

**Summary of Senate Effectiveness Review 2021/22**  
**Recommendations Extracted from the full Report**  
**(Approved by Senate 05 July 2022)**

R1	<p>That the proposed new Terms of Reference for Senate in <b>ANNEX 2</b> are approved to replace the current Senate Statement of Primary Responsibilities. <i>The new terms of reference will form part of a new Senate Ordinance, following transfer and review from the Statutes</i></p>
R2	<p>That:</p> <p>i) the proposed revised constituency for Senate is approved as set out in <b>ANNEX 3</b>, including a reduction in its total size from 68 to 60 members, to create a moderately smaller Senate;</p> <p>ii) the Election Regulations (University Regulation 9) are reviewed to reflect the new constituencies, as well as introducing terms of office for nominated and elected members of three years from 1 August (in line with elected members), but with flexibility to vary the three-year start and end date to flexibly fill vacancies;</p> <p>iii) removing alternate members for HoDs on Senate.</p>
R3	<p>That Senate takes a more balanced approach to monitoring across the key spheres of academic activity (teaching and learning and students, research and knowledge transfer/business exchange and partnerships engagement). <i>This would be supported by development and implementation of a more detailed annual schedule of business closely mapped to Senate's new Terms of Reference (see RECOMMENDATION 1).</i></p>
R4	<p>That the existing guidance and cover sheet templates for Council/UEB papers are adopted and adhered to by Sponsors/Authors for Senate items.</p>
R5	<p>That induction and ongoing development for Senate members are significantly enhanced through:</p> <p>i) the induction led by the Vice-Chancellor and University Secretary to be mandatory for new Senate members, supplemented by circulation of contextual materials for members;</p> <p>ii) offering a briefing for student representatives with the University Secretary, Pro-Vice-Chancellor (Teaching, Learning &amp; Students) and Academic Registrar ahead of each Senate meeting;</p> <p>iii) a loop back to new members mid-year (ie after 2 of the 4 meetings) to ascertain additional development needs;</p> <p>iv) an opportunity for new Senate members to have an experienced 'mentor' (this may or may not be from a different membership category);</p> <p>v) the Senate Member Role Description is reviewed to ensure it is current and clarifies the collective and individual responsibilities and rights of Senate members.</p>
R6	<p>That:</p> <p>i) the outline annual schedule of Senate business is restructured to show greater detail of forthcoming business in an annual cycle: (a) mapped to Senate's new Terms of Reference and (b) presented as a standing item on the agenda for each Senate meeting;</p> <p>ii) there is an opportunity for Senate members to propose possible agenda items when the annual schedule is considered;</p> <p>iii) consideration is given to identifying opportunities and topics for Senate papers suitable for staff and student representative co-creation and/or co-presentation, informed by the Pro Vice-Chancellor (Teaching, Learning and Students) and Academic Registrar.</p>

R7	<p>That consideration is given, in collaboration with the Internal Communications Team, to the most effective means of raising Senate's profile, discussions and decisions within the University (e.g. through re-development of the Senate webpage, 'talking head' videos from Senate members, submissions to the Staff Digest after every meeting etc).</p>
R8	<p>That:</p> <ul style="list-style-type: none"> <li>i) Senate's formal relationship with Council is clarified in its new Terms of Reference (see Recommendation 1);</li> <li>ii) an annual event (not constituting a formal joint meeting) is held which brings Senate and Council members together to discuss strategic topics of common interest;</li> <li>iii) Senate submits a summary annual report on its business in an engaging and concise format to Council;</li> <li>iv) wider joint awareness-raising opportunities be identified (e.g. verbal reports to Senate on Council business from the academic members of Council appointed by Senate).</li> </ul>
R9	<p>That:</p> <ul style="list-style-type: none"> <li>i) a Scheme of Delegation and Approval (SoDA) for Senate is developed, setting out the authority/powers delegated to its subcommittees, including minimising formal approvals by Senate of routine business more effectively decided in its sub-committee structure;</li> <li>ii) further consideration is given to a light touch evaluation of the adequacy and appropriateness of the overall Senate subcommittee (and associated Faculty committee) framework and reporting arrangements, acknowledging recent work by Chairs/Secretaries of specific subcommittees (e.g. Graduate Research School Board and University Teaching Committee);</li> <li>iii) Senate subcommittee meeting dates and times in the annual meetings calendar adhere to the requirements set by the Governance and Assurance Team, to ensure timely onward reporting of the subcommittee discussions and decisions to the next Senate meeting.</li> </ul>
R10	<p>That Senate is incorporated in a new set of general Committee Governance Regulations (Standing Orders) on the arrangements and procedures for the effective management of Committees, including meeting conduct and rules around membership, decision-making and voting (with any standalone arrangements specific to Senate clearly signposted).</p>