



UNIVERSITY OF LIVERPOOL SENATE

SPECIAL MEETING HELD ON WEDNESDAY 19 SEPTEMBER 2023

<b>Present:</b>	Professor T Jones (Vice-Chancellor, Chair), Dr A Adeyemi, A Al-Irhayim (Student Representative), Dr A Alsalloum, Dr H Arnolds, Professor K Atkinson, Dr C Belfrage, Professor K Bennett, Professor M Baylis, Dr M Berenbrink, Professor N Berry, Professor F Beveridge, Professor J Bridgeman, Professor G Brown, Professor I Buchan, Professor P Buse, Professor P Clegg, Professor L Crolley, Professor K Coleman, Dr C Costello, Professor J Curran, L Dubbins (Guild Vice-President), Professor M D'Onofrio, Professor G Endfield, Dr L Gahman, Professor A Fell, Dr K Furman, Professor B Gibson, Professor L Harkness-Brennan, Dr L Corner, Dr N Helassa, Professor A Hollander, B Holt (Student Representative), Professor D Jeater, Professor G Kemp, Professor B Konev, Professor C Leek, Dr H Little, Professor G Lynall, Professor A Lyons, Dr C Malathouni, Professor C McGowan, Dr E Ormandy, Professor D Mair, Professor D MacEwan, K Manley (Guild Deputy President), Professor A Marshall, Professor V Mitsilegas, Professor K O'Halloran, Dr S Parameswaran, Professor E Patterson, Professor S Pickard, Professor I Prior, Dr M Rose, Professor S Sheard, Professor L Sheffield, V Samuels (Guild President), Professor P Shirlow, Professor M Speed, Professor H Stalford, Professor J Surroca, Professor T Teubner, Professor M Towsey, Professor W van der Hoek, Professor F Watkins, Professor C Welsch, Professor R Williams, Dr B Wilm and Dr J Woolf.
<b>Apologies:</b>	Professor L Anderson, Professor J Balogun, Professor R Bearon, Professor R Black, R Bradbury (Student Representative), Professor R Chiverrell, Dr S Cornell, Professor C Eyers, Professor L Kenny, Professor P Murray, Professor D Prescott, Professor S Rocha, Professor H Scott, Professor R Smith, and Professor T Walley.
<b>In Attendance:</b>	University Secretary and General Counsel, K Ryan, Governance Officer, L King, Governance Officer, K Cross, and Head of Governance and Deputy Secretary, E Leonard.

**Strategy 2031**

**RECEIVED:**

- i. A presentation from the Vice-Chancellor covering: Purpose; Strategy 2031 Core Components; Framework and Leads; Timeline and Key Activities.

**NOTED:**

- ii. The following comments were received on Strategy 2031:
  - Government connections would be valuable in supporting strategic ambitions: Colleagues could assist each other in creating impact, and share key contacts – one of the main challenges was that connections

aren't known or shared, so better connections and communications in this area would be beneficial.

- Senate queried why there was a proposal to create a physical interdisciplinary space as opposed to increasing funding for this kind of activity. Feedback was received that colleagues felt siloed and a vehicle was needed to promote interdisciplinary work and highlight where opportunities lay. The approach outlined in the Strategy was more consistent and utilised pump priming funding to best effect. There was a clear need for creative informal space for connections to be made.
- Objective 3 of student experience and employability was welcomed by Senate. However, it was queried how teaching staff would feed into this. Colleagues had spent a lot of time embedding employability, and there was concern that teaching staff were being asked to pivot and change their relationship with CIE again without fully understanding the changes. Whilst input from academic staff was being facilitated through the merging Student Success Boards, Senate wanted to see this outlined more explicitly, and ensure that the excellent work undertaken by the three separate Success Boards wasn't lost through them merging together into one larger board.
- The Marking and Assessment Boycott had been a painful experience, and colleagues were conscious of issues persisting and this limiting the potential success of the strategy. However, Senate members were excited by the ambition of the Strategy and supportive of it, it presented an opportunity to rebuild relationships and a positive culture.
- In relation to success measures, some measures were less specific than others. For example, equality measures could be linked to REC. Senate was assured that below high-level measures there would be sub-measures and indicators which would help demonstrate progress.
- What were the key things we need to do to reach top 100? The University had increased in every national/international ranking, and this should give us confidence we are moving in the right direction.
- Relating to PGR growth and plans to expand to North America, this could be challenging with overseas fees structure. Could we start a scholarships programme to attract the best students internationally? Colleagues from Strategic Change were working with colleagues across the University to enhance the PGR offer and address associated challenges.
- HLS noted that international partnerships seem to have reduced these. The recent appointment of an APVC for internationalisation and PG affairs would address this.
- Senate was pleased to see the centrality of art and culture within the strategy. However, proving the usefulness or utility of arts and culture is a trap we should be avoid. As the PVC for Cultural Engagement had not been replaced, what was the plan for co-ordination and leadership of this aspect of the plan? Colleagues were assured that work was underway on a new heritage, culture and arts strategy led by Professor Georgina Endfield,

with external stakeholders, which would link to key pillars and cross cutting strategic themes.

- Relationship with the City and framing of global through the City Region is good, it was important that work to tackle inequalities and improving life was not lost. Senate was assured that the commitment to Widening Participation remained.
- The Deans Network was suggested as a key communications channel to share information about what is going on and looking at how we improve communication. It would be useful to have space to help facilitate this collaboration/information sharing.
- Whilst it was great that sustainability was a cross cutting theme, there was potential tension with global ambition – has this been considered and what mechanisms will there be to resolve these? Senate was assured that there was work underway to address any potential issues in this area.