

Minutes

Meeting title: Senate

Date: Monday 13 November 2017

Time: 11.30am

Location: The Senate Room, George Thomas Building, Highfield Campus

Present: The President and Vice-Chancellor – Professor Sir Christopher Snowden (*Chair of Senate*)
Vice President (International) – Professor C Grant
Vice President (Research and Enterprise) - Professor M Spearing

Professor Bashir M Al-Hashimi, Professor James W Anderson, Professor George Attard, Ms Anne Baileff, Dr Claire Bailey, Dr Diana Baralle, Professor Anna Barney, Professor James Batchelor, Dr Jelili Bello, Professor Gilberto Brambilla, Dr Lynda Brown, Professor Jon Bull, Dr Kim Bull, Professor Michael Butler, Dr Lyn Calman, Professor Iain T Cameron, Mr Richard Cartwright, Dr Benjamin Chan, Dr Mark Chapman, Dr Jordan Cheer, Professor Taufiq Choudhry, Matthew Cowley, Professor Anne Curry, Dr Anne-Sophie Darlington, Dr Tessa Davies, Samuel Dedman, Professor Kevin Donnelly, Dr Maggie Donovan-Hall, Mr Jake Dovey, Mr Ian Dunn, Professor Robert W Eason, Professor Sarah Ennis, Professor Carol Evans, Professor Jane Falkingham, Professor Jonathan Flynn, Professor John Forster, Dr Nicholas Gibbins, Professor Mary Gobbi, Dr Laura Grange, Dr Sally Hayward, Dr Anna Hickman, Dr Kelly Hislop-Lennie, Dr Johanna Hjalmarsson, Professor John W Holloway, Dr Christopher Holmes, Giles Howard, Dr Chris W Jackson, Professor Keith Jones, Mrs Julia Kelly, Dr Kathleen Kendall, Dr Danielle Lambrick, Professor Paul Lewin, Dr Bashir Lwaleed, Dr Mark Mavrogordato, Professor Clare Mar-Molinero, Dr Mary Morrison Dr Antonio Martinez, Ms Kerry Matthews, Professor Derek McGhee, Professor Rachel Mills, Professor Karen Morrison, Mr Stephen Mortimer, Dr Amrit Mudher, Dr Soon Xin (Michael) Ng, Flora Noble, Dr Delphine Nourzad, Mr David Oakley, Ms Leonora Onaran, Mr Spiros Papadas, Dr Helen Paul, Dr Vesna Perisic, Dr James Pilgrim, Dr Eric Plum, Dr Alison Porter, Professor William Powrie, Dr Jonathan Price, Dr Regina Rauxloh, Professor Philippa Reed, Dr Emily S Reid, Professor Gill Reid, Professor Dave J Richards, Professor Tiina Roose, Jessica SAINSBURY, Dr Ruben Sanchez-Garcia, Dr Yasmin Sekhon, Dr Bram Sengers, Professor David Simpson, Dr Radan Slavik, Dr Karl Staples, Ms Nicky Stecker-Doxat, Dr Emily Swindle, Mrs Debra Ugboma, Mr Robert Veal, Dr Lena Wahlgren-Smith, Professor Daniel Whiting, Professor Paul Whittaker, Paul White, Professor James S Wilkinson, Professor Ian D Williams, Mr Andy Williams, Professor Robert J K Wood and Mr Matthew Wright.

By invitation

In attendance Mr L Abraham, Clerk to the University Council and Senate.

1 The Next Phase of the 10 Year Plan - Shaping the University for the Future

The President & Vice Chancellor welcomed everyone to the Extraordinary Senate meeting and outlined his presentation “Shaping the University for the Future”.

Senate noted that within the ever-changing environment the university should move towards bringing coherence and shape to the faculties. This would strengthen research and bring benefits from scale, balance student and staff numbers as well as bring better financial balance and would also improve external presentation, perception and clarity. Senate then noted the key principles of the reorganisation:

- Minimise adverse impact on staff and students;
- Alignment to strategy;
- Improve structure, clarity, productivity and collegiality;
- Maximize impact of subjects by grouping in Faculties;
- Minimise number of new structures and minimise change/disruption;
- Learn from previous reorganisation and restructuring;
- Purposeful, effective and easily communicated;
- Structures would work with a principle of subsidiarity, with responsibility, authority and accountability; and
- Retain academic freedom as a core principle.

It was noted that taxonomy of the University would be that under faculties would sit Schools, Departments and Institutes/Centres. There would be a common structure for senior teams:
Academic Structure

- Dean
- Associate Deans (3) Education, Research and Enterprise, International
- Heads of School, Heads of Department
- Directors of Institutes/Centres (independent of Schools/Departments)

Professional Services Structure

- Faculty Manager (reporting to the Dean)
- Faculty Finance
- Faculty HR
- Faculty Academic Registrar

The establishment of Academic Faculty Boards was set out which would, notably, included student representation.

The presentation then set out the main faculty restructure which proposed that the current structure of eight faculties be reorganised into five. The proposed new faculties were:

Faculty of Arts and Humanities
Faculty of Engineering and Physical Sciences
Faculty of Environmental and Life Sciences
Faculty of Medicine
Faculty of Social Sciences

A suggestion was then made as to the allocation of subjects and schools for each new faculty, but it was firmly stated that these were indicative at the current time and the President & Vice Chancellor welcomed suggestions from colleagues for alternative allocations. It was noted that multi-disciplinary and interdisciplinary activities would continue to be developed. It was noted that the Vice Presidents would work more closely with Associate Deans to ensure that faculty delivery of the Education, International and Research & Enterprise strategies were closely aligned to central strategic aspirations.

There would also be changes to Professional Services with faculty admissions, most of recruitment, marketing and communications, Health and Safety and RIS becoming more centralised but with dedicated resources for each Faculty working with the Dean, Associate Deans and Faculty Managers. It was hoped that the reorganisation would bring improvements to university governance:

- Deans continue as members of UEB with executive responsibilities for Faculties and wider University;
- Specific defined responsibilities for all Faculty Board Members;
- Student representatives on Faculty Boards (UG and PG);
- Closer operational coupling of Faculties to University;
- Embed theme of responsibility + authority + accountability; and
- Senate and Council operate as now.

Senate then noted the timeline for implementation with a date of 1 August 2018 to implement the new basic faculty structure.

It was further noted that in addition to the faculty reorganisation, there was a separate project looking at reducing the cost of staff across the university. It was recognised that due to the many external

pressures and with a view to becoming more financially sustainable, staff costs needed to be reduced by 7% (£20m). More details around this aspect would be made available at the following all staff address.

The President & Vice Chancellor then invited questions from Senate.

Q: The title of Health Sciences will be lost. Why is this important area being allocated to a non-medical faculty?

A: It is proposed to align Health Sciences into the Faculty of Environmental and Life Sciences, which will have medically-aligned activities. . This will enable both Health Sciences and Life Sciences to expand and encompass many other areas than they currently do. Diversity and choice will be vital to the University competing in the future.

Q: At the next meeting could Senate have access to the Risk Register which sets out the various risks associated with this reorganisation?

A: A Risk Register will be produced and is set to be included in a report coming to Senate for consideration at the meeting on 22 November 2017.

Q: Would Health Sciences be better aligned with the Faculty of Medicine? Midwifery, in particular, does not sit well within Faculty of Environmental and Life Sciences.

A: As stated, this will give Health Sciences the opportunity to expand its offer and work with colleagues across all life sciences to develop new and multi-disciplinary programmes.

Q: How will the student representatives be chosen for the Faculty Boards?

A: This element is still open to discussion.

Q: How will the enterprise economy be managed?

A: We do need more feedback from colleagues on how we all think this will work under the new structure.

Q: This is the fourth structure change in recent memory. How will it be ensured that this one will be successful?

A: At the next meeting you will see the risks we have identified and we can discuss further how to mitigate them. It is fully recognised and accepted that the reorganisation that took place around 2009 was done without sufficient engagement.

Q: Would Social Sciences and Law be a better faculty title? Where is Maritime Law?

A: Our titles need to be streamlined. Law has a home within Social Sciences. As stated, further suggestions on where programmes should be allocated are welcomed.

Q: Will the faculty structure be used internally or externally?

A: Once implemented the faculty structure will be used universally and as stated, the new streamlined structure will aid our national and international presentation.

Q: How will the staff cost reduction measures be undertaken?

A: The process will be led by the Deans and they will begin by starting their faculty planning tomorrow. We are considering the use of a voluntary severance scheme. More detail will follow in the all staff address and at the next Senate meeting on 22 November 2017.

Q: Will all aspects of the reorganisation be in place by 1 August 2018?

A: It is expected that the new five faculties will be operational by then but it will be inevitable that embedding and further evolution will continue after that date. It is hoped that shadow faculty management teams will be in place in the early spring 2018 to ensure a smooth change process, whilst the current Faculty and management will continue through to 31st July. It is recognised that the full change over in Professional Services will take longer to avoid disruption and that this may extend into 2019.

Q: What if the voluntary severance scheme does not raise enough interest to achieve the staff cost reductions that are required?

A: There is confidence that the voluntary scheme will achieve the target. Together with the exceptional recruitment process (ERP) that has been running for the past 12 months, much progress has been made towards the 7% target already. However, in the event that ERP and voluntary severance does not meet the target, there will have to be consideration of alternative solutions, one of which as a last resort which might be considered is compulsory redundancies if there was no other alternative.

RESOLVED that the presentation be noted.

2 **Date of the next Meeting**

RESOLVED that the next meeting of Senate be held on 22 November 2017

The meeting concluded at 12.42pm