SENATE – MINUTES
8 March 2017

PRESENT: Vice-Chancellor (in the Chair); Professor P. Ashwin; Professor A. M. Atherton; Dr S. Awanis; Professor S. Bainbridge (for Professor S. Guy); Professor P. Barker; Professor P. Bates; Ms J. Bennett; Dr P. Bishop; Mr T. Buckley; Professor S. Bushell; Professor K. Cain; Dr A. Collins; Mr N. Dearman; Professor S. P. Decent; Professor M. Ehrigott; Professor J. Faulconbridge; Professor P. R. Fielden; Ms O. Gomez-Cash; Dr K. Grant; Professor B. Hollingsworth; Dr W. Hollmann (for Professor R. Geyer); Professor M. Hughes; Dr S. Hughes; Professor S. R. A. Huttly; Dr R. Isba; Ms A. Jennings; Professor N. Johnson; Ms R. L. Jones; Professor R. W. L. Jones; Dr R. Lauder; Professor A. Lazarev; Dr A. Leeson; Professor C. May-Chahal; Mr P. Montague; Professor C. Paoloni; Professor M. Piacentini; Ms C. Povah; Ms A. Pradhan; Professor E. Semino; Professor M. M. Smyth; Mr D. Tsang; Dr W. Tych; Ms T. Walters; Dr S. Weare; Professor J. Whittle; Professor M. B. Wright; Professor M. Zanardi.

IN ATTENDANCE: Mr P. Boustead; Ms C. Geddes; Ms R. Hughes; Ms H. Hunter; Mr S. J. Jennings; Dr I. Lyne; Ms A. Mullan; Ms N. C. Owen; Mrs S. J. Randall-Paley; Mr M. Swindlehurst.

APOLOGIES FOR ABSENCE: Professor P. Atkinson; Dr C. Baker; Professor S. Bradley; Professor A. G. Chetwynd; Mr F. Dawes; Professor A. W. Laing; Ms M. Rahman; Professor S. Walter; Professor S. Young.

DECLARATIONS OF INTEREST

There were no declarations of interest.

QUESTIONS ON NOTICE TO THE VICE-CHANCELLOR

Question received: Does Lancaster University intend to implement a policy regarding university scholarships for refugees and/or asylum seekers?

The Chief Administrative Officer and Secretary reported that the University subscribed to the Council for At-Risk Academics (Cara) Fellowship Programme and also that Faculties and Departments were able to determine criteria for allocation of postgraduate scholarship funding through which they could choose to prioritise these groups. In addition, a working group was reviewing support that can be offered to undergraduate applicants, including scholarships and assistance.

It was agreed that there would be a further report to Senate in due course on the outcomes of the working group and that, more generally, there should be increased visibility of support available from the University in this area.

1. MINUTES PAPER A

1.1 The minutes of the Senate meeting held on 9 November 2016 were approved.
SECTION 1: ITEMS FOR INFORMATION (UNLIKELY TO REQUIRE DISCUSSION)

2. REPORT OF THE VICE-CHANCELLOR

2.1 The Vice-Chancellor provided an oral report on national and University activities of interest to Senate, including:

(a) that the University had an active social media presence for International Women’s Day;
(b) that the University’s Teaching Excellence Framework (TEF) submission had been submitted in January and the Vice-Chancellor thanked staff for their contributions, in particular the Pro-Vice-Chancellor (Education) and the University Dean for Academic Quality;
(c) progress of the Higher Education and Research Bill including in relation to TEF, the powers of the Office for Students (OfS), accelerated degrees and credit transfer;
(d) the appointments of the Chair of OfS and the Chief Executive of UK Research and Innovation (UKRI);
(e) the publication of the Industrial Strategy Green Paper and the annual grant letter to HEFCE for 2017/18;
(f) an overview of application numbers, which positioned the University positively for the 2017/18 intake, but it would be important to focus on conversions.

Senate noted the report.

3. SUMMARY OF UMAG BUSINESS RELEVANT TO SENATE PAPER B

3.1 Senate noted the report.

4. FORWARD SCHEDULE OF SENATE BUSINESS PAPER C

4.1 Senate noted the report.

SECTION 2: ITEMS FOR DISCUSSION REQUIRING DECISION

5. EDUCATION STRATEGY PAPER D

5.1 The Pro-Vice-Chancellor (Education) introduced the report outlining changes to the strategy and implementation plan since the November meeting of Senate, including linking to the University Strategy refresh and development of Key Performance Indicators, as well as other related developments.

5.2 Key points from the discussion included: the importance of inclusivity within the curriculum and the importance of ensuring activities were joined up across the University. It was also noted that the strategy would be promoted internally within the University.

5.3 Senate approved the University’s Education Strategy for immediate implementation.
6. **REVIEW OF POSTGRADUATE RESEARCH: OVERVIEW**

6.1 The Pro-Vice-Chancellor (Research and Enterprise) and Pro-Vice-Chancellor (Education) introduced the report outlining the scope of the review and immediate priorities, which were to establish a Postgraduate Research oversight group and the development of the Doctoral Academy.

6.2 Key points from the discussion included:

(a) the importance of addressing the requirements for all study modes, particularly distance learning and part time;
(b) the need to set standards concerning academic malpractice;
(c) that the Doctoral Academy should aim to simplify studentship application processes;
(d) the importance of developing a competitive doctoral training centre.

6.3 Senate approved the report and noted the next steps, in particular that the Pro-Vice-Chancellor (Research and Enterprise) and Pro-Vice-Chancellor (Education) will lead on the prioritisation of recommendations and associated implementation plan for report to Senate in due course.

7. **RESEARCH INSTITUTES AND CENTRES**

(i) **SECURITY LANCASTER INSTITUTE**

7.1 The Pro-Vice-Chancellor (Research and Enterprise) introduced the report setting out the rationale for changing Security Lancaster from Research Centre to Institute status, in particular noting that the 2016 Review of Research Centres had concluded that Security Lancaster aligned with other University Research Institutes in terms of external reputation, scale, success measures and strategic importance. Institute status would provide access to the University planning process to bid for funding, but noting that Security Lancaster was self-sustaining and did not require pump-priming.

7.2 Senate approved the proposal that Security Lancaster becomes an Institute.

(ii) **RUSKIN CENTRE FOR CULTURE, LANDSCAPE AND ENVIRONMENT**

7.3 The Associate Dean for Research for the Faculty of Arts and Social Sciences introduced the report setting out the rationale for establishing the Ruskin Centre for Culture, Landscape and Environment, including to expand the role of the current Ruskin Library and Research Centre particularly enabling cross-disciplinary activity, increasing engagement, and optimising the benefits from housing the Ruskin collection. It was also noted that the proposal was supported by the Ruskin Foundation and the Ruskin Library Board.

7.4 Senate approved the establishment of the Ruskin Centre for Culture, Landscape and Environment.
7.5 The Deputy Vice-Chancellor introduced the report setting out the rationale for establishing the Centre for West African Studies, including alignment with the University’s ambition that the LU Ghana partnership should provide for a ‘full service’ campus and the opportunities provided by the launch of the Global Challenges Research Fund. Five key research themes had been identified and a key objective was that the Centre would be self-sustaining within five years, but the Centre would require initial investment and the University Planning and Resources Group (UPRG) was due to consider a funding proposal.

7.6 Key points from the discussion included:

(a) ensuring that LU Ghana staff would have the opportunity to undertake research through effective workload planning;
(b) that the proposed name for the Centre had been carefully considered and reflected the geographical area of research as well as local interest and aligned with that of a potential partner;
(c) ensuring that there was meaningful collaboration between the Centre and staff based at the University;
(d) the unique opportunity for the University to influence the development of the campus.

7.7 Senate approved the establishment of the Centre for West African Studies as a University Research Centre.

SECTION 3: ITEMS FOR DISCUSSION NOT REQUIRING DECISION

8. STRATEGY 2020

(i) UNIVERSITY KEY PERFORMANCE INDICATORS

8.1 The Vice-Chancellor and Director of Strategic Planning and Governance introduced the paper stating that the draft key performance indicators (KPIs) had been prepared in parallel to the strategy refresh and that they were intended to guide the University’s progress towards its strategic goals; they are not intended to represent the full breadth of the University’s activities, but rather provide a limited number of representative measures.

8.2 Key points from the discussion included:

(a) that further consideration be given to: use of the international league table ranking; whether a staff measure should be included as an additional KPI; and, whether there were other more appropriate engagement indicators;
(b) increasing the student population presented challenges to perform well in related KPIs, in particular entry tariff ranking and that more thought needed to be given around the KPI concerning retention.

8.3 Senate noted the report and that the feedback would be taken into consideration as part of the next iteration.
8.4 The Vice-Chancellor, the Deputy Vice-Chancellor and Director of Strategic Planning and Governance introduced the paper, outlining that considerable progress had already been made against the Strategy 2020, but that the Refresh would support responding to the changing external environment and key areas where further progress was still required, including engagement and international rankings performance, as well as reflecting the implications of growth and having greater emphasis on inclusion and diversity.

8.5 Key points from the discussion included suggestions for further consideration: the University’s positioning in its Vision statement; structuring the list of successes; recognising the complexity of online pedagogy; capturing inclusivity and diversity in the curriculum; and, the role of students as participants in the learning experience.

8.6 Senate noted the report and that the feedback would be taken into consideration as part of the next iteration.

8.7 The Student Union noted their thanks that some of the items they had asked to be included in the Strategy Refresh had been.

9. LANCASTER UNIVERSITY GHANA: PARTNERSHIP PROPOSAL (Restricted and Commercial in Confidence)

10. PEOPLE STRATEGY: ANNUAL REPORT 2016

10.1 Senate noted the report.

11. EQUALITY, DIVERSITY AND INCLUSION COMMITTEE ANNUAL REPORT 2015/16

11.1 Senate noted the report.

12. ACADEMIC STANDARDS AND QUALITY COMMITTEE ANNUAL REPORT 2015/16

12.1 Senate noted the report.

13. REPORT ON PERIODIC QUALITY REVIEWS 2015/16

13.1 Senate noted the report.

SECTION 4: ITEMS FOR DECISION UNLIKELY TO REQUIRE DISCUSSION

14. DEPARTMENTAL CHANGE OF NAME

14.1 Senate approved the change of name from the Department of English and Creative Writing to the Department of English Literature and Creative Writing.
15. UNIVERSITY EMERITUS PROFESSOR APPOINTMENTS: PROPOSALS UNDER STATUTE 10  

15.1 Senate agreed to recommend to Council approval of the proposals of appointments as set out in the report.

SECTION 5: ITEMS FOR REPORT

16. SENATE CHAIR’S ACTION  

16.1 Senate noted the report.

17. FACULTY ASSOCIATE DEANS AND HEADS OF DEPARTMENTS: APPOINTMENTS  

17.1 Senate noted the report.

18. WRITTEN REPORTS OF MEETINGS  

18.1 Senate noted the reports.

19. NEW AND REVISED PROGRAMMES  

19.1 Senate noted the report.