course transfer onto an alternative unaccredited degree programme. As this Professional, Statutory and Regulatory Body (PSRB) requirement affects FEPS programme, the alternative title would be adapted as appropriate to represent "Engineering Science" (e.g. BEng Engineering Science (Mechanical)). The proposal was considered by QESC on 18th November 2021 and endorsed by UEC on 7th December 2021.
- .2 The Chair invited comments, and the following observations were made:
- In FASS, there has been a name change of the Film & Video Production Technology programme to Film Production & Broadcast Engineering in the Music & Media Department. Will the ECUK compensation rule change affect this programme? [The Academic Registrar (AR) was aware of this programme and is exploring specifics with the Department.] It was agreed that a Chair's Action could be taken to include the additional programme should that be necessary.
 - Would the ECUK rule change affect any programmes in FHMS? [The AR indicated that he was unaware of any programmes in FHMS subject to ECUK's remit, but that a review of FHMS programmes would be undertaken to ensure nothing has been missed.]
 - Will the new titles be offered to applicants as an alternative programme? [The new title would apply only to those students who exceed the ECUK's compensation limit, noting that the alternative titles are co-delivered with the accredited versions and it is desirable for students to achieve the accredited version where possible.]
 - Given the Competition & Markets Authority, at what point do we need to advise students of the title change? [The ECUK guidelines take effect for any students entering from September 2022 onwards. We do not need to advise current students of the change.]
 - It was noted that all universities are in the same situation and most are offering a programme title transfer as an approach to meet the ECUK requirements where these do not match their own regulations for academic progression.
- .3 With respect to new PSRB (Engineering Council UK) requirements, Senate APPROVED an exception for the standard progression rules, namely the forced transfer to an alternative award at the point the 30 credit compensation threshold at the MEng/BEng programme level is exceeded (notwithstanding the current review of the FASS/Music & Media programme and FHMS programmes). If any programmes in FASS or FHMS are found to be affected by this PSRB change, appropriate Chair's Action will be taken.

2.7 Office of Student Complaints, Appeals and Regulation (OSCAR) Annual Report 2020/2021

RECEIVED PAPER 21/SEN/31

- .1 The Chief Student Officer presented the Office of Student Complaints, Appeals and Regulation (OSCAR) report for 2020/2021. The issues addressed in the report concern students registered on award bearing programmes (UG, PGT and PGR) at the University and those on programmes validated

by the University at Associated and Accredited Institutions, and cover the period 1st October 2020 to 30th September 2021. The report had been considered and endorsed by UEC on 7th December 2021.

- .2 The report comprehensively covers a variety of areas; however, the following observations were made:
- The OSCAR Team sees the challenging side to life at the University through exclusion management, misconduct, complaints etc.
 - There has been a 3% increase in the number of academic appeals that were upheld (when they were advanced to the decision stage), compared to 2019/2020.
 - There has been a significant increase in the volume of extenuating circumstances (ECs) applications, coinciding with the COVID-19 pandemic and the introduction of self-certified applications.
 - There has been a 58% increase in the number of Student Disciplinary Panel hearings, mainly the result of poor behaviour during the pandemic.
 - The number of formal complaints has remained relatively steady (during the pandemic, many UK HEIs reported a huge increase of formal complaints).
 - There was no corresponding increase in Surrey cases received or closed by the Office of the Independent Adjudicator (OIA).
 - No Surrey complaints were found to be Justified or Partly Justified by the OIA during 2020/2021.
- .3 The CSO wished to formally note our collective thanks to the OSCAR Team for their dedicated and professional work over the year, sometimes under very difficult circumstances. The CSO further thanked those staff and the sabbatical officers of the Students' Union involved as Chair or attendee on the various panels over the year; this help has been very much appreciated. The PVC R&I also thanked OSCAR staff for presenting and detailing high level and professional cases/issues for review.
- .4 The Chair invited comments, and the following observations were made:
- On behalf of the Sabbatical Team, the VP Voice thanked the OSCAR Team for supporting them over the year.
 - The VP Voice noted that there had been a discussion at UEC concerning how the Students' Union can best support students of all demographics (ethnic groups, Home/EU/Overseas, disability, gender). The CSO noted that currently the University's analysis of student complaints and appeals was conducted manually and this presents some logistical challenges to the range and depth of available data. We hope to capture statistics on rare and gender in future years.
- .5 The Chair thanked the Head of OSCAR and his team for their hard work over the year. He also thanked the Students' Union for their efforts in supporting students.
- .6 Senate ENDORSED and RECOMMENDED the OSCAR Annual Report 2020/2021 to Council.

2.8 Learning and Teaching Report

RECEIVED PAPER 21/SEN/32

- .1 Senate ENDORSED and RECOMMENDED the *OSCAR Annual Report 2020/2021* to Council, as presented in the previous substantive agenda item.
- .2 With respect to new PSRB (Engineering Council UK) requirements, Senate APPROVED an exception for the standard progression rules, namely the forced transfer to an alternative award at the point the 30 credit compensation threshold at the MEng/BEng programme level is exceeded (notwithstanding the current review of the FASS/Music & Media programme and FHMS programmes).

- .3 Senate NOTED the Student Progression and Awards Report 2020/2021 and APPROVED the proposed recommendations.
- .4 Senate NOTED the NSS 2021 update (NSS Enhancement Support and 85 Plans) and the NSS 2022 marketing plans.
- .5 Senate NOTED the introduction of a regular 3-year review cycle of University regulations and Codes of practices.
- .6 Senate NOTED the remainder of the report, namely:
- An articulation agreement proposal between the School of Mechanical Engineering Sciences and the Department of Chemical & Process Engineering and the Beijing University of Technology (BJUT). The agreement allows direct entry to Level 5 following two years of study at BJUT.
 - A summary of international engagement activities (the International Engagement Strategy Refresh; the launch of the Turing Scheme with £1.7m allocated to Surrey; international partnership agreements in education and research have been signed across all three Faculties; the Dean International has hosted and made official visits to a variety of universities; other notable international initiatives and developments).
 - All programmes will be progressing through the Curriculum Design Review process during the next three years.
 - The Teaching Excellence and Student Outcomes Framework (TEF) is likely postponed to the start of the 2022/2023 academic year, with the outcomes announced in summer 2023.
 - The Digital Textbook (BibliU e-textbooks) project is now in its second of three years. This is proving to be a great success with students (Surrey's Learning Resources received 83.1% in the most NSS). The next stage is to develop integration with the student records system as part of the Learning Analytics project.
 - An update to the OneSurrey project. Phase 2 started in July 2021 and is aimed at consolidating manual activity, providing improved signposting for student and staff audiences to self-serve, streamlining operational processes, and embedding a culture of data driven improvements.
- .7 Thanks were expressed to all colleagues involved in the various educational initiatives/activities.
- .8 The Chair then demonstrated Power BI (interactive software whose primary focus is on business intelligence) to members. The three key priorities for the *Forward thinking. And doing Strategy 2021-2024* are (i) Drive Student Experience, (ii) Focus Research Intensity and (iii) Create the Conditions for Success. Against each of these priorities, the Chair shared the underpinning key performance indicators such as Retention, NSS, Graduate Employability, League Tables, REF, RG&C Income and Student Population.

2.9 Research Bidding and Awards Action Plan 2021/2022

RECEIVED PAPER 21/SEN/33

- .1 The Pro-Vice-Chancellor, Research & Innovation (PVC R&I) prefaced the discussion by noting the importance of being able to monitor and track research income, and the particular need to maximise performance in this area. The PVC R&I then introduced the Director of Research Strategy to give a presentation, "*2021/22 Research awards, income and action plan*". The presentation provided a summary of the 2020/2021 statistics and noted a variety of factors that contributed to the low awards. For 2021/2022, the awards target, current forecast and comparative statistics for recent months were presented. Short term actions currently underway were provided along with suggested longer term actions to reach future research income target levels.

- .2 The Chair noted the importance of increasing the volume of high-quality bids and invited comments. The following observations were made:
- In the context of new hires bringing funding, it can be challenging to transfer funds/awards from one institution to another, and some universities will not allow this.
 - Pivot RP is a funding database and the replacement for Research Professional. It uses publicly available research information on individuals (including publications), extracts key words and compares those to key words in funding calls. Those calls are then presented to the individual as a bespoke list of funding opportunities suitable for them.
 - The targeted support available through Pivot RP is most welcome. Terms and conditions of some calls may preclude individuals from applying; is there a mechanism to sift opportunities in the first instance? [The Central Team already do so by targeting individuals for specific calls.]
 - Nine potential candidates were identified as best placed to apply for an ERC Starting Grant. When following up, three cases have been submitted (the remaining candidates did not feel this was the right time for them, and consideration is being given to applying for other Fellowships).
 - Esploro is the product name of Surrey's institutional repository. If you sign in and go to your profile, you can connect your ORCID ID to your Esploro profile. Only 30% of Surrey researchers have connected their ORCID to their repository profile. Staff can create their scholarly profile on Pivot RP. Adding your ORCID ID will allow single entry updates across both platforms. Perhaps now is an appropriate time to launch a campaign to promote both.
- .3 Senate NOTED the Research Bidding and Awards Action Plan 2021/2022.

2.10 International League Table Advisory Group and International League Table Task & Finish Group RECEIVED PAPER 21/SEN/34

- .1 The PVC R&I prefaced the discussion by stating that reputation in International League Tables is important from the dual perspectives of (i) prestige and (ii) students, notably international students, who elect to join Surrey. The PVC R&I re-emphasised that the University wishes to drive League Table performance through all the good things we do rather than vice versa. The PVC R&I then introduced the Dean International (DI) who presented the paper. The University's *Forward thinking. And doing Strategy 2021-2024* highlighted the strategic role of international engagement and visibility. In turn, the newly approved 2021-2024 *International Engagement Strategy* has highlighted the goal of improving our international reputation through strengthening our international profile and reputation and increasing our engagement from international stakeholders. To enable this goal, two groups have been convened; the International League Table Advisory Group (ILT-AG) and the International League Table Task & Finish Group (ILT-TFG). Terms of reference and membership for each group were presented in the paper.
- .2 To ensure that the University does not miss the early February 2022 deadline to submit crucial contact-based data for the first of a number of international rankings (the QS World University Rankings for 2022), key members of both groups coordinated a University-wide campaign to obtain, update and submit the relevant data.
- .3 Senate NOTED the background and Terms of Reference/Membership for the ILT-AG and ILT-TFG.

2.11 Research and Innovation Report RECEIVED PAPER 21/SEN/35

- .1 The PVC R&I prefaced the discussion by stating that the University is keen to support the careers and aspirations of the academic community. The HR Excellence in Research (HREiR) Award and the Concordat to Support the Career Development of Researchers are of strategic importance to the University, and these achievements relate to the "Surrey as a place to start and grow your career"

strategic workstream. The PVC R&I then introduced the Director of the Doctoral College (DDC) who presented the paper.

- .2 The DDC noted that although the Doctoral College leads on the initiatives, they are “owned” by the University and success is reliant on a number of key stakeholders across the University. The HREiR initiative demonstrates an organisation’s commitment to supporting early career researchers. It is administered by Vitae and Surrey has successfully retained the HREiR award since 2012. The Concordat to Support the Career Development of Researchers (commonly known as the Researcher Development Concordat) was refreshed in 2019 and Universities UK (UUK) is the sponsor (formerly Vitae). The Vice-Chancellor signed an agreement letter in October 2020, committing the University to implement the three defining Concordat Principles covering Environment & Culture, Employment and Professional & Career Development. The Concordat is slightly broader than the HREiR in its remit with the intention of taking best practice and applying it to all staff who engage in research where possible. The Concordat is not intended to displace or overshadow the HREiR; it sits in parallel. As Surrey seeks the HREiR Award and have signed up to the 2019 Researcher Development Concordat, we can utilise the mechanisms of reporting for the HREiR to also support progress against, and reporting for, the Concordat. HREiR reporting is due in July 2022, and a meeting is due to take place with UUK to discuss Concordat reporting timelines.
- .3 The Chair invited comments, and the following observations were made:
 - Does a similar scheme exist for Early Career Teachers/Scholars? [The DDC said she did not know of any external route for the University to support teaching staff.]
 - The Concordat comes from a research community perspective. It might be useful for us to make it clear what our Charter is for “success at Surrey” in respect of an Early Career Person; this will give us something to aim for/focus on.
 - The Chair suggested that we should lobby Advance HE with respect to a similar scheme for Early Career Teachers/Scholars.
- .4 Senate ENDORSED the direction of travel with respect to the HREiR and the Concordat to Support the Career Development of Researchers initiatives.
- .5 Senate NOTED the Research Bidding and Awards Action Plan 2021/2022, as presented in the previous substantive topical discussion item.
- .6 Senate NOTED the Research and Innovation Dashboard; this provides an overview of the current Research and Innovation landscape at the University through various measures.

2.12 Academic Career Pathways Working Group: Update on unified job title project

RECEIVED PAPER 21/SEN/36

- .1 Mr Will Davies (WD), Chief People Officer, presented the paper which provides an update on the unified job titles project. At its October meeting, Senate approved (i) the revision of teaching track job titles to unify with lecturer track job titles, (ii) the change of job title for Reader and Principal Teaching Fellow to Associate Professor, (iii) the change of job title of Professor in Practice to Professor, and (iv) a future Stage 2 review to consult and update academic KPIs/role profiles and to review the research career pathway.
- .2 In terms of implementing Stage 1 decisions, WD noted that consultation is underway with the Unions after which there will be a period of consultation with academic colleagues who are impacted by the changes. Members were reminded that existing Readers or Principal Teaching Fellows can retain their titles if they prefer; however those who are promoted will take the new Associate Professor title. Subject to consultation, the latest implementation date is August 2022 (in time for the next academic promotions round). Any necessary changes to Ordinances and Statutes will be made in parallel. Some notable progress has already been made in regards to initial work on KPIs, particularly in relation to enhancing criteria for teaching excellence and research culture.

- .3 The Chair invited comments, and the following observations were made:
- Is there value in having the addition of a specification of track (e.g. research or teaching) following the title? [Part of the driver in unifying the job titles is to better reflect internal and external equivalence and recognition.]
 - Although job titles will be revised, the back-end reporting system/coding will be owned by the HR systems team and remained unchanged.
- .4 The Chair summarised by stating that the academic community will be interested in how this project continues to develop over the coming months. Members were reminded that the Working Group membership is contained in the paper. Staff should engage with the process through this Group. A future paper will be presented to Senate for review.
- .5 Senate NOTED the update on the unified job title project.

3. Items to Note

3.1 Senate Sub-committee Minutes

3.1.1 University Education Committee Minutes, 7th December 2021

RECEIVED PAPER 21/SEN/37

- .1 Senate NOTED the unconfirmed minutes.

3.1.2 University Research and Innovation Committee Minutes, 9th December 2021

RECEIVED PAPER 21/SEN/38

- .1 Senate NOTED the unconfirmed minutes.

3.2 Office for Students Conditions of Registration Annual Report 2020/2021

RECEIVED PAPER 21/SEN/39

- .1 Senate NOTED the Annual Report.

4. Closing Items

4.1 Any Other Business

- .1 On behalf of Senate, the Chair expressed his gratitude to Dr Chris Trace for representing the Surrey Institute of Education during Professor Winstone's maternity leave. He further thanked Professor Graham Miller (who stands down as PVC, ED (FASS) at the end of March) for his many contributions over the years to Senate and to the wider University community, particularly with respect to sustainability and employability. He also thanked Pam Jestico for observing the meeting.
- .2 The Vice-Chancellor thanked the Pro-Vice-Chancellor, Education (and Pro-Vice-Chancellor, Research & Innovation) for chairing Senate over the past year.

4.2 Dates of next Senate meetings

26th April 2022, 1330 to 1630 hrs

4th July 2022, 1330 to 1630 hrs

/eh