

**MINUTES OF THE MEETING OF SENATE**

**Held on Wednesday 6<sup>th</sup> December 2017**

For a record of apologies and absences, please see the attached list.

The Vice-Chancellor welcomed Senators to the meeting in particular newly elected members of Senate Dr Mariangela Palladino (English), Dr Sophie Allen (SPIRE) and Dr Zoe Robinson (GGE). The observers were also welcomed to the meeting Greg Dargue (Estates and Development), Paul Cartwright (Natural Sciences), Emma Healey (PCHS), Opeyemi Babatunde (PCHS), Domonique Birks (Psychology) and Simon Knight (Academic Services).

**22. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**23. MINUTES AND ACTIONS**

(a) Minutes

The minutes of the meeting held on 11 October 2017 were agreed as an accurate record, subject to an amendment to minute 5, page 4 (fifth paragraph) as follows:

The Students' Union's own achievement in the NSS was highlighted, coming ~~first~~ **third** for academic representation.

(b) Actions List

The actions arising from the previous meeting were complete, with details noted on the actions list.

**24. MATTERS ARISING**

No further items raised.

**25. QUESTIONS FOR THE VICE-CHANCELLOR**

It was confirmed that the question for the Vice-Chancellor received from KeeleSU would be responded to as part of the VC report (item 27).

**PART 1 – STRATEGIC DISCUSSION ITEMS**

**26. RESEARCH EXCELLENCE FRAMEWORK – READY FOR REF**

Professor Amigoni introduced the presentation and highlighted that more and more information was being communicated regarding REF 2021 including on the implementation of the recommendations from the Stern review. The significant changes around open access and the requirement to act on acceptance were highlighted to ensure eligibility of outputs for submission to REF.

The next steps towards preparedness were confirmed including the release of draft guidance on submission and consultation on panel criteria and working methods, publication of which was planned for summer 2018 to be finalised for January 2019. The need to ensure a competitive return and build on the success of 2014 was emphasised.

Thanks were noted to everyone who input into the audit process carried out over the summer. It was recognised that this required significant work but the benefit of this to preparedness for the next submission was stressed. Findings of the audit represented an improvement on the 2014 submission and it was confirmed that the newly established steering group was planning a more ongoing audit process building on the findings of the summer process. It was also hoped that a live and moving GPA could be produced for each Unit of Assessment, recognising that some were complex and cross Faculty.

It was confirmed that a second round of Impact Acceleration Funding (IAF) was being opened to respond to the increased rating being given to impact in the next REF submission.

Senators discussed the presentation, raising the following points:

- i. The need to be more selective in the outputs submitted for the next process in order to maximise 4\* rated outputs.
- ii. Whether any proposed changes were planned for the open access arrangements.  
It was confirmed that no immediate changes were planned, however, discussions were ongoing. The key action for researchers currently was to get into the habit of acting on acceptance to maximise eligibility. It was confirmed that at least one 4\* output was known to be ineligible for failing to meet the open access requirements.
- iii. Some concern was expressed at the term 'continuous audit' but it was emphasised that this was a supportive process to provide help and advice to ensure eligibility.
- iv. Availability of resources was discussed and the need to maintain dialogue with Deans and Associate Deans to identify funding streams was emphasised. The IAF was also highlighted. The need to allow adequate time for research was also highlighted, in particular targeting this in areas where high quality outputs may be produced in the right conditions, this was noted.

The Vice-Chancellor thanked Senators for their input to the discussion and echoed Professor Amigoni's thanks for input into the audit over the summer, emphasising the value of this process in ensuring preparedness for the REF 2021. The importance of sufficient lead times to ensure high quality submissions was also recognised as was the value to the institution of achieving a positive outcome in 2021.

## **PART 2 – REPORTS**

### **27. VICE-CHANCELLOR'S REPORT TO SENATE**

#### **(a) Questions for the Vice-Chancellor**

*"Every institution in our bench-marking group has made major investments in learning spaces and their library over the past ten years, in light of this and the comments given at the previous senate meeting which implied there was no new money to invest in the student experience, is our bench-marking group too optimistic?"*

At the start of the discussion, KeeleSU confirmed that by 'benchmark group' they were referring to the 12 institutions listed on the University website.

The Vice-Chancellor confirmed that the statement regarding the investment by other institutions in the benchmark group was correct but highlighted that, the purpose of the group was as a comparator to strive to meet so it was not deemed to be unrealistic. It was highlighted that Keele's profile was somewhat unique and so finding comparators was not easy. The stated group was identified by looking at similarities such as size, academic profile, whether or not there was a medical school, campus type, geographical location, research reputation and culture, among other factors.

Returning to investment, it was clarified that the statement at the last meeting regarding availability of funding was to emphasise the pressures on the funding available for the coming year and not to indicate that there was no funding at all. The Vice-Chancellor acknowledged that the institutions listed had invested in learning spaces and libraries but also highlighted that although the library at Keele was not physically bigger, considerable work had been undertaken to maximise the student-facing space within it. Away from the library, most of the significant investment undertaken in recent years had been student focussed, including updating existing learning space, for example by equipping rooms for lecture capture and creating new spaces, particularly laboratory spaces and space for the Foundation Year, both to accommodate increased cohort size.

Mr Snape thanked the Vice-Chancellor for his response and acknowledged that space in the library had been maximised in recent years, however, the concern was this was now fully realised and at capacity with no further opportunities to increase it. When this was considered against increasing student numbers and future growth ambitions it presented a significant issue.

Mr Snape acknowledged that students may not be aware of spaces available to them outside of the library but if this was the case, the need for better communications was highlighted to allow students the opportunity to improve their own learning.

Mr Snape highlighted that the purpose of the question was to encourage discussion in this area and highlight the investment other Universities had made in both study space and their Students' Union buildings. The concern was that major work needed to be undertaken to allow the University to remain competitive in the student experience offered.

The Vice-Chancellor confirmed that the need to keep working on student experience was accepted but that there was no indication that Keele was falling significantly behind. The issue of investment in the Students' Union building was accepted in relation to the middle floor although investment in other areas was highlighted. The point about awareness of available learning spaces was noted and would be taken on board when capital projects were being considered. It was also highlighted that space per FTE student in the library was currently higher than the sector average.

Mr Reynolds confirmed that library footfall was higher as students were not aware of alternative spaces and so any steps to publicise alternatives, such as via an app would be welcome. It was also highlighted that the library continued to explore maximising the available space within the current building and would keep working to achieve this.

The Vice-Chancellor confirmed that the Keele App was to be temporarily reinstated while a new version was developed, which was intended to incorporate further functions. It was also highlighted that the timetabling review had identified areas where space could be opened up and there was a commitment to progress this.

The KPA observed that the pressure on learning space was leading to students changing their behaviour and study patterns and as such, there was concern that this may be detrimental to the Keele ethos in the long term if a more responsive solution was not identified.

## (b) VC Report

Congratulations were noted to Dr Russell Crawford from the School of Medicine on his THE Award for most innovative teacher.

### **i. Admissions**

The Deputy Vice-Chancellor and Provost summarised the information contained in the paper and highlighted that there had never been more students on campus, with student numbers now at a steady state and this year's graduates being the first from the larger intakes.

It was highlighted that conversion rates had improved, particularly against the drop in applications nationally. Whilst nationally the number of applications received was lower overall, there was some evidence to indicate students are applying later in the cycle although there was no room for complacency and the market was more competitive than ever for 2018/19 entry.

It was also highlighted that the current applications were the first to be received since the more streamlined offer had been introduced and the benefits of this had been seen, particularly in Keele Management School programmes and in some combined honours programmes. It was noted however, that there had also been some areas where applications had fallen, notably in Maths and Law.

Finally, it was confirmed that international applications were up on the previous year but still needed to be viewed cautiously in the current climate.

### **ii. TEF Metrics**

The Vice-Chancellor confirmed that the TEF Gold rating lasted for three years, however, new metrics had been released for information only to allow the University to monitor its performance. Under the new metrics, the University still had four sets of 'double positive' flags with two lost for continuation and employment due to the data used in the assessment, as explained in the paper. It was stressed that the University was still outperforming the benchmark in these areas but not by enough to achieve a flag. It was also highlighted that although the most recent NSS results were disappointing, the evidence suggested the University was still sufficiently ahead to be flagged positively.

Discussion followed on the number of assessment frameworks being introduced risking 'assessment overload' and whether measures were being taken by employer's organisations to counteract this. It was confirmed that exact actions being taken were not known but there was a need for the sector to remain on the front foot and to promote self-evaluation as a framework to tell its own story. The need to engage with disciplinary and HE bodies to influence the outcomes of ongoing consultations was emphasised.

Concern was also expressed around the risk of grade inflation. The Vice-Chancellor confirmed that the University was committed to improving good degree outcomes fairly and not via grade inflation.

### **iii. Senior Appointments**

The Vice-Chancellor highlighted that the written report asked for approval from Senate of the appointment of Helen O'Sullivan as PVC Education taking up post in January 2018.

Senate **resolved:**

**That** the appointment of Professor O'Sullivan to the position of PVC Education **be recommended to Council for approval.**

The Vice-Chancellor also confirmed that an appointment had been made to the post of Director of the Institute for Innovation and Enhancement of Teaching and Learning with the appointee arriving in April 2017. Full details of the appointment would be provided in due course. It was noted that the name of the Institute was currently under review and may change.

#### **iv. Internationalisation**

The Vice-Chancellor confirmed that the relationship with SEGi college had been formally terminated. Thanks were noted to all staff who had been involved in the process. It was confirmed that the issues were not the fault of either institution and had arisen due to problems recruiting students which had been affected by external factors including the funding situation in Malaysia.

#### **v. Other Items**

Other key items in the paper were highlighted, including:

- Recent Athena SWAN Bronze awards for Law and Pharmacy, building on successes earlier in the year. It was also confirmed that the recommendation from the internal auditor to re-establish an equality and diversity group had been completed and the new group had held its first meeting.
- REF- following on from the presentation item, it was noted that there was an element of nervousness around the REF, not in relation to results but rather the impact of the Stern recommendations which were felt to favour intensive or small institutions with a risk that institutions in the middle ground may fall between the cracks. The preparedness work highlighted in the presentation aimed to keep on top of this and mitigate the risk.
- The City of Culture 2021 announcement was expected the day after the meeting, it was highlighted that Professor Amigoni had been heavily involved in the process and the feeling was that the bid submitted was strong.

Progress on Athena SWAN was commended, in particular the work done by Hannah Barjat in HR to support the programme. The changes to structures in the Law School to support Equality, Diversity and Inclusion activities were highlighted and the Deputy Vice-Chancellor and Provost confirmed that a decision had been taken to ask all Schools to follow this example going forward.

## **28. STUDENT OFFICER REPORTS**

### **(a) Report of KeeleSU**

The Vice-Chancellor invited Mr Snape to present his report noting that the new NUS President, Shakira Martin, had spoken at an event he had recently attended, delivering an inspiring speech advocating the benefits of collaborative working between Students' Unions and Universities.

Mr Snape presented his report highlighting good sign up to student societies, motions from the AGM as listed in the report and the ongoing arrangements for students to move into the new Barnes Hall of Residence. It was confirmed that discussions with Marketing and Communications had taken place regarding methods of communication with students. Mr Snape also noted thanks to the University for involving himself and the SU Education Officer in the recruitment process for the Director of the Institute for Innovation and Enhancement of Teaching and Learning.

Mr Snape also highlighted that since the production of his report, the findings of the independent review of the issues experienced with voter registration during the general election had been published and KeeleSU were thanked personally for their input to the investigation in the findings.

The Deputy Vice-Chancellor and Provost congratulated the Elected Officers on their ongoing work, noting the quality of projects and outcomes achieved. In particular the level of engagement with sports and societies and removal of the patio heaters from the rear of the student union building was recognised as a significant achievement from a sustainability point of view, although a controversial decision. The development of a proposal for a Rent Guarantor Scheme was also noted.

Discussion followed on the section of the report concerning Electronic Attendance Monitoring. Some Senators expressed concern about the stated feeling among students that it was their choice as to whether they attended lectures or not and that given the amount of fees paid it was up to them to decide. The number of students who genuinely felt this way was queried. Mr Snape confirmed that students increasingly see themselves as consumers and there had been an increase in the number of times fees were referred to various recent discussions with students.

Some Senators expressed concern regarding the impact of non-attendance on other students who did attend, in particular for tutorials where the number of attendees may affect the quality of a planned session. Senators also highlighted that some professional programmes already operated electronic attendance monitoring as a professional body requirement, as in these programmes good attendance was mandatory. Real concern was expressed that the attitude suggested in the report was in conflict with the attendance requirements, in particular for programmes leading to a professional qualification. These required a graduate to display professional attributes in accordance with their chosen profession and that this was what they were paying tuition fees to achieve.

The Vice-Chancellor highlighted that attendance monitoring was not being undertaken to be punitive. There was a need for more useful learner analytics to identify and support students who weren't engaging, in addition to the professional requirements already discussed. Also, the current paper-based register process was estimated to take the equivalent of two working days per week per school in terms of resource; this could be better utilised in other areas if freed up.

In terms of lecture capture, it was suggested that the data in the SU report was in conflict with the Lecture capture update, clarification was requested. Mr Snape confirmed that the attendance data was taken from existing monitoring.

Also in relation to lecture capture, it was highlighted that anecdotally, its introduction appeared to have impacted on engagement rather than attendance, with students taking less notes and appearing passive during a lecture, intending to go away and re-watch it later. The Vice-Chancellor confirmed that a full review would be undertaken at the end of the year.

- (b) Report of the Keele Postgraduate Association (KPA)  
Mr Blake presented the report and highlighted that progress had been made with Student Voice Representatives and a system should be in place for the start of next year which was a significant step forward for postgraduate students. It was also highlighted that the format of the report to Senate was being reviewed to include updates on more activities. The Vice-Chancellor welcomed this, noting that it was important to acknowledge achievements.

## 29. LEARNING AND TEACHING UPDATES

The Deputy Vice-Chancellor and Provost introduced the report and confirmed that a full update on the Portfolio and Curriculum Development project and timetabling review would be provided to the next Senate meeting. It was noted that the current recruitment cycle was the first since the

number of routes offered was reduced. Thanks were noted to staff who had been involved in ensuring that the revised credit requirements and programmes were in place for 2018 entry, in particular the contribution of the Associate Deans was noted.

It was confirmed that currently work was being undertaken on electives to make the offer clearer and simplify timetabling processes.

It was confirmed that in relation to lecture capture, positive benefits for BME students had been noted, supported by high quality pedagogic research. Some disciplines were offering 80-90% captured lectures while other areas were below 10%, this disparity was striking and it was hoped that work could be undertaken to address the gap.

It was highlighted that UEC undertook its first dedicated programme approval meeting in November. This meeting considered all of the new programmes coming through for 2018/19 in the context of the existing portfolio. This was seen as an important step forward to constantly review the portfolio as a whole.

Senate received the External Examining Overview Report and action plan.

Senate **resolved:**

**That** the External Examining Overview Report and action plan **be approved.**

The KeeleSU Education Officer noted the progress made with the timetabling review and the effort put in to move the process forward. Concern was expressed, however, regarding the possible impact of the works to install the pipeline for the Central Science Labs on the pool rooms aligning University Drive. The importance of communications around this was emphasised but more significantly, the fact that the work would be taking place in semester two when students would be completing the NSS was highlighted, particularly as third year students or those not following a science based programme may not see the bigger picture in relation to the project.

The Deputy Vice-Chancellor confirmed that the company who had successfully tendered for the work had a reputation for a collaborative approach and so it was hoped that they would be responsive to feedback. It was confirmed that communications would be considered carefully and the situation monitored, the University would intervene if required. The Education Officer confirmed the SU would assist with communications if required.

Professor Allman raised the benefits of a year in industry to student experience and the need to promote existing opportunities and build partnerships to develop further in future. This was proposed as a discussion item for a future Senate meeting. This was noted and the Vice-Chancellor highlighted initiatives such as this would sit with careers team when the new institute took shape.

Discussion followed on the electives review and concern was expressed that the outcomes could be destabilising if not considered holistically. This was noted as was the valuable role played by electives in offering breadth to a programme. It was confirmed that the review was to declutter the offering and remove under recruited modules.

A query was raised regarding course information documents and a local issue with approval was reported. This was noted for investigation outside of the meeting.

Issues around the timing of module choice were discussed and it was confirmed that the clarity of the offer was the issue in question, not the timing of choices. It was noted that only half of Schools met the semester one deadline and some semester two responses were still outstanding.

30. RESEARCH REPORT

Professor Amigoni presented his report and confirmed that Research Committee continued to oversee progress against the approved Research Strategy. Detailed scrutiny had been undertaken in the Faculties of HUMSS and Natural Sciences with Medicine and Health Sciences to follow in due course.

Professor Amigoni also highlighted that Professor Paul Horrocks had been appointed as the University's strategic lead for Postgraduate Research. It was also confirmed that emphasis on integrity, ethics and governance was gathering an increasing profile, the University's Ethics Oversight Committee was due to meet in the coming week.

31. REGULATIONS REVIEW REPORT

Dr Galbraith presented the report and confirmed that it provided a more substantial update on progress to follow on from the brief update at the last meeting. It was confirmed that the project had identified three objectives around overhaul of the regulatory framework, adoption of plain English principles and review of specific regulations.

It was confirmed that input was welcome from anyone on Senate who wished to be involved or to raise a specific area they felt was in need of review.

Ms Ross-Simpson drew Senators' attention to Annex A of the paper and confirmed that items not listed would not be removed but would be accessible via a different section. Full proposals would be brought to the next Senate for consideration.

It was highlighted that representation from professional programmes was required on the working group to ensure requirements of professional bodies were accounted for, this was noted.

The Vice-Chancellor encouraged Senators to engage with the review noting the importance of the opportunity to improve the regulatory framework.

32. ANNUAL REPORT OF THE LIBRARY

Mr Reynolds presented his report and highlighted that the library had overcome significant challenges through the year but had come through well, particularly in the NSS Results. The need not to be complacent was highlighted and it was confirmed that the focus was now on moving forward dealing with space issues, the increasing issue of students as consumers and cost pressures particularly increased fees arising from the economic implications of Brexit.

The Vice-Chancellor acknowledged the scale of the challenges faced by the library during the year, particularly those outside of their control.

Professor Amigoni commended the work of the repository who provided an excellent service to the University's researchers.

33. SECRETARY'S REPORT

Dr Galbraith presented the report which included various items for approval as detailed below.



**(a) FOR FORMAL APPROVAL BY SENATE**

The papers detailing the Awards and Prizes associated with this minute can be found on the Senate section of the KLE. If you require sight of the paper and are not able to access this page, please contact the Governance Office in the first instance.

**(i) Academic Awards**

Senate **resolved:**

**That** the awards as set out in the papers, including the amendments to awards submitted to the Governance team between the time that the papers were circulated and the time of the meeting (details of the awards amended were outlined in the reserved minutes) be **approved**.

**(ii) University Prizes**

Award of Prizes

Senate **resolved:**

**That** the award of prizes and funds, as listed in the paper, be **approved**.

New and Amended Prizes

Senate **resolved:**

**That** the establishment of new prizes and funds and amendments to existing prizes and funds, as listed in the paper, be **approved**.

**(iii) External Examiners**

Senate **resolved to recommend to Council:**

**That** the nominations for examiners for taught and research degrees, set out within the paper, be **approved**.

**(iv) Senate Election results**

Senate noted the results of the Senate Election process held in HUMSS and Natural Sciences in November 2017.

**HUMSS**

Dr Sophie Allen elected for the term 2017-2020

**Natural Sciences**

Dr Zoe Robinson elected for the term 2017-2020

Senate **resolved:**

**That** the results of the Senate Election process be approved.

**(b) FOR RECOMMENDATION OF APPROVAL TO COUNCIL**

**(i) Award of Honorary Titles**

Senate **resolved to recommend to Council:**

**That** the award of honorary titles set out within the paper be **approved**.

Senate noted the remaining items detailed in the paper for report.

34. EQUALITY AND DIVERSITY CONSIDERATIONS

No further items raised.

35. ANY OTHER BUSINESS

No further items raised.

**SENATE  
ATTENDANCE – 11<sup>th</sup> October 2017**

**(a) The Vice-Chancellor**

Professor Trevor McMillan

**(b) Deputy Vice-Chancellor and Provost; and the Pro Vice-Chancellors and the Deans (including the Chairs of the Boards of Studies and Faculties)**

Professor Mark Ormerod	Deputy Vice-Chancellor and Provost
Dr Anne Loweth	Pro Vice-Chancellor (Students)
Professor David Amigoni	Pro Vice-Chancellor (Research & Enterprise)
Professor Pauline Walsh	Dean of the Faculty of Health and Pro Vice-Chancellor
Professor Shane O'Neill	Dean of the Faculty of Humanities and Social Sciences and Pro Vice-Chancellor
Professor Jonathan Wastling	Dean of the Faculty of Natural Sciences and Pro Vice-Chancellor (Postgraduate Studies)
Professor Richard Luther	Dean of Internationalisation

**(c) Academic Registrar and Director of Student and Academic Services**

Dr Helen Galbraith                      Academic Registrar & Director of Student and Academic Services

**(d) Librarian**

Mr Paul Reynolds                      University Librarian

**(e) Heads of Departments and Schools Academic Schools:**

A School of Computing and Mathematics: Professor Peter Andras  
School of Social Science and Public Policy: Dr Rebecca Leach  
Keele Management School: Professor Kurt Allman  
School of Health & Rehabilitation: Professor Anand Pandyan  
A School of Humanities: Dr Timothy Lustig  
School of Law: Professor Alison Brammer  
School of Life Sciences: Professor David Hoole  
A School of Medicine: Professor Andrew Hassall  
A School of Pharmacy: Professor Nigel Ratcliffe  
School of Nursing and Midwifery: Professor Sue Read  
School of Physical and Geographical Sciences: Professor Christopher Fogwill  
School of Chemical and Physical Sciences: Professor Rob Jackson  
School of Politics, Philosophy, International Relations & Environment: Professor Brian Doherty  
A School of Psychology: Dr Jim Grange

**(f) Academic Departments (Research Institutes):**

Faculty Research Office for Natural Sciences: Professor Clare Holdsworth  
A Faculty Research Office for Humanities and Social Sciences: Dr Elisabeth Carter  
A Institute for Primary Care and Health Sciences: Professor Elaine Hay  
Institute for Science and Technology in Medicine: Professor Nick Forsyth

**(g) Members of the Electoral Roll elected by the Electoral Roll**

*Elected by the Faculty of Health*

Dr Sue Ashby (Nursing & Midwifery)	2015-2018
Dr Clare Jinks (Primary Care & Health Sciences)	2015-2018
Mrs Kim Sargeant (Nursing & Midwifery)	2015-2018

A	Dr Wynne Thomas (Medicine)	2015-2018
A	Dr Gary Moss (Pharmacy)	2016-2019
	Dr Karen Adams (Medicine)	2016-2019
	Dr Sarah Aynsley (Medicine)	2016-2019
	Dr Claire Stapleton (Health and Rehabilitation)	2016-2019
	Dr Frank Rutten (Pharmacy)	2017-2020
	Dr Gordon Dent (Medicine)	2017-2020

*Elected by the Faculty of Humanities and Social Sciences*

	Ms Robin Bell (Language Learning Unit)	2015-2018
	Dr Elizabeth Poole (MCC)	2016-2019
	Dr Sorcha Uí Chonnachtaigh (Law)	2016-2019
A	Dr Teresa Oultram (KMS)	2016-2019
	Dr James Peacock (Humanities)	2017-2020
	Dr Mariangela Palladino (Humanities)	2017-2020
	Dr Philip Morgan (Humanities)	2017-2020
	Dr Sophie Allen (SPIRE)	2017-2020

*Elected by the Faculty of Natural Sciences*

	Dr Claire Fox (Psychology)	2015-2018
	Dr Helen Price (Life Sciences)	2016-2019
A	Professor Peter Haycock (Foundation Year)	2016-2019
	Dr William Kirk (Life Sciences)	2017-2020
	Dr Chris Stiff (Psychology)	2017-2020
	Dr Zoe Robinson (GGE)	2017-2020

**(h) Student Representatives: Elected Officers**

	KeeleSU Representatives	
	Mr Tom Snape (Development and Democracy Officer)	2017-2018
	Mr Jeff Wiltshire (Education Officer)	2017-2018
	Ms Aysha Panter (Welfare and Internationalisation Officer)	2017-2018
	Mr Sam Gibbons (Activities and Community Officer)	2017-2018
A	Ms Meghan Harrison (Athletic Union and Sport Officer)	2017-2018
	President of the Association of Postgraduate Students	
A	Mr Ieuean Smith	2017-2018

**OFFICERS IN ATTENDANCE**

Mr Kelvin Johnstone	HUMSS Faculty Director of Learning and Teaching
Dr Katie Maddock	MHS Faculty Director of Learning and Teaching
Dr Katie Szkornik	NS Faculty Director of Learning and Teaching
Mr George Blake	Vice President, KPA
Ms Dorothea Ross-Simpson	Head of Governance & Quality Assurance, SAS
Dr Mark Bacon	Director of Research, Innovation and Engagement

**OBSERVERS**

Opeyemi Babatunde	Primary Care and Health Sciences
Emma Healey	Primary Care and Health Sciences
Domonique Birks	School of Psychology

Simon Knight  
Greg Dargue  
Paul Cartwright

Academic Services  
Estates and Development  
Faculty of Natural Sciences

**SECRETARIAT**

Miss Laura Harrison

Governance Support Officer, Governance, SAS