

**SENATE – 3 FEBRUARY 2021**

**SENATE EFFECTIVENESS REVIEW**

**PURPOSE**

The purpose of this report is to ask Senate to consider proposed actions in response to the Senate Effectiveness Review recommendations.

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**REPORT**

**1 Background**

Senate considered the report of the Senate Effectiveness Review Group at its special meeting on 11 May 2020 (paper S19/20 – 162) on 17 June (S19/20-169A), on 7 October (S20/21 – 008) and on 18 November (paper S20/21-052).

**2 Senior Academic Appointments Committee**

- 2.1 The review recommended abolition of the Senior Academic Appointments Committee (SAAC), a joint Committee of Council and Senate members. The Joint Working Group of Council and Senate members which has reviewed the Effectiveness Review recommendations supported its abolition. At its meeting on 18 November, Senate *‘Considered proposed changes to Statutes and Ordinance as set out in section 3 so that the Senior Academic Appointments Committee may be abolished but deferred a decision on this and requested to see draft replacement processes.’(minute 14854(5))*

- 2.2 At its meeting on 11 November, the SAAC agreed that the SAAC did not currently add value to the appointment processes of senior academic posts, and that the current process was overly bureaucratic. However it felt that the processes for such appointments should be approved by Senate and Council. It agreed that the actual appointments to the more senior roles of Deputy Vice-Chancellor, Pro-Vice-Chancellors and Deans should continue to be made by Council on the recommendation of a Search (Selection) Committee. Once appointment processes were agreed by Senate and Council, the responsibility for appointment decisions currently taken by the SAAC should be transferred to a more appropriate body.
- 2.3 It is recommended that [Statute 8.1](#) be amended. It currently states:  
*'The Heads of Schools<sup>1</sup> shall be appointed by the Council upon such terms and conditions as it thinks fit (subject to Section 25 of these Statutes and the Ordinances) after consideration of a report from a Joint Committee of the Council and the Senate constituted in accordance with the Ordinances.'*
- This should no longer refer to a joint committee and be re-worded:  
*'The Heads of Schools shall be appointed by the Council upon such terms and conditions as it thinks fit (subject to Section 25 of these Statutes and the Ordinances).'*
- 2.4 It is proposed that Council amend the Ordinances (section 3) to remove reference to the joint committee and only refer to Deans and Heads of School. Section 3 would then read:  
*'3.1 The Dean of a Faculty and the Head of a School shall be appointed by the Council, for a term of office approved by Council and shall be eligible for re-appointment.'*
- 2.5 Senate would continue to make recommendations to Council for the appointment of a Deputy Vice-Chancellor and Pro-Vice-Chancellors, as set out in Statute 7.2.
- 2.6 The appointment process for a Vice-Chancellor would remain the same.
- 2.7 The appointment procedures (for Deputy Vice-Chancellor, Pro-Vice-Chancellor, Deans and Academic Heads of Department) would need to be amended to remove the stage involving the joint committee. Proposed revised versions in Appendices 1-3 are attached. It is proposed that the new procedure for appointment of Heads of Department (appointments which have never been considered by Senate and would no longer to be subject to Council approval) would be a matter for University Executive Board.

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<sup>1</sup> School here refers to Faculty. Statute 1.5 makes enabling provision for periodic changes in the title of an organisational unit or office without changing the terminology used in the Statutes. The terminology used in the Ordinances has been revised to reflect the Faculty-based academic structure which was introduced in August 1997 and will not always be defined in the Charter and Statutes or necessarily have the same meaning as in the Charter and Statutes. This terminology includes the words 'Faculty', 'School', 'Department', 'Dean', 'Head of School' and 'Head of Department'.

**3 Further proposals**

Further proposals are set out in the Action Plan in Appendix 4 for noting, and consideration at a later date.

**Recommendations:**

Senate is recommended to:

- 1) Consider and recommend to Council the changes to Statutes and Ordinances as set out in section 2 of this report so that the Senior Academic Appointments Committee may be abolished;
- 2) Consider and recommend to Council revised processes for senior academic appointments as set out in Appendices 1-3;
- 3) Note the updated Action Plan as set out in Appendix 4.

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January 2021

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Rec No.	Recommendation	Progress made	Date for completion	Person responsible	Action required <b>Bold text = updated actions;</b> <b>Highlighted text = for discussion at this Senate meeting</b>	Action completed (date)
<b>R1. PROVIDING ASSURANCE TO COUNCIL</b>						
i.	Develop OfS risk register & OfS conditions of registration 'governance matrix'	Refer to an 'Academic risk register', to include requirements of all regulatory academic matters, including professional bodies, rather than simply 'OfS risk register'. Otherwise Senate agreed the recommendation on 11 May.	Autumn 2020	Dir of PP&C	Joint Working Group suggested rather than creating a separate OfS risk register, both Council and Senate needed to take a risk-based approach to all items of business on their agenda.	
ii.	Council receives a report at each of its meeting from Senate on OfS matters	Council should receive a report at each of its meeting from Senate on 'all academic regulatory matters' not just OfS; it was noted that the reports on the access and participation could come from the APPG. Senate agreed the recommendation on 11 May.	Autumn 2020	Dir of PP&C	Joint Working Group with Council suggest that having an annual academic assurance framework, to include a schedule of OfS-related issues to clarify when and where that discussion would take place. To include detail on how and when Senate would engage with relevant sections of the University strategy, and with KPIs.	
iii.	The annual quality and standards report from Senate to Council is more closely aligned to the OfS conditions and requirements	Senate agreed the recommendation on 11 May.	Autumn 2020	PVC(L&T)	Joint Working Group with Council considering R1.	

iv.	The report template for Senate and its Committees is modified to include a section entitled 'OfS Impact Assessment'	Senate agreed the recommendation on 11 May.	1 August 2020	Dep Dir Academic Gov & Compliance	Joint Working Group with Council considering R1	
v.	Members of Senate and its Committees ensure that they do not allow OfS considerations to narrow the range of their debates	Senate agreed the recommendation on 11 May.	1 August 2020	Senate members / Chair	Note.	
vi.	Consideration is given to: trialling some task-based joint workshops of Senate and Council to strengthen relations and shared understanding; and new members of Council observing a Senate meeting	Senate agreed the recommendation on 11 May.	2020/21	Head of Strategic Gov (HoSG) / Dep Dir Academic Gov & Compliance	Joint Working Group with Council suggest facilitating informal contact between members of Council and Senate, and in members from each body observing meetings of the other (including sub-committee meetings, as appropriate).	
<b>R2. KEY PERFORMANCE INDICATORS (KPIs)</b>						
i.	Add the OfS conditions of registration, esp. those associated with Access and Participation Plan targets, to the University's KPIs.	Senate agreed the recommendation on 11 May.	2020/21	Dir of PP&C	Amend KPIs.	
ii.	Senate determines a clear relationship between its lead and lag KPIs and the University's academic strategy	Amend to '...between its lead and lag KPIs on academic matters...' Otherwise Senate agreed the recommendation on 11 May	2020/21	Dir of PP&C	Amend KPIs.	

iii.	Because the University will be judged externally on publicly available benchmarked measures, it is recommended that these measures are used in the University's KPIs.	Amend to read 'Because the University will be judged externally on publicly available benchmarked measures, it is recommended that the University be aware of these measures relating to its KPIs', as these could vary. Senate suggested that aspirational targets also be considered. Otherwise Senate agreed the recommendation on 11 May.	2020/21	Dir of PP&C	See recommendation. Review targets.	
iv.	Senate's academic KPI monitoring and reporting is better informed by receiving the KPI information with targets, trends, performance RAG rating	Senate agreed the recommendation on 11 May.	2020/21	Dir of PP&C	See recommendation.	
<b>R3. SENATE TERMS OF REFERENCE</b>						
i.	The redrafted sections 18 and 19 of Statutes and section 9 of Ordinances are accepted by Senate and passed on to Council	Senate agreed on 11 May that this was a subject for detailed discussion. Issues were raised about some members being elected from specified Faculties/School.	Summer 2021	VC / Senate	In October Senate agreed that the Librarian should remain a member of Senate <i>ex-officio</i> and that co-opted members should be 'eligible for re-appointment for a further two consecutive terms'. Senate in October agreed a small change to Ordinance 9. Senate membership and functions agreed in November 2020. <b>However, terms on Council to be discussed in Feb 2021:</b> Cl/Sen working group recommended that	

					Senate members have maximum 9 year term, with no breaks. Council & Privy Council approval needed.	
ii.	The current clause 19.33 of the Statutes: “To take such steps as it thinks fit to control organisations of the Students” is moved to the functions of the Council	Senate agreed the recommendation on 11 May.	Summer 2021	HoSG	Agreed at Senate in November 2020. Council & Privy Council approval needed.	
iii.	Academic Assembly is reviewed with a view to improving academic staff engagement and to strengthen the relationship with Senate.	Senate agreed the recommendation on 11 May. Council consideration also needed.	2020/21	HoSG	<b>Review of Academic Assembly: a Chair was appointed and the review group has had its first meeting in January 2021.</b>	
<b>R4. AGENDA AND REPORTS</b>						
i.	Early-stage discussion papers are considered by Senate routinely, and the agenda template for Senate meetings is revised to include standing items under Part I comprising short written reports (see list)	Senate agreed the recommendation on 11 May. SU sought to allow for an oral statement to Senate rather than a written report.	Autumn 2020	VC /DVC/ PVCs / Dep Dir Academic Gov & Compliance	Senate supported this in principle. Decide when to implement new agenda template for Senate and its committees. <b>Templates also need to be digitally accessible.</b>	
ii.	The agenda template for Senate meetings includes (under Part I) a report from Council to summarize the	Senate agreed the recommendation on 11 May.	Autumn 2020	Dep Dir Academic Gov & Compliance	Council approval needed. Joint Working Group with Council considering this.	

	key areas of discussion and decisions made					
iii.	An additional note for the Senate agenda that reiterates the role of elected members of Senate	Senate agreed the recommendation on 11 May.	Autumn 2020	Dep Dir Academic Gov & Compliance	Senate supported this in principle.	
iv.	The Senate agenda template is updated such that the listings of Committees presenting minutes are align with the agreed changes to Senate and Joint Committees	Senate agreed the recommendation on 11 May.	Autumn 2020	Dep Dir Academic Gov & Compliance	Senate approval in October 2020.	
v.	Each Senate and Joint Committee provides an annual report of significant business and decisions for discussion in Part I of the Senate agenda	Senate agreed the recommendation on 11 May. Council approval needed.	2020/21	Dep Dir Academic Gov & Compliance	Senate supported this in principle.	
vi.	The report template for Senate (and Senate and Joint Committees) is updated	Senate agreed the recommendation on 11 May. Council approval needed if changing template for joint Committees.	Autumn 2020	Dep Dir Academic Gov & Compliance	Senate supported this in principle.	
<b>R5. RESERVED BUSINESS</b>						



i.	Senate Committees, Boards of Studies and Boards of Examiners should retain reserved business excluding student members but Senate itself (and the Joint Committees) would provide papers relating to reserved areas of business to student members	There was general agreement at Senate on 11 May that reserved business should be retained for Senate committees, but not for Senate itself, but that further thought would be necessary about developing a policy/protocol to avoid conflicts of interest. This would need to align with practices in other committees including Council.	June 2020	Dep Dir Academic Gov & Compliance	Senate considered a protocol in October 2020 to avoid group conflicts of interest at Senate but not yet agreed. (Senate agreed in June 2020 a statement on individual interests.) Senate agreed that Student members of Senate itself may receive Reserved business papers and remain for those items.	
<b>R6. OTHER SENATE OPERATING ARRANGEMENTS</b>						
i.	Standing Orders of Senate are aligned with any accepted recommended changes	Senate agreed on 11 May.	Autumn 2020	Dep Dir Academic Gov & Compliance	Revise SOs.	
ii.	The procedural rules (linking to the Standing Orders of Senate) are visible on each relevant Committee webpage	Senate agreed on 11 May.	Autumn 2020	Dep Dir Academic Gov & Compliance	Revise web pages.	
iii.	The Scheme of Delegation for Senate is updated to align with any accepted recommendations. Amendments to Part 2 (see list)	Scheme of delegation: further consideration be given to the proposal to add: “Routine editorial changes to Student Regulations” to be delegated to the Director of Academic Registry in consultation with the Secretary to Senate. Otherwise on 11 May Senate agreed the recommendations.	2020/21	Dep Dir Academic Gov & Compliance	Further consideration be given by Senate to the proposal to add: “Routine editorial changes to Student Regulations” to be delegated to the Director of Academic Registry in consultation with the Secretary to Senate.	

iv.	As part of the induction of new members to Senate they are introduced to Council's members and business, and opportunities to interact beyond the induction period are increased	Senate agreed on 11 May. Council approval needed.	2020/21	HoSG / Dep Dir Academic Gov & Compliance	Consider how to improve interaction. See R1 (vi) above.	
v.	Senate considers how it could move to "digital by default" i.e. all circulations in electronic format	Senate agreed on 11 May.	2020/21	Dep Dir Academic Gov & Compliance	Consider digital by default, in line with ongoing changes to the arrangements for Senate. <b>New committee paper software is being investigated.</b>	
vi.	Undertake a thoroughgoing refresh of the University's webpages and documents relevant to Senate and its Committees and Joint Committees	Senate agreed on 11 May.	2020/21	Dep Dir Academic Gov & Compliance	Refresh of webpages (dependent on time of key officers).	
<b>R7. SENATE COMMITTEES AND JOINT COUNCIL AND SENATE COMMITTEES</b>						
<b>R7.1 Boards of Studies (BoS)</b>						

i.	Terms of reference for the Faculty/School BoS are reviewed in consultation with the Chairs, Secretaries and Academic Registry	Senate agreed on 11 May. There was a question about who would carry out the proposed review of Terms of reference.	2020/21	TBC	Terms of reference for the Faculty/School BoS to be reviewed in consultation with the Chairs, Secretaries and Academic Registry.	
ii.	Faculty/School BoS operate to their full revised terms of reference and discharge their responsibilities around academy strategy fully	Senate agreed on 11 May. BoSs discussed on 20.5.20. Chairs of BoSs feel the bullet points are vague in terms of action required.	2020/21	Chairs of BoSs / Dep Dir, Acad Gov & Compliance	Clarify recommendations.	
iii.	Consideration is given to whether the BoS (Doctoral) and UDSC are working as intended when they were introduced	Senate agreed on 11 May. UDSC considered in May. PVC(I&D) the Board of Studies (Doctoral) and University Doctoral Studies Committee are working as intended when they were introduced, but memberships to be reviewed.	Summer 2020	PVC (I&D)	Membership of BoS(D) and UDSC to be revised to reduce overlap.	
iv.	Terms of reference for the BoS (Doctoral) are reviewed, alongside the wider governance of the Doctoral College	Senate agreed on 11 May. There was a question about who would carry out the proposed review of Terms of reference. Need to correct reference in the report to the governance of Doctoral Committees (which was what was meant, rather than the Doctoral College itself).	Summer 2020	PVC (I&D)/ Academic Dir	To review membership and terms of reference.	
<p><b>R7.2 Research, Ethics and University Doctoral Studies Committees</b></p>						

i.	The proposed report from the PVC (Research) at each Senate meeting includes significant issues and decisions from the Research Committee	Senate agreed on 11 May.	Autumn 2020	PVC (R)	Report to each Senate meeting from PVC (R)	
ii.	A light-touch review of the terms of reference of the Research Committee is conducted to explicitly reference the Knowledge Exchange Framework and otherwise update	Senate agreed on 11 May.	Autumn 2020	PVC (R) / Cttee Sec	<b>Senate approved revised Terms of Reference for RKEC in November 2020.</b>	
iii.	Consideration is given to changing the name of the Research Committee to the 'Research and Knowledge Exchange Committee'	Senate agreed on 11 May.	Autumn 2020	Senate	Senate approved change of name to Research and Knowledge Exchange Committee in October 2020.	
iv.	The Research Committee updates its composition to streamline the contribution across relevant areas of Professional Services	Senate agreed on 11 May.	Autumn 2020	Senate / URC	URC to review its composition.	
v.	To enhance strategic development, the Chair of the Research Committee considers: using an annual forward plan and temporary working groups	Senate agreed on 11 May.	Autumn 2020	PVC (R) / Cttee Sec	Develop annual plan of work and consider working groups.	

vi.	Ethics Committee covers all academic ethical issues and actively responds to the growing need for consideration of the ethical issues around teaching. A new University Ethics Advisory Committee is established as a Council Committee to take responsibility for non-academic ethical issues	Senate agreed on 11 May. Council at its meeting on 14 May: <ul style="list-style-type: none"> <li>• approved the establishment of a University Ethics Committee;</li> <li>• agreed that the first task of the University Ethics Committee should be to revise and update the current University Code of Ethics;</li> <li>• Head of Strategic Governance to facilitate discussions with the Chair of the (Senate) Ethics Committee, PVC (R) and the VC in order to ensure clear delineation of roles etc;</li> <li>• agreed include consideration, from Autumn 2021, of an annual report from the VC on matters relating to the University Code of Ethics and ethical compliance.</li> </ul>	(Council)	HoSG	<b>Council has established a University Ethics Committee</b>	
vii.	The Ethics Committee refocuses its terms of reference to give a platform for consideration of strategic matters	Amend reference in SER report to 'Faculty/School Ethics Committees' to refer to PREC, REACH, SSREC etc; Otherwise Senate agreed on 11 May.	Autumn 2020	Chair/Sec of Ethics Cttee	<b>Senate to revised the Academic Ethics &amp; Integrity Committee Terms of Reference in November 2020</b>	
viii.	Explicit consideration is given to the membership of the Ethics Committee to position it optimally for more strategic discussions and to foster better engagement of student body	Senate agreed on 11 May.	Autumn 2020	Chair/Sec of Ethics Cttee	Review composition.	

ix.	Terms of reference of the Ethics Committee to include ‘integrity’, the membership includes HR and teaching representation, and ‘integrity’ is in the name, e.g. the ‘Academic Ethics and Integrity Committee’.	Senate on 1 May suggested it reconsider the recommendation ‘that the membership includes HR (relevant to integrity of staff-student relations)’ as it may not be appropriate to have HR involvement in staff matters at this committee. Otherwise Senate agreed on 11 May.	Autumn 2020	Chair/Sec of Ethics Cttee	Senate agreed in June to rename its Ethics Committee ‘Academic Ethics and Integrity Committee’ and to remove lay Council member from the Committee for 2020/21. <b>Senate revised the AEI Committee composition in November.</b>	
x.	A standing item on Senate agendas for the Chair of the Ethics Committee to report on key items of Ethics Committee business	Senate agreed on 11 May.	Autumn 2020	Chair/Sec of Ethics Cttee	AEI Committee Chair to provide reports to Senate.	
xi.	Senate’s oversight of the Awards and Prizes procedures for staff and, separately, student awards and prizes are appropriately included within governance arrangements for ethics	Senate agreed on 11 May.	Autumn 2020	Chair/Sec of Ethics Cttee	Ethics Committee / Senate to approve remit re prizes.	
xii.	The proposed report from the PVC (International and Doctoral) at each Senate meeting includes significant issues and decisions from the UDSC	Senate agreed on 11 May.	Autumn 2020	PVC (I&D)	PVC (I&D) to report to each Senate meeting.	

xiii.	Allied to the above, a wider review of the University’s doctoral strategy and the governance of the Doctoral College	Senate agreed on 11 May. It was noted that a key aim of the Doctoral College was to reduce bureaucracy. Correct reference to the governance of Doctoral Committees (which was what was meant, rather than the Doctoral College itself).	2020/21	TBC	Review the University’s doctoral strategy and the governance of the Doctoral Committees. This is dependent on resource.	
<b>R7.3 Staff and Equality and Diversity Committees</b>						
i.	Timely and consistent procedures for reacting to circumstances where a member of academic staff has a competitive offer from another institution are reviewed	Senate agreed on 11 May. It was noted that Senate should have oversight of the process, not detailed information about individual cases.	2020/21	Director of HR	Develop procedures for these circumstances.	
ii.	The ASC no longer operates as a formal Senate Committee and instead operates as a series of Faculty/School Boards. Applications reviewed by a central ‘Academic Staff Progression Board’	On 11 May Senate noted that this recommendation would require consultation with HR and potentially the unions, in addition to Council. Consistency would be important	2020/21	Senate/ DVC/ Dir of HR	Further consideration of proposals re ASC needed with HR and potentially the unions, in addition to Council.	
iii.	Academic Staff Appeal Committee terms of reference are modified to reflect the removal of the ASC and its sub-groups, and	On 11 May Senate noted that this recommendation would require consultation with HR and potentially the unions, in addition to Council.	2020/21	Chair of ASC and Sec	Review Terms of Reference of ASC.	

	also to clarify the eligible grounds for appeal					
iv.	The SAAC is discontinued, and appointments be made directly by the selection committee	On 11 May Senate noted that this recommendation would require consultation with HR and potentially the unions, in addition to Council.	2020/21	VC/ Dir of HR/ Dep Dir (Academic Gov & Compliance )	<b>Proposal to be considered by Senate in February 2021.</b> Council approval needed.	
v.	The Academic Career Progression Framework and Principles document, is updated to accommodate changes	Agreed by Senate 11 May.	2020/21	Dir of HR	Update CPER doc	
vi.	The EDN becomes an informal network for sharing good practice and for discussing topics from the EDC	Senate agreed on 11 May.	Autumn 2020	Chair EDC/ Senate	EDC considered this proposal in June 2020 and decided to retain the EDN as a sub-committee.	
vii.	The EDC is renamed the 'Equality, Diversity and Inclusion Committee', and considers ways to improve its integration with Senate and Council	Senate agreed on 11 May.	Autumn 2020	Chair EDC/ Senate/ Council	Senate approved new name of Equality, Diversity and Inclusion Committee in October 2020. New Executive Chair Alex Butler appointed 1 Nov 2020. New (b) in Terms of reference added from Aug 2020.	
viii.	Support for the EDC is reviewed to consider suitable professional services support	Senate agreed on 11 May.	Autumn 2020	UEB	Review support for EDIC.	



ix.	The President of the SU is added to the membership of the Honorary Degrees Cttee.	Senate agreed on 11 May.	Autumn 2020	Chair EDC/ Senate/ Council	<b>Membership of the Honorary Degrees Cttee to be considered by Senate in February 2021.</b> Council approval needed.	
x.	Senate and Council provide guidelines to the HDC, on who could be considered “persons worthy...”. A small working group to review the processes for receiving nominations and criteria.	Senate agreed on 11 May.		HDC Sec / Senate/ Council	<b>HDC working group has met. Guidelines to be considered by Senate in February 2021.</b> Council approval needed.	
xi.	The Awards and Ede and Ravenscroft (now Peter Troughton) Research Staff Prize Committees are joined into a single ‘Staff Awards Board’ (no longer a formal Committee of Senate) to ensure consistency.	Senate agreed on 11 May.	2020/21	Senate	Senate to give further consideration to this proposal.	
<b>R7.4 Student Experience Committees</b>						
i.	CSSU reports to the UEB on operational matters; Senate receives reports, for discussion on academic matters, including student experience and student	Senate agreed on 11 May that recommendations regarding CSSU and Student Prize Committees required further consideration, alongside the new Student Experience Board.	2020/21	VP(SE), Cttee Sec	Senate to give further consideration to the recommendations regarding CSSU, alongside the proposed new Student Experience Board; and the effectiveness of the proposal re Student Prize Committees.	

	welfare; and Council receives regular reports on general CSSU matters				Council approval also needed.	
ii.	The VP (Student Experience) to be member of CSSU, possibly replacing the PVC (L&T), and, assuming VC remains as Chair, consider making SU President Vice-Chair, jointly with VP (SE)	Senate agreed on 11 May that recommendations regarding CSSU required further consideration, alongside the new Student Experience Board.	2020/21	VP(SE), Cttee Sec	Senate to give further consideration to the composition of CSSU, alongside the new Student Experience Board. Council approval also needed.	
iii.	Consider whether it is necessary for 2 <sup>nd</sup> SU member to be the Education Officer; nor does it seem to be necessary for Senate to elect members to CSSU unless there are more volunteers than vacancies. A change of name perhaps to the 'Student Experience and Welfare Committee'. Further, that discontinuation of CSSU is considered.	Senate agreed on 11 May that recommendations regarding CSSU required further consideration, alongside the new Student Experience Board.	2020/21	VP(SE), Cttee Sec	Senate to give further consideration to the name & composition of CSSU, and whether both it and new Student Experience Board are needed. Council approval also needed.	
iv.	The Blues, Chancellor's Prize, and Ede and Ravenscroft Prize (PGR) Committees are joined into a single 'Student Awards Board' (no longer a formal	Senate agreed on 11 May that recommendations regarding the proposed Student Prize Board required further consideration, alongside the new Student Experience Board.	2020/21	VP(SE) / PVC(L&T)/ Dep Dir Academic Gov & Compliance	Proposed Student Awards Board requires further consideration.	

	Committee of Senate) to ensure consistency.					
<b>R7.5 Teaching, Curriculum Transformation, Course Approval and Quality Assurance Committees</b>						
<b>i.</b>	The respective roles of the UEB and APC in the programme approval and withdrawal processes are reviewed and clarified	Senate agreed on 11 May.	2020/21	UEB/ Senate / APC chair	Roles of the UEB and APC to be clarified	
<b>ii.</b>	Membership of the APC is reviewed in the light of the role clarifications with UEB recommended above	Senate agreed on 11 May.	2020/21	Senate / APC Chair	Review membership of APC	
<b>iii.</b>	Consideration is given to including ‘standards’ in the title of the LTQC, e.g. ‘Education, Quality and Standards Committee’	Senate agreed on 11 May. ULTQC to discuss at meeting in July 2020.	Autumn 2020	ULTQC Chair/ Sec	Senate agreed new name as Education, Quality and Standards Committee in October 2020.	
<b>iv.</b>	The role of LTQC in approval of doctoral provision, is included within the remit of the recommended review of doctoral provision and governance	Senate agreed on 11 May. ULTQC to discuss at meeting in July 2020.	2020/21	UDSC / ULTQC	Include role of ULTQC in review of doctoral governance.	
<b>v.</b>	The membership of the LTQC is reviewed	Senate agreed on 11 May. ULTQC to discuss at meeting in early July 2020.	2020/21	ULTQC	Review membership of ULTQC.	
<b>vi.</b>	More efficient use is made of the time at meetings: timely circulation of papers; report template;	Senate agreed on 11 May. ULTQC to discuss at meeting in early July 2020.	2020/21	Chair of ULTQC	Management of ULTQC meetings.	

	consultation prior to ULTQC meetings					
<b>vii.</b>	Consideration is given to changing the name of the Disciplinary Committee to reflect its student focus and full remit, e.g. 'Student Disciplinary and Misconduct Committee', and consideration could be given to extending to explicitly cover fitness to study and practice	Senate agreed on 11 May. Needs reconsideration, as Fitness to Study and Fitness to Practice should be kept separate from Misconduct processes.	Autumn 2020	VP(SE) / Senate	Senate agreed in June 2020 change of name to Student Disciplinary and Misconduct Committee (without Fitness to Study and Fitness to Practise in its remit).	
<b>R7.6 Committee Secretariat, Operations and Structure</b>						
<b>i.</b>	Senate and its Committees provide papers consistently one week in advance of a meeting	Senate agreed on 11 May.	Autumn 2020	All authors of Senate papers	Timely provision of papers.	
<b>ii.</b>	Committees maintain a healthy turnover of members and the numbers of people in attendance is limited to maintain focussed discussions	Senate agreed on 11 May.	2020/21	VC / Senate/ Dep Dir Academic Gov & Compliance	Consider SOs re cttee membership terms; and numbers of attendees invited.	
<b>iii.</b>	All new Committee members receive an induction to clarify expectations, roles, responsibilities and	Senate agreed on 11 May.	Autumn 2020	Dep Dir Academic Gov & Compliance	Continue with annual induction.	

	relationships between bodies					
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