

SENATE

MINUTES OF A MEETING OF SENATE held on
12 MARCH 2008

- Present: Professor P Curran (Chair)
Ms A Allerston, Dr B Astin, Ms M Barron; Dr A Biscoe; Mr R Burns,
Professor C Brady; Ms R Dugan; Dr S Eccles; Mrs K Everett;
Professor N Hemmington; Mr A Hyland; Mr S Jukes, Mr P Kneller;
Professor N Petford, Professor R Pope, Mr N Richardson, Mr M
Riordan, Ms C Symonds, Dr G Thomas; Mr D Willey
- In attendance: Mrs V Wood (Committee Clerk)
Professor D Buhalis; Professor P Comminos; Dr G Daborn; Professor S
Deutsch; Professor S Errser; Professor B Gabrys; Professor B Hough;
Professor B Richards; Professor J Roach; Professor R Vaughan;
Professor A Webster; Professor T Husband (University Board
Member)
- Apologies: Professor M Bennett; Professor D Claremont; Professor T Darvill;
Professor M Hadfield; Ms J Hanson; Mr M Gagan; Dr P Johnstone;
Professor P Lewis; Mr S Neaves; Professor T Sheppard; Professor J
Vinney

The Chair welcomed Professor Tom Husband to the meeting.

ACTION

1. MINUTES OF THE MEETING OF SENATE HELD ON 21 NOVEMBER 2007

The Minutes were approved as a correct record.

1.1 Matters Arising

1.1.1 Strategic Review of Foreign Language Provision

Members were advised that the allocation of staff for student contact referred to in the Minutes related to the numbers of student taking up foreign language provision, and the extent to which staff were allocated centrally or at School level.

2. SEMESTERISATION

- 2.1 Senators were informed that semesterisation had been one of the planning assumptions incorporated into the Strategic Plan for developing the potential of the academic curriculum, particularly in relation to flexibility, encouraging student exchanges and facilitating study leave for academic staff. The paper aimed to capture the range and shape of the substantial feedback received and to put forward proposals.
- 2.2 The Dean of Student Experience advised that the arguments for and against were finely balanced with the key issue being whether changing this model would be of real benefit to the student experience. Consideration had also been given to staff issues, such as opportunities for releasing potential and Enterprise activities. It was felt that a major benefit of semesterisation related the facilitation of student exchanges, in particular with the U.S.A.

- 2.2 The President of the Students' Union, commenting on its submission, stressed that the Union's focus had not solely been around commercial services, although this was a major factor. The Union's student services depended, for the majority of its resources, on the Union generating its own funding, and it is the Students' Union view that semesterisation might place elements of that income at risk.
- 2.3 Other issues raised by students had been a perception that a decision had already been taken; the impact and effect on overall student experience; issues over value for money, and shorter Christmas breaks, traditionally used for vacation work.
- 2.4 Senators agreed that there were concerns for mature students and, indeed, for staff with children, over child care provision out of traditional term time and the inability to take leave during standard holiday periods. The Dean of Student Experience advised, whilst there were issues over the timing of the Easter break these would have to be resolved if semesterisation was to be considered further.
- 2.5 Senators raised possible difficulties with collaborative projects, such as those with the Arts Institute; the risk of creating 'compartmentalised' learning; and failing to achieve the expectations of professional outcomes within the timeframe of a semester.
- 2.6 The Dean of Student Experience stressed the model's flexibility and, should there be difficulties achieving outcomes over one semester, double units could be used on an exceptional basis. The model did not presume an assessment had to be carried out at the end of the teaching period.
- 2.7 Members agreed that, whichever outcome was decided, there was a need for consistency across Schools over assessment periods.
- 2.8 Senators agreed that the discussion had reflected insufficient support for semesterisation and a preference for further investigation of how the existing three-term system could be adapted to address current concerns. Comments by Senators would be taken up by the Dean of Student Experience. **BA**
- 2.9 It was recommended that the University did not proceed with semesterisation and that this recommendation be considered by the Vice Chancellor. **VC**

3. **UPDATE ON THE IMPLEMENTATION OF THE STRATEGIC PLAN**

The Vice-Chancellor set out the current position and highlighted the challenges presented by the implementation of the Strategic Plan. The Vice-Chancellor emphasised that the Strategic Plan could not be static over its five year period as the local and national environment was continually evolving, our experience with implementing the Plan was increasing and, therefore, adjustments would be necessary. The positive upwards movements in applications, enterprise income and League Table position were encouraging.

3.1 **Staffing**

- 3.1.1 A brief paper circulated by the Director of Human Resources was noted, with confirmation that Associate Professors grades had now been agreed, as had the mechanism for progression to a full Chair. However, some issues still have to be resolved in relation to Enterprise, Education and Professional Practice routes. It is anticipated that Associate Professors should become full Professors within five years. As soon as the outstanding work is completed, appropriately qualified staff would be invited to apply for Associate Professor status.

- 3.1.2 The Director of Human Resources gave an outline of the procedures relating to up to nine compulsory redundancies. It was emphasised that the majority of staff had been unaffected by the redundancies.

3.2 Administrative Processes Review

- 3.2.1 The Deputy Vice-Chancellor referred Senators to the messages issued recently to all staff on the progress of the Review. The financial management re-structuring had been discussed by the Executive Group and Deans, who had decided to create a new role of Director of Operations within each School, making the current Finance & Resources Manager posts redundant. Two additional financial accountants, to be managed centrally but working in Schools, would be appointed. The Academic Administrative Managers would report to the Director of Operations with their roles remaining unchanged.
- 3.2.2 Senators expressed concern that the proposed outcome of the re-structuring proposal was no longer cost neutral, as originally intended. The Director of Finance acknowledged that, while costs would rise by £120k per annum in the immediate future, it had been considered that risks to the Institutional Audit were too great to disrupt the Academic Administrative Managers structure at the present time. However, when in post, the Directors of Operations would be requested to consider administrative issues in Schools and, therefore, in the longer term, it was anticipated costs would be reduced.
- 3.2.3 Senators were informed that the initial benchmarking exercise conducted through the Tribal System was completed, and a first report would be issued by the end of March. Any conclusions about an individual area's position compared to those within the rest of the sector would be identified. Judgements would then have to be made on whether the University felt comfortable with any price differential (e.g. for enhancement of the student experience) and discussions held on efficiencies and cost reductions within particular functions.

3.3 Executive Business School

The Board, at their meeting on 1 February 2008, approved the development of the Executive Business School, due to become operational in 2009 and to be housed in a new building in Holdenhurst Road. Around 20% of existing space within Bournemouth House would be vacated to the new building, with options also being considered over smaller areas in Melbury House, Dorset House and Christchurch House, where some staff movement might be possible.

3.4 Enterprise Review

The Review had now been completed and was available through the CRKT website. Copies had been circulated to Deputy Deans (Research & Enterprise) and a working group was being set up to begin implementing the recommendations. A Steering Group would also be compiling information on the shape "The Hub" might take.

3.5 Partnership Review

- 3.5.1 The Pro Vice-Chancellor (Education) advised that the outcome of the Partnership Review had reinforced the University's commitment to partnerships and widening access and had underlined the importance of collaborative provision. The independent consultant appointed to conduct the review had communicated the recommendations from the report and an action plan had been circulated to Deputy Deans (Education).
- 3.5.2 Senators asked whether issues of previous delivery inadequacies at PIs had been

considered as well non observance of procedures over the appointment of academics teaching on BU courses at partnerships institutions. Senators were assured that these and other concerns, such as sustainable provision and student support, were being addressed and changed approaches incorporated within the Review's Action Plan.

4. NATIONAL FRAMEWORK AGREEMENT FOR ACADEMIC STAFF

- 4.1 The Director of Human Resources advised that negotiations had been concluded with the local UCU representatives and that the proposed Framework Agreement had been sent by them to the Union's National Ratification Panel, who had asked for various points of clarification and raised a number of issues which they considered to be barriers to ratification. Although a revised version was submitted to the Panel, the proposed agreement was, again, not ratified. Both the Union and the University were now reflecting on the way forward.
- 4.2 Whilst the situation would be discussed in detail by the HR Committee at its meeting on 20 March, the University's Executive Group was of the opinion that withholding implementation would continue a situation detrimental to staff in terms of progression etc. However, the University is prepared to continue discussions with UCU to try to reach a resolution. Outstanding issues included the implementation date and the contribution point for Grade 9 staff.

5. QAA INSTITUTIONAL AUDIT

- 5.1 The Pro Vice-Chancellor (Education) presented a paper giving an overview of the processes and issues surrounding the QAA Institutional Audit to be held between October and December 2008. To streamline the quality assurance process, QAA will integrate a Collaborative Provision Audit alongside that of the Institutional Audit.
- 5.2 Senators sought the University's view on how the QAA would react to the recent changes in Board membership, which had seen all of the Executive Group becoming Members in their own right. Senators were informed that this is within the terms of the University's Articles of Government and would not be a matter of concern for QAA.

6. REVIEW OF SENATE AND ITS COMMITTEES

- 6.1 Professor Husband, (attending as the Member of the University Board who had chaired the Review) reminded Senators that this review had been commissioned following a recommendation by the Committee of University Chairmen (CUC) that, as a matter of good governance, such a review should be held every five years. There was also a recommendation from the QAA Collaborative Provision Audit report in December 2006 that BU should clarify and simplify its structures to improve consistency and oversight. A key element had been to improve links between Senate, the Board, the University Executive Group and Schools.
- 6.2 Professor Husband thanked all who had participated for their input during the widespread consultation.
- 6.3 The Secretary & Registrar advised Senators that the University's Articles of Government, set out the respective roles of the University Board, the Vice Chancellor and Senate and imposed structural constraints, including the stipulation that the majority of Members must be drawn from the University management, and that Senate did not have an executive role but was there to

advise the Vice Chancellor on specific academic matters.

- 6.4 The Head of Academic Development & Quality, who had been instrumental in drawing up the revised structure and new Standing Orders, emphasised other key aims which included: i) promotion of the deliberative purpose of Senate to enable academic ownership of issues for which Senate is responsible and to stimulate discussion; ii) student views to be heard and responded to; iii) strengthening of the relationship between Senate and School Committees, and particularly for these latter Committees to have a greater focus on academic rather than operational matters; iv) strengthened links between Board and Senate, particularly encouraging the interchange of information and ideas.
- 6.5 The review proposed that, to resolve duplication issues and focus more sharply on issues of quality enhancement, Academic Development Committee and Academic Standards Committee should merge, and become Academic Standards & Quality Enhancement Committee (ASOEC). An Educational Enhancement Committee, reporting into ASOEC, would draft, and drive forward, the University's teaching, learning and assessment strategies. The Student Experience Committee had already been re-structured, following recommendations at the previous Senate, and would feed into ASOEC. School Committees would also have a School Quality Assurance & Enhancement Committee to improve links between quality enhancement and assurance at School level.
- 6.6 It was confirmed that the Appeals Board and Assessment Boards would both fit into the framework of ad hoc committees reporting to ASOEC. External Examiners approvals would, as a quality issue, be ASOEC's responsibility, but subsequently feed into School Committees.
- 6.7 The relationship between School Committees and their Executive was discussed, with Senators raising potential areas of tension within the draft Terms of Reference between the Committee's responsibility for matters pertaining to students' progress and being only able to make recommendations to Deans. The Vice-Chancellor emphasised the importance placed on these links and on creating a more collegiate environment, whilst also highlighting the need for full staff and student representation in School Committee Membership. Senators were informed that these issues would be part of the on-going discussion and feedback during the period of consultation.
- 6.8 Senators raised concerns that combining the Research Committee and Research Degrees Committee could result in insufficient time for discussion of key research issues.
- 6.9 Senators' attention was drawn to the process for considering the recommendations and in particular that comments on the proposals were required from Schools by the end of April 2008. This would enable these comments to be discussed by the Constitution & Procedures Committee on 19 May 2008, and incorporated into a final recommendation for Senate consideration in June 2008 and final Board approval in July 2008. The Head of Academic Development & Quality indicated his willingness to attend any School/Professional Service meeting discussing the recommendations. **AB/Deans/HoPS**
- 6.10 Senators were advised that the package of papers under this item would be sent to Deans as a matter of urgency and that the same papers would also be distributed for discussion by the Board at their meeting on Friday, 18 April 2008. **S&R**

7. MATTERS RAISED BY ELECTED REPRESENTATIVES

7.1 Review of Administrative Structures and Processes

Concerns had been raised over the timing of the various reviews and an apparent lack of coordination. The Deputy Vice-Chancellor stressed that this was not the case, although he acknowledged that more effort was required to reassure staff on this matter.

7.2 Reduced PhD Studentship Numbers

The Pro Vice-Chancellor (Research & Enterprise) advised that the reduction in the number of PhD studentships (from 30 to 12) had been both for financial and academic reasons. Whilst acknowledging that this was disappointing it is hoped that Schools will secure other funding for such students and thus build on the foundations laid in the 2007-08 academic year.

7.3 Smoking on Campus

7.3.1 The enforcement of the 5m no smoking boundary around buildings had been raised. The Director of Human Resources commented that the University considered the most effective way forward was through peer pressure, education and promoting consideration for colleagues. The University had rejected the use of shelters as too expensive and there could be issues with other, non smoking, staff over the creation of designated spaces.

7.3.2 Senators were reminded that the first contact on any issues relating to smoking on campus, should be to the most senior manager within a particular building. Senators advised this should be made more explicit to staff. Delays with the erection of appropriate signage were also highlighted, and the Director of Human Resources agreed to raise these comments with Estates.

DoHR

7.4 Presentation of Business School Strategic Plan to School Committee

Given the matters raised, the Vice Chancellor vacated the Chair. At the Secretary & Registrar's invitation and with the unanimous agreement of Senate, Mr Ron Burns, the longest serving Senator, took the Chair for this item.

7.4.1 Senators noted it was alleged that the Business School Strategic Plan, considered to provide the basis for redundancies, was never formally approved the Business School Committee, thereby preventing this body from having the opportunity to scrutinize and report back to Senate and, thus, to enable Senate to perform its duty of scrutinizing such Plans.

7.4.2 The Dean of the Business School advised Senators that the original School Strategic Plan was circulated to every member of staff on 14 November 2007. In addition, an open meeting of the School was held giving the opportunity for debate on the implications of the plan and on the implementation process. Subsequently, whilst not a separate agenda item, updates were given at each School Committee. The Dean of the Business School acknowledged that there were transparency issues as the School Committee Minutes did not adequately reflect the process that had taken place within the School. In response to enquiries of the representatives of other Schools, Senators agreed that this situation applied only to the Business School.

7.4.3 The Secretary & Registrar advised that, contrary to the allegation, Senate had discharged its responsibility under the terms of the University's Articles of Government but that, under the School Committee's Terms of Reference, there was a duty on the Committee to consider and agreed the School Strategic Plan. Members agreed that an administrative oversight had resulted in the failure of the Business School Committee to appropriately report the Schools approval of their Strategic Plan and further agreed that this should be formally rectified by the

Business School at their next School Committee Meeting.

- 7.4.4 The elected staff representative from the Business School emphasised the fact that the statements did not reflect her personal view and that, contrary to the view expressed in the matter raised, personally, she had always felt free to express her views within the School deliberative structure.

Mr Ron Burns relinquished the Chair to the Vice-Chancellor and was thanked for chairing the discussion on this matter.

7.5 Affects on Academic Administration Managers of the loss of the Finance & Resources Managers' posts.

Senators agreed that the concerns raised over the impact of structural changes to the financial management roles, specifically the proposed loss of Finance & Resource Managers posts, had been adequately answered under Item 3.3 on the Administrative Process Review.

7.6 International Students Support

7.6.1 Strategic Review of Foreign Language Provision.

It had been noted that the current educational provision in relation to the level of language support for international students, was not adequate and that this should be expanded.

- 7.6.2 The Pro Vice-Chancellor (Education) advised that the University's Strategic Plan had identified that language support would be externally provided through language colleges and via on-line resources and that this would not be to the detriment of the student experience.

8. MINUTES – EXTRACTS FROM ACADEMIC DEVELOPMENT COMMITTEE

- 8.1 The Extracts from the minutes of Academic Development Committee held on 20 February 2008 were noted.

8.2 Proposal to Introduce Citations for Outstanding Contributions to Student Learning

- 8.2.1 The proposals presented by the Pro Vice-Chancellor (Education), in the absence of the Head of Academic Services, had been discussed both at the Academic Development Committee and Learning & Teaching Development Committee, and had been sent to Schools for discussion. The purpose of the Citation was to recognise outstanding contributions to student learning. The Award would also provide an effective way to encourage staff to demonstrate excellence and could be used to enhance future careers by assimilating material and disseminating best practice.

- 8.2.2 Subject to positive feedback from academics, Deputy Deans (Education) and Senior Management, the Award would be launched at the University Education Conference on 19 May 2008.

- 8.2.3 Senators agreed that, subject to the feedback received, the VC should take Chair's action to approve the proposal in time for its formal launch at the Conference.

VC(/JH)

**9. ACADEMIC STANDARDS COMMITTEE
30 January 2008**

The extracts from the Minutes were noted, with the full Minutes available on I drive.

10. EXTRACTS FROM THE RESEARCH DEGREES COMMITTEE
28 November 2007
30 January 2008

The Extracts from the Minutes of these meetings were noted.

10.1 RESOLVED: that the following research awards recommended at the Research Degrees Committee held on 28 November 2007 be approved for conferment:

DPhil	Yeganeh Morakabati	School of Services Management
	Robert Turnock	Media School

10.2 RESOLVED: that the following research awards recommended at the Research Degrees Committee held on 30 January 2008 be approved for conferment:

DPhil	Fatimah Awan	Media School
	Dorothy Fox	School of Services Management
	Jacqueline Helen Parkes	School of Health & Social Care
	James Pope	Media School
	Irene Ridgers	School of Health & Social Care
	Pimmada Wichasin	School of Services Management
MPhil	Susan Wallace	Media School

11. STUDENT EXPERIENCE COMMITTEE
14 November 2007

The Minutes of the meeting held on 14 November 2007 was noted, together with the Access Agreement appended.

12. SCHOOL COMMITTEE MINUTES

Resolutions and Recommendations

School Committee resolutions were noted and recommendations agreed unless otherwise stated. Recommendations and resolutions relating to programmes are approved subject to being checked with Academic Development and Quality to ensure that the proposals are in agreement with current academic regulations and procedures.

12.1 Business School
21 November 2007
23 January 2008

The Minutes were noted. Senators noted the appointments at the meeting held on 21 November 2007 of Ian Lynham as a Visiting Fellow and Dr David Richards as a Visiting Research Associate. At the Business School Committee held on 23 January 2008 Senators noted Dr A Robinson appointed as a Visiting Fellow; Professor Indira Carr as a Visiting Professor; and Professor Paul Heald as a Visiting Research Fellow.

12.2 Conservation Sciences

9 November 2007

The Minutes were noted.

**12.3 Design, Engineering & Computing
6 February 2008**

The Minutes were noted. Senators noted the extension to the term of office of Professor Ian Swain and Professor Benham Azvine as Visiting Professors.

**12.4 School of Health & Social Care
13 February 2008**

The Minutes were noted.

Senators noted the renewal of the Visiting Fellowships of the following: Dr Ibtisham Ali; Dr Stephen Wallace, Dr Wijesinghe; Ananda Gankande; Mary Monnington; Caroline Simpson; Dr Susan Way; Suzanne Cunningham.

Senators noted the renewal of the Visiting Professorships of Immy Holloway and Dr Joanna Garcia.

**12.5 The Media School
20 February 2008**

The Minutes were noted.

**12.6 School of Services Management
6 February 2008**

The Minutes were noted.

13. ANY OTHER BUSINESS

There was no other business.

DATE OF THE NEXT MEETING OF SENATE

The next meeting of Senate would be on Wednesday, 18 June 2008.

Noel DG Richardson
Secretary to the Senate
31 March 2008

V Wood
Committee Clerk
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