

MEETING OF THE SENATE

29 JANUARY 2020

**Present:** Pro-Vice-Chancellors Professor Brown and Professor Hollander, Executive Pro-Vice-Chancellors Professor Beveridge (in the Chair), Professor Kenny and Professor van der Hoek, Associate Pro-Vice-Chancellors Professor Sheffield, Professor Spelman-Miller, Professor Yates, Professors Albadri, Atkinson, Barr, Berry, Buse and Caddick, Dr D Colquitt, Professors Comerford, Coomber and Cosstick, Professor Cunliffe, Dr E Drywood and Ferrero, Professors Forkert-Smith, Foxhall, Gibson, Guillaume, Hauskeller, Konev and Langfeld, Dr Madine, Professors Mair, Marshall, McGowan and Plater, Professors Saunders, Schewe, Scott, Semple, Sheard and Speed, Professors Tackley and Teubner, Dr Timme, Professors Vieira de Mello, Dr F Watkins and Professor Youngson.

The President, Deputy President and one of the Vice-Presidents of the Liverpool Guild of Students and the student representatives from the Faculty of Health and Life Sciences and the Faculty of Science and Engineering were present as representatives of the student body.

**In attendance:** The Director of People and Services, Dr C Costello; the Director of External Relations, Mr T Seamans; The Director of Libraries, Museums and Galleries, Mr P Sykes; Director, Student Recruitment, Admissions & Widening Participation, Mr I Roberts; Governance Officer, Mrs L King (Committee Secretary) and the Governance Manager, Mrs E Leonard.

**Apologies for absence** were received from 19 members of the Senate.

**1. Disclosures of Interest**

- i. Members were asked to disclose any interest that could give rise to conflict in relation to any item on the agenda. No such interests were disclosed.

**2. Minutes of the Previous Meeting**

2.1 Unreserved Minutes of the Meeting Held 6 November 2019

**AGREED:**

- i. The minutes of the meeting held on 6 November 2019 should be approved as an accurate record.

**3. Chair's Report**

**RECEIVED:**

- i. An oral report from the Chair.

**REPORTED:**

- ii. An Away Day for the Senior Leadership Team had taken place at the beginning of January, and had focused on the development and refresh of Strategy 2026. A number of achievements in various areas against key milestones had been noted, including the opening of the Material Innovation Factory, the Liverpool

Online partnership and capital estates development. Due to the recent general election and uncertainty around the international environment, tweaks to the Strategy were necessary in order to address new challenges such as the climate emergency. A light touch refresh of the Strategy was underway, with a short opportunity for consultation. A draft would be circulated in due course.

- iii. *Minute redacted due to commercial interest.*
- iv. The recent outbreak of Novel Coronavirus was expected to impact staff and students in UK and China. The University would be issuing various communications confirming their response.

#### **4. STRATEGIC MATTERS FOR DISCUSSION/DECISION**

##### **4.1 Aims and Aspirations for Libraries, Museums and Galleries**

[Mr Phil Sykes, Director of Libraries, Museums and Galleries attended for this item.]

##### **RECEIVED:**

- i. A paper presenting a series of “aims and aspirations”, showing how Libraries, Museums and Galleries will support and inspire the University in its mission “for advancement of learning and ennoblement of life”.

##### **REPORTED:**

- ii. The paper defined ten key development areas:
  - The Liverpool Difference – how we will be unique among our peers
  - Inspiring Research – the basis we will provide for first class scholarship
  - Opening our Research to the World – increasing the reach and impact of our research
  - The Wellbeing Library – using our services as an engine of wellbeing
  - Student Success – enabling our students to thrive and succeed
  - Building Friendliness – Creating rich and supportive learning environments
  - Building improvement – Providing the best digital, and traditional, study spaces
  - Your Digital Library – Personalising our digital service and designing it with users
  - Fairness and equity – Removing barriers that prevent equal access to our services
  - Empowered and Accountable Staff – Enabling our staff to make a difference.

##### **NOTED:**

- iii. Availability of study space would directly impact student experience metrics, and would be affected by the intended increase in international student intake outlined in the Student Intake Strategy. The plans to develop additional library space in

the Electrical Engineering and Electronics (EEE) building could help to address the increase in demand. Any decant and refurbishment of EEE space for library use would be planned in line with demands of the academic year and consideration taken to reduce the impact on staff and students.

- iv. The facilitation of outdoor study space in the summer months would offer increased options for students, but was recognised as an enhancement, rather than an equivalent to indoor space.
- v. Library courses facilitated centrally were useful for students, but more work should be undertaken to ensure the timing aligned to department and school calendars to ensure optimum value and engagement.
- vi. Departmental library staff were valuable assets for students, and this support would continue.

**AGREED:**

- vii. The Aims and Aspirations for Libraries, Museums and Galleries should be approved.

4.2 Student Intake Strategy

[Mr Tim Seamans, Director of External Relations and Mr Ian Roberts, Director of Student Recruitment, Admissions and Widening Participation attended for this item]

**RECEIVED:**

- i. A paper and presentation providing the basis for an integrated, University-wide approach to achieving a sustainable student intake.

**REPORTED:**

- ii. In providing a clear set of parameters and ambitions for the size and shape of the student body, the Student Intake Strategy provides the direction of travel for faculties and departments to deliver and support changes in student population.
- iii. *Minute redacted due to commercial interest.*
- iv. The eight principles contained within the strategy had been previously approved by Council.
- v. The figures in the strategy would underpin the Planning and Performance Cycle with immediate effect, influencing decisions about future student recruitment plans and portfolio developments as well as plans for the full range of services and facilities that would be required to support our students in future.

- vi. The strategy would be enabled by a series of supporting plans and continued oversight by the Student Intake Strategy Group, including management of key risks.
- vii. Articulation levels from XJTLU would remain under review and may be subject to change, and firm growth targets and delivery plans for PGR were not yet in place but were currently under development and would be brought forward in 2020.

**NOTED:**

- viii. *Minute redacted due to commercial interest.*
- ix. The ability for departments to capture student numbers in an accurate and timely way would be vital in ensuring progress against the strategy could be monitored effectively. The planning initiatives included in the strategy aimed to improve the quality and accuracy of student data being captured.
- x. Whilst the University aligned to the Russell Group average for staff student ratios, this was based on institutional level data and belied some departmental issues. The SIS would support improved planning and would allow for a better overview of staff student numbers across the organisation, so resource could be focussed where it is needed most.
- xi. *Minute redacted due to commercial interest.*
- xii. The targets outlined in the strategy would be implemented with immediate effect, and would provide the basis for each faculty's student intake plan as part of the Planning and Performance Cycle for 2020-2021. Initial UCAS data compared with targets had been positive to date.

**AGREED TO RECOMMEND:**

- xiii. The Student Intake Strategy should be recommended to Council for approval.

**4.3 Project SHAPE Academic Structure**

**RECEIVED:**

- i. A paper presenting the updated proposed structure for the restructured Faculty of Health and Life Sciences. It outlines the proposed changes to departmental names in HLS which had been amended since the last iteration of the structure presented in June 2019.

**REPORTED:**

- ii. The proposed new Faculty structure consisted of four new Institutes and a set of four enabling directorates designed to operate across the Faculty, supported by an enhanced Faculty Office and governed by a new Faculty Leadership Team.
- iii. Underpinning the proposed structure was an ambition to align teaching and research much more closely, into administrative units of comparable size.
- iv. Positioned within the Directorates and Faculty Office were the value-adding activities that enable research and teaching, and support staff and students, often cutting across multiple disciplines.

**NOTED:**

- v. The updated structure had been reviewed by the Formal Senior Leadership Team and the Project SHAPE Team. As a result ten changes had been proposed, the majority of which were minor. The most substantive change was the proposal to defer the creation of the Neuroscience department for another year, due to insufficient critical mass.
- vi. The mapping exercise to determine the scale of institutes and staff placement had yet to be undertaken, and would be critical in ensuring areas were large enough to be functional and effective.
- vii. The structure would continue to evolve, and its ability to do so and adapt to the changing external environment would be essential to the Faculty's future success.

**AGREED TO RECOMMEND:**

- viii. The Project SHAPE Academic Structure should be recommended to Council for approval.

## **5. REPORTS OF THE SUB-COMMITTEES**

### **5.1 Annual Report of the Research Integrity and Governance Committee**

**RECEIVED:**

- i. The annual report of the Research Integrity and Governance Committee.

**REPORTED:**

- ii. The paper provided an annual report of the activity of the Research Integrity and Governance Committee, covering the 2018-2019 academic year. The report described the work of the Committee to uphold and develop the robustness of the University's research governance framework.

- iii. The Research Governance Committee had been re-constituted to create a 'Research Integrity and Governance Committee'; with a revised scope and new membership.
- iv. Greater institutional efforts and administrative resource were required to foster a culture of research integrity and to prevent instances of potential misconduct in research.

## 5.2 Education Committee

### RECEIVED and NOTED:

- i. A report of the meeting of the Education Committee held on 15 January 2020, covering the following items:
  - Libraries, Museums and Galleries: Aims and Aspirations 2019 – 2026
  - Library User Insight Proposal
  - Education Action Plan
  - *Portfolio Development – Portfolio Review Group Update*
  - *Access and Participation Plan (APP) 2020 to 2025 – Activity Update*
  - Employability
  - *Graduate Outcomes (GO) Survey*
  - NSS Action Plans: Targeted Subject Areas
  - Quarter 1 Performance Report.

## 5.3 Research and Impact Committee

### RECEIVED and NOTED:

- i. A report of the meeting of the Research and Impact Committee held 16 January 2020, covering the following items:
  - REF2021
  - *Survey of Submission Intentions*
  - *Environment Statement Review*
  - *REF2021 Submission Plan*
  - Key Priorities and Next Steps for LDC and PGR numbers/PRES Results
  - Open Research
  - *Planning for Open Research at the University of Liverpool*
  - *Update on Open Access Compliance.*

## 5.4 Report of the Collaborative Provision Committee

### RECEIVED and NOTED:

- i. The Senate received a report on the meeting of the Collaborative Provision Committee held on 12 December 2019, covering the following items:

- XJTLU Updates  
*The approval of the outline proposal for the development of a new BA Global Studies, for delivery at XJTLU External Reviewers, Examiners and Advisers for XJTLU programmes*
- Institutional Reviews  
*Truman Bodden Law School, Cayman Islands  
Wirral Metropolitan College, UK*
- Study Abroad – New Exchange Partnerships

## 5.5 Postgraduate Research Committee

### RECEIVED and NOTED:

- i. The Senate received a report on the meeting of the Postgraduate Research Committee held on 15 January 2020, covering the following items:
  - Annual Review Summary Report
  - IIB Wellbeing Programme

## 6. OTHER ITEMS FOR APPROVAL/ENDORSEMENT

### 6.5 IP Spin Out Guidelines

#### RECEIVED:

- i. Guidelines regarding spin-out companies and equity allocation.

#### REPORTED:

- ii. In 2016 the University's IP Policy had been amended to provide that equity in spin-outs would be decided on a case by case basis, but gave no guidance in this regard. The previous policy, adopted in 2012, set out an initial equity allocation of 60:40 (University:Founders).
- iii. The intention of these guidelines was to provide clarity to potential academics founders, and consistency in approach. Decreasing institutional barriers (such as uncertainty and lack of process) had been shown to be critical in incentivising entrepreneurial staff to invest effort into spin-out companies.
- iv. The recommendations contained in the paper were as follows:

*- Minute redacted due to commercial interest.*

#### AGREED:

- v. The IP Spin Out Guidelines should be approved.

**7. ACTION TAKEN BY THE VICE-CHANCELLOR ON BEHALF OF THE SENATE\***

**RECEIVED:**

- I. Report on Action Taken by the Vice-Chancellor on Behalf of the Senate

**REPORTED:**

- i. Acting on behalf of the Senate, the Vice-Chancellor had approved updates to the membership list for the Fitness to Practise Panel

**AGREED:**

- ii. The action taken by the Vice-Chancellor on behalf of the Senate should be endorsed.

**8. Financial Statements of the University for the Year Ended 31 July 2019**

**RECEIVED and NOTED:**

- i. Via the University website, the Financial Statements of the University for the year ending 31 July 2019, as approved by the Council at its meeting on 20 November 2019.

**Date of Next Meeting**

**REPORTED:**

- i. The next meeting would be held at 2pm on Wednesday 17 June 2020.